

**UN Office for the Coordination of Humanitarian Affairs (OCHA)**

Multilateral Aid Review (MAR) Update 2013 progress rating:



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







<b>Progress assessment</b>	
<b>Summary</b>	<b>Taking reform seriously. Instigated procedures to improve strategic performance and improve collective results delivered by humanitarian system. Reforms yet to take effect at field level. Further work required to ensure commitment translates into action.</b>
<b>Baseline</b>	
<p>OCHA plays a central role in delivering international humanitarian response.</p> <p>The MAR highlighted several strengths:</p> <ul style="list-style-type: none"> <li>• OCHA has a clear and unique humanitarian mandate, global reach and a pivotal leadership role.</li> <li>• It managed a range of pooled funding mechanisms in developing countries that supported joined-up working amongst actors and fostered strong partnerships.</li> <li>• It has a strong network of partners at both headquarters and in the field.</li> </ul> <p>The MAR also highlighted several weaknesses:</p> <ul style="list-style-type: none"> <li>• OCHA needed to become more reliable in fulfilling its leadership, coordination, information management and advocacy role at field level.</li> <li>• It has reasonable levels of transparency, but a weak accountability structure.</li> <li>• It has staffing problems, hampering its ability to deliver.</li> <li>• It needed to focus on value for money as well as cost control.</li> </ul> <p>DFID's reform priorities for the MAR Update were:</p> <ul style="list-style-type: none"> <li>• Improving operational coordination through effective inter-cluster coordination and better information management – assessed under <u>contribution to results</u>;</li> <li>• Strengthening leadership across the humanitarian system, particularly in relation to Humanitarian Coordinators – assessed under <u>strategic and performance management</u>;</li> <li>• Consistent field capacity, improved through good human resourcing – assessed under <u>strategic and performance management</u>;</li> <li>• Improving resource allocation and links between needs and appeals and a well-monitored humanitarian response – assessed under <u>financial resources management</u>.</li> </ul>	
<b>Summary of overall progress</b>	
<p>Evidence gathered since the MAR indicates that OCHA is committed to organisational change and motivated to achieve reform. However, evidence of the impact of reforms at the field level is inconsistent. Examples of achievements include:</p> <ul style="list-style-type: none"> <li>• Strong leadership for reform provided by senior management;</li> <li>• Improved staff planning – although at field level gaps remain; better internal surge capacity and a renewed commitment to staff training and career development;</li> </ul>	

- A focus on cost-consciousness, value for money and delivering results at all levels;
- A commitment to increase lesson learning from evaluations and audits and improved accountability and transparency;
- Expanded resource to manage the Humanitarian Coordinator (HC) pool and better performance management, training and mentoring;
- Tools and systems to strengthen evidence-based decision making, transparency and accountability within the humanitarian system.

However, further work is required to ensure OCHA:

- Improves results (delivery) through better information management and inter-cluster coordination, supported by strong humanitarian leadership;
- Achieves consistent field capacity – getting the right people in the right place at the right time;
- Has led the development of more strategic prioritised CAPs, informed by robust needs assessments which act as the basis to evaluate the impact of the international humanitarian response.

### Progress against reform priorities

MAR reform component	MAR 2011 score	Progress rating	MAR Update score, if any change
<p><b>Contribution to results</b></p> <p>There has been progress at global level but some OCHA country offices continue to face major challenges in delivering results. There has been mixed progress against the specific reform priority related to improving information management and inter-cluster coordination.</p>		 Some progress	
<p><b>Strategic and performance management</b></p> <p>There has been reasonable progress towards its objectives. Examples include: an improvement in the timeliness of deployments; reduced vacancy rates; joint assessments for all new emergencies; better use of the Humanitarian Coordinator Pool.</p>		 Reasonable progress	
<p><b>Financial resources management</b></p> <p>OCHA has made some progress, including: the launch of country/regional office standardised performance frameworks; commitment to address poor performing programmes; more realistic and disciplined budgeting and concessions from the UN Secretariat.</p>		 Some progress	