



14 December 2012

Dear Alf,

**Management Response to the Draft MOPAN Organizational Effectiveness Assessment  
(2012) of UNDP**

I would like to thank you as Institutional Lead and your Co-leads, Sweden and Switzerland, for leading such a collegial and participatory process in finalizing the MOPAN assessment of UNDP. The meeting that you convened in late November in New York with Permanent Representatives of the MOPAN Member States and countries surveyed to present the key findings of the report provided us with constructive feedback.

UNDP welcomes the report as the outcome of a major review which provides UNDP with valuable feedback from donors and partners. We acknowledge the positive and supportive responses overall that the report presents of perceptions of UNDP's work by its surveyed development partners and MOPAN members. We wish to emphasize how seriously we take assessments such as MOPAN. Such assessments provide pertinent findings which the organization analyzes, internalizes and uses to improve its performance. In addition, we commend MOPAN's continuing efforts to refine the 'Common Approach' methodology. We look forward to contributing to the upcoming evaluation of the methodology in 2013.

We are pleased to note recognition of UNDP's coordination role within the UN system as a key organizational strength in both the 2009 and 2012 assessments. We note that UNDP is perceived as being strong in mainstreaming gender, and that the quality of its evaluations and the soundness of its financial systems have been positively recognized by the report. It is also gratifying to see that direct partners continue to assess UNDP performance as strong against most of the survey indicators.

As discussed at our meeting in New York, we acknowledge that compared to the 2009 report, this 2012 report notes that UNDP has made substantial progress in seven (7) of the Key Performance Indicators (KPIs), where performance has either moved upwards from 'Adequate' to 'Strong', or from 'Inadequate' to 'Adequate'.

Mr. Alf Håvard Vestrheim  
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We recognize however that there is still room for improvement, particularly in managing for results, tackling bureaucracy and addressing administrative inefficiencies. As noted in the report, these issues continue to be a priority for UNDP and are being actively addressed in the Agenda for Organizational Change reform process, and the development of UNDP's new Strategic Plan (2014-2017).

We welcome the analysis of publically available evidence as contained in the 'Document Review' segment of the report, which supplements the survey findings. It provided a useful barometer of perceived gaps in the evidence base. Transparency is a top priority for UNDP. In October, *Publish What You Fund* ranked UNDP in the top 10 among 72 organizations in its 2012 Aid Transparency Index. Furthermore, in November, as part of our delivery of the International Aid Transparency Initiative (IATI), UNDP launched a new transparency portal allowing public access to data on its work in 177 countries and territories, at [www.open.undp.org](http://www.open.undp.org). We are committed to working in an open manner and will continue improving the quality, quantity and timeliness of our reporting so that our partners can monitor their investment.

I would like to highlight, however, that as indicated in our previous comments on the draft report, UNDP is not in agreement with all the gaps identified by the document review, and has also expressed reservations regarding certain elements of the overall methodology, the presentation and colour-coding of the report's findings. We understand that these and other methodological issues we have raised may also be shared by some other organizations that were assessed during the MOPAN 2012 process.

We appreciated the opportunity this time around to comment formally on an early draft of the MOPAN report in October 2012. We are grateful to MOPAN for reflecting some of UNDP's response and comments in the final draft. We stand ready to work with the MOPAN team to explore appropriate methodological enhancements in preparation for future reports.

I would like to reiterate my thanks to you and all MOPAN members for this valuable assessment. We are working towards incorporating the findings of the report into our current work on change management and strategic planning, and look forward to continuing our much cherished partnership.

*Mary* *thanks!*

Yours sincerely,

A handwritten signature in black ink, appearing to read 'SP' or similar initials, written over a long horizontal line that extends across the page.

Sarah Papineau

Cluster Director, Resource Partnerships  
Bureau for External Relations and Advocacy