



DELIVERING AS ONE

In 2007, the UN Country Team developed a range of mechanisms and structures needed to operationalise the Delivering as One UN initiative. The document *Delivering as One Operational Plan of the UN System in Mozambique 2007-2009* outlines the vision for the Delivering as One UN and how this vision is to be achieved through the implementation of the “Five Ones”: (1) One Programme; (2) One Budgetary Framework; (3) One Leader; (4) One Office and Common Services; and (5) Communicating as One.

The aim of the *One Programme* is to pave the way for a reformed UN system under the next UNDAF cycle by focusing on a strategic sub-set of UNDAF outputs that best illustrate the added value of the UN in the new aid environment: (1) policy and advocacy; (2) normative / technical support; (3) capacity development; and (4) civil society partnerships. A total of 11 joint programmes have been developed and form the core of the One Programme in the areas of Governance, Human Capital, HIV and AIDS and Economic Development.

The *One Leader* enables an empowered and accountable Resident Coordinator (RC), with the competencies and authority to guide the development and management of the UN in Mozambique and speak with one voice on behalf of the UN. The RC also supports Agency representatives leading agency-specific representation in-country.

The *One Budgetary Framework* brings together all contributions to support the coherent mobilisation, allocation and disbursement of donor resources to the unfunded components of UN programmes and activities.

In order to support the resource mobilisation for the One Programme, a One Fund has been established as a sub-set of the framework.

The aim of the *One Premises and Common Services* is to reinforce existing operational mechanisms and management systems with integrated support services under which all agencies share joint premises and common services wherever cost-efficient in order to ensure the efficient and effective delivery of operations support for programmatic activities of all the agencies in the country.

In order to reflect the critical role of *communication* in the UN coherence agenda, the UNCT has also decided to include communication as a fifth area of the Delivering as One UN initiative in the country. Through this component, the UNCT aims to communicate the *Who, What, Why, Where* and *How* of the UN in Mozambique.

The Delivering as One UN Operational Plan has been developed through a participatory and consultative process involving the Government, development partners and UN agencies at country level as well as regional and headquarters levels. The plan sets the conditions for effectively implementing the Delivering as One initiative from the last quarter of 2007 until the end of the current UNDAF cycle in December 2009.

Distribution of resources by donors, 2007

Donor	Contribution
UNICEF General Resources	11,180,488
UNICEF General Resources Set Aside	1,354,838
Emergency Programme Fund (EPF)	1,462,524
Commission of the European Union	4,801,061
Government of the Netherlands	2,847,473
German National Committee for UNICEF	2,789,059
UN Office for the Coordination Humanitarian Affairs (UNOCHA)	2,487,093
SIDA Sweden	1,837,691
Global Thematic Humanitarian Response	1,541,399
French National Committee for UNICEF	1,459,601
CIDA	1,369,329
Global Thematic HIV/AIDS and Children	1,285,869
AusAID/Australia	1,270,530
Global Thematic GE and Basic Education	1,133,847
Canadian National Committee for UNICEF	1,014,131
United States Fund for UNICEF	967,839
United Kingdom National Committee for UNICEF	786,665
Netherlands National Committee for UNICEF	739,039
Government of the United Kingdom of Great Britain and Northern Ireland	433,780
USAID	430,007
Government of Spain	420,850
The GAVI Fund	265,208
Government of Italy	239,622
Government of Ireland	130,860
Italian National Committee for UNICEF	85,501
Government of Japan	55,522
Government of Denmark	55,282
Irish National Committee for UNICEF	40,928
Government of Austria	28,381
Government of Portugal	23,200
Government of Canada	6,112
Other Resources	28,545,879
Country Programme Total	42,543,729