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CIPFA 1st International conference: Trust and accountability in public financial management

Aid Effectiveness – Securing donor confidence, vfm and accountability

Richard Golding

16 March 2011

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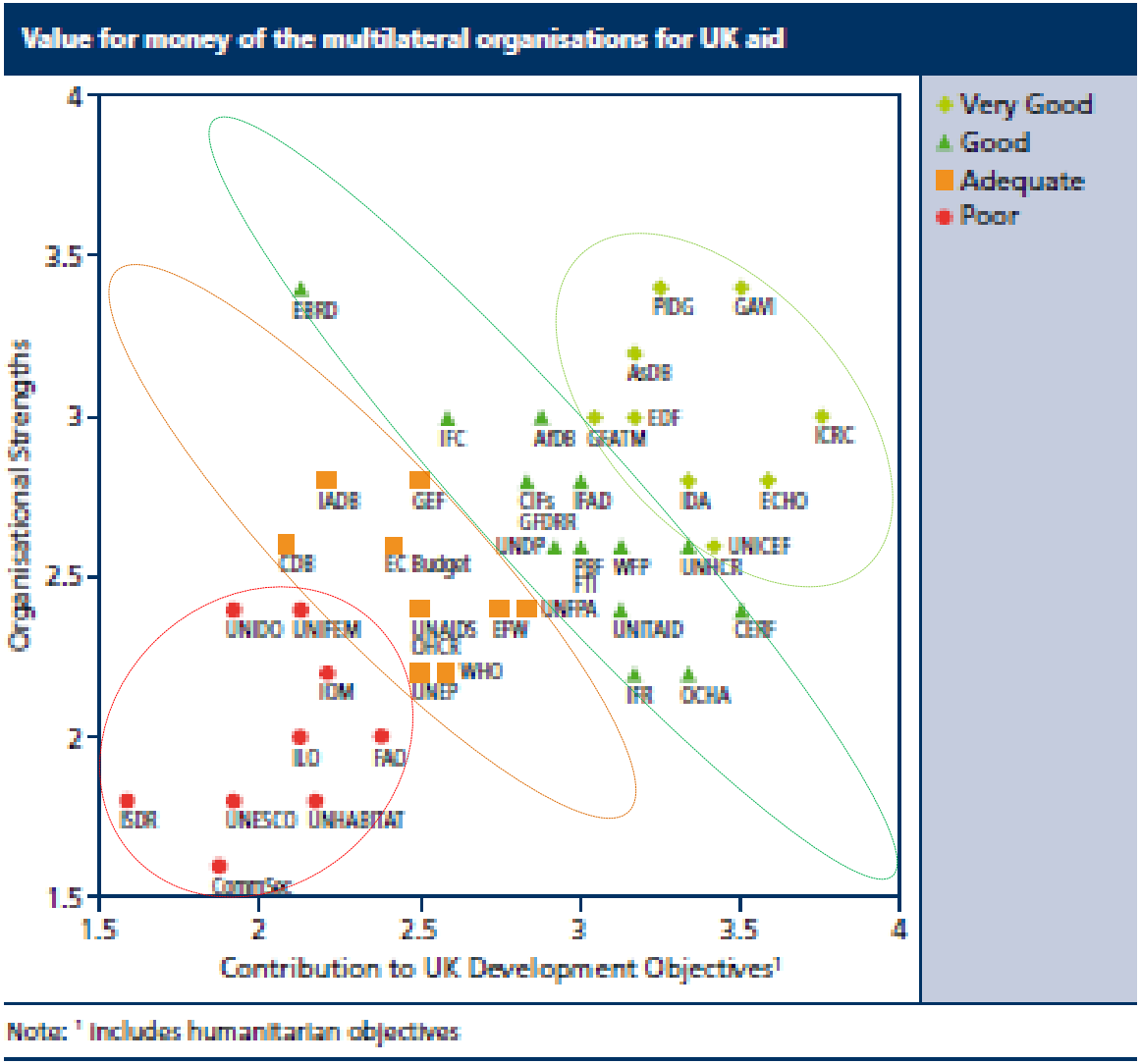
UK DFID Vfm Survey on multilateral organizations



"I was delighted to find that so many multilateral organizations offer good or very good value for money for UK aid – including UNICEF, the Global Alliance for Vaccines and Immunizations and the Global Fund to Fight AIDS, Tuberculosis and Malaria. I look forward to working with and through these organizations to make a real difference to the lives of millions of poor people."

UK Secretary of State for International Development
– Rt Hon Andrew Mitchell MP

UK DFID Multilateral Aid Review March 2011

Never mind the vfm and accountability, what about……?

- Aid agency mandates
- Their funding – the money
- Their operating model

A sustainable, but different, view on securing donor confidence for the future……..

After 60 years, it's time to change……

The United Nations System

Principal Organs

Trusteeship Council

Security Council

Subsidiary Bodies

- Military Staff Committee
- Standing Committee and ad hoc bodies
- International Criminal Tribunal for the former Yugoslavia (ICTY)
- International Criminal Tribunal for Rwanda (ICTR)
- UN Monitoring, Verification and Inspection Commission (Iraq) (UNMOVIC)
- United Nations Compensation Commission
- Peacekeeping Operations and Missions

General Assembly

Subsidiary Bodies

- Main committees
- Human Rights Council
- Other sessional committees
- Standing committees and ad hoc bodies
- Other subsidiary organs

Advisory Subsidiary Body

- United Nations Peacebuilding Commission

Economic and Social Council

Functional Commissions

Commissions on:
- Narcotic Drugs
- Crime Prevention and Criminal Justice
- Science and Technology for Development
- Sustainable Development
- Status of Women
- Population and Development

Commission for Social Development

Statistical Commission

Regional Commissions

- Economic Commission for Africa (ECA)
- Economic Commission for Europe (ECE)
- Economic Commission for Latin America and the Caribbean (ECLAC)
- Economic and Social Commission for Asia and the Pacific (ESCAP)
- Economic and Social Commission for Western Asia (ESCWA)

Other Bodies

- Permanent Forum on Indigenous Issues (PFII)
- United Nations Forum on Forests
- Sessional and standing committees
- Expert, ad hoc and related bodies

Programmes and Funds

- **UNCTAD** United Nations Conference on Trade and Development
  - **ITC** International Trade Centre (UNCTAD/WTO)
- **UNDCP**[1] United Nations Drug Control Programme
- **UNEP** United Nations Environment Programme
- **UNICEF** United Nations Children's Fund
- **UNDP** United Nations Development Programme
  - **UNIFEM** United Nations Development Fund for Women
  - **UNV** United Nations Volunteers
  - **UNCDF** United Nations Capital Development Fund
- **UNFPA** United Nations Population Fund
- **UNHCR** Office of the United Nations High Commissioner for Refugees
- **WFP** World Food Programme
- **UNRWA**[2] United Nations Relief and Works Agency for Palestine Refugees in the Near East
- **UN-HABITAT** United Nations Human Settlements Programme

Research and Training Institutes

- **UNICRI** United Nations Interregional Crime and Justice Research Institute
- **UNITAR** United Nations Institute for Training and Research
- **UNRISD** United Nations Research Institute for Social Development
- **UNIDIR**[2] United Nations Institute for Disarmament Research
- **INSTRAW** International Research and Training Institute for the Advancement of Women

Other UN Entities

- **OHCHR** Office of the United Nations High Commissioner for Human Rights
- **UNOPS** United Nations Office for Project Services
- **UNU** United Nations University
- **UNSSC** United Nations System Staff College
- **UNAIDS** Joint United Nations Programme on HIV/AIDS

Other UN Trust Funds[7]

- **UNFIP** United Nations Fund for International Partnerships
- **UNDEF** United Nations Democracy Fund

Related Organizations

- **WTO** World Trade Organization
- **IAEA**[4] International Atomic Energy Agency
- **CTBTO Prep.Com**[5] PrepCom for the Nuclear-Test-Ban-Treaty Organization
- **OPCW**[5] Organization for the Prohibition of Chemical Weapons

International Court of Justice

Specialized Agencies[6]

- **ILO** International Labour Organization
- **FAO** Food and Agriculture Organization of the United Nations
- **UNESCO** United Nations Educational, Scientific and Cultural Organization
- **WHO** World Health Organization

World Bank Group

- **IBRD** International Bank for Reconstruction and Development
- **IDA** International Development Association
- **IFC** International Finance Corporation
- **MIGA** Multilateral Investment Guarantee Agency
- **ICSID** International Centre for Settlement of Investment Disputes

- **IMF** International Monetary Fund
- **ICAO** International Civil Aviation Organization
- **IMO** International Maritime Organization
- **ITU** International Telecommunication Union
- **UPU** Universal Postal Union
- **WMO** World Meteorological Organization
- **WIPO** World Intellectual Property Organization
- **IFAD** International Fund for Agricultural Development
- **UNIDO** United Nations Industrial Development Organization
- **UNWTO** World Tourism Organization

Secretariat

Departments and Offices

- **OSG**[3] Office of the Secretary-General
- **OIOS** Office of Internal Oversight Services
- **OLA** Office of Legal Affairs
- **DPA** Department of Political Affairs
- **DDA** Department for Disarmament Affairs
- **DPKO** Department of Peacekeeping Operations
- **OCHA** Office for the Coordination of Humanitarian Affairs
- **DESA** Department of Economic and Social Affairs
- **DGACM** Department for General Assembly and Conference Management
- **DPI** Department of Public Information
- **DM** Department of Management
- **OHRLLS** Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States
- **DSS** Department of Safety and Security
- **UNODC** United Nations Office on Drugs and Crime

- **UNOG** UN Office at Geneva
- **UNOV** UN Office at Vienna
- **UNON** UN Office at Nairobi

NOTES: Solid lines from a Principal Organ indicate a direct reporting relationship; dashes indicate a non-subsidiary relationship.

1 The UN Drug Control Programme is part of the UN Office on Drugs and Crime

2 UNRWA and UNIDIR report only to the GA

3 The United Nations Ethics Office and the United Nations Ombudsman's Office report directly to the Secretary-General

4 IAEA reports to the Security Council and the General Assembly (GA)

5 The CTBTO Prep.Com and OPCW report to the GA

6 Specialized agencies are autonomous organizations working with the UN and each other through the coordinating machinery of the ECOSOC at the intergovernmental level, and through the Chief Executives Board for coordination (CEB) at the inter-secretariat level

7 UNFIP is an autonomous trust fund operating under the leadership of the United Nations Deputy Secretary-General. UNDEF's advisory board recommends funding proposals for approval by the Secretary-General.

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The Global Fund to Fight AIDS Tuberculosis and Malaria – Key Characteristics

- Global public/private partnership
- US$21.7billion in 150 countries
- Saved 6.5 million lives
- AIDS treatment for 3million people
- Anti-tuberculosis treatment for 7.7 million people
- Distribution of 160 million insecticide-treated nets
- Outsourced Local Fund Agent (LFA) Services – assess management capacities of grant recipients and verify programme implementation and expenditure

The Global Fund to Fight AIDS Tuberculosis and Malaria – Guiding Principles

- Operate as a financial instrument, not an implementing entity
- Make available and leverage additional financial resources
- Support programs that evolve from national plans and priorities
- Operate in a balanced manner in terms of different regions, diseases and interventions
- Pursue an integrated and balanced approach to prevention and treatment
- Evaluate proposals through independent review processes
- Outsource project delivery and evaluation
- Operate with transparency and accountability

Key messages – why go on trying to measure more effectively what is not working well….?

- Longer term financing
- Multilaterals stick to what they are good at – partner or outsource the rest
- Global Issue Networks are the future……
- Vfm and accountability become inherent.

The challenge……

"We can't solve problems by using the same kind of thinking we used when we created them." – Albert Einstein

"Any intelligent fool can make things bigger and more complex… It takes a touch of genius - and a lot of courage to move in the opposite direction." – Albert Einstein

Thank you……

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