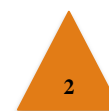


United Nations High Commission for Refugees (UNHCR)

Multilateral Aid Review (MAR) Update 2013 progress rating:



MAR 2011: *Good Value for Money for UK Aid*

Progress assessment	
Summary	Taking reform seriously. Committed to improve partnerships with humanitarian actors and national authorities but mixed impact at field level. Transparency and accountability improved, good information sharing, including on results.
Baseline	
<p>UNHCR provides international protection and humanitarian assistance to refugees and, in some situations, internally displaced people, while working to find durable solutions to their situation.</p> <p>The MAR highlighted several strengths:</p> <ul style="list-style-type: none">• UNHCR fulfils a critical role in the international humanitarian architecture, particularly in conflict situations.• Staff are well equipped to work in conflict/fragile contexts.• Policies, structures and incentives promote gender equality and gender is mainstreamed at country level.• Financial accountability is strong, with a range of internal and external oversight processes.• Beneficiary voice is incorporated into policies and programmes. <p>The MAR also highlighted several weaknesses:</p> <ul style="list-style-type: none">• Despite the fact that UNHCR is a cluster lead, they sometimes fail to provide adequate international leadership.• While UNHCR has improved considerably, the agency still needs to actively participate in the reformed humanitarian leadership, coordination and financing systems.• Some country offices are not yet thinking about value for money or cost control. <p>DFID's reform priorities for the MAR Update were:</p> <ul style="list-style-type: none">• Improved partnership behaviour, in particular cluster leadership, needs assessments, support to the Humanitarian Coordinator (HC) system and effective financial arrangements with implementing partners – assessed under <u>partnership behaviour</u>;• More systematic publishing of programme documentation to improve transparency and accountability; developing a formal disclosure policy – assessed under <u>transparency and accountability</u>.	

Summary of overall progress

Some progress has been made. Actions at headquarters demonstrate a willingness to change in order to address the weaknesses highlighted in the MAR. At an operational level, the full impact of these reforms is not evident.





Key achievements to date include:

- The publication of a formal disclosure policy;
- Increased transparency as a result of a new system to share programme information – ‘Global Focus’;
- Stronger culture of results based management.

Key challenges remain:

Steps have been taken to improve partnership behaviour but there is a lack of consistency. Donors and NGOs continue to highlight this as an area where UNHCR should continue to focus, in particular partnership with implementing partners.

Progress against reform priorities

MAR reform component	MAR 2011 score	Progress rating	MAR Update score, if any change
<p>Partnership behaviour Some concrete steps have been made to improve performance. This should remain a priority. In future years, we would wish to see increased evidence of UNHCR working well in developing countries to support the international system.</p>		 Some progress	
<p>Transparency and accountability UNHCR has addressed issues highlighted in the MAR (lack of a disclosure policy and a need to publish documentation). It has continued to move towards a stronger culture of results based management and corporate reporting with further improvement expected in future years.</p>		 Reasonable progress	