



MOPAN COMMON APPROACH

**United Nations
Development
Program (UNDP)
2009**

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Preface

This report on the United Nations Development Program (UNDP) was prepared for the Multilateral Organisation Performance Assessment Network (MOPAN), an informal network of 15 donor countries with a common interest in assessing the organisational effectiveness of multilateral organisations.

For more information on MOPAN and the Common Approach, please visit the MOPAN website (www.mopanonline.org)

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We thank all participants in the UNDP assessment. Each of the respondents, partners and MOPAN donors alike, contributed valuable insights and time to respond to the survey. The MOPAN Country Leads¹ in each country oversaw the process and ensured its success. The institutional lead Netherlands oversaw the process at institutional level and was in direct dialogue with UNDP on behalf of MOPAN. Representatives of the UNDP offered their support by providing complete lists of their partners in each country. Research firms in each country provided vital in-country research support by following up with partners to ensure adequate response rates.

Roles of Authors and the MOPAN Secretariat

The MOPAN Secretariat, in close cooperation with the MOPAN Technical Working Group, initiated and managed the survey. MOPAN developed the Key Performance and Micro-indicators, designed the survey methodology, coordinated the development of lists of survey respondents, and approved the final survey questionnaire. MOPAN oversaw the design, structure, tone, and content of the reports.

GlobeScan developed the survey instrument and conducted the survey and analysis.

Universalialia, GlobeScan, and several consultants wrote the reports.

¹ Australia (Thailand), Austria (Serbia), Canada and Spain (Peru), France (Senegal), Netherlands and Germany (Mozambique), Norway and Denmark (Uganda), Spain and Canada with support from the Republic of Korea (Guatemala), Switzerland (Pakistan), United Kingdom (Ethiopia).

Acronyms

AAA	Accra Agenda for Action
CD	Country based donors
HQ	Headquarters
IPSAS	International Public Sector Accounting Standards
KPI	Key Performance Indicator
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MOPAN	Multilateral Organisation Performance Assessment Network
NP	National Partner
ODI	Overseas Development Institute
OECD-DAC	Organisation for Economic Cooperation and Development – Development Assistance Committee
RBM	Results-based Management
RC	Resident Coordinator
SADEV	Swedish Agency for Development Evaluation
UN	United Nations
UNDAF	UN Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Program
UNICEF	United Nations Children's Fund
WB	World Bank

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Executive Summary

Background

The UNDP in 2009

- Recognised for its strong delegation of authority to the country level
- Recent changes to corporate systems are not yet perceived by respondents
- Use of country systems is an ongoing concern

The MOPAN Common Approach assesses the organisational effectiveness of multilateral institutions based on the perceptions of MOPAN members and direct partners of these organisations. It is an exercise developed by a group of donor countries in order to contribute to improved performance of multilateral organisations.²

In an ideal world, the effectiveness of multilateral organisations would be assessed by their contributions to the results achieved by developing countries. While many multilaterals are improving their results frameworks and data-gathering systems, these are not yet developed enough across organisations to be used as the basis of a systematic effectiveness assessment. As a proxy, the MOPAN Common Approach therefore measures the effectiveness of multilateral organisations by seeking perceptions of respondents on behaviours, systems and processes that should enable these organisations to contribute to the achievement of development results at a country level.³

The MOPAN Common Approach is the successor to the Annual MOPAN Survey, conducted annually since 2003; however, it is broader and deeper than the previous surveys. It brings in the views of national partners of multilateral organisations and those of multilateral donors, that is, MOPAN members at both headquarters and country level.⁴ The MOPAN Common Approach takes a more systematic look at organisational effectiveness and is organised around the widely recognised balanced scorecard approach that examines four dimensions of organisational effectiveness – strategic management, operational management, relationship management, and knowledge management.⁵ Within each of these dimensions or “quadrants”, the MOPAN Common Approach has developed key performance indicators (KPIs) of organisational effectiveness, and micro-indicators (MIs) that specify the measurement criteria for the KPIs.

The MOPAN Common Approach is intended to generate relevant and credible information to assist MOPAN members in meeting domestic accountability requirements and to support dialogue between MOPAN members, multilateral organisations and their direct partners, with a specific

² MOPAN is an informal network of 15 donor countries. In 2009, members include Australia, Austria, Canada, Denmark, Finland, France, Germany, Ireland, The Netherlands, Norway, The Republic of Korea, Spain, Sweden, Switzerland and the United Kingdom. For more information on MOPAN, please visit www.mopanonline.org.

³ Whether or not a multilateral organisation does in fact contribute to the achievement of development results, will also depend on whether or not it is addressing the right development issues, with the right instruments, and at an appropriate scale, given the country context in which it operates.

⁴ The terms “donors” and “MOPAN members” are used interchangeably in this report and refer only to the respondents in this assessment.

⁵ Organisational effectiveness is defined by MOPAN as “being organised to support clients/partners to produce and deliver expected results.”

focus on improving organisational learning and effectiveness over time. The Common Approach complements other ongoing assessment processes such as the bi-annual Organisation for Economic Co-operation and Development – Development Assistance Committee (OECD-DAC) Survey on Monitoring the Paris Declaration and the annual reports of the Common Performance Assessment System (COMPAS) by the Multilateral Development Banks (MDBs).

In 2009, the United Nations Development Program (UNDP) was assessed at an institutional level and across nine countries: Ethiopia, Guatemala, Mozambique, Pakistan, Peru, Senegal, Serbia, Thailand and Uganda. Two of these countries – Mozambique and Pakistan – participate in the UN Delivering as One (DAO) pilots.

The assessment draws on the perceptions of three groups of respondents: MOPAN members in-country and at headquarters, as well as direct partners (both government and NGOs) of the multilateral organisation. These were collected through a stakeholder survey that was conducted primarily online, although a small proportion of direct partners completed it via face-to-face interviews for practical reasons. A total of 250 respondents participated in the survey on the UNDP.

Main Findings

The UNDP continues to be recognised for the role that it plays in development aid architecture at the country level: its role in coordinating government and other UN agencies is cited by several respondents as its greatest organisational strength. In this year's assessment, this perception is also reflected in the importance given to the UNDP's decentralised decision making and its contributions to policy dialogues. Responses confirm several factors that have posed challenges to the UNDP over the years: the perceived breadth of its mandate, on the one hand, and perceptions of a high level of bureaucracy in the organisation. This assessment also finds that the UNDP can do better in many aspects of its relationship management at the country level.

Many respondents to this year's survey acknowledge the UNDP's global presence and operational experience in development practice, yet their assessment reflects a need for the UNDP to improve its dissemination of lessons learned from this experience.

In recent years, the UNDP has engaged in significant organisational efforts to bring a higher level of coherence, focus, accountability and transparency to all of its processes. The findings of the MOPAN Common Approach provide some evidence of how it is perceived to be progressing in these areas.

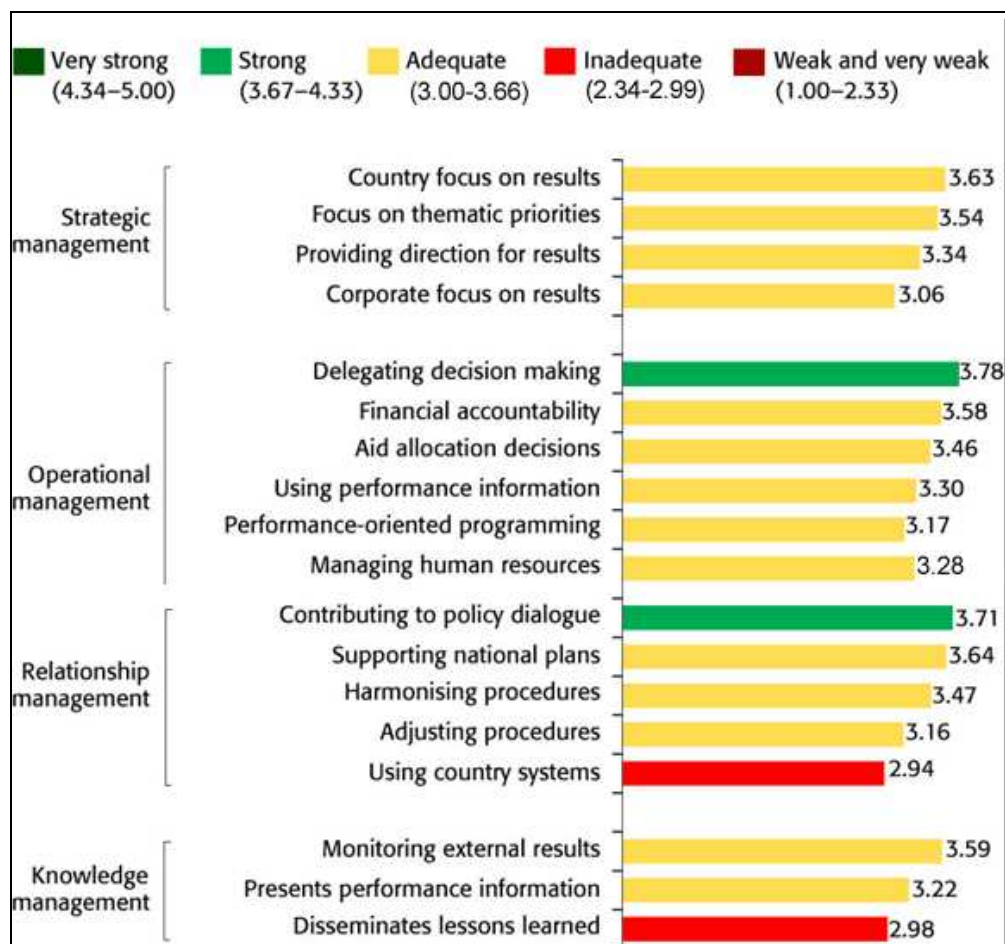
"UNDP, despite having a weak legacy, is, at strategic management level, making major efforts to modernise, and make more robust its performance criteria. Criticisms should be seen as an effort to encourage this direction." (Donor at headquarters)

Overall, the UNDP is seen to perform adequately on 14 out of the 18 indicators assessed. It is seen to perform strongly on two, and inadequately on two indicators. The following chart provides the mean scores calculated for each of the 18 performance indicators based on ratings given by the total group of respondents. In general, partners have more favourable views than donors on the UNDP's performance in these areas.

There are few notable differences observed in the ratings of UNDP performance given by respondents in DAO countries (Mozambique and

Pakistan) compared to other countries. The exception is that respondents in DAO countries are less likely to believe that the UNDP uses project implementation units (PIU) that operate in parallel to government.⁶

Performance across all indicators (mean scores, all respondents)



⁶ Results of Mann-Whitney U test (alpha = 0.05) in UNDP performance on micro-indicators in the DAO countries (Mozambique and Pakistan) and other countries. It should be noted that this test identifies differences between groups but does not establish the cause of those differences: the difference found may or may not be due to the DAO pilot.

UNDP's Strategic Management

- High ratings: Country program documents, including results frameworks; focus on certain thematic priorities, notably good governance
- Low ratings: Strategy that is based on clear mandate; ensuring application of results management across organisation
- Mixed ratings: Fostering a culture of results viewed as inadequate by donors, and as a strength by partners

Strategic Management

The UNDP is viewed to perform adequately on all aspects of Strategic Management.

The UNDP's country program documents, including results frameworks, are rated highly at country level. National partners rate the UNDP strongly on all aspects of its process of developing expected results through its country program documents; donors rate it as adequate. Its country program documents are perceived to align with national strategies and incorporate cross-cutting themes.

The UNDP's strategic focus on good governance is considered to be a strength. Its focus on gender equality, human rights-based approaches, and environmental protection is also recognised. The UNDP's strategic focus on thematic priorities is ranked highly by donors. It is especially strong in the area of good governance, according to donors, while partners rate it most strongly on its focus on gender equality. It also receives high ratings from respondents for human rights-based approaches and environmental protection. The UNDP does less well, although still adequately, in strategically integrating conflict management.

In terms of its corporate focus on results, donors express some concerns about UNDP's capacity to ensure the application of results-based management across the organisation and about linkages between its strategy and a clear organisational mandate. From the point of view of MOPAN members at headquarters, the UNDP can still improve in the application of RBM across the organisation. It also needs to ensure that the organisation's strategy is based on a clear and focused mandate. The quality of the UNDP's management and development results frameworks is rated as adequate.

"The overall strategy is clear, in the Strategic Plan However field offices work rather independent and 'pick up' many activities that are not the core mandate of UNDP.... The first of the four main priorities, i.e., poverty reduction, also gives room for a broad interpretation." (Donor at headquarters)

Donor respondents also express some reservations about the institutional culture for supporting a focus on results. According to donors, the UNDP is rated inadequately for the extent to which its institutional culture reinforces a focus on results. Direct partners, on the other hand, give a rating of strong on this criterion. The UNDP is recognised for maintaining a direct partner focus, oriented towards its national government partners.

UNDP's Operational Management:

- High ratings:
Delegating decision making to the country level
- Mixed ratings:
Financial accountability, human resource management, aid allocation decisions

Operational Management

The UNDP is viewed as doing reasonably well in managing its operations.

The UNDP's greatest perceived strength overall is its delegation of decision making to the country level. Donors based in-country give their highest rating for this key performance area, out of the 18 indicators assessed. The UNDP's country offices are perceived to be strong in their ability to manage locally and to propose funding for new areas of cooperation within an established budget cap.

At the country level, the UNDP is recognised for its performance-oriented programming practices. Donors at headquarters perceive a limitation in this area. The UNDP is rated strongly by partners and adequately by donors at the country level for establishing targets that enable monitoring of project implementation. Donors at headquarters, however, see the lack of impact analysis prior to approving new initiatives as a limitation in the UNDP's programming process.

On the use of performance information, UNDP's practices are rated as adequate overall. Donors, however, express some doubts about its use of such information to inform certain programming decisions. Its performance is considered adequate for its use of project/country information to revise corporate policies and to plan new areas of cooperation. Donor respondents at the country level indicate that the UNDP performs inadequately in actively managing less effective activities from the previous programming cycle. There are also some concern and lack of knowledge about whether the UNDP tracks the implementation of evaluation recommendations presented to the Executive Board.

The UNDP is seen to allocate its core budget resources according to established criteria, but it can improve in the way it publishes those criteria. UNDP's overall performance in its aid allocation decisions is rated adequate, yet this varies according to respondent group. It is rated adequate by donors at headquarters and national partners, and rated inadequate by donors at the country level. The greatest divergence of perspectives is on the extent to which the UNDP makes publicly available its criteria for allocating core budget resources.

There is a mixed picture of the UNDP's performance on financial accountability issues. It is seen to perform strongly in terms of its audit practices, but is viewed as only adequate for its timely management of irregularities when they are identified at the country level.

"We have experienced only one instance where UNDP was committed to investigate about the potential irregularities under a program but it has taken a long time and action was limited. This is an area where UNDP should focus more particularly where joint donor funding is involved." (Donor at country level)

UNDP is considered to be adequate in the area of human resource management. Donors at headquarters indicate that UNDP is adequate in transparently recruiting and promoting staff based upon merit. At the country level, respondents were asked to assess the effects of the speed of rotation of international staff in UNDP country offices. Both donors and partners indicate that the UNDP's practice is at least adequate in this area, keeping staff in their posts for enough time to develop effective partnerships.

UNDP's Relationship Management

- High ratings: Contributions to policy dialogue
- Low ratings: Use of country systems
- Mixed ratings: Harmonisation with other aid actors, viewed as a strength by partners and as an area of weakness by donors

Relationship Management

Respondents suggest that the UNDP's relationship management requires improvement in several areas.

The UNDP is viewed positively for its contributions to policy dialogue and the alignment of its programming with national plans and priorities. In policy dialogue, it is rated strongly both for its technical inputs and respectful approach to the dialogue process. However, some respondents note that the organisation may in some cases be too close to, and not critical enough of, its government partners. The UNDP is generally seen to be supportive of national plans and its government partners' priorities for funding.

"Proposals are often developed in cooperation with national government. However I would like to see this further enhanced. There are stories of proposals that have been developed by UNDP and then presented to the government and/or donors without proper prior consultations." (Partner)

But it is not meeting donor expectations with regard to the harmonisation of its procedures with other aid actors. Donors at the country level view this as an area where the UNDP could do better, whereas for partners, harmonisation is an area of strength. In particular, donors give a low rating to UNDP for its limited participation in program-based approaches (PBAs).

UNDP is also perceived by donors to perform inadequately in areas related to its capacity to adjust procedures according to local conditions. Donors express particular concerns about the UNDP's ability to adjust its portfolio in light of changing circumstances and to adjust individual projects/programs as learning occurs. They also give inadequate ratings on the length of time it takes to complete procedures and on the UNDP's use of procedures that can be easily understood and followed by direct partners. The direct partner respondents provide an adequate rating on each of these criteria.

The UNDP's insufficient use of country systems is the main area of concern for its national partners. The UNDP is perceived to make limited use of national budget execution, financial reporting, and auditing procedures, as well as country procurement systems. Its use of project implementation units (PIUs) that run in parallel to government is also a concern. Responses on questions related to the use of country systems also suggest that respondents have limited knowledge of this area. In addition, responses to these questions may not take into account UNDP's use of country systems under the umbrella of national execution of its activities. It is also important to note that in some of the contexts in which UNDP works the use of country systems may not be feasible or appropriate.

UNDP's Knowledge Management

- High ratings: Monitoring external results
- Low ratings: Dissemination of lessons learned

Knowledge Management

The UNDP is doing adequately with regard to most of the dimensions of knowledge management

The UNDP's monitoring of external results is supported by the strength of having an independent evaluation office. Respondents indicate that the UNDP is doing a reasonable job in ensuring evaluation coverage and in involving partners and beneficiaries in their monitoring and evaluation activities.

The UNDP is reporting adequately to the Executive Board on performance, but there is room to improve its use of performance information to support greater learning from programming experience.

Despite the UNDP's incorporation of performance information in its reporting, and positive views on its monitoring of external results, donors see the identification and dissemination of lessons learned from performance information as an area for improvement.

"Reporting on outcomes needs to be improved. UNDP (as is the case with other multilaterals) tends to report on outputs/activities.... The 2007 Strategic Plan ... established a clear and focused results framework which should help to improve reporting." (Donor at country level)

Key Strengths and Areas for Improvement

Based on the findings of the MOPAN Common Approach, there are several key strengths and areas for improvement that provide a basis for discussion between MOPAN members, the UNDP and its national partners. A broader list of issues for discussion can be found in the Conclusion section of the report.

Key Strengths

The UNDP's key strengths are based on the indicators that are rated as "strong" by more than one respondent group or have received a rating of "strong" overall. These include:

- Focus on thematic priorities: UNDP's focus on thematic priorities is rated strongly by its partners. Its strategic focus on good governance is a key strength according to both country level respondents and headquarter-based donors. At the country level, its focus on gender equality and human rights-based approaches to development is rated strongly by MOPAN members and partners.
- Contributing to policy dialogue: is seen to be a key strength by MOPAN members at headquarters and partners.
- Delegating decision making: Managing project tasks at country level is seen as a key strength by country donors. Partners rate all aspects of delegating decision making strongly.
- Allocating core budget according to published criteria: is seen to be a key strength by HQ donors. Partners also rate this micro-indicator strongly.
- Audit practices: Corporate and internal audit practices are a key UNDP strength according to MOPAN members at headquarters. Its national partners provide a strong rating for its project audit requirements.

Key areas for improvement

The key areas for improvement for the UNDP are drawn from those indicators rated as inadequate by more than one respondent group or where they have received an overall rating of inadequate:

- Using country systems: Country donors in particular indicate a need for the UNDP to improve its use of government systems. Partners also indicate a need to reduce the use of PIUs and to increase the use of national financial reporting procedures.
- Institutional culture that reinforces a focus on results: MOPAN members at headquarters see this as a gap. Country donors also rate this micro-indicator as inadequate.
- Disseminating lessons learned: MOPAN members at headquarters indicate a need for better identification and dissemination of lessons learned from performance information.

1. Introduction

The MOPAN Common Approach assesses the *organisational effectiveness* of multilateral organisations based on the perceptions of MOPAN members and direct partners of these organisations. In an ideal world, the effectiveness of multilateral organisations would be assessed by their contributions to the results achieved by developing countries. While many multilaterals are improving their results frameworks and data-gathering systems, these are not yet developed enough across organisations to be used as the basis of a systematic effectiveness assessment. As a proxy, the MOPAN Common Approach therefore measures the effectiveness of multilateral organisations by seeking perceptions of respondents on behaviours, systems and processes that should enable these organisations to contribute to the achievement of development results at a country level. Whether or not a multilateral organisation does in fact contribute to the achievement of development results will also depend on whether or not it is addressing the right development issues, with the right instruments, and at an appropriate scale given the country context in which it operates.

The MOPAN Common Approach is the successor to the Annual MOPAN Survey, conducted annually since 2003; however, it is broader and deeper than the previous surveys. During the first year of implementation, it brings in the views of the national partners of multilateral organisations and those of multilateral donors, that is, MOPAN members at both headquarters and country level.⁷ The MOPAN Common Approach takes a more systematic look at organisational effectiveness organised around the widely recognised balanced scorecard approach that examines four dimensions of organisational effectiveness – strategic management, operational management, relationship management, and knowledge management.⁸ Within each of these dimensions or “quadrants”, the MOPAN Common Approach has developed key performance indicators (KPIs) of organisational effectiveness, as well as micro-indicators (MIs) that specify the measurement criteria for the KPIs.

The MOPAN Common Approach is intended to generate relevant and credible information to assist MOPAN members in meeting domestic accountability requirements and to support dialogue between MOPAN members, multilateral organisations and their direct partners that focuses on improving organisational learning and effectiveness over time. The Common Approach complements other ongoing assessment processes such as the bi-annual Survey on Monitoring the Paris Declaration and the annual reports of the Common Performance Assessment System (COMPAS) published by the Multilateral Development Banks.

In 2009, MOPAN used the newly developed Common Approach to assess the effectiveness of four multilateral organisations: the World Bank, the African Development Bank (AfDB), the United Nations Development Program (UNDP), and United Nations Children’s Fund (UNICEF). The Common Approach was carried out at an institutional level and across nine developing countries: Ethiopia, Guatemala, Mozambique, Pakistan, Peru, Thailand, Senegal, Serbia, and Uganda.⁹

Methodology

The Common Approach in 2009 used an online survey (as well as face-to-face interviews) conducted in June and July.

⁷ The terms “donors” and “MOPAN members” are used interchangeably in this document and refer only to the respondents in this assessment.

⁸ Organisational effectiveness is defined by MOPAN as “being organised to support clients/partners to produce and deliver expected results.”

⁹ For more information on MOPAN and the Common Approach, please visit the MOPAN website (www.mopanonline.org)

Sampling

The Common Approach seeks to access respondents identified either by MOPAN members or the multilateral organisations as having an expert opinion on the multilateral organisation being assessed. This purposive sampling method is called 'expert sampling'.

The identification process (involving all MOPAN members in collaboration with the four multilateral organisations assessed) resulted in a master list of over 1,000 names that defined the universe of potential respondents. Following the identification process, respondents were invited to participate in the survey.

MOPAN set quotas for the percentage of respondents that would be considered satisfactory for each group:

- 50% response rate among direct partners of multilateral organisations
- 75% response rate among MOPAN members in country offices and at headquarters

The strength of this approach lies in the views of respondents who are considered qualified to assess the multilateral organisation. However, since the MOPAN Common Approach allows MOPAN members and the organisations assessed to identify the most relevant individuals to complete the survey, MOPAN does not have a way of determining the knowledge and qualifications of the selected survey respondents. In addition, MOPAN was unable to meet the established quotas in some countries, despite efforts to follow up with respondents (see Figure 1.3).

Although the sample size limits the use of statistical analysis on these data, the procedures for respondent identification and recruitment, and overall survey response rate, allows for conclusions that are indicative of perceptions among the stakeholder groups.¹⁰ Comparisons across countries and respondent groups are provided as indicative information that can be used as a basis for discussion.

Survey Instrument

The survey consists primarily of a series of statements on the effectiveness of an organisation's systems and behaviours. Respondents were asked to rate the extent to which they believe each statement describes the multilateral organisation, using a 5-point scale where "1" represents very little and "5" very much. The three numerical points between these two end points were not specified to the respondent.¹¹ Respondents were also given the opportunity to provide written comments following their numerical rating of each micro-indicator.

A core set of questions was developed for all respondents and additional questions were designed for specific respondents (reflecting their functional responsibility or relationship with the organisations). For example, questions relating to corporate issues, such as reporting to the Executive Board, were asked only of donors at headquarters. Questions on country-specific issues, such as the use of country systems, were asked only of donors in-country and national partners of multilateral organisations.

At the beginning of the survey, respondents were invited to assess the overall internal effectiveness of the multilateral organisation and were asked two open-ended questions on their views of the organisation's overall strengths and areas for improvement.

¹⁰ Out of the 1000 individuals invited to complete the survey, 524 completed it, resulting in an overall response rate of 52%.

¹¹ This is a common methodological procedure in multinational survey research due to the difficulties in finding verbal anchors for each survey language that capture the same degree of difference between each point on the scale. Verbally specifying the end points only has also been shown to lead to them being utilised more often than if all points are verbally specified. This counteracts the phenomenon where, sometimes, respondents will tend to avoid the use of end points to avoid appearing 'extreme.' Copies of the surveys are available on the MOPAN web site (www.mopanonline.org).

All respondents had the opportunity to complete the online survey in English, French, Spanish or Portuguese, and partners in Serbia and Thailand had the opportunity to complete the survey in Serbian or Thai.

Data Analysis

For analytical purposes, the 64 questions (i.e., micro-indicators) in the survey were rolled up into the 18 key performance indicators.¹² These, in turn, were clustered together in the four organisational performance areas of the balanced scorecard as shown below.

Figure 1.1 Dimensions of Organisational Effectiveness in the MOPAN Common Approach



SPSS Version 17.0 statistical software was used to analyse the data collected and calculate an overall mean score for each question (micro-indicator). For each question, respondents had the option to indicate that they 'don't know' and these responses were not incorporated into the calculation of mean scores. As a result, some mean scores are based on fewer responses than others.¹³ (The respondent base size and rate of "don't know" response by KPI for UNDP are provided in Appendix II.)

Due to the fact that the numbers of respondents answering differs – both between respondent types and between survey countries – the means were calculated to give equal weight to:

- the views of each of the three respondent groups;¹⁴
- the countries where the survey took place;¹⁵

¹² The MOPAN Common Approach includes 19 KPIs, but one of these – on linking aid management to performance – was not considered to be relevant for UNDP.

¹³ Although this reduces the respondent base, the results can still be taken to be indicative of perceptions of those who provided an answer and are presented as a basis for discussion between MOPAN and the multilateral organisation.

¹⁴ This is via the application of individual weights, whereby in-country donors, headquarter-level donors, and direct partners are given different weights in order to account for the fact that different numbers of each group were interviewed.

¹⁵ In-country donor and direct partner weights are also determined by the total number of respondents from each group who answered in their country, relative to the total number answering in other countries.

- donors in-country and direct partners within each country where the survey took place.¹⁶

Mean scores for each KPI were then calculated by taking the mean of the scores for each question (micro-indicator) within that KPI. For example, a KPI consisting of three micro-indicators which individually scored 2, 3, and 4 has a KPI mean of 3.

The resulting mean scores are in turn interpreted according to which of the bands outlined below they fall into. This system assigns mean scores (which potentially range from 1 to 5) into six bands. The band ranges, and descriptors attached to them, are set on the basis of an examination of the overall spread of mean scores in the study and also by examining the written comments that respondents offered following their numerical rating. These responses show that a rating of 3 indicates that a respondent considered the multilateral organisation to be not exhibiting the particular system or behaviour consistently throughout the organisation. A six-band system is thus employed to interpret mean scores so that any mean score below 3.0 is interpreted as, at best, inadequate.

Figure 1.2 Band Ranges and Descriptors

Band	Range	Descriptors
1	1 to 1.66	Very Weak
2	1.67 to 2.33	Weak
3	2.34 to 2.99	Inadequate
4	3.00 to 3.66	Adequate
5	3.67 to 4.33	Strong
6	4.34 to 5.00	Very Strong

Content analysis was applied to responses to open-ended questions using an emergent coding technique to organise the data into themes, and then the frequency of occurrence of each theme was calculated.

Section 3.3 of the report summarises findings based on the data from the two open-ended questions on areas of strength and areas for improvement for the multilateral organisation. Respondent comments on individual survey questions were also analysed in order to put the ratings into context. Respondent quotes were drawn from open-ended questions in order to illustrate tendencies in the ratings and the comments, wherever possible illustrating the positive and negative points of view provided on the theme.

Wherever relevant, the findings presented in this report have been triangulated by examining other sources of evidence. The highlights from previous MOPAN surveys are presented in Section 2 of the report and where relevant, they are referenced in the context of the main findings.¹⁷

Thus, a respondent in a country with a lower number of respondents carries a higher individual weight than the equivalent respondent from a country with a higher number of respondents.

¹⁶ The terms “Direct Partners” and “National Partners” are used interchangeably in this report.

¹⁷ This varies from the approach taken in the reports on the Annual MOPAN Survey, which included a separate section with a comparison of the multilateral organisation’s partnership performance from one survey year to another.

Strengths and Limitations of the Approach

MOPAN recognises that there are both strengths and limitations to the MOPAN Common Approach.

Its strengths include:

- The Common Approach seeks information from two different perspectives: MOPAN members (both at headquarters and country level) and direct partners of the multilateral organisation. This is in line with the commitments made by donors to the Paris Declaration on Aid Effectiveness and the Accra Agenda for Action regarding harmonisation, partner voice, and mutual accountability
- It uses a mix of quantitative and qualitative information (through close- and open-ended questions) which strengthen the accuracy of measurement. It provides a basis for discussion about improving agency effectiveness
- Where possible, it compares findings with other sources (for example Paris Declaration Survey results)
- It is customised to take into account the differences between the different types of multilateral organisations
- The MOPAN Common Approach web tool improves the efficiency of data collection and data analysis, and reduces the burden on survey respondents.

Its limitations include:

- Because the MOPAN Common Approach allows MOPAN members and the organisations assessed to choose the most relevant individuals to complete the survey, MOPAN does not have a way of determining if the most knowledgeable and qualified individuals are the ones completing the survey.
- The approach is based on a perception survey and not an actual analysis of the behaviours, systems and procedures. It produces numerical scores with a high degree of precision. However, the scores only provide a picture of effectiveness in priority areas, not deep insight into the different dimensions of organisational effectiveness.
- Findings are based on a single line of evidence (perception data) but these are compared to (and triangulated with) other findings where possible.¹⁸
- As a rapid assessment, some compromises must be made between cost, timeframes, and methodology.

As a learning organisation, MOPAN will continue to make improvements in the methodology based on the experience in each year of implementation.

UNDP Respondents

A description of the respondent profile for UNDP is provided in Appendix I.

On an overall basis, the quota for UNDP respondents (220) was exceeded by the total number of respondents (250).

The table below shows the quota and the actual number of respondents in each country, from each respondent group, who assessed UNDP. As noted in Appendix I, in 88 percent of cases, partners indicated a good level of familiarity with UNDP, although only 42 percent noted daily or weekly contact with the organisation. In 64 percent of cases, country-based donors indicated that they have a good level of familiarity with UNDP; their frequency of contact is lower than that of the partners, with 28 percent noting a daily or weekly contact with the organisation. Like

¹⁸ Findings from COMPAS, the results of the Survey on Monitoring the Paris Declaration, and previous MOPAN surveys, where relevant.

partners, the proportion of donors at headquarters with a good level of familiarity with UNDP was 88 percent. Unlike partners and donors in-country, however, a majority of donors at headquarters (59 percent) reported a daily or weekly contact with UNDP.

Figure 1.3 Number of Respondents and Quotas for UNDP by Country and Respondent Group

Country	National Partners		Country-based Donors		Headquarter-based Donors		Total
	Respondents	Quota	Respondents	Quota	Respondents	Quota	
Ethiopia	8	10	15	17			23
Guatemala	12	10	13	9			25
Mozambique	10	11	10	11			20
Pakistan	19	13	9	6			28
Peru	17	15	13	8			30
Senegal	9	9	5	4			14
Serbia	9	10	13	6			22
Thailand	10	10	8	3			18
Uganda	10	9	11	9			21
Sub-total	104	97	97	73	49	50	
Total							250

Partners say they ‘don’t know’ in 13 percent of their answers. Donors at country level say they ‘don’t know’ for 20 percent of their responses. At headquarters, MOPAN members indicate they “don’t know” in 6 percent of their answers. Further detail on ‘don’t know’ responses is provided in Appendix II.

2. The United Nations Development Program

This section provides a brief overview of the UNDP and its mandate, areas of work, and recent organisational improvement processes. In addition, it summarises the results of previous MOPAN surveys on the UNDP and highlights findings from recent external and internal assessments commissioned by the UNDP. This information is intended to provide background and context for the MOPAN Common Approach findings on the UNDP in 2009.

Background on the UNDP

UNDP is the global development network of the United Nations advocating for change, connecting countries to knowledge, experience and resources to help people build a better life, and supporting the coordination of global and national development efforts.¹⁹ With capacity development as its overarching contribution to development the organisation assists program countries in developing national and local capacities for human development.

The UNDP's present efforts are aimed, in particular, at enabling its program partners to achieve the Millennium Development Goals (MDGs) and meet their commitments by 2015. To that end, the UNDP helps developing countries attract and use aid effectively. Its business model involves supporting the effective use of the resources of the United Nations development system through the Resident Coordinator system and its role as chair of the United Nations Development Group (UNDG). It furthermore includes policy advocacy and development services focusing on poverty reduction, democratic governance, crisis prevention and recovery, and environment and sustainable development.

Today the organisation, which was established by the UN General Assembly in 1965, is on the ground in 166 countries with a total of about 50,000 employees. The UNDP works with countries on their own solutions to global and national development challenges. National leadership and ownership of development interventions are the norm for all UNDP development interventions. In its Strategic Plan for 2008-2011, UNDP's focus areas for operational activities encompass: multisectoral challenges of poverty reduction (including HIV/AIDS), democratic governance, crisis prevention and recovery, and environment and sustainable development. In addition, UNDP commits to integrating a gender perspective into its four focus areas to increase development effectiveness.

The UNDP Executive Board is made up of representatives from 36 countries around the world who serve on a rotating basis. Through its Bureau, consisting of representatives from five regional groups, the Board oversees and supports the activities of the UNDP, ensuring that the organisation remains responsive to the evolving needs of program countries. The Executive Board secretariat facilitates the work of the Board by reviewing and editing all documentation for submission to the Board.

Over the past few years, the UNDP has experienced rapid income growth as its voluntary contributions rose from \$3.4 billion in 2003 to some \$5 billion in 2008. Of this amount only some \$1.1 billion were core contributions. Earmarked (non-core) contributions totalled \$3.7 billion with \$1.4 billion coming from bilateral donors, \$1.3 billion originating from multilateral partners and the European Commission, and \$1 billion channelled through the UNDP by program country governments.

¹⁹ For more information on the United Nations Development Program, please visit the UNDP website (www.undp.org)

Organisational improvement processes

The increasingly strategic and results-oriented aid environment has been met with significant organisational efforts to bring a high level of coherence, focus, accountability and transparency to all of its processes.

- **Results orientation.** The UNDP Strategic Plan 2008–2011 includes, for the first time, specific indicators and targets for development, UN coordination, and management results. In parallel, to ensure a more transparent and accountable attribution of costs, the 2008-2009 biennial support budget introduced a results-based budget framework linking proposed budget allocations within management functions to selected strategic results. The UNDP has clarified its involvement in new aid modalities, notably sectoral budget support and pooled funding, and is now defining its support (policy advisory, capacity development, and management services) to governments in improving the effectiveness of results in the context of these modalities.
- **Culture for Managing for Results.** In line with a new corporate evaluation policy, approved in 2006, evaluation has now been built into all aspects of UNDP programming. Baseline criteria assess performance related to advancing human development and human rights, supporting UN system coordination, engaging in global partnerships, encouraging national ownership, and managing for results. A new Handbook on Planning, Monitoring and Evaluating for Development Results, published in 2009, supports the results-orientation in UNDP programming. An online Evaluation Resource Centre provides timely access to data on evaluation planning, management response, and follow-up. The UNDP continues its external partners' survey, which seeks detailed feedback at the national, regional and global level.
- **UN Development System Coherence.** As manager of the UN Resident Coordinator (RC) System, the UNDP initiated a number of reforms to make the UN development system at the country level more effective, such as the creation of UNDP country director positions in larger countries or complex situations, measures to upgrade the capacities of the RC, or the planned biennial global participants' survey to make the RC system increasingly responsive to participants and partners of the system.
- Since early 2007, eight countries have piloted efforts to improve the coherence and effectiveness of the UN development system and its contribution to their development agendas. An initial stock taking in 2008 showed promising results. An evaluation of the UN "Delivering as One" initiative is expected in the near future and should provide further guidance for UN development system reform. Meanwhile, a new generation of the UN Development Assistance Framework (UNDAF), the common programming tool for country-level contributions of the funds and programs, will incorporate the lessons from past experience so as to ensure more efficient and effective development planning and alignment with national development strategies.
- **Accountability and Transparency.** The UNDP recently introduced a new accountability framework and an oversight policy. This includes the organisation of independent internal and external oversight to provide assurances to the Executive Board and the Administrator that functional systems of internal controls are in place, notably evaluation of the policy framework, efficient utilisation of resources, and adherence to professional and ethical standards in the UNDP. As part of the revamped Information Disclosure Policy, key documents, including procurement and project expenditure information, are now posted on UNDP public websites. The UNDP also successfully implemented the Financial Disclosure Policy in line with the UN and the associated funds and programs. An Ethics Office was established in 2007, with an Ethics Adviser working closely with the UN Ethics Committee, which seeks to establish a unified set of standards and policies across the UN system.

- To improve transparency and accountability and standardise accounting and financial reporting (permitting easier comparisons between UN organisations), the UNDP has begun preparing for the adoption of International Public Sector Accounting Standards (IPSAS) in 2012. This past year has seen a budget, program team and program board set up and an organisation impact study completed. A newly implemented Human Resources Module for the UNDP's ATLAS Enterprise Resource Planning system will increase the transparency of corporate processes and events in terms of selection, promotion and performance management as well as streamlining human resources functions like payroll, disbursement and data transactions.
- **Human Resources:** In order to clarify expectations for staff and set clear standards for performance, the UNDP developed and put into practice a Competency Framework in 2008. Global staff surveys provide important information for maintaining and enhancing organisational capacities.

In view of the need to institutionalise accountability and performance management in the human resources management system, an ethics office function and ethics training are being introduced. Strengthened learning, especially in the substantive programmatic areas and in leadership and management skills, will enhance staff capacities to implement the strategic plan effectively.

This 2009 MOPAN survey should help inform dialogue between donors and the UNDP based on the donor and partner perceptions of progress on some of these organisational change efforts.

Previous MOPAN surveys on the UNDP

The UNDP was surveyed by MOPAN in 2004 and 2007. Some of the main findings in 2007 suggest that MOPAN members perceived that the UNDP was:

- Making a positive contribution to policy dialogue, although at times it avoided politically sensitive issues or focused more on its role as coordinator and less on making substantive contributions of its own.
- Inconsistent in terms of its contribution to capacity development of public institutions as well as government ownership. The perception that the UNDP often remains directly responsible for project management was considered a major weakness as it limits capacity development and ownership of national partner institutions.

Other recent assessments of the UNDP

In an *independent ODI survey* of the effectiveness of seven multilateral agencies (2007), key stakeholders in program countries ranked the UNDP as first preference among multilateral organisations for disbursing additional overseas development assistance when it came to promoting national ownership, building local capacity, and providing effective policy advice. An *OECD-DAC peer review of the UNDP's Evaluation Office* in late 2005 concluded that the latter had an acceptable level of independence and produced evaluations that were credible, valid and useful for learning and strategy formation in the organisation. At the same time, its potential for helping strengthen accountability and performance assessment was being underexploited, both for the purpose of accountability and as an essential basis for learning. The elaboration of a new evaluation policy for the UNDP provided a unique opportunity to do so. A related evaluation in 2008, carried out by the Swedish Agency for Development Evaluation (SADEV) and focusing on UNDP decentralised country-level evaluation activities, however, identified weaknesses both in terms of evaluation quality and in the use of evaluation results for program decision-making.

A *UNDP-commissioned evaluation of Results-Based Management in UNDP* (2008) highlighted the difficulties of linking outputs to outcomes in practice. The introduction of corporate systems and tools, which have had some efficiency benefits, has not strengthened the culture of results in the organisation or improved programmatic focus at the country level. The current approach of defining and reporting against centrally defined outcomes tends to undermine the UNDP's responsiveness and alignment to nationally defined outcomes and priorities. RBM has been applied within the organisation, but has had little effect on development effectiveness at the country level.

- Good at supporting government advocacy campaigns, though not playing a very visible advocacy role itself.
- Supportive of national poverty reduction strategies. While its programs were seen to be well aligned with national poverty reduction strategies, it also appeared that the UNDP had significant difficulties in aligning its business practice with national procedures.
- Making good efforts at information sharing, with some room for improvement.
- A very active and central actor in aid coordination matters, in particular with regard to inter-agency working groups, and that it appeared to be an active contributor to local donor harmonisation initiatives as well as to harmonisation within the UN system.

3. Main Findings

3.1 Introduction

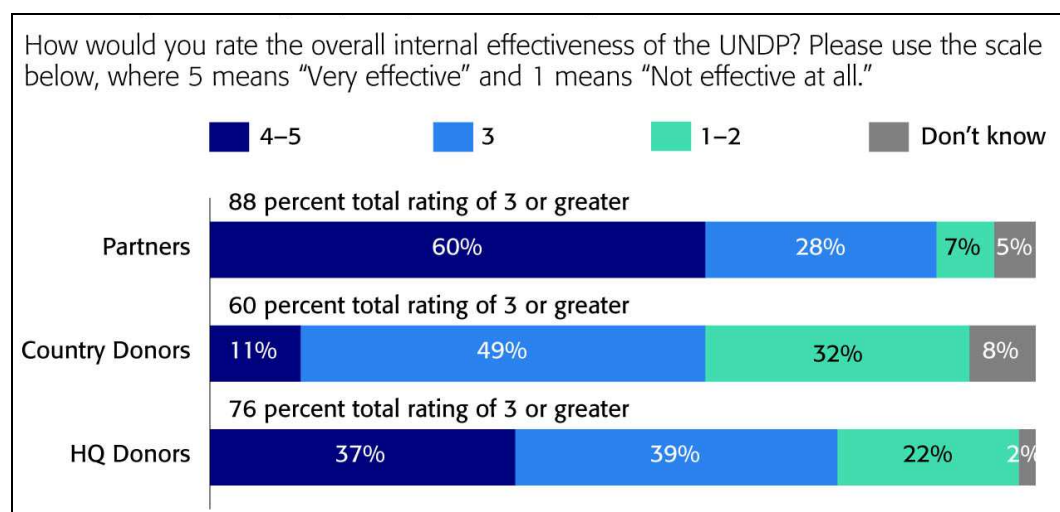
This chapter presents the main findings of the 2009 MOPAN Common Approach. The first section presents findings that give an overview of the perceptions on the performance of the UNDP. Subsequent sections provide the assessment results in each of the dimensions (strategic, operational, relationship, and knowledge management) analysed by the MOPAN Common Approach and highlight respondent views on the UNDP's main strengths and areas for improvement.

3.2 Overview

Finding 1: The perceptions of the UNDP's overall internal effectiveness vary across respondent groups, providing a picture of mid-level performance in terms of how the agency is organised to support the results of its national partners.

The respondents in the 2009 MOPAN survey were asked to rate the internal effectiveness of the UNDP²⁰ on a scale from 5 (very effective) to 1 (not effective at all). Views on the internal effectiveness of the UNDP varied across groups, with 60 percent of national partners rating the UNDP as either a "4" or a "5" compared to only 11 percent of donors in-country.

Figure 3.1 Overall Ratings of the UNDP's Internal Effectiveness, by Respondent Group



Finding 2: Out of the 18 indicators assessed by the MOPAN Common Approach, the UNDP is seen to perform strongly on two and inadequately on two. Performance is considered adequate in all other areas.

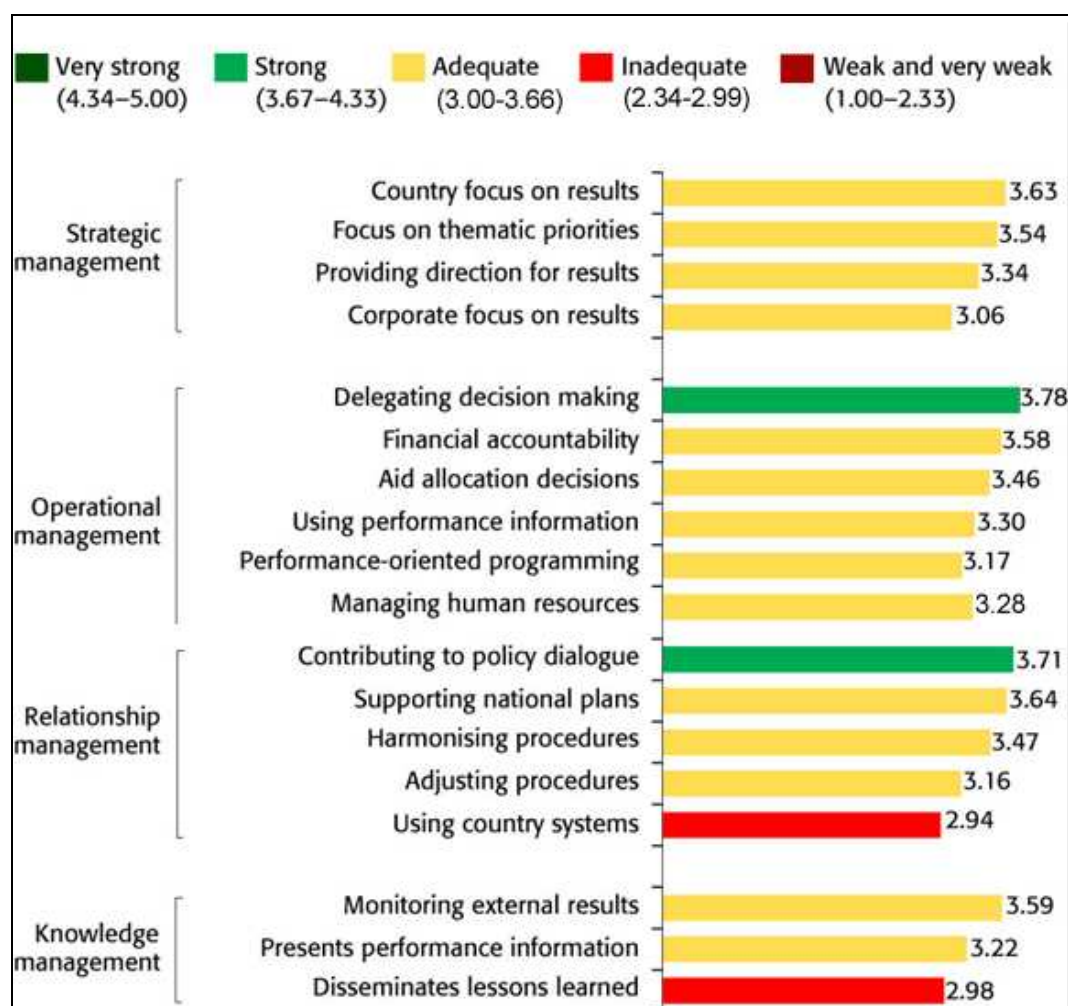
Out of the 18 key performance indicators assessed in 2009, the UNDP received adequate scores on 14 based on the mean scores among total respondents. It is considered to be strong in its delegation of decision-making and its contributions to policy dialogue. Yet its ability to use country systems and disseminate lessons from field experience is seen to be inadequate.

An analysis of differences between Delivering as One (DAO) countries (Mozambique and Pakistan) and countries not participating in the DAO pilot shows significant differences in only

²⁰ Internal effectiveness is defined as being organised to support partners to produce and deliver expected results.

one micro-indicator: use of Project Implementation Units (PIUs) in parallel to government. Respondents from DAO pilot countries are significantly less likely than respondents from other countries to agree that the UNDP sets up PIUs in parallel with government. There is no significant difference between DAO and non-DAO countries in the performance of the UNDP in any other MOPAN Common Approach micro-indicator.²¹

Figure 3.2 Overall Ratings on Key Performance Indicators (mean scores, all respondents)

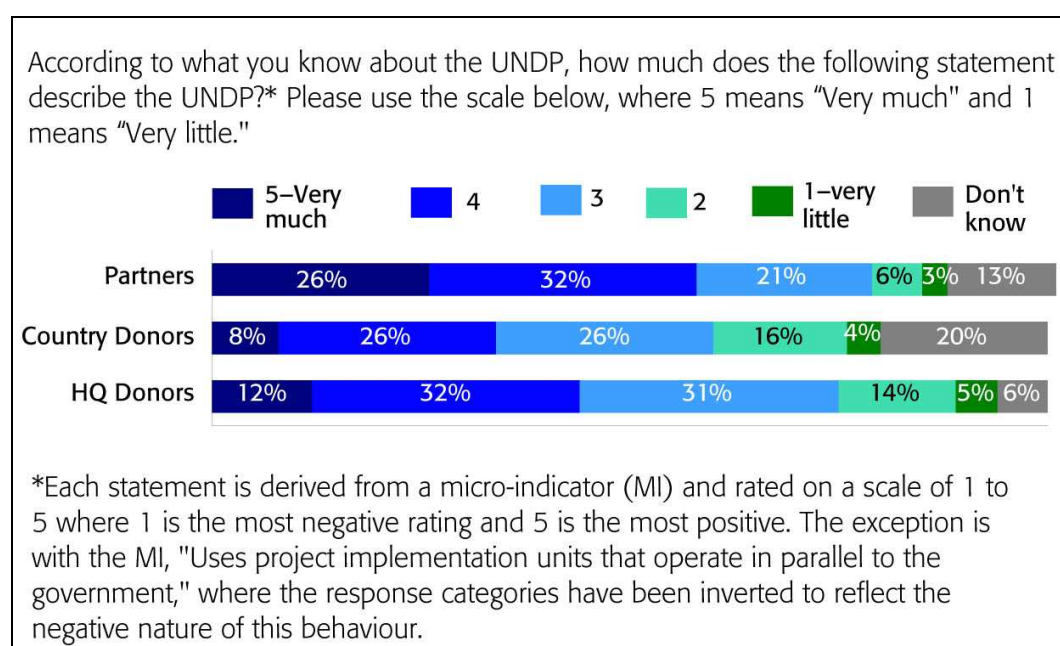


Finding 3: Partners view the UNDP more positively than MOPAN members.

As illustrated in the figure below, partners say that the UNDP measures up in 58 percent of their responses across all micro-indicators, while donors in-country do so less often (34 percent). Donors at headquarters give a clearly favourable response to 44 percent of the questions. The “Don’t Know” responses, which tend to be higher for MOPAN members at the country level, were not incorporated into the calculation of mean scores.²²

²¹ Results of Mann-Whitney U test (alpha = 0.05) in UNDP performance on micro-indicators in the DAO countries (Mozambique and Pakistan) and other countries. It should be noted that this test identifies differences between groups but does not establish the cause of those differences: the difference found may or may not be due to the DAO pilot.

²² Although in practice this reduces the respondent base, the results can still be taken to be indicative of perceptions of those who provided an answer and are presented as a basis of discussion between MOPAN and the multilateral organisation. For some of these indicators, MOPAN may consider

Figure 3.3 Distribution of Ratings across all Micro-Indicators, by Respondent Group

3.3 Performance in Strategic, Operational, Relationship, and Knowledge Management

3.3.1 Overview

The following sections present the assessment results for key performance indicators in the areas of Strategic, Operational, Relationship, and Knowledge Management.

The findings are drawn from an analysis of the ratings of the key performance indicators and micro-indicators by the different respondent groups. Strengths are drawn from key performance indicators that achieve the highest mean scores and areas of improvement are drawn from the indicators that are assigned the lowest scores. Findings also highlight areas where there is a mixed picture of performance, i.e., where there are divergent perspectives among the respondent groups or where there are strong differences in the rating among individual criteria, within any one key performance indicator.²³ Appendix III provides the data for each key performance indicator and micro-indicator, by each dimension or quadrant of the MOPAN Common Approach. In Appendix IV, the mean scores for each of the key performance indicators are presented by respondent group.

3.3.2 Strategic Management

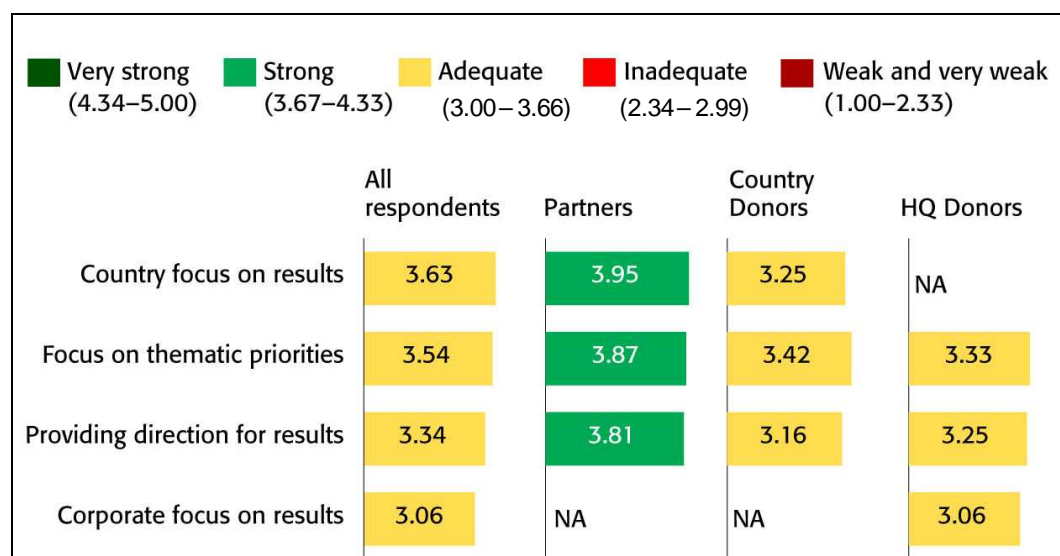
All key performance indicators in this area are rated as adequate (see figure below). The UNDP appears to do well in maintaining its focus on results at the country level, which is considered to be a strength by partners. It is also recognised by all respondents for its strategic focus on good governance – this emerges as an overall strength of the organisation. UNDP has also performed well in integrating gender equality, human rights-based approaches, and environmental protection into its work. At the corporate level, donors express greatest concern

alternative data sources in years to come to gain better understanding of performance of multilateral organisations in those areas.

²³ In general, the findings are presented in the order from strongest to weakest areas of performance within each of the quadrant areas.

about the organisational strategy and its link to a clear mandate. The UNDP also has perceived limitations in terms of its capacity to implement results-based management throughout the organisation and to foster a culture that supports a greater results focus.

Figure 3.4 Strategic Management Performance, Mean Scores by Respondent Group



Finding 4: The UNDP's process of developing expected results at the country level is its highest rated area of strategic management. It is recognised by donors and partners for having country program documents that are well aligned with national strategies and integrate cross-cutting themes.

The UNDP's strategy at country level is framed in the country program document. Only respondents at the country level were consulted about the UNDP's country results orientation. For national partners, the UNDP's process of developing expected results, through country program documents that include results frameworks, is one of its strengths. Its performance in this area is shaped by respondents' positive assessment of how the UNDP aligns the results articulated in its country program documents with national development strategies and how it integrates cross-cutting themes into these documents. In general, donors are more modest than partners in their assessment of the UNDP in this area, with differences in how they perceive the quality of the UNDP results frameworks (the link between results at different levels and the inclusion of indicators) and the extent of consultation with direct partners in that process. Partners give the UNDP strong ratings in this area.

Finding 5: The UNDP's strategic focus on good governance is seen as a strength by most respondents. It is also rated well for integrating a focus on gender equality, human rights-based approaches, and environmental protection.

The UNDP's strategic focus on thematic priorities is ranked highly by donors at headquarters and at country levels. The organisation's strategic focus on good governance, which is one of the focus areas of the UNDP, receives the highest rating by donors out of all 64 micro-indicators assessed in the MOPAN Common Approach. Partners also give it a strong rating on its focus on good governance.

On environmental protection, another area of focus for the UNDP, it is rated strongly by its partners and adequately by MOPAN members.

In the 2008-2011 Strategic Plan, the UNDP reaffirmed its commitment to integrating a gender perspective in its focus areas. For partners, the UNDP focus on gender equality is the strongest micro-indicator overall, yet donors view its performance in this area to be only adequate.

These findings build on the MOPAN 2007 survey results that also noted the UNDP's "almost unchallenged position in particular development policy areas, including gender and environment."

The UNDP is rated as adequate in strategically integrating conflict management.²⁴

UNDP also receives lower ratings for its strategic focus on HIV/AIDS prevention and treatment, particularly from donors at headquarters, who rate the organisation as inadequate. The strategic plan spells out a UNDP response to HIV/AIDS, based on the UNAIDS division of labour, which designates UNDP as the lead for addressing dimensions of HIV/AIDS relating to development, governance, mainstreaming, legislation, human rights and gender.²⁵

Finding 6: At the corporate level, donors at headquarters express concern about the UNDP's capacity to ensure the application of results-based management across the organisation. They also express reservations about the UNDP's strategy and its link to a clear organisational mandate.

Only donors based at headquarters were asked about the UNDP's corporate policies and practices in managing for results. Their responses on different dimensions illustrate that the UNDP still has some limitations in this regard – this key performance indicator is rated as barely adequate.

Donors rate the UNDP as inadequate in ensuring the application of results management across the organisation.

"Results management should be better rooted to all levels, and processes. This is not an exercise at the top management level." (Donor at headquarters)

"The overall strategy is clear, in the Strategic Plan.... However field offices work rather independent and 'pick up' many activities that are not the core mandate of UNDP. Offices get a large part of their income from joint programs and therefore also tend to undertake activities that could have better be done by other organisations. The first of the four main priorities, i.e., poverty reduction, also gives room for a broad interpretation. Examples of activities that UNDP undertakes, and that in my view are not within UNDP's main priorities are agriculture, forestry, trade negotiations and to a lesser extent HIV-AIDS." (Donor at headquarters)

Most donors agree that the UNDP's strategy contains management and development results frameworks (rated as adequate). The causal links from outputs through to outcomes and impact can be strengthened– currently, these are rated as barely adequate.

The breadth and clarity of its mandate, and the challenges this entails for strategy, was noted by many as the UNDP's key area for improvement when responding to open-ended questions in the MOPAN Common Approach. Not surprisingly, donors give a rating of inadequate to UNDP's performance on the micro-indicator that assesses the extent to which the organisation-wide strategy is based on a clear mandate. The 2007 MOPAN survey also noted this as a problem and that the UNDP constantly faces the risk of spreading its programs too broadly, both sectorally and geographically.

²⁴ Although conflict management per se is not specified in the 2008-2011 Strategic Plan, crisis prevention and recovery is one of UNDP's focus areas.

²⁵ Executive Board of the United Nations Development Programme and of the United Nations Population Fund (DP/2007/43), *UNDP strategic plan, 2008-2011: Accelerating global progress on human development*, p. 24.

Finding 7: Donor respondents have some reservations about the UNDP institutional culture for supporting a focus on results.

Donors, at headquarters and in-country, signal that the UNDP has room for improvement in creating a culture that focuses on results achievement by rating the UNDP as inadequate on this criterion. A similar conclusion emerges from the recent Evaluation of Results-Based Management at the UNDP, which indicates that the organisation has a weak culture of results.²⁶ However, national partners rated UNDP strongly in this area.

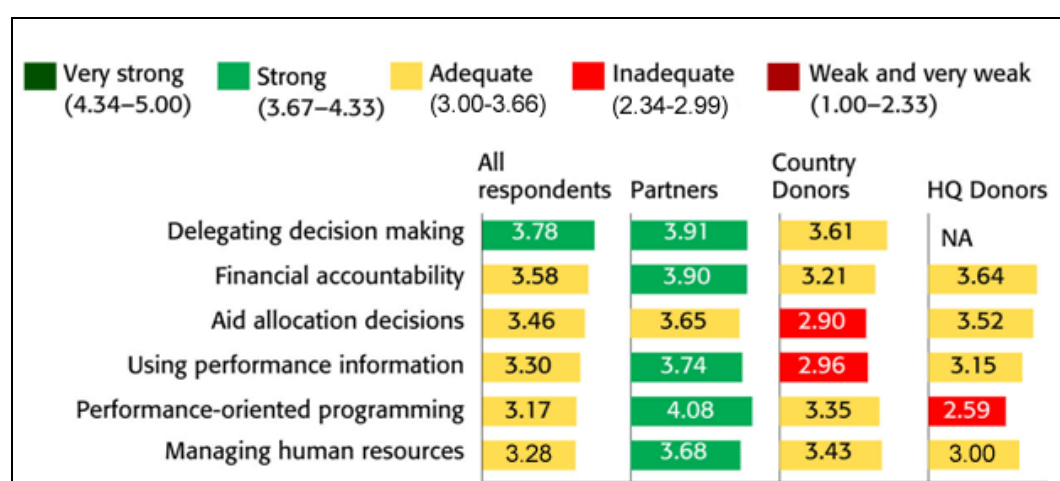
Donor respondents are more positive about the UNDP's partner focus, and judge the organisation as adequate on this point. UNDP partners, however, perceive that the organisation performs strongly in terms of having an institutional culture that reinforces a focus on results and is centred on its partners.

Donors at headquarters were the only respondents to answer a question on whether UNDP senior management shows leadership on results management, which they rated as adequate.

3.3.3 Operational Management

The UNDP is rated reasonably well in terms of its operational management, with one clear area of strength and the rest rated as adequate. The respondents indicate that the UNDP is very good at bringing decision making down to the country level. It is rated adequately on most other corporate systems, such as the criteria for allocating its core budget, human resources management, financial accountability practices, and performance-oriented programming. For several questions in the area of operational management, there was also high rate (33% or more) of "Don't Know" responses. Where relevant, this is highlighted in the findings.²⁷

Figure 3.5 Operational Management Performance, Mean Scores by Respondent Group



Finding 8: The UNDP's greatest strength overall is its delegation of decision making so that programming is managed at the country level.

In the 2009 MOPAN assessment, the UNDP's strongest rating out of all 18 key performance indicators is for delegating decision making, which was only assessed at the country level. Donors based in-country give their highest rating to this key performance indicator. Both

²⁶ UNDP, Evaluation of Results-Based Management at UNDP, Evaluation Office, December 2007.

²⁷ Although this reduces the respondent base, the results can still be taken to be indicative of perceptions of those who provided an answer and are presented as a basis for discussion between MOPAN and the multilateral organisation.

respondent groups rate the UNDP favourably in its ability to manage its project/program tasks at a country level. Donors in-country, in particular, rate this micro-indicator among the highest out of the 47 that they assessed. Partners and donors at headquarters are slightly less confident in the ability of UNDP offices to propose funding for new areas of cooperation within an established budget cap, but nevertheless rated this area as strong or adequate.

Finding 9: At country level, the UNDP is rated strongly for establishing targets that enable monitoring of project implementation – a practice that supports performance-oriented programming. Donors at headquarters, however, see the lack of impact analysis as a limitation in the UNDP’s programming process.

Results-oriented programming benefits from the design of targets or measures to assess performance during implementation, and from an up-front analysis of the potential impacts of the projects in the country context. The UNDP’s efforts in performance-oriented programming at the country level are seen as strengths by partners. This is based on their positive assessment of the UNDP’s practice of setting targets that enable monitoring of progress in project/program implementation, which they rate as strong. Donors at country level rate this area as adequate.

Donors at headquarters, who were not asked about country-level issues, were asked instead about the UNDP’s practice of conducting impact analysis – on potential environmental, social, economic, ethical, and human rights impacts – of proposed new projects and programs. From the perspective of donors at headquarters, this is one of the areas where the UNDP performance is poorest. The UNDP is not perceived to subject new initiatives to impact analysis prior to approval.

Finding 10: The UNDP receives an adequate assessment on its use of performance information, but according to partners and MOPAN members at the country level the UNDP has room to improve in actively managing less effective activities and tracking implementation of evaluation recommendations reported to the Board.

On the use of performance information, UNDP’s practices are rated as adequate overall. However, there are differences in the way that respondent groups perceive its performance on the different criteria. At the country level, for donors and partners, the UNDP is clearly doing better in its use of performance information to plan new areas of cooperation. For donors and partners in-country, the greatest area of concern is with respect to the UNDP’s active management of less effective activities from the previous programming cycle. On this criterion, donors indicate that performance is inadequate; notably, 51 percent of this group say they “don’t know” to this question.

From a corporate perspective, the UNDP is rated adequately by donors at headquarters for the way in which it draws on project/program or country information to revise organisational policies. The views on the UNDP’s tracking of the implementation of the evaluation recommendations reported to the Board present a mixed picture: for partners it is a strength; for donors at headquarters it is adequate; and for donors in-country it is inadequate. Also of note is that more than 60 percent of donor respondents in-country and 35 percent of partners indicate that they “don’t know” whether the UNDP has a practice of tracking the implementation of evaluation recommendations.

Finding 11: While there is a divergence of opinion on the extent to which the UNDP makes publicly available its criteria for allocating core budget resources, respondents largely agree that the organisation allocates its funding according to these criteria.

Overall, the UNDP performs adequately in its aid allocation decisions; however, the rating varies with the respondent group.

At the country level, the ratings indicate some concern regarding the public accessibility of the criteria for allocating the UNDP's core budget. Many respondents believe that the UNDP does not do so, which is reflected in the rating of inadequate provided by donors in-country. However, many of these respondents (55 percent) indicated that they did not know whether or not these criteria are published.

Respondents who agreed that the criteria are publicly available were asked about the extent to which the UNDP allocates its core budget according to these criteria. Donors at headquarters and partners rate the UNDP strongly in this regard. Donors in-country give a lower, but nevertheless adequate rating – although due to the reduced respondent base of this question, only nine donors in-country gave a rating for UNDP on this question.

Finding 12: There is a mixed picture of the UNDP's performance on financial accountability issues. It is seen to perform strongly in terms of its audit practices, but is viewed more critically for its timely management of irregularities when they are identified at the country level.

Donors at headquarters rate most areas of financial accountability strongly for UNDP. They rate highly the UNDP practice of carrying out corporate audits that comply with international standards and they perceive that internal financial audits are providing objective information to the Executive Board. Donors and partners at country level also give positive assessments of the UNDP's audit requirements for projects and programs at country level.

There is greater disagreement evident in the ratings provided for how UNDP responds to irregularities at country level. Donors in-country are particularly concerned about the timeliness of corrective actions and give the UNDP a rating of inadequate on this criterion. In contrast, partners rate the UNDP favourably on this criterion.

Donors have different perspectives on the extent to which UNDP implements an institutional policy addressing corruption. For donors at headquarters, UNDP performs strongly in this regard, whereas for donors in-country its performance is adequate. While generally supportive of the notion that an anti-corruption policy exists, many did not know for sure. Donors – at headquarters and in-country – give a rating of adequate on the UNDP's implementation of strategies for risk management. At the same time, there is some uncertainty about UNDP performance on this micro-indicator, with 41 percent of donors in-country and 29 percent of donors at headquarters saying they "don't know".

"We have experienced only one instance where UNDP was committed to investigate about the potential irregularities under a program but it has taken a long time and action was limited. This is an area where UNDP should focus more particularly where joint donors funding is involved." (Donor at country level)

"Extensive specific instruments exist to counter corruption, including disclosure of assets of officials above certain levels, Whistleblower protection, investigation and actions to dismiss employees proven to be corrupt, etc." (Donor at country level)

Finding 13: UNDP is rated as adequate in all areas of human resource management.

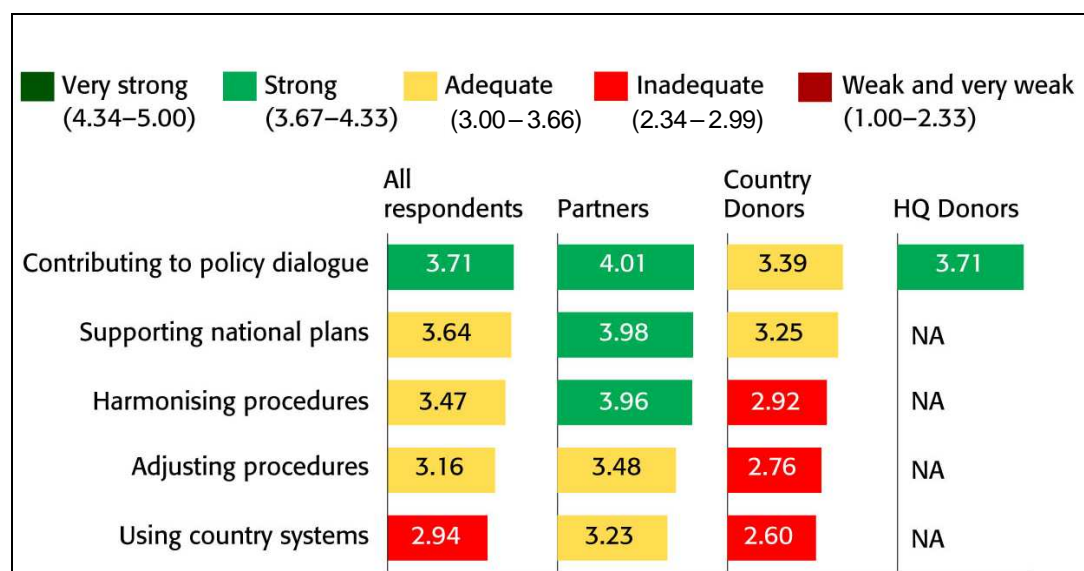
As noted in Section 2, in 2008 the UNDP put in place a Competency Framework as the basis for recruitment and reassignment, career and performance management, staff development and learning, and HR planning. The framework is to define standards for competencies for staff at all levels, to assist the organisation to achieve its goals. Donors at headquarters indicate that UNDP is adequate in transparently recruiting and promoting staff based upon merit.

At the country level, respondents were asked to assess the effects of the speed of rotation of international staff in UNDP country offices. Both donors and partners indicate that the UNDP's practice is at least adequate in this area, keeping staff in their posts for enough time to develop effective partnerships.

3.3.4 Relationship Management

The UNDP's performance in relationship management is perceived to require some improvement. The UNDP performs well on the key performance indicators related to policy dialogue and alignment to national plans. However, respondents feel the organisation's performance can be better in the areas of harmonisation, adjusting procedures, and use of country systems. Both partners and donors indicated concerns about the UNDP's limited use of government systems in place for procedures such as budget execution, financial reporting, audit, and procurement.

Figure 3.6 Relationship Management Performance, Mean Scores by Respondent Group



Finding 14: The UNDP is seen to be strong in its contributions to policy dialogue.

This key performance indicator is one of the strongest for UNDP overall. It is rated strongly by both headquarters and national partners, and adequately by country level donors, for its respect for partner views during the dialogue process. At the country level, donors rated UNDP adequately and partners rated it strongly for the value of its inputs to dialogue. As in other indicators assessed, partners are notably more positive than donors on these points.

The UNDP performance in the 2009 MOPAN Common Approach assessment is consistent with the results of MOPAN surveys in 2004 and 2007, which also found that the UNDP's "convening" power and contribution to policy dialogue were noted by respondents. Nonetheless, some respondents this year and in previous MOPAN surveys noted that the organisation sometimes avoids addressing politically sensitive issues, or that while its respect of partner views is a positive attribute, at the same time it is seen by donors to reflect that the organisation is too close to, and not critical enough of, its government partners.

Finding 15: The UNDP is recognised for being supportive of national plans and priorities.

Partners and donors in-country were asked questions on UNDP's support for national plans. The alignment of the UNDP to national strategies is rated strongly by partners and adequately by donors. These findings confirm the direction established by the UNDP's results in the 2004 and 2007 MOPAN surveys, which also demonstrate that the organisation is considered to be supportive of the national planning and policy framework.

Generally, the UNDP is seen as supporting funding proposals designed by government or partners. It is rated adequately by country donors and strongly by partners on this point.

The UNDP performs adequately on the extent to which it applies conditionality that corresponds with the national government's goals and benchmarks.

"Proposals are often developed in cooperation with national government. However I would like to see this further enhanced. There are stories of proposals that have been developed by UNDP and then presented to the government and/or donors without proper prior consultations." (Partner)

"UNDP does not use the word conditionality. It decides on focus pillars, though, probably in a participatory manner with government." (Partner)

Finding 16: The UNDP is not meeting donor expectations with regard to the harmonisation of its procedures with other aid actors.

The harmonisation of procedures is of particular importance to the UNDP, as the coordinator of UN development efforts in-country. Only respondents at country level were asked about the UNDP's performance in this area and, although the overall rating was adequate, there was disagreement among them. Donors at country level rated UNDP performance as inadequate for all micro-indicators in this key performance indicator, while partners considered its performance to be strong on all dimensions.

UNDP performance in this area was also examined in prior MOPAN surveys. In the 2007 MOPAN survey, respondents noted the UNDP's role as coordinator for the MDGs, but found that the organisation had mixed performance in its role as coordinator of UN development efforts in-country, and was not proactive in harmonising its procedures with other aid agencies.

The UNDP has been rated favourably for its capacity building role in other assessments – both in prior MOPAN surveys and an independent Overseas Development Institute (ODI) survey among partners in program countries.²⁸ Donors participating in this year's MOPAN assessment express concerns about whether technical assistance is being provided through coordinated programs in support of capacity development, which is one of the indicators of the Paris Declaration.

Similarly, donors and partners were divided on whether the UNDP supports program-based approaches (PBAs). While a 2008 Executive Board decision encouraged limited involvement, on a pilot basis, for the UNDP in new aid modalities such as sectoral budget support and pooled funding, it is important to note that the organisation is not a funding organisation and not mandated to engage in these new modalities.

Finding 17: Country donors express concerns about the complexity and inefficiency of UNDP's procedures, as well as its inability to adjust programming in light of changing circumstances.

Only respondents at the country level were queried on their views on the UNDP's procedures. Donor respondents provide a negative assessment on each of the criteria in this area. They are particularly concerned about the UNDP's ability to adjust implementation of individual projects/programs as learning occurs and make adjustments in the overall portfolio in-country quickly, to respond to changing circumstances. Partners' reservations also suggest that the length of time it takes to complete procedures may negatively affect implementation.

When respondents were asked an open-ended question about the overall area for improvement of the UNDP, the most commonly cited response is related to bureaucratic processes, particularly among partner respondents.

²⁸ ODI. Report by: S.Burall, K. Mease, P. Mall and A. Datta, Assessing Key Stakeholder Perceptions of the Effectiveness of Multilateral Organisations, 2007.

"Convolved national execution arrangements which often end up as UNDP execution directly or through OPS. Procedures for involvement of UN specialised agencies convoluted." (Partner)

"What appears as flexibility is many change of responsible officers who have different points of view." (Partner)

Finding 18: The UNDP is rated as inadequate on its use of country systems. It is perceived to make limited use of national budget execution, financial reporting, and auditing procedures, as well as country procurement systems. Its use of PIUs that run in parallel to government is also a concern.

Only partners and donors in-country answered questions on UNDP's use of country systems. The UNDP is seen to be making insufficient use of these systems: it receives inadequate ratings on six out of the seven micro-indicators in this performance area, the only exception being its role in encouraging mutual accountability assessment of Paris Declaration and Accra Agenda for Action (AAA) commitments, where partners rate it as strong and country donors rate it as adequate.

Although partners rate the UNDP favourably on most indicators in the MOPAN Common Approach, they voice concerns about some areas of its performance on the use of country systems.

Partner respondents rate the UNDP as inadequate on its use of PIUs and national financial reporting procedures. Country donors provide an assessment of inadequate on all dimensions, expressing less confidence in the extent to which the UNDP uses national procurement systems, national budget execution procedures, and national auditing and financial reporting procedures. Respondents outside of DAO pilot countries agree more strongly than those in DAO pilot countries that the UNDP operates PIUs in parallel with government.

At the same time, there is uncertainty about UNDP performance in this area, with between 27 and 40 percent of respondents saying they "don't know" on being asked questions on these dimensions. Furthermore, responses to the questions in this key performance indicator may not take into account UNDP's use of country systems and procedures under the umbrella of national execution of its activities. It is also important to consider the findings in light of the context in which UNDP operates in each of the countries surveyed. It may not be reasonable to

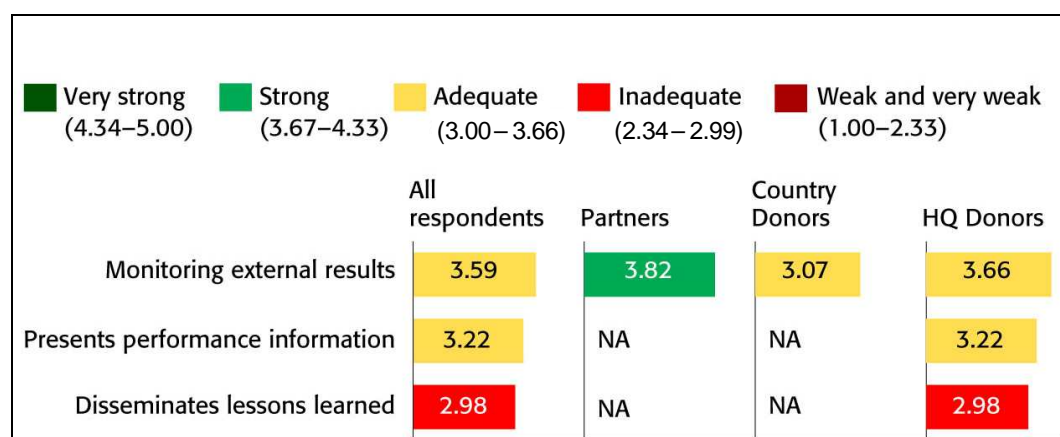
"Country procurement systems suffer from problems of efficiency and corruption, leading many donors to use their own systems. In general the UNDP at the country level uses its own procedures and systems rather than national ones." (Donor at country level)

"Projects mainly use UNDP procedures though sometimes these may relate to certain govt requirements." (Partner)

expect that it can maximise use of country systems when it operates in conflict zones, or where institutional capacity and other issues negatively affect the quality of these systems.

3.3.5 Knowledge Management

The UNDP is seen to be doing adequately with regard to most of the dimensions of knowledge management. It is stronger in its monitoring of external results, largely because of the value given by donors at headquarters to the independence of the UNDP's Evaluation Office. Its evaluation coverage and involvement of partners and beneficiaries in monitoring and evaluation are also perceived to be adequate. The organisation is perceived to adequately present performance information on effectiveness (including outcomes). However, the dissemination of lessons learned is identified by donors at headquarters as an area for improvement. This is one of the UNDP's weakest areas of performance overall.

Figure 3.7 Knowledge Management Performance, Mean Scores by Respondent Group

Finding 19: The UNDP's monitoring of external results is supported by the perceived strength of having an independent evaluation office.

The monitoring of external results is rated as strong by partners and adequate by donors. For donors at headquarters, this is largely driven by their perception that the evaluation office operates independently and reports to the Executive Board. The acceptable level of independence of the evaluation function was also confirmed in the last OECD-DAC peer review of the UNDP's Evaluation Office in 2005.

The UNDP has taken several steps to strengthen its evaluation function, beginning with the adoption of a corporate evaluation policy in 2006. The results of this MOPAN assessment suggest that stakeholders consider that the UNDP is performing adequately in terms of evaluation coverage, i.e., that an adequate proportion of completed programs/projects are subjected to independent evaluation. Respondents also indicate that the UNDP is doing a reasonable job in involving partners and beneficiaries in their monitoring and evaluation activities. Although it is rated more modestly by country donors, this dimension is rated strongly by the UNDP partners.

Finding 20: Responses of donors at headquarters suggest that the UNDP is adequately reporting to the Executive Board on performance, including outcomes achieved. Their perspectives on disseminating lessons learned suggest that there is room to improve the UNDP's use of performance information to support greater learning from programming experience.

Donors at headquarters rated the UNDP adequately for its reports to the Executive Board on performance, including the outcomes achieved. They also judge that its reporting in relation to its Paris Declaration commitments is adequate. Despite the UNDP's incorporation of performance information in its reporting, and positive views on its monitoring of external results, donors see the identification and dissemination of lessons learned from performance information as an area for improvement.

"UNDP can enhance its ability to apply corporate lessons across its global network of country offices.... However, the organisation could become significantly more rigorous in continuously taking stock of good and bad results, and based on such an assessment, feed new directives back to country offices. UNDP HQ functions more as a support office to country offices than as the central body deciding policy and continuously assessing the extent to which country offices are performing. In other words UNDP would probably benefit from becoming somewhat more centralised. Strengthening regional offices would help in such a process."
(Donor at HQ)

3.4 Respondents' Views on the UNDP's Strengths and Areas for Improvement

Prior to rating the UNDP on the series of MOPAN Common Approach micro-indicators, all respondents were asked two open-ended questions. The questions asked respondents to identify key strengths and areas of improvement in the way that the UNDP operates. Out of 250 respondents, 237 provided comments on UNDP's key strengths; 228 respondents provided comments on areas for improvement.

Many of their comments are consistent with other survey findings. Often, however, the comments about strengths relate to issues of mandate, legitimacy, and aid instruments. These factors are likely to enable the UNDP to contribute to the achievement of development results at a country level, but they do not fall within the dimensions of organisational effectiveness assessed through the MOPAN survey.

Respondents value the UNDP's coordination role, its expertise and experience, its global reach, capacity building efforts, and presence on the ground.

"The UNDP is not only a main implementing body for development cooperation at country level, but also a coordinator for UN development system. The UNDP has prominent presence in almost developing countries and profound operational experiences in development practices." (HQ donor)

"Its strength lies in its global presence and the use of global resources (both human and technical)." (Partner)

"Capacity building especially with policy development process in matters related to good governance, thus strengthening governance systems" (Partner)

According to respondents, the most commonly cited area of strength for the UNDP is not related to its efforts to maximise organisational effectiveness but rather to its place within the development aid infrastructure: its role in coordinating governments, other UN agencies and others was mentioned by 10 percent of respondents. Other areas of strength commonly mentioned by respondents include its expertise and experience (10 percent), its global presence (8 percent), its capacity building efforts (7 percent), and its presence on the ground (6 percent).

Donors and national partners tend to have different views on the UNDP's strengths.

Different respondent groups have different perspectives on the UNDP's greatest strength. Partners feel that the UNDP's key strength is in its efforts to build capacities in countries, followed by its experience and expertise to carry out its mandate. Donors in-country agreed that the organisation's expertise and experience are a key strength; also they frequently mention the organisation's role in coordination of aid actors. Donors at headquarters most commonly mention the organisation's global presence as its key strength, followed by its coordination role.

Finding 21: Respondents see the greatest needs for UNDP improvement in the areas of bureaucracy, clarity and focus of mandate, financial processes and management, and human resources management.

The complexity and lengthiness of UNDP bureaucratic procedures is the most commonly cited area for improvement among respondents, accounting for 13 percent of all responses to the question. Other common areas mentioned include the UNDP's mandate (10 percent of responses) – primarily that it is too broad, lacks clarity, or that the UNDP's actions do not adequately focus on this mandate. Financial issues, such as the size and timeliness of funding, financial requirements, and the organisation's financial management were also commonly cited (10 percent). Many respondents also mentioned areas related to human resources, such as personnel pay, training, the UNDP's recruitment system, political appointments, turnover, and treatment of personnel (8 percent). A sizable number of respondents also mentioned some

aspect of results-based monitoring and evaluation, including demonstrating and communicating results, practicing results-based management, and aspects related to monitoring and evaluation activities (7 percent).

"Burdensome administrative procedures especially those related to financial documents." (Partner)

"UNDP is too scattered. It has to develop a more strictly delineated identity, which allows it to say to donors and partner countries 'this is what we do, this is not what we do'. This identity must focus on upstream policy advice and capacity building in its four programmatic areas. But what capacity building means must be significantly narrowed down, based on a rigorous analysis of lessons learned in this field." (HQ donor)

"Reporting on outcomes needs to be improved. UNDP (as is the case with other multilaterals) tends to report on outputs/activities. UNDP avoids reporting on long and short term outcomes citing the problem of attribution, that it cannot be held accountable for the work of national institutions etc. The 2007 Strategic Plan of UNDP, approved by the Executive Board, established a clear and focused results framework which should help to improve reporting." (Donor at country level)

Again, donors and partners have different views about the key weaknesses of the UNDP.

Different respondent groups hold different opinions on the biggest area for improvement of the UNDP. In their comments, partners cite bureaucracy and financial issues (primarily the timeliness and availability of funding); donors in-country are most concerned about HR issues and the level of bureaucracy; and donors at headquarters most commonly mentioned areas related to the UNDP's mandate, followed by results-based M&E issues.

4. Conclusion

The UNDP continues to be recognised for the role that it plays in development aid architecture at the country level: Respondents note its role in coordinating government and other UN agencies as one of its organisational strengths. In this year's assessment, this perception is also reflected in the importance given to the UNDP's decentralised decision making and its contributions to policy dialogues. Respondents also confirm several factors that have posed challenges to the UNDP over the years: the breadth of its mandate, on the one hand, and perceptions of a high level of bureaucracy in the organisation. This assessment also finds that the UNDP can do better in many aspects of its relationship management at the country level.

Respondents to this year's survey note the UNDP's global presence and operational experience in development practice, yet their assessment reflects a need for the UNDP to better disseminate lessons learned from this experience.

In recent years, the UNDP has engaged in significant organisational efforts to bring a higher level of coherence, focus, accountability, and transparency to all of its processes. The findings of the MOPAN Common Approach provide some evidence of how it is perceived to be progressing in these areas.

The following key strengths and areas for improvement provide a basis for discussion between MOPAN members, the UNDP and its national partners.

Strengths:

The UNDP's key strengths are based on the indicators that are rated as "strong" by more than one respondent group or that received a rating of "strong" overall. These include:

- Focus on thematic priorities: UNDP's focus on thematic priorities is rated strongly by its partners. Its strategic focus on good governance is a key strength, according to both country level respondents and headquarter-based donors. At the country level, its focus on human rights-based approaches to development is also rated strongly by MOPAN members and partners.
- Contributing to policy dialogue: is seen to be a key strength by MOPAN members at headquarters and partners.
- Delegating decision making: Managing project tasks at country level is seen as a key strength by country donors. Partners rate all aspects of delegating decision making strongly.
- Allocating core budget according to published criteria: is seen to be a key strength by HQ donors. Partners also rate this micro-indicator strongly.
- Audit practices: Corporate and internal audit practices are a key UNDP strength according to MOPAN members at headquarters. Its national partners provide a strong rating to its project audit requirements.

The table below reflects those key performance indicators, or micro-indicators, that receive the highest ratings (strong or better) from each of the respondent groups.²⁹

²⁹ Please see Appendix III in order to see all of the items that might have been rated as strong by any of the respondent groups.

Figure 4.1 UNDP's Greatest Strengths, by Respondent Group *

MOPAN members at country level	MOPAN members at headquarters	UNDP partners
<ul style="list-style-type: none"> Has a significant strategic focus on good governance. (Focus on thematic priorities) Project/program tasks are managed at a country level. (Delegating decision making) Has a significant strategic focus on human rights-based approaches to development. (Focus on thematic priorities) 	<ul style="list-style-type: none"> Contributing to policy dialogue Has a significant strategic focus on good governance. (Focus on thematic priorities) Has an independent evaluation unit that reports directly to the Board or Governing Council. (Monitoring external results) Allocates core budget according to published criteria (Aid allocation decisions) Performs corporate audits according to international standards. (Financial accountability) 	<ul style="list-style-type: none"> Performance-oriented programming Contributing to policy dialogue Supporting national plans Harmonising procedures Country focus on results

*Only KPIs or Micro-Indicators which are rated as "strong" are listed. Only the five highest rated items are listed.

Areas for Improvement:

The key areas for improvement for the UNDP are based on indicators that are rated as "inadequate" by more than one respondent group or that received an overall rating of "inadequate":

- Using country systems: Country donors in particular indicate a need for the UNDP to improve its use of government systems. Partners also indicate a need to reduce the use of PIUs and to increase the use of national financial reporting procedures.
- Institutional culture that reinforces a focus on results: MOPAN members at headquarters see this as a gap. Country donors also rate this micro-indicator as inadequate.
- Disseminating lessons learned: MOPAN members at headquarters indicate a need for better identification and dissemination of lessons learned from performance information.

Figure 4.2 UNDP Areas for Improvement, by Respondent Group *

MOPAN members at country level	MOPAN members at headquarters	UNDP partners
<ul style="list-style-type: none"> Using country systems Adjusting procedures Aid allocation decisions Harmonising procedures Using performance information 	<ul style="list-style-type: none"> Performance-oriented programming Disseminating lessons learned Institutional culture reinforces a focus on results. (Providing direction for results) 	<ul style="list-style-type: none"> Uses project implementation units that operate in parallel to the government. (Using country systems) Uses national financial reporting procedures in its projects/programs. (Using country systems)

*Only KPIs or Micro-Indicators which are rated as "inadequate" are listed. Only the five lowest rated items are listed.

Appendix I Respondent Profile

Familiarity with UNDP	HQ	CD	DP	Total
Not at all familiar			1	1
2	1	8	1	10
3	5	27	11	43
4	20	38	34	92
Very familiar	23	24	57	104
Total	49	97	104	250

Frequency of contact with UNDP	HQ	CD	DP	Total
Daily	6	1	17	24
Weekly	23	26	27	76
Monthly	11	35	41	87
A few times per year or less	9	34	18	61
No answer		1	1	2
Total	49	97	104	250

Types of respondents	Frequency
HQ Respondents	
MOPAN Member HQ Representative	39
Permanent mission to the UN	7
Not specified	3
Country Donor Respondents	
MOPAN Embassy and agency officials based in-country	91
Not specified	6
UNDP Direct Partners	
Bilateral/Multilateral Organisation, Country Office	4
Government – Council	2
Government - Line ministry	34
Government - Ministry of Finance/Statistics/Planning/Economics	6
National Parliament or Legislature	4
NGO, Association or Academic Institution	33
Parastatal	3
Other	13
Not specified	5

Levels of responsibility	HQ	CD	DP	Total
Senior management	7	28	76	111
Middle management	22	40	19	81
Advisory	13	21	2	36
Administration	3	1	2	6
Other	4	4	5	13
Refusal	0	3	0	3
Total	49	97	104	250

Years of working with UNDP	HQ	CD	DP	Total
1 year	14	11	10	35
2 to 4 years	21	28	34	83
5 to 10 years	12	45	38	95
11 to 20 years	2	11	14	27
Greater than 20 years	0	2	8	10
Total	49	97	104	250

Appendix II Respondent Base and Don't Know Response

N (#) = number of respondents who are asked the question.

% DK = percentage of respondents who indicate "don't know" to the question.

"N/A" indicates that the question was not asked among a particular respondent group.

STRATEGIC MANAGEMENT

	Total		HQ Donors		Country Donors		National Partners	
	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
Country focus on results	201	16		N/A	97	23	104	10
[MO]'s country strategies include results for cross-cutting thematic priorities (e.g., gender equality, environment, governance, human rights, HIV/AIDS)	201	16		N/A	97	24	104	9
[MO] country strategies contain statements of expected results consistent with those in the country's national development strategies	201	11		N/A	97	16	104	6
[MO] has results frameworks which link results across project/program, sector, and country levels.	201	20		N/A	97	29	104	10
[MO]'s results frameworks include indicators at all levels (country, sector, and project/program)	201	23		N/A	97	30	104	15
[MO] consults with beneficiaries to develop its expected results	201	12		N/A	97	15	104	8

	Total		HQ Donors		Country Donors		National Partners	
	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
	250	11	49	5	97	15	104	14
Focus on thematic priorities								
[MO] has a significant strategic focus on good governance.	250	4	49	0	97	5	104	6
[MO] has a significant strategic focus on human rights-based approaches to development	250	9	49	6	97	11	104	10
[MO] has a significant strategic focus on environmental protection.	250	12	49	8	97	13	104	15
[MO] has a significant strategic focus on gender equality.	250	8	49	2	97	13	104	10
[MO] has a significant strategic focus on conflict management	250	13	49	4	97	15	104	20
[MO] has a significant strategic focus on HIV/AIDS prevention and treatment	250	18	49	8	97	24	104	22
[MO] has a significant strategic focus on emergency response/ humanitarian action	250	13	49	8	97	20	104	13

	Total		HQ Donors		Country Donors		National Partners	
	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
	250	6	49	3	97	14	104	5
Providing direction for results								
[MO] makes key documents easily accessible to the public	250	4	49	2	97	9	104	1
ii)[MO]'s institutional culture is direct-partner focused	250	8	49	2	97	15	104	7
[MO]'s senior management shows leadership on results management	49	6	49	6		N/A		N/A
i) [MO]'s institutional culture reinforces a focus on results	250	8	49	0	97	17	104	7

	Total		HQ Donors		Country Donors		National Partners	
	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
Corporate focus on results	49	8	49	8		N/A		N/A
[ASK ONLY IF 3,4 OR 5 IN Q1-CS-2C] [MO]'s results frameworks in strategies include measurable indicators at output and outcome levels	35	3	35	3		N/A		N/A
[MO]'s strategies contain frameworks of expected management and development results. (Q1-CS-2C)	49	12	49	12		N/A		N/A
[ASK ONLY IF 3,4 OR 5 IN Q1-CS-2C] [MO]'s results frameworks in organisation-wide strategies have causal links from outputs through to outcomes and impact	35	11	35	11		N/A		N/A
[MO]'s organisation-wide strategy/strategies are based on a clear mandate	49	6	49	6		N/A		N/A
[MO] ensures the application of results management across the organisation	49	6	49	6		N/A		N/A

OPERATIONAL MANAGEMENT

	Total		HQ Donors		Country Donors		National Partners	
	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
Delegating decision making	201	20		N/A	97	28	104	11
[MO]'s project/program tasks are managed at a country level	201	12		N/A	97	16	104	8
[MO] can propose funding for new areas of cooperation locally, within a budget cap	201	27		N/A	97	41	104	14

	Total		HQ Donors		Country Donors		National Partners	
	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
Financial accountability	250	24	49	21	97	36	104	16
[MO] requires external audits (meeting international standards) to be performed for financed programs and projects at a country level	201	20		N/A	97	28	104	12
[MO] performs corporate audits according to international standards	49	16	49	16		N/A		N/A
[MO] conducts internal financial audits to provide objective information to its governing body	49	16	49	16		N/A		N/A

	Total		HQ Donors		Country Donors		National Partners	
	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
	250	24	49	21	97	36	104	16
Financial accountability								
[MO] implements a policy addressing corruption within the institution	146	32	49	22	97	41		N/A
[MO] ensures timely action when irregularities are identified at the country level	201	26		N/A	97	33	104	19
[MO] implements strategies and plans for risk management	146	34	49	29	97	41		N/A

	Total		HQ Donors		Country Donors		National Partners	
	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
	250	21	49	13	97	46	104	13
Aid allocation decisions								
[MO] publishes its criteria for allocating core budget	250	30	49	18	97	55	104	18
[ASK ONLY IF 3-5 in Q2-FR-1A] [MO] allocates concessional aid funding according to the criteria mentioned above	105	11	28	7	13	37	64	9

	Total		HQ Donors		Country Donors		National Partners	
	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
	250	29	49	16	97	48	104	26
Using performance information								
[MO] uses information on country performance to plan new areas of cooperation at country level	201	23		N/A	97	31	104	15
[MO] tracks implementation of evaluation recommendations reported to the Board	250	38	49	16	97	63	104	35
[MO] actively manages less effective activities from the previous programming cycle	201	39		N/A	97	51	104	27
[MO] uses project/program, sector and country information on performance to revise corporate policies	49	16	49	16		N/A		N/A

	Total		HQ Donors		Country Donors		National Partners	
	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
	250	31	49	45	97	24	104	9
Performance oriented programming								
[MO] sets targets to enable monitoring of progress in project/program implementation at country level	201	17		N/A	97	24	104	9
[MO] subjects new loans and credits to impact analysis prior to approval	49	45	49	45		N/A		N/A

	Total		HQ Donors		Country Donors		National Partners	
	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
	250	23	49	27	97	17	104	21
Managing human resources³⁰								
[MO] keeps deployed international staff in country offices for a sufficient time to maintain effective partnerships at country level	201	19		N/A	97	17	104	21
[MO] uses results-focused performance agreements for senior staff						N/A		N/A
[MO] transparently recruits and promotes staff based upon merit	49	27	49	27		N/A		N/A
[MO] uses a transparent system of incentives to manage staff performance						N/A		N/A

RELATIONSHIP MANAGEMENT

	Total		HQ Donors		Country Donors		National Partners	
	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
	250	12	49	6	97	16	104	13
Contributing to policy dialogue								
[MO] respects the views of direct partners when it undertakes policy dialogue	250	13	49	6	97	19	104	13
[MO] provides valuable inputs to policy dialogue	250	11	49	6	97	13	104	13

³⁰ The standardised survey instrument included a question on incentive systems for staff performance and one on results-focused performance agreements for senior staff. However, human resources management for the UN system is under the mandate of the UN General Assembly Fifth Committee.

	Total		HQ Donors		Country Donors		National Partners	
	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
	201	16		N/A	97	21	104	11
Supporting national plans								
[MO] supports funding proposals designed and developed by the national government or direct partners	201	10		N/A	97	14	104	6
[MO] applies conditionality that corresponds with the national government's goals and benchmarks	201	22		N/A	97	28	104	16

	Total		HQ Donors		Country Donors		National Partners	
	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
	201	14		N/A	97	18	104	9
Harmonising procedures								
[MO] participates in joint missions	201	15		N/A	97	19	104	10
[MO] participates in program-based approaches (other than through budget support)	201	16		N/A	97	22	104	11
[MO]'s technical assistance is provided through coordinated programs in support of capacity development	201	11		N/A	97	14	104	7

	Total		HQ Donors		Country Donors		National Partners	
	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
	201	18		N/A	97	27	104	9
Adjusting procedures								
[MO] uses procedures that can be easily understood and followed by direct partners	201	12		N/A	97	20	104	4
The length of time it takes to complete [MO] procedures does not negatively affect implementation	201	19		N/A	97	31	104	7
[MO] flexibly adjusts its implementation of individual projects/programs as learning occurs	201	18		N/A	97	26	104	9
[MO] adjusts overall portfolio in-country quickly, to respond to changing circumstances	201	24		N/A	97	30	104	17

	Total		HQ Donors		Country Donors		National Partners	
	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
	201	36		N/A	97	42	104	29
Using country systems								
[MO] encourages mutual accountability assessment of Paris Declaration and AAA commitments	201	35		N/A	97	32	104	38
iv) [MO] uses national auditing procedures in its projects/programs	201	38		N/A	97	51	104	25
[MO]'s expected disbursements are recorded in governments' national budgets	201	40		N/A	97	43	104	36
[MO] uses project implementation units that operate in parallel to the government	201	27		N/A	97	33	104	21
i) [MO] uses national budget execution procedures in its projects/programs	201	35		N/A	97	42	104	27
ii) [MO] uses national procurement systems in its projects/programs	201	37		N/A	97	49	104	25
iii) [MO] uses national financial reporting procedures in its projects/programs	201	38		N/A	97	44	104	32

KNOWLEDGE MANAGEMENT

	Total		HQ Donors		Country Donors		National Partners	
	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
	250	16	49	17	97	15	104	10
Monitoring external results								
[MO] has an independent evaluation unit that reports directly to the Board or Governing Council	49	18	49	18		N/A		N/A
[MO] requires the involvement of key clients and beneficiaries in monitoring and evaluation functions	201	13		N/A	97	15	104	10
[MO] ensures that an adequate proportion of completed programs/projects are subject to independent evaluation	49	16	49	16		N/A		N/A

	Total		HQ Donors		Country Donors		National Partners	
	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
	49	14	49	14		N/A		N/A
Presents performance information on effectiveness								
[MO] reports to the governing body on performance in relation to its Paris Declaration commitments	49	16	49	16		N/A		N/A
[MO] reports to the governing body on performance, including on outcomes achieved	49	12	49	12		N/A		N/A

	Total		HQ Donors		Country Donors		National Partners	
	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
	49	19	49	19		N/A		N/A
Disseminates lessons learned								
[MO] provides opportunities at all levels of the organisation to share lessons from practical experience	49	29	49	29		N/A		N/A
[MO] identifies and disseminates lessons learned from performance information	49	10	49	10		N/A		N/A

Appendix III KPI and MI Data – by Quadrant

Legend – Mean Score

Very strong (4.34-5.00)
Strong (3.67-4.33)
Adequate (3.00-3.66)
Inadequate (2.34-2.99)
Weak and Very Weak (1.00-2.33)

Mean Score: calculation of mean scores includes the application of weighting factors to the respondent sample as follows:

- equal weight is given to the views of each of the three respondent groups;
- equal weight is given to each of the countries where the survey took place;
- equal weight is given to donors in-country and direct partners within each country where the survey took place.

Number of KPIs and MIs assessed by respondent groups

	Total	HQ	CD	NP	Countries		
					Total 9	DAO	Other
# of KPIs (indicators) assessed	18	12	15	15	15	15	15
# of micro-indicators assessed	64	34	47	45	47	47	47

Key to abbreviations in the appendix:

HQ = Headquarter based donors

CD = Country based donors

NP = National Partner

Total = includes all respondents

Total 9 = all country-based donors and national partners in all 9 countries surveyed for the UNDP

DAO Countries = Mozambique and Pakistan

Other Countries = Ethiopia, Guatemala, Peru, Senegal, Serbia, Thailand, Uganda

n/a = the question was not asked among a particular respondent group

Strategic Management

	Mean Score						
	Total	HQ	CD	NP	Total 9	DOA	Other
Base n=	250	49	97	104	201	48	153
Country focus on results	3.63	n/a	3.25	3.95	3.63	3.48	3.67
Focus on thematic priorities	3.54	3.33	3.42	3.87	3.65	3.56	3.68
Providing direction for results	3.34	3.25	3.16	3.81	3.51	3.36	3.54
Corporate focus on results	3.06	3.06	n/a	n/a	n/a	n/a	n/a

	Mean Score						
	Total	HQ	CD	NP	Total 9	DOA	Other
Base n=	250	49	97	104	201	48	153
Country focus on results	3.63	n/a	3.25	3.95	3.63	3.48	3.67
Country strategies include results for cross-cutting thematic priorities (e.g., gender equality, environment, governance, human rights, HIV/AIDS)	3.79	n/a	3.47	4.07	3.79	3.70	3.82
Country strategies contain statements of expected results consistent with those in the country's national development strategies	3.74	n/a	3.39	4.05	3.73	3.69	3.75
Has results frameworks which link results across project/program, sector, and country levels	3.58	n/a	3.15	3.93	3.58	3.30	3.67
Results frameworks include indicators at all levels (country, sector, and project/program)	3.57	n/a	3.19	3.89	3.57	3.33	3.63
Consults with beneficiaries to develop its expected results	3.47	n/a	3.08	3.83	3.47	3.40	3.49

	Mean Score						
	Total	HQ	CD	NP	Total 9	DOA	Other
Base n=	250	49	97	104	201	48	153
Focus on thematic priorities	3.54	3.33	3.42	3.87	3.65	3.56	3.68
Has a significant strategic focus on good governance	4.04	4.10	3.89	4.12	4.01	4.17	3.96
Has a significant strategic focus on human rights-based approaches to development	3.68	3.26	3.68	4.10	3.89	3.63	3.97
Has a significant strategic focus on environmental protection	3.67	3.58	3.50	3.95	3.71	3.73	3.72
Has a significant strategic focus on gender equality	3.67	3.40	3.45	4.17	3.82	3.76	3.83
Has a significant strategic focus on conflict management	3.37	3.51	3.08	3.53	3.30	2.98	3.38
Has a significant strategic focus on HIV/AIDS prevention and treatment	3.22	2.98	3.10	3.61	3.36	3.18	3.42
Has a significant strategic focus on emergency response / humanitarian action	3.11	2.51	3.24	3.61	3.43	3.44	3.43

	Mean Score						
	Total	HQ	CD	NP	Total 9	DOA	Other
Base n=	250	49	97	104	201	48	153
Providing direction for results	3.34	3.25	3.16	3.81	3.51	3.36	3.54
Makes key documents easily accessible to the public	3.59	3.52	3.44	3.81	3.63	3.41	3.70
Institutional culture is direct-partner focused	3.51	3.48	3.25	3.76	3.52	3.51	3.52
Senior management shows leadership on results management	3.15	3.15	n/a	n/a	n/a	n/a	n/a
Institutional culture reinforces a focus on results	3.02	2.65	2.53	3.84	3.22	3.11	3.25

	Mean Score						
	Total	HQ	CD	NP	Total 9	DOA	Other
Base n=	250	49	97	104	201	48	153
Corporate focus on results	3.06	3.06	n/a	n/a	n/a	n/a	n/a
Results frameworks in strategies include measurable indicators at output and outcome levels	3.29	3.29	n/a	n/a	n/a	n/a	n/a
Strategies contain frameworks of expected management and development results	3.26	3.26	n/a	n/a	n/a	n/a	n/a
Results frameworks in organisation-wide strategies have causal links from outputs through to outcomes and impact	3.03	3.03	n/a	n/a	n/a	n/a	n/a
Organisation-wide strategy/strategies are based on a clear mandate	2.91	2.91	n/a	n/a	n/a	n/a	n/a
Ensures the application of results management across the organisation	2.80	2.80	n/a	n/a	n/a	n/a	n/a

Operational Management

	Mean Score						
	Total	HQ	CD	NP	Total 9	DOA	Other
Base n=	250	49	97	104	201	48	153
Delegating decision making	3.78	n/a	3.61	3.91	3.78	3.82	3.77
Financial accountability	3.58	3.64	3.21	3.90	3.41	3.40	3.40
Aid allocation decisions	3.46	3.52	2.90	3.65	3.43	3.50	3.41
Using performance information	3.30	3.15	2.96	3.74	3.44	3.36	3.45
Managing human resources	3.28	3.00	3.43	3.68	3.56	3.60	3.54
Performance-oriented programming	3.17	2.59	3.35	4.08	3.75	3.72	3.76

	Mean Score						
	Total	HQ	CD	NP	Total 9	DOA	Other
Base n=	250	49	97	104	201	48	153
Delegating decision making	3.78	n/a	3.61	3.91	3.78	3.82	3.77
Project/program tasks are managed at a country level	3.83	n/a	3.71	3.94	3.83	4.01	3.78
Propose funding for new areas of cooperation locally, within a budget cap	3.73	n/a	3.51	3.88	3.73	3.62	3.76

	Mean Score						
	Total	HQ	CD	NP	Total 9	DOA	Other
Base n=	250	49	97	104	201	48	153
Financial accountability	3.58	3.64	3.21	3.90	3.41	3.40	3.40
Requires external audits (meeting international standards) to be performed for financed programs and projects at a country level	3.86	n/a	3.63	4.05	3.86	3.76	3.89
Performs corporate audits according to international standards	3.78	3.78	n/a	n/a	n/a	n/a	n/a
Conducts internal financial audits to provide objective information to its governing body	3.68	3.68	n/a	n/a	n/a	n/a	n/a
Implements a policy addressing corruption within the institution	3.53	3.74	3.21	n/a	3.25	3.34	3.19
Ensures timely action when irregularities are identified at the country level	3.35	n/a	2.87	3.75	3.35	3.44	3.32
Implements strategies and plans for risk management	3.26	3.34	3.15	n/a	3.16	3.06	3.18

	Mean Score						
	Total	HQ	CD	NP	Total 9	DOA	Other
Base n=	250	49	97	104	201	48	153
Aid allocation decisions	3.46	3.52	2.90	3.65	3.43	3.50	3.41
Publishes its criteria for allocating core budget	3.05	3.15	2.34	3.34	2.99	2.93	3.00
Allocates core budget according to the criteria mentioned above	3.88	3.88	3.45	3.95	3.87	4.07	3.81

	Mean Score						
	Total	HQ	CD	NP	Total 9	DOA	Other
Base n=	250	49	97	104	201	48	153
Using performance information	3.30	3.15	2.96	3.74	3.44	3.36	3.45
Uses information on country performance to plan new areas of cooperation at country level	3.60	n/a	3.18	3.93	3.60	3.39	3.66
Tracks implementation of evaluation recommendations reported to the Board	3.41	3.24	2.98	3.86	3.58	3.53	3.55
Actively manages less effective activities from the previous programming cycle	3.14	n/a	2.71	3.42	3.14	3.16	3.13
Uses project/program, sector and country information on performance to revise corporate policies	3.05	3.05	n/a	n/a	n/a	n/a	n/a

	Mean Score						
	Total	HQ	CD	NP	Total 9	DOA	Other
Base n=	250	49	97	104	201	48	153
Managing human resources³¹	3.28	3.00	3.43	3.68	3.56	3.60	3.54
Keeps deployed international staff in country offices for a sufficient time to maintain effective partnerships at country level	3.56	n/a	3.43	3.68	3.56	3.60	3.54
Uses results-focused performance agreements for senior staff							
Transparently recruits and promotes staff based upon merit	3.00	3.00	n/a	n/a	n/a	n/a	n/a
Uses a transparent system of incentives to manage staff performance							

	Mean Score						
	Total	HQ	CD	NP	Total 9	DOA	Other
Base n=	250	49	97	104	201	48	153
Performance-oriented programming	3.17	2.59	3.35	4.08	3.75	3.72	3.76
Sets targets to enable monitoring of progress in project/program implementation at country level	3.75	n/a	3.35	4.08	3.75	3.72	3.76
Subjects new loans and credits to impact analysis prior to approval	2.59	2.59	n/a	n/a	n/a	n/a	n/a

Relationship Management

	Mean Score						
	Total	HQ	CD	NP	Total 9	DOA	Other
Base n=	250	49	97	104	201	48	153
Contributing to policy dialogue	3.71	3.71	3.39	4.01	3.71	3.42	3.79
Supporting national plans	3.64	n/a	3.25	3.98	3.64	3.58	3.65
Harmonising procedures	3.47	n/a	2.92	3.96	3.47	3.23	3.54
Adjusting procedures	3.16	n/a	2.76	3.48	3.16	3.15	3.16
Using country systems	2.94	n/a	2.60	3.23	2.94	2.82	2.97

³¹ The standardised survey instrument included a question on incentive systems for staff performance and one on results-focused performance agreements for senior staff. However, human resources management for the UN system is under the mandate of the UN General Assembly Fifth Committee.

	Mean Score						
	Total	HQ	CD	NP	Total 9	DOA	Other
Base n=	250	49	97	104	201	48	153
Contributing to policy dialogue	3.71	3.71	3.39	4.01	3.71	3.42	3.79
Respects the views of direct partners when it undertakes policy dialogue	3.72	3.67	3.46	4.02	3.75	3.55	3.81
Provides valuable inputs to policy dialogue	3.69	3.74	3.32	4.00	3.68	3.29	3.77

	Mean Score						
	Total	HQ	CD	NP	Total 9	DOA	Other
Base n=	250	49	97	104	201	48	153
Supporting national plans	3.64	n/a	3.25	3.98	3.64	3.58	3.65
Supports funding proposals designed and developed by the national government or direct partners	3.73	n/a	3.37	4.05	3.73	3.71	3.73
Applies conditionality that corresponds with the national government's goals and benchmarks	3.55	n/a	3.13	3.91	3.55	3.45	3.57

	Mean Score						
	Total	HQ	CD	NP	Total 9	DOA	Other
Base n=	250	49	97	104	201	48	153
Harmonising procedures	3.47	n/a	2.92	3.96	3.47	3.23	3.54
Participates in joint missions	3.48	n/a	2.94	3.98	3.48	3.16	3.58
Participates in program-based approaches (other than through budget support)	3.46	n/a	2.85	4.01	3.46	3.33	3.50
Technical assistance is provided through coordinated programs in support of capacity development	3.45	n/a	2.99	3.89	3.45	3.19	3.54

	Mean Score						
	Total	HQ	CD	NP	Total 9	DOA	Other
Base n=	250	49	97	104	201	48	153
Adjusting procedures	3.16	n/a	2.76	3.48	3.16	3.15	3.16
Uses procedures that can be easily understood and followed by direct partners	3.23	n/a	2.82	3.57	3.23	3.21	3.23
The length of time it takes to complete procedures does not negatively affect implementation	3.16	n/a	2.83	3.40	3.16	3.31	3.11
Flexibly adjusts its implementation of individual projects/programs as learning occurs	3.13	n/a	2.68	3.50	3.13	3.10	3.14
Adjusts overall portfolio in-country quickly, to respond to changing circumstances	3.12	n/a	2.73	3.45	3.12	2.98	3.17

	Mean Score						
	Total	HQ	CD	NP	Total 9	DOA	Other
Base n=	250	49	97	104	201	48	153
Using country systems	2.94	n/a	2.60	3.23	2.94	2.82	2.97
Encourages mutual accountability assessment of Paris Declaration and AAA commitments	3.39	n/a	3.01	3.81	3.39	3.18	3.45
Uses national auditing procedures in its projects/programs	2.93	n/a	2.13	3.46	2.93	2.77	2.98
Expected disbursements are recorded in governments' national budgets	2.90	n/a	2.44	3.31	2.90	2.64	2.97
Uses project implementation units that operate in parallel to the government	2.75	n/a	2.86	2.65	2.75	3.04	2.65
Uses national budget execution procedures in its projects/programs	2.74	n/a	2.16	3.20	2.74	2.27	2.86
Uses national procurement systems in its projects/programs	2.67	n/a	2.00	3.12	2.67	2.23	2.79
Uses national financial reporting procedures in its projects/programs	2.53	n/a	2.14	2.86	2.53	2.36	2.58

Knowledge Management

	Mean Score						
	Total	HQ	CD	NP	Total 9	DOA	Other
Base n=	250	49	97	104	201	48	153
Monitoring external results	3.59	3.66	3.07	3.82	3.46	3.35	3.49
Presents performance information on effectiveness	3.22	3.22	n/a	n/a	n/a	n/a	n/a
Disseminating lessons learned	2.98	2.98	n/a	n/a	n/a	n/a	n/a

	Mean Score						
	Total	HQ	CD	NP	Total 9	DOA	Other
Base n=	250	49	97	104	201	48	153
Monitoring external results	3.59	3.66	3.07	3.82	3.46	3.35	3.49
Has an independent evaluation unit that reports directly to the Board or Governing Council	3.90	3.90	n/a	n/a	n/a	n/a	n/a
Requires the involvement of key clients and beneficiaries in monitoring and evaluation functions	3.46	n/a	3.07	3.82	3.46	3.35	3.49
Ensures that an adequate proportion of completed programs/projects are subject to independent evaluation	3.41	3.41	n/a	n/a	n/a	n/a	n/a

	Mean Score						
	Total	HQ	CD	NP	Total 9	DOA	Other
Base n=	250	49	97	104	201	48	153
Presents performance information on effectiveness	3.22	3.22	n/a	n/a	n/a	n/a	n/a
Reports to the governing body on performance in relation to its Paris Declaration commitments	3.27	3.27	n/a	n/a	n/a	n/a	n/a
Reports to the governing body on performance, including on outcomes achieved	3.16	3.16	n/a	n/a	n/a	n/a	n/a

	Mean Score						
	Total	HQ	CD	NP	Total 9	DOA	Other
Base n=	250	49	97	104	201	48	153
Disseminating lessons learned	2.98	2.98	n/a	n/a	n/a	n/a	n/a
Provides opportunities at all levels of the organisation to share lessons from practical experience	3.03	3.03	n/a	n/a	n/a	n/a	n/a
Identifies and disseminates lessons learned from performance information	2.93	2.93	n/a	n/a	n/a	n/a	n/a

Appendix IV Mean Score by Respondent Group

	Mean Score			
	Total	HQ	CD	NP
Base n=	250	49	97	104
Delegating decision making	3.78	n/a	3.61	3.91
Contributing to policy dialogue	3.71	3.71	3.39	4.01
Supporting national plans	3.64	n/a	3.25	3.98
Country focus on results	3.63	n/a	3.25	3.95
Monitoring external results	3.59	3.66	3.07	3.82
Financial accountability	3.58	3.64	3.21	3.90
Focus on thematic priorities	3.54	3.33	3.42	3.87
Harmonising procedures	3.47	n/a	2.92	3.96
Aid allocation decisions	3.46	3.52	2.90	3.65
Providing direction for results	3.34	3.25	3.16	3.81
Using performance information	3.30	3.15	2.96	3.74
Managing human resources	3.28	3.00	3.43	3.68
Presents performance information on effectiveness	3.22	3.22	n/a	n/a
Performance-oriented programming	3.17	2.59	3.35	4.08
Adjusting procedures	3.16	n/a	2.76	3.48
Corporate focus on results	3.06	3.06	n/a	n/a
Disseminating lessons learned	2.98	2.98	n/a	n/a
Using country systems	2.94	n/a	2.60	3.23