

21 November 2012

Ms. Maria Rotheiser-Scotti
Director for Multilateral Development Cooperation
Federal Ministry for European and International Affairs
Minoritenplatz 8
A-1014 Vienna, Austria

Dear Maria,

UNICEF places great importance on the 2012 MOPAN Common Approach, which took place in Cambodia, the Democratic Republic of the Congo, Ghana, Honduras, Morocco, Niger, Nigeria, Philippines and Zimbabwe.

This is the second time that MOPAN has surveyed perceptions of UNICEF's effectiveness based on the Common Approach methodology and we are pleased with the overall positive references and ratings for the organization's work. Compared to the 2009 Common Approach assessment and taking into account the revised grading scale and the segmentation by survey response and document review, UNICEF has seen an improvement in its organisational effectiveness. We note an improvement on 79% of the measured Key Performance Indicators (KPIs) while faring less well on 21%, principally related to documentation and the need for better reporting.

UNICEF is appreciative of the close consultative process that has existed throughout the assessment started in January 2012. This has resulted in a methodology for the main survey that continues to evolve and improve. The fine-tuning of the survey KPIs and related questions for the MOPAN common approach, as well as the transparency and clarity of the scoring scale for the main survey are clear examples. We note that the pilot survey for development effectiveness in select countries requires similar consultation and refinement in terms of methodology, scoring scale and interpretation.

We acknowledge the strengths that the 2012 MOPAN report is highlighting for UNICEF by performance area as well as the new development results pilot component, principally:

- Strategic Management:
 - Capacity to provide direction for results and country focus on results
 - Organisational commitment to mainstream gender equality and humanitarian action
- Operational Management:
 - Financial management
 - Adherence to humanitarian principles and work with partners in UNICEF's cluster leadership
- Relationship Management:
 - Contribution to policy dialogue
 - Support of national counterparts and national plans
 - Humanitarian cluster leadership

- Knowledge Management:
 - Reinforcement of good evaluation practices through adoption of new procedures and processes
- Pilot Results Component:
 - Reporting on thematic funds that link Medium Term Strategic Plan (MTSP) and humanitarian action thematic information to organisation-wide results

Consistent with UNICEF's substantive responses of September 14 and October 3, 2012 to MOPAN's initial report which was subsequently only modestly revised, we would like to reiterate the initiatives the organization has put in place to report on higher-level results and resource allocations. The initiatives represent key strategic and capital investment priorities for UNICEF. The Enterprise Resource Planning system – VISION – that UNICEF implemented since the start of 2012 and on which ample documentation was shared with MOPAN, is facilitating performance-based planning, implementation and monitoring. VISION links country programme results to UNICEF's MTSP higher-level targets. In addition, the system's *Manager's Dashboards* for all UNICEF offices provide a framework for strengthening a single, organization-wide system for monitoring and reporting on results. Finally, VISION reports on disbursements related to specific results and links allocations to expected results. Other initiatives are the introduction of the Management of Results for Equity Systems (MoRES) which is allowing UNICEF to monitor progress and effectively report on results, as well as the International Public Sector Accounting Standards (IPSAS) which is adding further clarity and transparency to the organization's financial reporting.

UNICEF is keen to work with MOPAN to bring the development results pilot component to a standard consistent with the rest of the report. UNICEF's overall rating of 'Inadequate' in the pilot component appears significantly lower when compared to the report's data (for example, in UNICEF's contribution to narrowing the gaps on the MDGs). We observe a major discrepancy in terms of the use of a four point scoring scale, different from the rest of the survey, leading to inconsistency and possible misinterpretations. UNICEF appreciates the major limitations to the new component as have been recognized by MOPAN's contracted consultant for the assessment – including the fact that the pilot is limited to only five countries – and have sought to constructively mitigate these through ample and relevant documentation. Several documented information has yet to be fully reflected in the MOPAN report, as is the case of UNICEF Cambodia contributing to multiple Millennium Development Goals and UNICEF Philippines impacting national, high-level results. We repeat our request to further jointly analyze the pilot component and up to such a time, not have it included and make part of the MOPAN report.

UNICEF is committed to the MOPAN Common Approach and will be glad to work with MOPAN donors in the field especially to help improve awareness of UNICEF's work. As in 2009, the perceptions of in-country donors are less positive than from any other respondent group on all key performance indicators assessed by the survey. UNICEF also finds disturbing the much higher proportion of 'Don't Know' responses among donors both in-country and at Head Offices when compared with peer organizations and direct partners. UNICEF Country Offices participating in the 2012 Common Approach are looking forward to receiving the country data reports on which to further consult with all partners and learn from the assessment, reinforcing strengths while addressing perceived areas for improvement.

Based on our interest of adding to the value of the Common Approach and making its assessment more holistic, UNICEF proposed early on in the 2012 process to include a section on good donorship in the survey, including related KPIs and questions. We would welcome the opportunity to explore this proposed added value with MOPAN in the interest of continuously improving the Common Approach.

UNICEF re-emphasizes the importance that the organization places on the MOPAN Common Approach and hopes – as the report points to – that it will help drive coherence in donor monitoring and evaluation requirements, to reduce the current fragmented and high transaction costs associated with individual donor assessments. We look forward to working together to bring about this more harmonized and efficient assessment approach, in line with the Paris and Accra Declarations on Aid Effectiveness, as well as the current final draft Quadrennial Comprehensive Policy Review resolution. The resulting coherence will help improve the work of UNICEF for the rights of children and women throughout the world.

Yours sincerely,



June Kunugi
Director a.i.,
Public-Sector Alliances and Resource Mobilization Office

cc:

- Agnes Kuderer, MOPAN Institutional Lead for UNICEF, Austrian Federal Ministry for European and International Affairs Unit VII/1, Multilateral Development Cooperation
- Fernando Gutierrez-Eddy, Senior Adviser, Public-Sector Alliances and Resource Mobilization Office, UNICEF