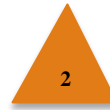


Office of the High Commissioner for Human Rights (OHCHR)

Multilateral Aid Review (MAR) Update 2013 progress rating:









MAR 2011: Adequate Value for Money for UK Aid



Progress assessment	
Summary	Particular progress on strengthening its focus on results, increasing capacity for results management and improving strategic decision-making in developing countries.
Baseline	
<p>OHCHR is mandated to promote and protect the enjoyment and full realisation by all people of all rights established in the UN Charter and in international human rights laws and treaties. The Office also leads efforts to integrate a human rights approach within work carried out by UN agencies.</p> <p>The MAR highlighted several strengths including:</p> <ul style="list-style-type: none">• OHCHR plays a critical role in the context of peace and security and is the only multilateral organisation to focus exclusively on human rights.• There is good evidence of OHCHR contributions to human rights work in fragile states and states recovering from conflict.• A Financial Monitoring Committee, regular cost reviews and clear financial thresholds are in place and trigger examinations by Directors. <p>The MAR also highlighted several weaknesses:</p> <ul style="list-style-type: none">• OHCHR needs to do more to demonstrate results in developing countries.• There is a weak results culture, resulting in a lack of standard methodology and a lack of in-house capacity for lesson learning.• There is insufficient evidence to demonstrate that OHCHR has processes in place to manage poorly performing projects / programmes. <p>DFID's reform priorities for the MAR Update were:</p> <ul style="list-style-type: none">• Strengthen results reporting and demonstrating results in developing countries; more clearly establish results above level of activities – assessed under <u>contribution to results</u>;• Strengthen results based management, strategic planning in countries and evaluation systems – assessed under <u>strategic and performance management</u>;• Strengthen processes for better project portfolio management – assessed under <u>financial resources management</u>;• Strengthen cost control measures – assessed under <u>cost and value consciousness</u>.	

Summary of overall progress

OHCHR has a greater focus and priority on results with results frameworks introduced across country and regional offices and a new online Performance Monitoring System (PMS) having been put in place ensuring that staff now plan, monitor and report on results. OHCHR's leadership has fostered a stronger results culture within the organisation and is using results management to improve strategic decision making in country, whilst measures are being taken to strengthen the ability of the Office to effectively identify and manage poorly performing projects. However, greater progress needs to be made on establishing an evaluation function and, whilst there has also been some progress in strengthening cost and value consciousness, there is not yet a long term co-ordinated efficiency savings plan or aggregated cost savings.

Progress against reform priorities

MAR reform component	MAR 2011 score	Progress rating	MAR Update score, if any change
<p>Contribution to results New country and regional results frameworks, linked to the corporate results framework, and development of the new Performance Monitoring System (PMS) online tool are ensuring a greater focus and priority on results reporting in country. Baselines need to be added to the frameworks, and impact-level results more clearly demonstrated.</p>		 Reasonable progress	
<p>Strategic and performance management Implementing results based management training and rolling-out the new PMS tool have strengthened the results culture and improved results management. More evidence is needed of OHCHR leadership using results generated by the PMS to inform programmatic decisions and a fully-resourced evaluation function needs to be established.</p>		 Some progress	
<p>Financial resources management Consolidation of the Programme and Budget Review Board, the new PMS tool and a new financial reporting system, is increasing OHCHR's ability to identify and manage poorly performing projects. More evidence is needed of this translating into improved portfolio management.</p>		 Some progress	
<p>Cost and value consciousness Despite limitations, additional cost control</p>			

<p>and efficiency measures have been taken. More evidence is needed of the cost savings being achieved and of a co-ordinated efficiency savings plan.</p>		 Some progress	
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