

United Nations Children’s Fund (UNICEF)






Multilateral Aid Review (MAR) Update 2013 progress rating:



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

Progress assessment	
Summary	Taking reform seriously, in particular in headquarters. Improved humanitarian work and better results framework. Stronger attention to value for money, and greater transparency and accountability. Need to improve results reporting and working with UN partners in developing countries.
Baseline	
<p>UNICEF focuses on young child survival and development, basic education and gender equality, HIV/AIDS and policy advocacy and partnerships for children’s rights.</p> <p>The MAR highlighted several strengths:</p> <ul style="list-style-type: none"> • UNICEF has a strong poverty focus and plays a critical role in delivering the MDGs and working with partners. • It has improved delivery in developing countries and demonstrates results in fragile situations and on gender. • Improving cost control and has good financial disclosure policies. <p>The MAR also highlighted several weaknesses:</p> <ul style="list-style-type: none"> • Struggles to show aggregate results at an organisational level. • Weak at deploying the right staff at the right time to acute humanitarian emergencies. • Inconsistent approach to collaborating with other UN agencies and civil society. • Does not have a transparency policy and full information on projects is not disclosed. <p>DFID’s reform priorities for the MAR Update were:</p> <ul style="list-style-type: none"> • Improved leadership and delivery in humanitarian emergencies – assessed under <u>contribution to results</u>; • Strengthened monitoring and reporting of results at the organisational level – assessed under <u>strategic and performance management</u>; • Strengthened cost control and value for money – assessed under <u>cost and value consciousness</u>. • Greater leadership and development of strategic partnerships in the UN system – assessed under <u>partnership behaviour</u>; • Strengthened transparency by joining the IATI and publishing full project information – assessed under <u>transparency and accountability</u>. 	
Summary of overall progress	

Overall, UNICEF has improved its humanitarian work including its role in coordinating other actors in emergencies. The results framework for its next Strategic Plan for 2014-2017 has improved. UNICEF is also demonstrating greater attention to value for money and has signed up to IATI therefore strengthening its transparency and accountability Limited evidence of effective contribution to inter-agency coordination in developing countries.

Progress against reform priorities			
MAR reform component	MAR 2011 score	Progress rating	MAR Update score, if any change
<p>Contribution to results Improved humanitarian coordination and HR. Improved policies, procedures and guidance. But the speed of disbursing funds to partners in emergencies remains a challenge.</p>	3	 Reasonable progress	
<p>Strategic and performance management Improved Results Framework for 2014-2017 Strategic Plan, although causal linkages and attribution of results remain areas for improvement.</p>	2	 Some progress	
<p>Cost and value consciousness Adopted the International Public Sector Accounting Standards (IPSAS) and fully implemented its Enterprise Resource Planning system (VISION). Procurement prices and savings/ cost efficiencies are made publicly available.</p>	3	 Reasonable progress	
<p>Partnership behaviour Publicly emphasised its commitment to Delivering as One and contributed to the post-2015 Development Agenda. Not clear it has progressed, in terms of UN coherence and inter-agency coordination in developing countries.</p>	3	 Some progress	
<p>Transparency and accountability Signed up to IATI and committed to full implementation by April 2014. Initial dataset meeting IATI standards published in June 2013. Evidence of UNICEF proactively encouraging transparency and accountability in delivery partners needed.</p>	2	 Reasonable progress	