

16 February 2010

Mr. Olivier Chave  
Head  
Division of Global Institutions  
Swiss Agency for Development Cooperation  
Federal Department of Foreign Affairs  
Freiburgstrasse 130, 3003 Bern  
Switzerland

Dear Olivier,

UNICEF expresses its appreciation for the 2009 MOPAN Common Approach pilot survey covering UNDP, the World Bank, African Development Bank and UNICEF, which took place in nine countries (Ethiopia, Guatemala, Mozambique, Pakistan, Peru, Senegal, Serbia, Thailand and Uganda) and globally.

This is the third time that MOPAN has surveyed perceptions of UNICEF's performance and we are pleased to recognize that the new Common Approach is a major improvement on past surveys. The findings offer valuable feedback from both national partners and donors at country level and donors at HQ level and UNICEF appreciates MOPAN's efforts to collect and analyze data from over 200 respondents.

UNICEF is pleased to have participated in the development of the 2009 survey and to have reviewed the draft report, as well as to participate in a frank face-to-face discussion on 26 January 2010 on the analysis and interpretation of the findings with MOPAN members in New York.

UNICEF takes note of the views expressed in the report and we give high importance to the perceptions on our performance by donors and partners. We are pleased that the perceptions overall are quite positive. We recognize that UNICEF has an important role to ensure that donor missions particularly at country level are well informed about our programmes and operations and the report points to the need to increase awareness on certain issues.

The findings of the 2009 survey will be used to inform improvements in the way UNICEF works at field and global levels, including through the current in-depth review of our Medium-Term Strategic Plan 2006-2013.

UNICEF is rolling out several new initiatives in the coming months to further improve its focus on managing for results, to simplify business processes and reduce transaction costs. UNICEF will continue to report to its Executive Board on progress and developments in these and other areas in which we are working to improve performance and effectiveness.

UNICEF takes note of the MOPAN finding on its use of national systems (e.g. national financial reporting, auditing procedures, procurement systems, and national budget execution). National partners rate UNICEF significantly higher on this point than do country level donors, indicating a need for UNICEF and MOPAN members to better educate country level donors. UNICEF already works closely to strengthen national systems in many ways (e.g. in supply procurement and monitoring/evaluation systems development) and works with various interagency and intergovernmental bodies to improve efficiency and effectiveness including via national systems. UNICEF is committed to avoiding unnecessary parallel structures. However, UNICEF's ability to use national systems may be constrained in certain country contexts in which it works, such as crisis situations or where institutional capacity is very weak.

UNICEF is committed to the MOPAN Common Approach and will be glad to work with MOPAN countries in ensuring that it is further improved and becomes a more effective assessment and learning tool for UNICEF and other multilateral organizations. As discussed in the meeting, UNICEF would be pleased to offer technical expertise to address methodological weaknesses in the survey. UNICEF would also like to see a more systematic engagement of partner governments, including through their missions in New York.

UNICEF would like to bring to the attention of MOPAN members that its country offices experienced varying levels of engagement by MOPAN representations at country level, (e.g. at least two of the nine UNICEF offices involved did not receive the draft country report from their MOPAN country lead). It is hoped that in the future there could be a more consistent approach to the conduct of the survey at the country level.

Based on the value received from the MOPAN process, UNICEF believes it could be extended to cover other key actors. UNICEF would be willing to work with other stakeholders to explore the possibility of surveying international organizations and other partners on their perceptions of the role of donors at country level. This would generate constructive exchanges in the spirit of the Paris Declaration and Accra Agenda for Action calls to enhance aid effectiveness

UNICEF thanks MOPAN for the privilege of being included in the new Common Approach. We are encouraged that one of MOPAN's stated aims is to reduce the number of separate bilateral performance reviews that have a similar focus. We look forward to the development of a more harmonized and efficient assessment system, including a more effective MOPAN instrument, in order to further improve the work of UNICEF for the rights of children and women worldwide.

Yours sincerely,



Hilde Frafjord Johnson  
Deputy Executive Director