

Multilateral Organisation Performance Assessment Network

**Assessment of
Organisational Effectiveness
and Reporting on
Development Results**

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Appendix I Methodology

1. INTRODUCTION

This document describes the MOPAN Common Approach methodology for the 2012 assessment, those who participated in the study, and the data collection and analysis process for this year.

Background

The Multilateral Organisation Performance Assessment Network (MOPAN) is a network of 16 donor countries¹ with a common interest in assessing the organisational effectiveness of the multilateral organisations they fund.

The MOPAN Common Approach methodology was developed to address the recognised need for a common comprehensive system to assess multilateral organisations. Its aim is to respond to the information needs of donors by producing information that would not be available otherwise about how an organisation is doing in areas that donors consider important.

The Common Approach aims to reduce the need for other assessment approaches by bilateral donors. It was derived from existing bilateral assessment tools and complements and draws on other assessment processes for development organisations – such as the bi-annual Survey on Monitoring the Paris Declaration on Aid Effectiveness and annual reports of the Common Performance Assessment System (COMPAS) published by the multilateral development banks.

Purpose

MOPAN assessments are intended to:

- Generate relevant, credible and robust information MOPAN members can use to meet their domestic accountability requirements and fulfil their responsibilities and obligations as bilateral donors.
- Provide an evidence base for MOPAN members, multilateral organisations and direct partners to discuss organisational effectiveness and, in doing so, build better understanding and improve organisational effectiveness and learning over time.
- Support dialogue between MOPAN members, multilateral organisations and their partners, with a specific focus on improving organisational effectiveness over time, both at country and headquarters level.

The MOPAN Common Approach does not compare multilateral organisations to one another as their mandates and structures vary too much in nature and scope. MOPAN assessments are repeated at intervals and therefore can help determine whether a multilateral organisation's performance is perceived to have changed over time in the areas examined by the MOPAN Common Approach. It is important to note, however, that as MOPAN continues to improve the methodology for the Common Approach from year to year, comparisons of this year's results with those of previous years should be handled cautiously.

Evolution

The MOPAN Common Approach methodology evolves in response to what is learned from year to year, and to accommodate multilateral organisations with different mandates.

The MOPAN methodology was initially designed to assess the organisational effectiveness of multilateral organisations, which MOPAN defines as the extent to which a multilateral

¹ MOPAN members in 2012: Australia, Austria, Belgium, Canada, Denmark, Finland, France, Germany, Ireland, the Netherlands, Norway, Republic of Korea, Spain, Sweden, Switzerland, and the United Kingdom.

organisation is organised to contribute to development results in the countries where it operates. Given this focus, MOPAN assessments emphasised the organisational practices, systems, and behaviours that MOPAN believes are important for multilateral organisations in managing for development results.

In 2011, MOPAN began exploring options for expanding its assessment framework to include a review of the results achieved by multilateral organisations, including collaboration with the OECD DAC Evaluation Network. In 2012, MOPAN tested an approach to assessing a multilateral organisation's development results by examining how stakeholders perceive its contributions and how it measures and reports on development results.

2. MOPAN COMMON APPROACH DESIGN

2.1 Evolution of MOPAN Assessment Framework

MOPAN continues to refine its assessment framework. In 2009, the MOPAN Common Approach replaced the Annual MOPAN Survey, which had been conducted since 2003.

The MOPAN Common Approach is broader and deeper than the previous surveys and includes the following components:

- Expanded survey – The MOPAN survey now brings in the views of direct partners or clients of multilateral organisations and those of donors, that is, MOPAN members at both headquarters and country level.
- Document review – Since 2010, survey data are complemented by a review of documents prepared by the multilateral organisations being assessed and other sources.
- Interviews – In 2012, MOPAN will complement survey data and document review with consultations and interviews at the headquarters of multilateral organisations assessed.

In 2012 MOPAN tested a new component to assess the results of multilateral organisations.²

2.2 Performance Areas and Indicators

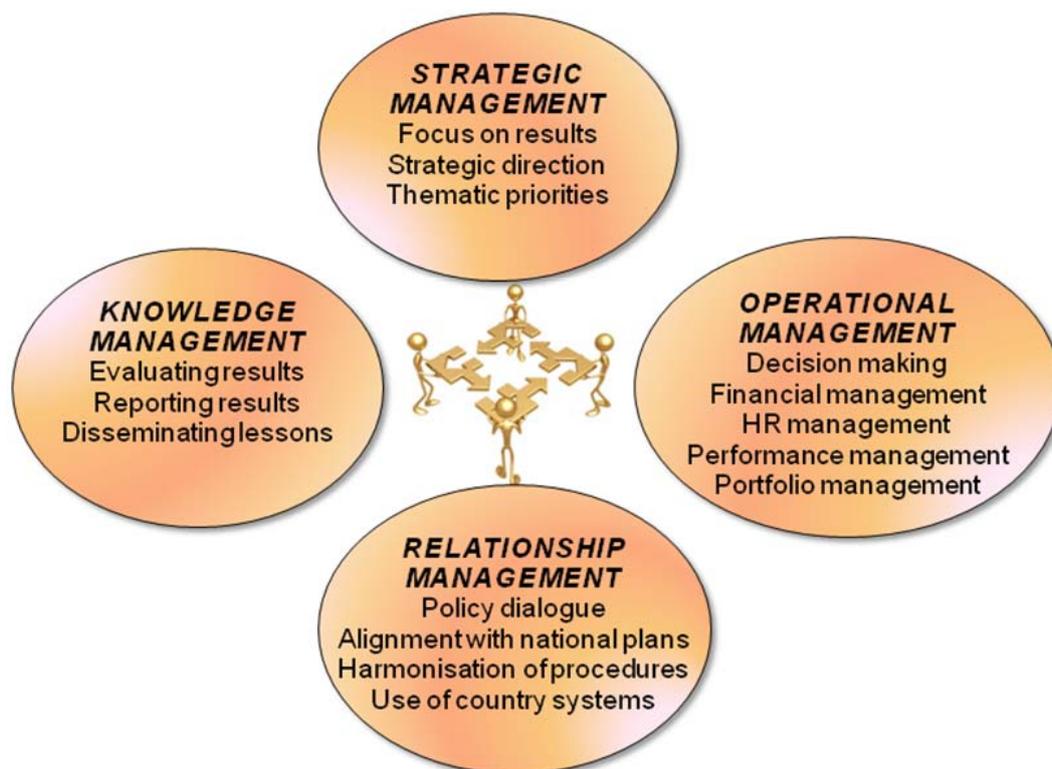
The MOPAN Common Approach examines organisational systems, practices, and behaviours that MOPAN believes are important for aid effectiveness and that are likely to contribute to results at the country level. The Common Approach framework groups these organisational capacities in four areas of performance:

- *Strategic management*: developing and following strategies that reflect good practices in managing for development results;
- *Operational management*: managing operations in a way that is performance-oriented, thus ensuring organisational accountability for resources and results;
- *Relationship management*: engaging in relationships with direct partners/clients and other donors at the country level in ways that contribute to aid effectiveness and that are aligned with the principles of the Paris Declaration; and
- *Knowledge management*: developing feedback and reporting mechanisms and learning strategies that facilitate the sharing of knowledge and performance information.

While these definitions and performance areas are broadly applicable to a range of types of multilateral organisations (including those involved in humanitarian and normative work), the dimensions explored in the MOPAN Common Approach are adjusted as necessary to reflect the mandates of each organisation assessed.

² This component was tested in 2012 with the African Development Bank, UNICEF, UNDP, and the World Bank.

Dimensions of organisational effectiveness in the MOPAN Common Approach



Key Performance Indicators and Micro-Indicators

Within each performance area, organisational effectiveness is described using several key performance indicators (KPIs) that are then measured in a series of micro-indicators (MIs).

The 2012 assessment draws on indicators that MOPAN has developed since 2007 (see sidebar) and tailors them, as required, for each of the organisations being assessed.

Evolution of MOPAN Indicators

2007: In an initial mapping exercise of existing bilateral donor assessment tools, MOPAN identified 250 indicators, many of which were overlapping.

2008: MOPAN reduced these to 35 key performance indicators (KPI) and 120 micro-indicators (MI)

2009 – 2011: MOPAN assessments included between 18 and 21 key performance indicators and between 60 and 75 micro-indicators, depending on the nature of the organisation and its mandate.

2.3 Multilateral Organisation Selection

Each year MOPAN selects multilateral organisations for assessment on the basis of the following criteria:

- Perceived importance and interest to all MOPAN members
- Medium-term strategic planning (or equivalent) and replenishment cycles – with a view to assessing organisations prior to the planning process or the start of the replenishment negotiation process
- A mix of international financial institutions (IFI); UN funds, programs, and specialised agencies; and humanitarian organisations.

On the basis of these criteria MOPAN aims to assess multilateral organisations on a 3-5 year cycle.

In 2012, MOPAN assessed six organisations: the African Development Bank (AfDB), the **GAVI** Alliance (formerly the Global Alliance for Vaccines and Immunisation), the Joint United Nations Programme on HIV/AIDS (UNAIDS), the United Nations Development Programme (UNDP), the United Nations Children’s Fund (UNICEF), and the World Bank. Four of these organisations were assessed by MOPAN in 2009 (AfDB, UNDP, UNICEF, and the World Bank).

2.4 Country Selection

Each year countries are selected for the MOPAN assessment based on the following criteria:

- multilateral organisation presence in-country
- presence and availability of MOPAN members
- no recent inclusion in the survey
- the need for geographical spread
- a mix of low income and middle income countries (middle income countries being subdivided into lower middle and upper middle).

The assessment in 2012 was conducted in Cambodia, Democratic Republic of Congo, Ghana, Honduras, Philippines, Morocco, Niger, Nigeria, and Zimbabwe.

3. SURVEY

3.1 Overview

The MOPAN Common Approach gathers stakeholder perception data through a survey of MOPAN members (at headquarters and in-country) and other key stakeholders of the multilateral organisations under review, including direct partners or clients, peer organisations, and host or recipient government representatives. The number and type of respondent groups may vary for each organisation and additional respondent types may be included.

The main instrument for conducting the survey is an online survey. Respondents are able to complete the web-based survey in English, French, or Spanish.³ When it is not possible for respondents to complete the online survey, off-line methods are used. Respondents may fill out a paper-based survey, complete an electronic version of the survey in Microsoft Word that is sent by email, or participate in a structured interview either in person or by telephone.

In order to ensure confidentiality, consultants (independent of MOPAN) manage the survey process and carry out the interviews.

Respondent Types

To gather diverse perspectives on the multilateral organisations being assessed, MOPAN generally seeks the perceptions of the following primary respondent groups:

- **Donor Headquarters Oversight (HQ):** Professional staff, working for a MOPAN donor government, who share responsibility for overseeing / observing a multilateral organisation at the institutional level. These respondents may be based at the permanent mission of the multilateral organisation or in the donor capital.
- **Donor Country Office Oversight (CO):** Individuals who work for a MOPAN donor government and are in a position that shares responsibility for overseeing/observing a multilateral organisation at the country level.

³ A paper version of the questionnaire is translated into local languages, as required.

- **Direct Partner/Client (DP):**⁴ Typically, individuals who work for a national partner organisation (government or civil society) in a developing country. Respondents are usually professional staff from organisations that receive some sort of direct transfer from the multilateral organisation or that have direct interaction with it at country level (this could take the form of financial assistance, technical assistance, policy advice, equipment, supplies, etc.). The definition of “direct partner” varies according to the context of each organisation assessed. In some cases, direct partners include staff members from international agencies that are implementing projects in conjunction with the multilateral organisation being reviewed.

For some organisations, other respondent categories are also used, such as peer organisations, co-sponsoring agencies, or recipient/host governments.

3.2 Sampling and Response Rates

Sampling

The Common Approach uses a purposive sampling method called ‘expert sampling’ in which potential respondents are identified by either MOPAN members or the multilateral organisations as having the basis for an expert opinion on the organisation being assessed.

The identification process, which involves all MOPAN members in collaboration with the multilateral organisations assessed, results in a list of the population (all potential respondents) for each of the multilateral organisations.

Individuals are invited to complete the survey for each organisation for which they have functional responsibility and sufficient knowledge.⁵ This is confirmed through a screening question that asks respondents to indicate their level of familiarity with the multilateral organisation being assessed, using a scale from 1 (not at all familiar) to 5 (very familiar). Respondents can continue the survey only if they indicate they are familiar with the multilateral organisation (i.e., a rating of 2, 3, 4, or 5).

The sample size is taken into account when deciding how to present survey data at the country level. If a threshold of respondents is not met, data summaries exclude the respondent group.

Response rate

MOPAN aims to achieve a 70 per cent response rate from donors at headquarters and a 50 per cent response rate from all other target groups, which is considered acceptable for a survey of respondents who need to have detailed knowledge about the organisation in order to participate.

During the survey period, response rates are monitored regularly. Respondents who do not access the survey or who do not complete it receive reminders from a range of sources:

- Email reminders from the survey consultant
- MOPAN country office and headquarter respondents will receive reminders from their MOPAN Focal Point
- Direct partners will receive reminders from the local survey consultant.

Responses provided through all off-line methods (including paper-based surveys, surveys in MS Word provided by email, and surveys completed through structured interviews) are entered

⁴ In the context of IFIs, these are referred to as “clients” and some organisations refer simply to “partners.”

⁵ Each individual respondent is provided with a unique link that reflects the respondent type and the multilateral organisation(s) they have been assigned to. Some individuals, particularly MOPAN members, may complete surveys on more than one organisation.

into the online instrument using a separate link to the survey instrument. Data for online and off-line responses are merged only after quality control measures such as confirming correct type of stakeholder, country, etc are performed.

3.3 Survey Instrument

Survey Customisation

The survey instrument draws on the existing set of indicators and is customised for each multilateral organisation assessed, to reflect both the type of organisation and the types of respondents. This is done in consultation with the multilateral organisations being assessed and other individuals (MOPAN members and external resources) who are familiar with these organisations.

A core set of questions is developed for all respondents and additional questions are designed for specific respondent groups (reflecting their functional responsibility or relationship with the organisations). For example, questions relating to corporate issues, such as reporting to the Executive Board, are asked only of donors at headquarters. Questions on country-specific issues, such as the use of country systems, are asked only of donors in-country and clients/direct partners of multilateral organisations. Some questions are adjusted to reflect the nature of the multilateral organisation (e.g., cross-cutting thematic priorities).

Survey Instrument

At the beginning of the survey, respondents are invited to assess the organisational effectiveness of the multilateral organisation and are also asked two open-ended questions on their views of the organisation's overall strengths and areas for improvement. In addition, respondents are invited to provide comments on each of the four dimensions of effectiveness.

The main part of the survey consists of a series of closed-ended questions on the micro-indicators for each key performance indicator (KPI). Respondents are presented with a statement describing an organisational practice, system, or behaviour and asked to rate the organisation's performance on a scale of 'very weak' to 'very strong' as shown below. There is also a 'don't know' option.

Score	Rating	Definition
1	Very Weak	The multilateral organisation does not have this system in place and this is a source of concern
2	Weak	The multilateral organisation has this system but there are important deficiencies.
3	Inadequate	The multilateral organisation's system in this area has deficiencies that make it less than acceptable.
4	Adequate	The multilateral organisation's system is acceptable in this area.
5	Strong	The multilateral organisation's system is more than acceptable, yet without being "best practice" in this area.
6	Very Strong	The multilateral organisation's system is "best practice" in this area.

3.4 Survey Data Analysis

SPSS and Stata statistical software are used to analyse survey responses.

First level data analysis

First level survey data analysis includes calculations of mean scores, medians, standard deviations, frequencies (including analysis of ‘don’t know’ and missing responses), as well as content analysis of open-ended questions.

Frequency Calculation: Frequencies are calculated on both a weighted and un-weighted basis (see below for further explanation of our approach to weighting). Frequencies are calculated based on answers to survey questions corresponding to micro-indicators. In both sets of calculations, ‘don’t know’ responses and missing responses are calculated as a part of the overall total frequencies. In addition to raw frequencies, all frequencies are translated into percentages for ease of interpretation.

Mean Score Calculation: Scores are calculated based on answers to survey questions corresponding to micro-indicators. Mean scores are calculated on a weighted basis only, based on the number of valid responses to each question. Valid responses exclude ‘don’t know’ responses and missing data (i.e., where respondents decide not to answer, or do not conform to required criteria such as location of work).

Mean scores are calculated for each survey question (micro-indicator) and then for each key performance indicator (KPI) by aggregating the scores for the micro-indicators (MI) within that KPI. Equal weight is applied to each MI. For example, a KPI consisting of three micro-indicators that individually score 2, 3, and 4 will have a KPI mean of 3. In cases where multiple survey questions are needed to develop a concept, micro-indicators are composed of multiple sub-indicators. In such cases, the mean score of the sub-indicators is used to calculate the score for that particular MI.

A weighting scheme is applied to ensure that no single respondent group or country is under-represented in the analysis. The weighting is intended to correct for discrepancies/variation in:

- The number of individuals in each respondent group ⁶
- The number of countries where the survey took place
- The numbers of donors in-country, direct partners, and other respondent groups within each country where the survey took place.⁷

A weight is calculated for each multilateral organisation using the following equation:

$$W = \frac{P}{RCG}$$

Where:

W = weight factor for a given respondent group set for the multilateral organisation

P = total number of respondents for the multilateral organisation

R = number of respondent groups in the survey sample for the multilateral organisation

C = number of countries in the survey sample (per respondent group)

G = number of respondents in a particular country/respondent group set for the multilateral organisation

⁶ To account for the different numbers of respondents in each respondent group, individual weights are applied to each group.

⁷ Weights for these groups are determined by the total number of respondents from each group who answer in their country, relative to the total number answering in other countries. 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.

Weighted figures are carefully reviewed and analysed before inclusion in the multilateral organisation reports.

Converting Individual Scores to Group Ratings

A mean score is calculated for each respondent group (e.g., donors at HQ). Since mean scores are not necessarily whole numbers (from 1 to 6) MOPAN assigns numerical ranges and descriptive ratings for each range (from very weak to very strong) as shown below.

Range of the mean scores	Rating
1 to 1.49	Very Weak
1.50 to 2.49	Weak
2.50 to 3.49	Inadequate
3.50 to 4.49	Adequate
4.50 to 5.49	Strong
5.50 to 6.00	Very Strong

The ranges are presented to two decimal places, which is simply the result of a mathematical transformation and should not be interpreted as representing a high degree of precision. The ratings applied to the various KPIs should be viewed as indicative judgments rather than precise measurements.

Second level analysis

Second level analysis examines differences in the responses among categories of respondents and other variables, as relevant for each organisation. Appropriate methods of statistical analysis are applied, including analysis of variance (ANOVA) for differences among multiple groups, t-tests for comparisons of differences between pairs of groups, and non-parametric methods where numbers of respondents required such an approach (e.g. to address assumptions of non-normality where they exist). The normal convention for statistical significance is adopted ($p \leq 0.05$) and these are reported where significant differences are found.

Given the small size of the samples, particularly for some respondent groups, the comparisons across respondent groups are provided as indicative information that can be used as a basis for discussion.

4. DOCUMENT REVIEW

4.1 Overview

Through an examination of publicly available documents,⁸ the MOPAN document review explores evidence that multilateral organisations have the systems that MOPAN considers to be important factors in an organisation's effectiveness.

The document review considers three types of documents:

- Multilateral organisation documents relevant to the assessment of the MOPAN micro-indicators. The organisations help to identify these documents.
- Organisational reviews or assessments (external or internal) about the organisation's performance on the dimensions of the MOPAN framework (strategic management, operational management, relationship management, and knowledge management). These studies are either found on the organisation's web site or are provided by the organisation.
- External assessments such as the Survey on Monitoring the Paris Declaration (2011), the Common Performance Assessment (COMPAS) report (2010), and previous MOPAN surveys.⁹

4.2 Document Sampling

The multilateral organisations selected for review represent a wide variety of organisational structures, processes, and practices – which makes it challenging to create a generic sampling strategy. However, the collection of documents follows a number of overall principles to ensure consistency and focus the sampling process.

All documents, regardless of type or level within the organisation, should be approved by the relevant authority (e.g., organisation-wide documents are usually approved by the multilateral organisation's Executive Management or Board).¹⁰

All documents (including policies, guidelines, strategies, thematic documents and web site information) are selected at least in part based on the requirements noted below.

- Policies or guidelines, at any level within the multilateral organisation, are selected only if they are in force as of the year of assessment.
- Strategies, regardless of level within the multilateral organisation, are selected only if they are being implemented within the year of assessment.
- Thematic documents, including strategies, plans and reports, regardless of the level within the multilateral organisation, are selected based on a principle of reviewing a mix of thematic areas.
- Any information presented on the multilateral organisation's web site (i.e., the text from a page on this site, not a downloadable document available on the site) is retrieved within the year of assessment, and is assumed to be current unless the web page itself states otherwise.

⁸ Documents are considered to be "publicly available" if they are on the organisation's web site or if the organisation is able to provide them upon request for the purpose of assessing the micro-indicators.

⁹ If data from these sources are not available for the multilateral organisations participating in this year's survey, either an alternate approach is developed or the micro-indicators are not assessed.

¹⁰ This is intended to ensure that documents reviewed are final documents (rather than drafts) and that they are providing guidance for organisational behaviour.

- All documents (except for policies, guidelines and strategies) should be published within the following timelines:
 - Project/program level documents: the current or previous year
 - Country, regional, or organisation-wide documents: the past three years inclusive of the year of assessment
- When specific MIs require a sample of sector strategies, country strategies, or project level documentation, a specific sampling approach is developed and tailored for each multilateral organisation.

4.3 Document Collection

The collection of documents follows the general steps outlined below, although it is not a linear process:

- Initial document research on the web site of the multilateral organisation
- Collection of COMPAS and Paris Declaration Survey Data
- Consultation with the multilateral organisation, who review and refine the initial data set (through the MOPAN Institutional Lead)
- Finalisation of document list.

Once the document list is finalised and the document review has commenced, further documentation needed to fill any gaps in information for certain indicators is requested from the multilateral organisation. If the documents obtained from the third request do not contain the information needed, the consultant team makes the assessment based on the information available.

Other External Assessments

As noted above, the document review includes a review of other external assessments.

Common Performance Assessment System (COMPAS) report, 2009 and 2010

COMPAS provides a framework through which the multilateral development banks (MDBs) can track their capacities to manage for development results (MfDR). The annual COMPAS report provides data in four categories (Country Strategies, Managing for Development Results through the Project Cycle, Corporate Results Reporting, Private Sector Development and Operations) that are relevant to the MDBs' implementation of the MfDR agenda. The data are gathered by internal management units in the MDBs, generally those that are supporting the implementation of MfDR. For the IFIs, MOPAN focuses primarily on the following indicators from the COMPAS report: B. Managing for Development Results through the Project Cycle

- Implementation performance
 - B. 8. Number and percentage of projects that were unsatisfactory in FY08 and that became satisfactory in FY09.
- Project completion reporting and evaluation
 - B. 11. Number of projects independently reviewed ex post during FY09, as a percentage of the average number of projects completed annually during the last 5 years.

Survey on Monitoring the Paris Declaration, 2008 and 2011

The two most recent monitoring surveys (2008 and 2011), managed by the OECD, highlight areas in which countries and organisations may be falling short in reaching the targets established by the Paris Declaration. Since a number of the MOPAN indicators are based on the Paris Declaration indicators, the assessment looks at the data provided in Appendix C of

the monitoring survey report, entitled “Donor Data”¹¹, for the following indicators, when applicable:

- Indicator 3: Aid flows aligned on national procedures
- Indicator 4: Strengthen capacity by co-ordinated support
- Indicator 5 a and b. Use of country public financial systems and use of country procurement systems
- Indicator 6: Strengthen capacity by avoiding parallel implementation structures
- Indicator 7: Aid is more predictable
- Indicator 9: Use of common arrangements or procedures
- Indicator 10a: Joint missions

The OECD survey reports data for the United Nations as a whole, thus MOPAN relies on UN organisations to provide their data as input for these indicators. Other data sources will also be consulted to complement the OECD survey reports.

4.4 Document Analysis

The multilateral organisations are assessed on relevant micro-indicators in the Common Approach document review framework.¹² The document review ratings build on the definitions and scale used in the survey, as described in section 3.3 above.¹³ The document review ratings range from 1 (Very Weak) to 6 (Very Strong).

For most micro-indicators, five criteria are established which, taken together, are considered to represent the best practice in that topic area. Each criterion is designed as a yes/no alternative and each “yes” answer counts as one point in the rating. Ratings are arrived at by totalling the number of criteria met, taking into account all the evidence in the assessment, and the Assessment Team’s judgment.

Document review criteria and rating

Number of criteria met	Descriptors	Definitions
No criteria met (or required document(s) do not exist)	Very Weak	The multilateral organisation does not have this system in place and this is a source of concern/ or the multilateral organisation has no document that provides evidence of such a system being in place.
One criterion met	Weak	The multilateral organisation has this system but there are important deficiencies.
Two criteria met	Inadequate	The multilateral organisation’s system in this area has deficiencies that make it less than acceptable.
Three criteria met	Adequate	The multilateral organisation’s system is acceptable in this area.

¹¹ In general, the assessment draws on the data from the “Average Country Ratio – All Countries”, unless it is not available.

¹² Not all MOPAN micro-indicators are identified for document review.

¹³ For document review, however, the definition of “Very Weak” is expanded to mean that “the multilateral organisation does not have this system in place and this is a source of concern / or the organisation has no document that can provide evidence of such a system being in place.”

Number of criteria met	Descriptors	Definitions
Four criteria met	Strong	The multilateral organisation's system is more than acceptable yet without being "best practice" in this area.
All five criteria met	Very Strong	The multilateral organisation's system is "best practice" in this area.

Some micro-indicators, such as those using Paris Declaration Survey data as the primary data source,¹⁴ follow a different rating method. In these cases, ratings are established on a case-by-case basis according to three descriptive criteria – 'inadequate', 'adequate' and 'strong'.

Ratings for key performance indicators (KPIs) are based solely on the ratings for the component micro-indicators in each KPI. Each KPI rating is calculated by taking the arithmetic mean of all micro-indicator ratings in that KPI rounded to the nearest whole number. This number is given the appropriate descriptor. In cases where the micro-indicator ratings for one key performance indicator are highly divergent (i.e., if there are two micro-indicators, and one is rated as "very weak" while the other is rated as "very strong"), this is noted in the narrative of the report.

Content Analysis

Documents are reviewed by content analysis based on the themes of the micro-indicators. Specific criteria for assessing the content of documents have been developed, based on existing standards and guidelines for each of the indicator areas (for example, any UNEG or OECD-DAC guidelines), on MOPAN identification of key aspects to consider, and on the input of subject-matter specialists.

The analysis includes an examination of four broad areas:

- **Quality:** Documents are assessed in terms of their content, and in particular for the presence or absence of particular items or characteristics noted in standards as best practice.
- **Use:** While difficult to assess by document review, some proxy indicators for the use or implementation of a document are examined, such as evidence from budget documents that a certain policy or priority area is being financed, or evidence from evaluations that show implementation of a policy or priority area.
- **Consistency:** Where possible, several documents of the same type are examined (such as country strategies in different countries) to assess the extent to which criteria are met consistently across the organisation.
- **Improvement over time:** In some cases, documents are examined over several years to assess the extent to which progress can be seen over time.

Documents are also used to aid in the understanding of the context in which the multilateral organisations work.

¹⁴ Paris Declaration Survey data will be the primary, but not the only, source for those MIs that are based on Paris Declaration indicators.

5. Interviews

As of 2012, interviews are conducted at the headquarters of multilateral organisations with individuals who are knowledgeable in areas that relate to the MOPAN assessment.

Interviewees are asked to provide knowledge, insight, and contextual information that could assist the MOPAN Assessment Team in analysing document review data, and to identify other relevant documents for the Assessment Team to consider. This helps ensure that the Assessment Team has all the appropriate and necessary documents, enhances the Team's ability to triangulate data from various sources, and assists the Assessment Team in the analysis of the key performance indicators by providing contextual information.

Interviews are conducted with a small number of staff who work in the primary units that relate to areas of the MOPAN assessment (e.g., strategy and planning, human resources, RBM, and evaluation). Interviewees are identified by the multilateral organisation in conjunction with the Assessment Team and MOPAN.

Interviews are semi-structured but flexible, allowing new questions to be brought up during the interview as a result of what the interviewee says. This type of interview does not follow a tightly prescribed questionnaire, but does require prior preparation of the key interview themes. The interview themes and questions are shaped by the MOPAN assessment framework and are tailored for each of the respondents according to his/her functional responsibility. An interview guide is prepared and interviewees are advised of the content areas beforehand.

Interviews are intended to provide several benefits to the MOPAN assessment. First, they provide the multilateral organisation with a better understanding of the types of documented data that are required for the MOPAN assessment so that they can fill in any gaps in the documentation required for the document review. Second, they provide the MOPAN Assessment Team an opportunity to better understand the multilateral organisation's practices and systems.

Data gathered during interviews is used as background information on the various areas being assessed – specifically, to understand the context in which the agency is working, as well as how decisions are made. In the event that survey data presents a picture that is very different from the assessment made in the document review, information from the interviews can help clarify how the multilateral organisation approached a certain issue.

The interviews are conducted after the Assessment Team has conducted a preliminary review of documents and are scheduled primarily during the months of April and May. If the multilateral organisation and MOPAN agree, the interviews are conducted in person during visits to the headquarters of the multilateral organisations. Alternatively, interviews are carried out by telephone or via video-conference.

6. Basis for Judgment

From 2003 to 2009, the basis for judgment in MOPAN assessments was the perceptions of survey respondents. With the introduction of the document review in 2010 and interviews in 2012, judgments now draw on a variety of sources that can be compared and triangulated.

- **Survey:** Survey respondent perceptions are still an important component of the judgments on multilateral organisation performance and now include a broader range of stakeholders.
- **Document Review:** The document review process is guided by specific criteria for assessing the content of documents in relation to the micro-indicators. These criteria draw on existing standards where available (e.g., OECD-DAC, UNEG or other standards) and are adapted to the needs of the MOPAN Common Approach.

- **Interviews:** The interviews are used to triangulate data with the other two data sources. The MOPAN Assessment Team explores the convergence (or non-convergence) of the data, and when there is no convergence the team relies on expert judgment.

To the extent possible, the assessment standards and criteria are tailored to reflect the nature and operating environment of the multilateral organisations under review.

Triangulation

Triangulation is the process of using multiple data sources, data collection methods, and/or theories to validate research findings. Triangulation helps eliminate bias, and detect errors or anomalies.¹⁵ In the Common Approach, triangulation is done in a number of ways:

- Document review ratings are presented separately from survey results in order to illustrate convergence with or divergence from them.
- Additional assessments of the organisations are reviewed to help to validate or question the findings.
- Interviews are conducted to provide additional data and contextual information.
- The findings are widely vetted within the MOPAN network and revised based on feedback from members.
- The reports are shared with the multilateral organisations and their review constitutes the final stage of the data collection process.

The MOPAN reports gain trustworthiness through the multiple reviews and validation processes that are carried out by members of the network and by the multilateral organisations themselves.

7. Reporting

7.1 Institutional Reports

Individual institutional reports are produced for the multilateral organisations assessed. Survey results are reported using means and frequencies. At the organisation-wide level, mean scores are predominantly used to report results from micro-indicators.

The results of the document review are presented alongside the survey results and discussed in light of the perception-based scores and interviews, in order to further substantiate and contextualise the overall findings.

7.2 Country Data Summaries

A short summary of the results of the survey is produced for each of the MOs in each of the countries surveyed where sufficient survey data exists. Country data summaries (CDS) include a short analysis of micro-indicators rated by MOPAN members, direct partners and other survey respondents at the country level.

Country Data Summaries are prepared in order to provide feedback to those who participated in the MOPAN assessment and to provide input for a dialogue process. These summaries highlight main strengths and areas for improvement as perceived by survey respondents in each country. The data summaries are based on the perceptions of a range of stakeholders depending on the multilateral organisation assessed (MOPAN donors, clients/direct partners, peer organisations, etc.). They also describe differences in ratings between the different countries in which an organisation was assessed.

¹⁵ Wholey, J.S., Hatry, H.P., Newcomer, K.E. Eds (2010) Handbook of Practical Program Evaluation (Third Edition), San Francisco, California: Jossey-Bass, p. 446-447.

There are, however, some limitations to the MOPAN assessment at the country level. One relates to achieving an adequate response rate from each of the respondent groups and another is the sometimes high level of “don’t know” responses on the survey questions, particularly from MOPAN donors. The Assessment Team together with MOPAN takes these limitations into account when deciding what Country Data Summaries to prepare, and which respondent groups to include in the analysis.

Country Data Summaries are not published and are shared only with individuals who attend the country workshop on the MOPAN assessment findings, which takes place in the first quarter of the year following the assessment.

8. Strengths and Limitations of the Common Approach

MOPAN continues to improve methodology based on the experience of each year of implementation. The following strengths and limitations should be considered when reading MOPAN reports.

Strengths

- The MOPAN Common Approach is based on the core elements of existing bilateral assessment tools. In the long term, the intent is to replace or reduce the need for other assessment approaches by bilateral donors.
- It seeks perceptual information from different perspectives: MOPAN donors (at headquarters and in-country), direct partners/clients of multilateral organisations, peer organisations, and other relevant stakeholders. This is in line with the commitments made by donors to the Paris Declaration on Aid Effectiveness, the Accra Agenda for Action, and the Busan High Level Forum regarding harmonisation, partner voice, and mutual accountability.
- It complements perceptual data with document review and interviews, thus using multiple sources of data. This should enhance the analysis, provide a basis for discussion of agency effectiveness, and increase the validity of the assessment through triangulation of data.
- The reports undergo a validation process, including multiple reviews by MOPAN members, and review by the multilateral organisation being assessed.
- MOPAN strives for consistency across its survey questions and document review for each of the multilateral organisations, while allowing for customisation to account for differences between types of multilateral organisations.

Limitations

MOPAN Framework

- The countries are selected based on established MOPAN criteria and comprise only a small proportion of each institution’s operations, thus limiting broader generalisations.
- The Common Approach indicators were designed for multilateral organisations that have operations in the field. For organisations that have limited field presence or that have regional structures in addition to headquarters and country operations, there have been some modifications made in the data collection method and there will be a need for greater nuance in the analysis of the data.

Data sources

- The MOPAN Common Approach asks MOPAN members and the organisations assessed to select the most appropriate individuals to complete the survey. While MOPAN sometimes discusses the selection with the organisation being assessed, it has no means of determining whether the most knowledgeable and qualified individuals are those that complete the survey.

- The document review component works within the confines of an organisation's disclosure policy. In some cases, low document review ratings may be due to unavailability of organisational documents that meet the MOPAN criteria (some of which require a sample of a type of document, such as country plans, or require certain aspects to be documented explicitly). When information is insufficient to make a rating, this is noted in the charts.

Data Collection Instruments

- Three issues potentially affect survey responses. First, the survey instrument is long and a fatigue factor may affect responses and rates of response. Second, respondents may not have the knowledge to respond to all the questions (e.g., survey questions referring to internal operations of the organisation, such as financial accountability and delegation of decision-making, seem difficult for many respondents, who frequently answer 'don't know.')
- Third, a large number of 'don't know' responses may imply that respondents did not understand certain questions.
- The rating choices provided in the MOPAN survey may not be used consistently by all respondents, especially across the many cultures involved in the MOPAN assessment. One potential limitation is 'central tendency bias' (i.e., a tendency in respondents to avoid extremes on a scale). Cultural differences may also contribute to this bias as respondents in some cultures may be unwilling to criticise or too eager to praise.
- Because one of MOPAN's intentions is to merge previously existing assessment tools into one, and to forestall the development of others, the survey instrument remains quite long.

Data Analysis

- While the document review can serve to evaluate the contents of a document, it cannot assess the extent to which the spirit of that document has been implemented within the organisation (unless implementation is documented elsewhere).
- Mean scores are used in the MOPAN reports to provide central tendency values of the survey results. The mean has the advantage of being the most commonly understood measure of central tendency, however, there is a disadvantage in using the mean because of its sensitivity to extreme scores (outliers), particularly when population samples are small. The assessment team reviewed the median and standard deviations in analysing the survey results. Volume II, Appendix V provides the standard deviations for each survey question.

Basis for Judgment

- Although MOPAN uses recognised standards and criteria for what constitutes good practice for a multilateral organisation, such criteria do not exist for all MOPAN indicators. As a result, many of the criteria used in reviewing document content were developed by MOPAN in the course of the assessment process. The criteria are a work in progress and should not be considered definitive standards.
- The Common Approach assessment produces numerical scores or ratings that appear to have a high degree of precision, yet can only provide general indications of how an organisation is doing and a basis for discussion among MOPAN members, the multilateral organisation, and other stakeholders, including direct partners.

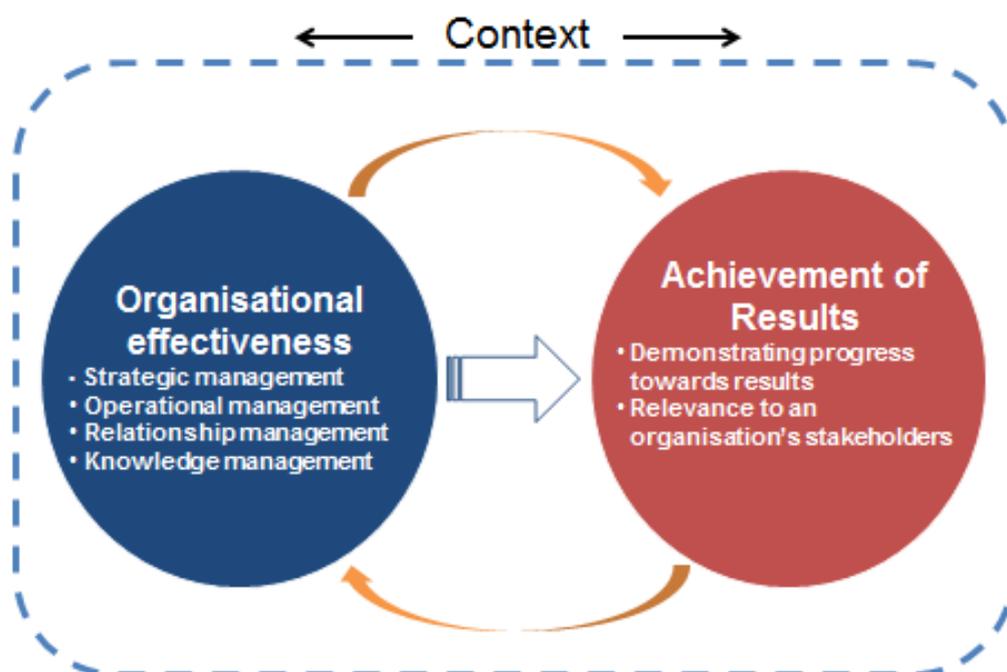
Despite some limitations, the Assessment Team believes that the MOPAN reports generally provide a reasonable picture of systems associated with the organisational effectiveness of multilateral organisations.

9. TESTING A NEW COMPONENT IN 2012: ASSESSING DEVELOPMENT RESULTS

9.1 Overview

Until 2012, MOPAN assessments focused on the organisational effectiveness of multilateral organisations by examining organisational practices, systems, and behaviours that MOPAN believes are important for *managing* to achieve development results. In 2012, MOPAN tested a component to assess a multilateral organisation's development results by examining how stakeholders perceive its contributions and how it measures and reports on development results. The component was tested with four of the six organisations assessed in 2012: AfDB, UNDP, UNICEF, and the World Bank.¹⁶

MOPAN Common Approach 2012: Assessing Organisational Effectiveness and Progress towards Development Results



9.2 Sub-Components

Demonstrating progress towards results

This sub-component is assessed by looking at three key performance indicators:

- **KPI A** – Extent of evidence of progress towards organisation-wide outcomes¹⁷
- **KPI B** – Extent of evidence of contributions to country-level goals and priorities
- **KPI C** – Extent of evidence of contributions to relevant MDGs

The assessments at the institutional/organisational level (KPI A) and at the country level (KPI B) are separated due to differences in focus, scope and reporting on results at these two levels. Organisation-wide results are, by definition, very broad and provide the general strategic

¹⁶ These organisations were selected because they were assessed by MOPAN in 2009. The 2009 assessment focused on organisational effectiveness and was based only on survey data.

¹⁷ Different organisations use different terms to refer to their planned results – they may be called goals, objectives, outcomes, etc.

directions that in most cases are then operationalised by activities at the country level. The planned results found in country strategies normally follow the overall strategic framework but are more specific and typically linked to national strategies.

Therefore:

KPI A focuses on the extent to which an organisation is demonstrating progress towards planned overall or organisation-wide results. It identifies the main areas of achievement, and analyses the type of evidence and data produced by multilateral organisations to support conclusions in performance reports. In addition, the main factors affecting performance and evidence of improvement over time are discussed.

KPI B analyses similar issues, but from a country perspective. By focusing on the country level, MOPAN recognises the demand-driven nature of many of the activities of multilateral organisations and the key role that is played by their country assistance strategies or country programming documents. Country strategies and/or country program documents usually articulate the planned results (goals/objectives/outcomes) and identify where there is shared responsibility between the multilateral organisation and its partner countries.

Since most organisations have a large number of planned results, a limited number of key results to be assessed may be selected for the assessment.

KPI C is based on the assumption that multilateral organisations have made commitments to the MDGs and are concerned about making contributions in these areas. The MDGs are collective, global targets that in many cases have been used by partner countries in defining their priorities. While partner countries are responsible for making progress toward the MDGs, bilateral donors and multilateral organisations ensure that trade, finance, aid, and knowledge facilitate achievement of these goals.

Not all multilateral organisations will contribute to all of the MDGs. Thus, the analysis of this KPI focuses on those specific areas that are relevant to the particular multilateral organisation. In this context it is assumed that the organisations explicitly articulate or make links to the MDGs to which they are contributing at the country level.

Relevance to stakeholders

This sub-component consists of one key performance indicator: “**KPI D**: The multilateral organisation’s objectives and program of work are relevant to major stakeholders.”

For this KPI, MOPAN assesses relevance as a measure of the extent to which surveyed stakeholders consider the multilateral organisation supports country priorities and meets the changing needs of direct partners and the target population.

KPIs B, C, and D all focus on the country level and are applied in five countries. Each multilateral organisation is asked to identify the countries where they are likely to have the best data on results; these KPI then focus on those countries.

9.3 Methodology

Various types of qualitative and quantitative data are sought to answer a set of questions about the multilateral organisation’s performance in the indicators noted above.

Data collection

Data are collected using three different methods:

- 1) Document review
- 2) Stakeholder survey

- 3) Interviews with multilateral organisation staff at HQ and, if feasible, in country offices.¹⁸

The sections below describe each of these methods.

Document review

The document review draws largely on organisational performance reports and country level performance reports and evaluations. Both institutional and country level documentation are selected in consultation with the multilateral organisations. The purpose of the document review is to understand the nature of the organisation's objectives and reported achievements (i.e., contributions to development outcomes) at the organisation-wide level and in the countries selected for review.

Survey of key stakeholders

Donor and direct partner respondents of the multilateral organisations are asked to respond to statements related to the organisation's achievement of planned results and the relevance of their activities at the country level. The questions are tailored, as required, to each organisation and reflect the organisation's work in the countries surveyed.

Interviews

The overall purpose of interviews is to ensure more reliable and valid assessments. In particular, the interviews aim to ensure better quality data and to help contextualise the analysis of results. Initial interviews are conducted with staff at the headquarters of the multilateral organisation and are intended to facilitate:

- Identification and clarification of the organisation's strategic objectives and planned results at the institutional and country level
- Identification of data and documents to use for the assessment, including a discussion of the time period to be considered and selection of country level documentation
- Discussion and clarification of reporting practices and data that are available in order to understand the strengths and limitations of current reporting on results
- Identification of key staff to consult in each selected country office, if necessary, in order to better understand the logic of the organisation's interventions, the organisational contributions at the country level, and contextual factors affecting the organisation's performance.

¹⁸ Depending on the experience from this pilot year, MOPAN might consider interviews with other stakeholders at the country level in the future.

Data analysis

- Data analysis at the institutional level focuses on the extent to which planned results from the strategic period were achieved. It is based largely on performance reports at the institutional level and organisation-wide thematic evaluations in relevant areas. Data analysis takes into account survey results and the interviews with the multilateral organisations.
- Analysis of data at the country level focuses on the organisation's contribution to results in the sample of countries selected for the MOPAN assessment. Due to differences in planned results between countries, a separate analysis is conducted for each country. Based on the individual country analyses, an overall judgment of the multilateral organisation's achievement of results at the country level is provided.
- The assessment is based on the same analytical approach at both levels. Content analysis is used for the review of documents and in the analysis of any open-ended survey questions. The review of documents analyses the evidence on results achievement. Answers to open-ended survey questions are coded by categories that emerge in the preliminary examination of data.

Basis for judgment

The judgment of multilateral organisation performance on each Key Performance Indicator draws on a set of questions or criteria (see below). The Assessment Team uses a “best fit approach,” which is a type of criteria-referenced basis for judgment that is more suitable when: criteria are multi-dimensional, there is a mix of both qualitative and quantitative data, and it is not possible to calculate a simple sum of the data points.¹⁹ This approach is highly consultative (with institutional advisors, a panel of experts and the MOPAN network) and relies on consensus in the determination of ratings. In some cases there might be divergences between the respondents' perceptions about the organisation's progress towards its objectives and the nature and extent of data on results that is presented in the organisation's reports. In these cases the Assessment Team will take into account the number and character of the weaknesses identified in organisation's reports and other relevant documents. If a majority of the assessment criteria are not fulfilled by the organisation's reports, then the criteria-based assessment will weigh more heavily in the final rating. In order to justify the rating and provide input for dialogue on results and reporting on results, the MOPAN report will present details of the document analysis that have been emphasized in the determination of ratings.

Ratings

The approach to the ratings in the results component is different from other components in the MOPAN assessment, in order to reflect the methodological approach and the nature of the data. The ratings reflect the Assessment Team's judgment and analysis of data from all sources. The ratings are qualitative in nature and defined according to a 4-point scale – strong, adequate, inadequate, weak.

As in the 6-point scale used in the survey and for assessing the micro-indicators on organisational practices, a rating of “strong” signals that the organisation is approaching good practice based on the documentation reviewed, while a rating of “weak” signals that the organisation still has important limitations in demonstrating progress towards its stated results, and particularly its contributions to development outcomes.

The descriptors and criteria for each of the ratings are specific to the different KPIs, as summarised in the tables below. Descriptors illustrate the achievement level and the Assessment Team selects the achievement level that best describes the performance on all of the criteria.

¹⁹ The “best fit” approach is used in public sector institutions (see Ofsted, 2011: *Criteria for making judgements*).

KPI A

Strong	Given the context, the organisation provides solid evidence of its contributions towards higher level results. The organisation is demonstrating progress towards its key corporate objectives or outcomes and clearly explains where progress has been significant or where progress has been slower, as well as the factors that have affected that progress. The description of progress is well supported by data from measuring indicators, evaluations, or other sources. The organisation has articulated a theory of change that links the kinds of products and services that it provides to the kinds of development outcomes that it hopes to support. There is consistency across the different data sources, including the perceptions of the organisation's key stakeholders.
Adequate	Given the context, the organisation is demonstrating progress in some of its planned outcome areas. Although the organisation does not yet have a strong evidence base that describes progress or contributions towards outcomes, it does have consistent evidence of the completion and quality of its outputs. The theories of change in different areas are understandable at the organisational level. There may be some inconsistency across data sources.
Inadequate	The organisation does not provide evidence that it is meeting or moving toward most of its stated results. In addition, its theory of change is not well articulated. The exploration of different sources of data (including perceptions of key stakeholders) does not provide consistent evidence with regard to achieving results. While the organisation presents some data on progress towards its expected results, the evidence base is weak.
Weak	The organisation is not demonstrating progress towards its key corporate results. The organisation does not clearly articulate a theory of change and the various sources of data collected do not provide a picture of an effective MO.

KPI B

Strong	The MO shows progress towards meeting its expected results in all countries assessed (taking into account their context). The organisation provides evidence that it is, in general, making progress towards higher level results at the country level. The country level data indicates that the MO is meeting its key goals or outcomes identified in its country strategy and clearly explains where progress has been significant or where progress has been slower, as well as the factors that have affected that progress. The description of progress is well supported by data from measuring indicators, evaluations, or other sources. The organisation has articulated a theory of change that links the kinds of products and services that it provides to the kinds of development outcomes that it hopes to support. There is consistency across the different data sources, including the perceptions of the organisation's key stakeholders.
Adequate	The MO shows progress towards meeting its expected results in some of the countries assessed (taking into account their context). However, the organisation does not yet have a strong evidence base that describes progress or contributions towards outcomes. It does, however, have evidence on the completion of and quality of its outputs. The theory of change is understandable, but there may be some inconsistency across data sources.
Inadequate	The organisation does not provide useful evidence that indicates that it is meeting or moving toward most of its expected results in the countries assessed. In addition, its theory of change is not well articulated. The exploration of different sources of data (including perceptions of key stakeholders) does not provide a consistent picture of positive evidence with regard to achieving results. While the organisation presents some data on progress towards its expected results in the countries assessed, the evidence base is weak.
Weak	The organisation does not provide evidence that it is making progress towards key results articulated in its country strategy. The organisation does not clearly articulate a theory of change and the various sources of data collected do not provide a picture of an effective MO.

KPI C

Strong	The organisation demonstrates that it has facilitated progress towards the relevant MDGs in each of the five countries, as identified in its country level results frameworks. It clearly explains where its contributions have been significant and where its contributions have been less successful, as well as the factors that have affected that progress. The description of progress is well supported by theories of change and data from measuring indicators, evaluations, or other sources. The organisation's key stakeholders perceive that it is significantly contributing to progress towards the MDGs at the country level. There is a clear and consistent picture of organisational contributions to MDGs, across the sources of data.
Adequate	At the country level, the organisation demonstrates its facilitation role with respect to relevant MDGs, but it is more limited in terms of extent and scope of the contribution. The organisation does not yet have a strong evidence base that describes its organisational contributions in this area. The data from country level (both documents and perception data) is inconsistent about the extent of MO contribution.
Inadequate	The organisation does not demonstrate its contributions towards relevant MDGs in its reporting at the country level. The key stakeholders surveyed have mixed opinions about the organisation's contributions towards the relevant MDGs.
Weak	The organisation does not demonstrate its contributions towards relevant MDGs at either the corporate or country level. The different sources of data provide a more negative picture of the MOs performance.

KPI D

Strong	The organisation is consistently seen by surveyed stakeholders to respond to partner country priorities, provide innovative solutions to development challenges, and be flexible in its approach.
Adequate	The organisation demonstrates relevance through positive assessment on most, but not all, of the areas noted above. The assessment is somewhat inconsistent across the countries surveyed.
Inadequate	The organisation demonstrates relevance in only a few areas and the assessment is inconsistent across the countries surveyed.
Weak	There is a clear, more negative perception of the organisation's relevance in each area.

Appendix II MOPAN Common Approach Survey for UNDP 2012

Note: This is the survey used to assess UNDP in 2012. It contains all of the possible questions, but not all questions were asked of all respondent groups.

[Introduction]

Welcome to the Survey for the 2012 MOPAN Common Approach and thank you for agreeing to participate.

In responding to the survey, please feel free to base your answers on your perceptions and knowledge of the United Nations Development Programme (UNDP). Your perceptions may be shaped by your experience with and exposure to UNDP.

Please rest assured that your answers will remain confidential. Any comment you make will not be attributable to you, or be used in a way which might identify you or your organisation as the author of this comment. Findings will be reported in aggregate form only.

The survey should take approximately 45 minutes to complete. Please note, however, that it may take longer depending on the answers you provide.

Please also note: It would be ideal if you could complete the survey in one session. However, if you would like to continue the survey later, you can do this at any point by closing the internet browser that displays the survey (i.e. this window). When you would like to continue, you can return to the point where you left off by clicking on the original link to the survey included in the email you received from us.

If at any point you have questions about this survey please contact mopan2012@epinion.dk. You can move back and forth in the questionnaire if you would like to change a response or a comment.

Your time spent contributing to the MOPAN Common Approach is very much appreciated.

Please click the 'Start' button below to begin.

[1 - Samplegroup - single]

Samplegroup - Auto answered

- 1. HQ
- 2. CO
- 3. DP

[2 - single]

You have been identified to assess the organisational practices, systems and behaviours of the United Nations Development Programme (UNDP). As part of a new pilot component that MOPAN is introducing this year, you may also be asked to assess the extent to which UNDP has achieved the development results it has set for itself at either the institutional or country level. However, before answering the questionnaire, we would like to know how familiar you are with UNDP and the way it works. Please use the scale below to indicate your degree of familiarity, where 5 is "very familiar" and 1 is "not at all familiar".

- 1. Not at all familiar
- 2.
- 3.
- 4.
- 5. Very familiar

[Condition 2= 1]

[ScreenOut Confirm]

You have indicated that you are not at all familiar with this organisation. This means that you will be screened out of the survey. Please hit 'Back' to modify your answer or hit 'Next' to exit the survey.

[3 - single]

Fake

- 1. Fake [Filtered]

[4 - single]

Which of the following best describes how often you, in your professional role, have contact with UNDP?

- 1. Daily
- 2. Weekly
- 3. Monthly
- 4. A few times per year or less
- 5. Never

[Condition 4= 5]

You indicated that you never have contact with this organisation. This means that you will be screened out of the survey. Please hit 'Back' to modify your answer or hit 'Next' to exit the survey.

[5 - single]

Fake

- 1. Fake

[Filtered]

Thank you very much for taking the time to complete this survey. On the basis of the answers you have provided, we understand that you are not sufficiently familiar with the organisation to respond to further questions. We will therefore not ask you to complete the rest of the survey. The types of questions asked require a certain level of familiarity with UNDP. Please contact mopan2012@epinion.dk if you think you have been screened out of the survey by mistake.

[Overall Performance]

Overall Performance

We would like to ask you a few questions about the effectiveness of UNDP, its strengths and its areas for improvement.

[6 - single]

Thinking about UNDP, and the way it operates, what do you consider to be its greatest strength?

Please type your answer into the box below:

- 1. Note:

[7 - single]

And still thinking about UNDP and the way it operates, what do you consider to be the area where it most needs improvement?

Please type your answer into the box below:

- 1. Note:

[Q7]

[8 - single]

How would you rate the overall organisational effectiveness of UNDP?

Please use the scale below, where 6 means "very effective" and 1 means "not effective at all".

- 1. Not effective at all
- 2.
- 3.
- 4.
- 5.
- 6. Very effective
- 7. Don't Know

DEFINITION:

Organisational effectiveness = Being organized to support partners to deliver expected results.

We would like to ask you some questions related to the achievement of development results by UNDP. In thinking about these questions, please consider all you know about this multilateral organisation.

[Condition 1= 2 OR 1= 3]

[9 - single]

UNDP's achievement of results is only being assessed in five countries. Please indicate the country in which you are currently based:

- 1. Cambodia
- 2. Democratic Republic of Congo (DRC)
- 3. Ghana
- 4. Honduras
- 5. Philippines
- 6. None of the above

[Condition 9= 6]

[Confirmation]

You have indicated that you are not based in any of the countries for which UNDP is being assessed on its achievement of country-level results. We will therefore not ask you any questions on this matter. Please hit 'Back' to modify your answer or hit 'Next' to proceed with the following sections of the survey.

[Condition 1= 1 OR 9= 1 OR 9= 2 OR 9= 3 OR 9= 4 OR 9= 5]

[Results Achievement]

Results Achievement

[Condition 1= 1]

[Info1]

You will see a series of statements related to the extent to which UNDP has contributed to meeting its institutional/organisation-wide results.

[Condition 9= 1 OR 9= 2 OR 9= 3 OR 9= 4 OR 9= 5]

[Info2]

You will see a series of statements on the extent to which UNDP has contributed to meeting its country-level goals and priorities, and those Millennium Development Goals (MDGs) that are related to its work in the countries in which it operates. You will also be asked questions that pertain to the relevance of UNDP's work vis-à-vis its major stakeholders.

[Condition 1= 1 OR 9= 1 OR 9= 2 OR 9= 3 OR 9= 4 OR 9= 5]

[Info 3]

Please rate how you think UNDP performs in these areas. You will see a six-point scale from 'very weak' to 'very strong', as described below. The scale will stay the same for all statements.

DEFINITION OF THE SCALE USED IN THE QUESTIONNAIRE:

1 - Very weak = UNDP has not made any contributions in this area and this is a source of concern.

2 - Weak = UNDP has made some contributions in this area, but there are important deficiencies.

3 - Inadequate = UNDP has made some contributions in this area but they are less than acceptable.

4 - Adequate = UNDP's contributions in this area are acceptable.

5 - Strong = UNDP's contributions in this area are more than acceptable.

6 - Very strong = UNDP's contributions in this area could be considered as "best practice".

At the end of each section, you will have the opportunity to make comments on any of the statements.

[Condition 1= 1]

[Institutional Results]

Results Achievement at the Institutional Level

We would like to ask you some questions on the extent to which UNDP is demonstrating progress towards organisation-wide results. In thinking about these questions, please consider all you know about UNDP and the programming strategies highlighted in its organisation-wide strategic plan.

[10 - single]

UNDP is making progress towards its goal of supporting countries in achieving the MDGs.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[11 - single]

UNDP is making progress towards its goal of supporting countries in fostering democratic governance.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[12 - single]

UNDP is making progress towards its goal of supporting countries in crisis prevention and recovery.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[13 - single]

UNDP is making progress towards its goal of supporting countries in managing energy for sustainable development.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[14 - single]

UNDP is making progress towards its goal of supporting countries in managing the environment for sustainable development.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 1]

[15 - single]

Do you have any additional comments on how UNDP demonstrates progress towards its planned organisation-wide results?

- 1. Yes, please note:
- 2. No

[Condition 9= 1]

[Cambodia]

[Country Results]

Achievement of Results in Cambodia

We would like to ask you some questions on the extent to which UNDP is demonstrating progress towards its planned country-level results. In thinking about these questions, please consider all you know about UNDP's operations in Cambodia - more specifically about those highlighted in UNDP's Country Programme Document (CPD) developed for Cambodia.

[16 - single]

UNDP has effectively contributed to strengthening the capacity of Cambodian legislature to improve checks and balances of the government's executive branch.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[17 - single]

UNDP has effectively contributed to strengthening the capacity of Cambodian civil society to improve checks and balances of the government's executive branch.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[18 - single]

UNDP has effectively contributed to improving the delivery of social services in Cambodia.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[19 - single]

UNDP has effectively contributed to increasing the participation of the poor in local government decision making in Cambodia.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[20 - single]

UNDP has effectively contributed to strengthening the capacity of authorities and communities to conserve biodiversity in Cambodia.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[21 - single]

UNDP has effectively contributed to strengthening the capacity of authorities and communities to respond to climate change in Cambodia.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[22 - single]

UNDP has effectively contributed to strengthening the capacity of authorities to promote pro-poor investment in Cambodia.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[23 - single]

UNDP has effectively contributed to strengthening the capacity of authorities to expand economic opportunities in Cambodia.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[24 - single]

UNDP has effectively contributed to strengthening the capacity of authorities to manage development effectiveness (i.e., aid coordination, poverty monitoring, gender mainstreaming and policy options).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[25 - single]

Do you have any additional comments on how UNDP demonstrates progress towards its planned results in Cambodia?

- 1. Yes, please note:
- 2. No

[Millennium Development Goals]

Achievement of the MDGs in Cambodia

We would like to ask you some questions on the extent to which UNDP is contributing to relevant MDGs in Cambodia. In thinking about these questions, please consider all you know about UNDP.

[26 - single]

UNDP is making effective contributions to Cambodia's efforts to eradicate extreme poverty and hunger (MDG 1).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[27 - single]

UNDP is making effective contributions to Cambodia's efforts to promote gender equality and empower women (MDG 3).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[28 - single]

UNDP is making effective contributions to Cambodia's efforts to ensure environmental sustainability (MDG 7).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[29 - single]

UNDP is making effective contributions to the country's efforts to meet targets in reducing casualties from landmines and explosive remnants of war (CMDG 9).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[30 - single]

Do you have any additional comments on how UNDP assists your country in meeting the Millennium Development Goals (MDGs)?

- 1. Yes, please note:
- 2. No

[Relevance]

Relevance of UNDP's Work in Cambodia

We would like to ask you some questions on the extent to which the objectives and programme of work of UNDP are relevant to its major stakeholders in Cambodia. In thinking about these questions, please consider all you know about UNDP's work in Cambodia and its ability to meet the needs but also gain and maintain support from its priority stakeholders.

[31 - single]

UNDP's activities respond to key development priorities in Cambodia.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[32 - single]

UNDP provides innovative solutions for development challenges in Cambodia.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[33 - single]

UNDP adapts its work to the changing conditions faced by Cambodia.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[34 - single]

Do you have any additional comments on UNDP's ability to meet the needs but also gain and maintain support from its priority stakeholders in Cambodia?

- 1. Yes, please note:
- 2. No

[Condition 9= 2]

[Country Results]

Achievement of Results in the Democratic Republic of Congo (DRC)

We would like to ask you some questions on the extent to which UNDP is demonstrating progress towards its planned country-level results. In thinking about these questions, please consider all you know about UNDP's operations in the DRC - more specifically about those highlighted in UNDP's Country Programme Action Plan (CPAP) developed for the DRC.

[35 - single]

UNDP has effectively contributed to the capacity of the State to reduce armed violence and ensure the protection of citizens in the DRC.

- 1. Very weak
- 2. Weak
- 3. Inadequate

- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[36 - single]

UNDP has effectively contributed to increasing the participation of citizens in the political system of the DRC.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[37 - single]

UNDP has effectively contributed to improving local governance and decentralisation in the DRC.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[38 - single]

UNDP has effectively contributed to improving the accessibility and quality of public services in the DRC.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[39 - single]

UNDP has effectively contributed to the efficiency of key ministry structures and management of human resources at the national and provincial levels in the DRC.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[40 - single]

UNDP has effectively contributed to improving development planning and the management of public resources in the DRC.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[41 - single]

UNDP has effectively contributed to improving the business environment in the DRC.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[42 - single]

UNDP has effectively contributed to strengthening the DRC's national capacity to develop policies that promote the MDGs.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[43 - single]

UNDP has effectively contributed to restoring social cohesion and to reintegrating vulnerable groups in targeted communities.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[44 - single]

UNDP has effectively contributed to ensuring that local communities benefit from mechanisms and initiatives to mitigate climate change.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[45 - single]

Do you have any additional comments on how UNDP demonstrates progress towards its planned results in the DRC?

- 1. Yes, please note:
- 2. No

[Millennium Development Goals]

Achievement of the MDGs in the DRC

We would like to ask you some questions on the extent to which UNDP is contributing to relevant MDGs in the DRC. In thinking about these questions, please consider all you know about UNDP.

[46 - single]

UNDP is making effective contributions to the DRC's efforts to eradicate extreme poverty and hunger (MDG 1).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[47 - single]

UNDP is making effective contributions to the DRC's efforts to promote gender equality and empower women (MDG 3).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[48 - single]

UNDP is making effective contributions to the DRC's efforts to combat HIV/AIDS, malaria and other diseases (MDG 6).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[49 - single]

UNDP is making effective contributions to the DRC's efforts to ensure environmental sustainability (MDG 7).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[50 - single]

Do you have any additional comments on how UNDP assists your country in meeting the Millennium Development Goals (MDGs)?

- 1. Yes, please note:
- 2. No

[Relevance]

Relevance of UNDP's Work in the DRC

We would like to ask you some questions on the extent to which the objectives and programme of work of UNDP are relevant to its major stakeholders in the DRC. In thinking about these questions, please consider all you know about UNDP's work in the DRC and its ability to meet the needs but also gain and maintain support from its priority stakeholders.

[51 - single]

UNDP's activities respond to key development priorities in the DRC.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong

- 6. Very strong
- 7. Don't Know

[52 - single]

UNDP provides innovative solutions for development challenges in the DRC.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[53 - single]

UNDP adapts its work to the changing conditions faced by the DRC.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[54 - single]

Do you have any additional comments on UNDP's ability to meet the needs but also gain and maintain support from its priority stakeholders in the DRC?

- 1. Yes, please note:
- 2. No

[Condition 9= 3]

[Ghana]

[Country Results]

Achievement of Results in Ghana

We would like to ask you some questions on the extent to which UNDP is demonstrating progress towards its planned country-level results. In thinking about these questions, please consider all you know about UNDP's operations in Ghana - more specifically about those highlighted in UNDP's Country Programme Document (CPD) developed for Ghana.

[55 - single]

UNDP has effectively contributed to improving Ghana's national planning processes through effective and well

prepared monitoring and evaluation systems.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[56 - single]

UNDP has effectively contributed to increasing the attention given to the MDGs in Ghana's national development planning frameworks and policies.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[57 - single]

UNDP has effectively contributed to improving pro-poor budgeting, management and economic growth planning in Ghana.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[58 - single]

UNDP has effectively contributed to increasing production, productivity and income generating capacity in Ghana's deprived sectors and districts.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[59 - single]

UNDP has effectively contributed to enhancing Ghana's private sector competitiveness.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[60 - single]

UNDP has effectively contributed to improving access to justice and respect for human rights in Ghana.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[61 - single]

UNDP has effectively contributed to strengthening decentralized governance in Ghana.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[62 - single]

UNDP has effectively contributed to establishing a regulatory framework that ensures the sustainable use of natural resources for improved livelihoods in Ghana.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[63 - single]

UNDP has effectively contributed to the promotion of alternate cooking devices and fuels for Ghana's household sector.

- 1. Very weak
- 2. Weak
- 3. Inadequate

- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[64 - single]

UNDP has effectively contributed to ensuring that an enhanced mechanism is in place for controlling small arms proliferation in Ghana.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[65 - single]

UNDP has effectively contributed to strengthening the mechanism for conflict prevention, management and resolution in Ghana.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[66 - single]

Do you have any additional comments on how UNDP demonstrates progress towards its planned results in Ghana?

- 1. Yes, please note:
- 2. No

[Millennium Development Goals]

Achievement of the MDGs in Ghana

We would like to ask you some questions on the extent to which UNDP is contributing to relevant MDGs in Ghana. In thinking about these questions, please consider all you know about UNDP.

[67 - single]

UNDP is making effective contributions to Ghana's efforts to eradicate extreme poverty and hunger (MDG 1).

- 1. Very weak
- 2. Weak

- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[68 - single]

UNDP is making effective contributions to Ghana's efforts to promote gender equality and empower women (MDG 3).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[69 - single]

UNDP is making effective contributions to Ghana's efforts to ensure environmental sustainability (MDG 7).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[70 - single]

Do you have any additional comments on how UNDP assists your country in meeting the Millennium Development Goals (MDGs)?

- 1. Yes, please note:
- 2. No

[Relevance]

Relevance of UNDP's Work in Ghana

We would like to ask you some questions on the extent to which the objectives and programme of work of UNDP are relevant to its major stakeholders in Ghana. In thinking about these questions, please consider all you know about UNDP's work in Ghana and its ability to meet the needs but also gain and maintain support from its priority stakeholders.

[71 - single]

UNDP's activities respond to key development priorities in Ghana.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[72 - single]

UNDP provides innovative solutions for development challenges in Ghana.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[73 - single]

UNDP adapts its work to the changing conditions faced by Ghana.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[74 - single]

Do you have any additional comments on UNDP's ability to meet the needs but also gain and maintain support from its priority stakeholders in Ghana?

- 1. Yes, please note:
- 2. No

[Condition 9= 4]

[Honduras]

[Country Results]

Achievement of Results in Honduras

We would like to ask you some questions on the extent to which UNDP is demonstrating progress towards its planned country-level results. In thinking about these questions, please consider all you know about UNDP's operations in Honduras - more specifically about those highlighted in

UNDP's Country Programme Document (CPD) developed for Honduras.

[75 - single]

UNDP has effectively contributed to strengthening local capacity in Honduras to prevent and treat cases of violence, abuse and exploitation (especially for the most vulnerable groups).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[76 - single]

UNDP has effectively contributed to strengthening the capacity of institutions and communities in Honduras to implement public policies, as well as rural development and poverty reduction plans.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[77 - single]

UNDP has effectively contributed to increasing access of the rural poor in Honduras to employment, to quality technical, financial and management assistance, and to factors of production.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[78 - single]

UNDP has effectively contributed to strengthening the capacity of the Honduran state to focus on poverty reduction and the achievement of the MDGs.

- 1. Very weak
- 2. Weak
- 3. Inadequate

- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[79 - single]

UNDP has effectively contributed to consolidating the rule of law in Honduras to improve civil security and human rights.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[80 - single]

UNDP has effectively contributed to strengthening the capacity of authorities to improve representative democracy in Honduras.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[81 - single]

UNDP has effectively contributed to strengthening the capacity of the Honduran government to support decentralization and local development.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[82 - single]

UNDP has effectively contributed to promoting an integrated and appropriate environmental policy in Honduras that ensures the fair access, sustainable use and conservation of natural resources.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate

- 5. Strong
- 6. Very strong
- 7. Don't Know

[83 - single]

UNDP has effectively contributed to strengthening the capacity of the Honduran government to improve land-use planning systems.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[84 - single]

UNDP has effectively contributed to strengthening the capacity of authorities in Honduras to implement a national risk management system that has a human rights focus.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[85 - single]

UNDP has effectively contributed to incorporating environmental and risk management into sectoral policies and strategies in Honduras.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[86 - single]

Do you have any additional comments on how UNDP demonstrates progress towards its planned results in Honduras?

- 1. Yes, please note:
- 2. No

[Millennium Development Goals]

Achievement of the MDGs in Honduras

We would like to ask you some questions on the extent to which UNDP is contributing to relevant MDGs in Honduras. In thinking about these questions, please consider all you know about UNDP.

[87 - single]

UNDP is making effective contributions to Honduras' efforts to eradicate extreme poverty and hunger (MDG 1).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[88 - single]

UNDP is making effective contributions to Honduras' efforts to promote gender equality and empower women (MDG 3).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[89 - single]

UNDP is making effective contributions to Honduras' efforts to ensure environmental sustainability (MDG 7).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[90 - single]

Do you have any additional comments on how UNDP assists your country in meeting the Millennium Development Goals (MDGs)?

- 1. Yes, please note:
- 2. No

[Relevance]

Relevance of UNDP's Work in Honduras

We would like to ask you some questions on the extent to which the objectives and programme of work of UNDP are relevant to its major stakeholders in Honduras. In thinking about these questions, please consider all you know about UNDP's work in Honduras and its ability to meet the needs but also gain and maintain support from its priority stakeholders.

[91 - single]

UNDP's activities respond to key development priorities in Honduras.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[92 - single]

UNDP provides innovative solutions for development challenges in Honduras.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[93 - single]

UNDP adapts its work to the changing conditions faced by Honduras.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[94 - single]

Do you have any additional comments on UNDP's ability to meet the needs but also gain and maintain support from its priority stakeholders in Honduras?

- 1. Yes, please note:
- 2. No

[Condition 9= 5]

[Philippines]

[Country Results]

Achievement of Results in the Philippines

We would like to ask you some questions on the extent to which UNDP is demonstrating progress towards its planned country-level results. In thinking about these questions, please consider all you know about UNDP's operations in the Philippines - more specifically about those highlighted in UNDP's Country Programme Document (CPD) developed for the Philippines.

[95 - single]

UNDP has effectively contributed to incorporating people-centered approaches to development planning, budgeting and monitoring (with a special focus on women, children and vulnerable groups).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[96 - single]

UNDP has effectively contributed to strengthening the accountability of local institutions to empower the poor (especially disadvantaged women and indigenous peoples) to demand and exercise their human rights.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[97 - single]

UNDP has effectively contributed to strengthening the accountability of local institutions to enable the poor (especially disadvantaged women and indigenous peoples) to participate in local governance processes.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[98 - single]

UNDP has effectively contributed to strengthening the accountability of local institutions to improve access of the poor (especially disadvantaged women and indigenous peoples) to justice and services.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[99 - single]

UNDP has effectively contributed to strengthening the capacity of key stakeholders to prevent, manage and resolve conflict.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[100 - single]

UNDP has effectively contributed to strengthening the capacity of key stakeholders to respond to crisis and post-crisis situations.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[101 - single]

UNDP has effectively contributed to strengthening the capacity of institutions to build an enabling policy environment for sustainable peace and human security.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[102 - single]

UNDP has effectively contributed to strengthening the capacity of key stakeholders to manage the environment and natural resources.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[103 - single]

UNDP has effectively contributed to strengthening the capacity of key stakeholders to develop and use sustainable energy sources.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[104 - single]

UNDP has effectively contributed to strengthening the capacity of key stakeholders to cope with the impacts of environmental emergencies.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[105 - single]

Do you have any additional comments on how UNDP demonstrates progress towards its planned results in the Philippines?

- 1. Yes, please note:
- 2. No

[Millennium Development Goals]

Achievement of the MDGs in the Philippines

We would like to ask you some questions on the extent to which UNDP is contributing to relevant MDGs in the Philippines. In thinking about these questions, please consider all you know about UNDP.

[106 - single]

UNDP is making effective contributions to the Philippines' efforts to eradicate extreme poverty and hunger (MDG 1).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[107 - single]

UNDP is making effective contributions to the Philippines' efforts to promote gender equality and empower women (MDG 3).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[108 - single]

UNDP is making effective contributions to the Philippines' efforts to combat HIV/AIDS, malaria, and other diseases (MDG 6).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[109 - single]

UNDP is making effective contributions to the Philippines' efforts to ensure environmental sustainability (MDG 7).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate

- 5. Strong
- 6. Very strong
- 7. Don't Know

[110 - single]

Do you have any additional comments on how UNDP assists your country in meeting the Millennium Development Goals (MDGs)?

- 1. Yes, please note:
- 2. No

[Relevance]

Relevance of UNDP's Work in the Philippines

We would like to ask you some questions on the extent to which the objectives and programme of work of UNDP are relevant to its major stakeholders in the Philippines. In thinking about these questions, please consider all you know about UNDP's work in the Philippines and its ability to meet the needs but also gain and maintain support from its priority stakeholders.

[111 - single]

UNDP's activities respond to key development priorities in the Philippines.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[112 - single]

UNDP provides innovative solutions for development challenges in the Philippines.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[113 - single]

UNDP adapts its work to the changing conditions faced by the Philippines.

- 1. Very weak
- 2. Weak

- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[114 - single]

Do you have any additional comments on UNDP's ability to meet the needs but also gain and maintain support from its priority stakeholders in the Philippines?

- 1. Yes, please note:
- 2. No

[block 1]

We would now like to ask you some questions about specific aspects of UNDP's performance. In thinking about these questions, please consider all you know about UNDP.

[Performance Areas]

Performance areas

You will see a series of statements that describe the practices, systems or behaviours in any multilateral organisation. Please rate how you think UNDP performs in these areas. You will see a six-point scale as described below. The scale will stay the same for all statements.

DEFINITION OF THE SCALE USED IN THE QUESTIONNAIRE:

1 - Very weak = UNDP does not have this practice, behaviour or system in place and this is a source of concern.

2 - Weak = UNDP has this practice, behaviour or system, but there are important deficiencies.

3 - Inadequate = UNDP's practice, behaviour or system in this area has deficiencies that make it less than acceptable.

4 - Adequate = UNDP's practice, behaviour or system is acceptable in this area.

5 - Strong = UNDP's practice, behaviour or system is more than acceptable.

6 - Very strong = UNDP's practice, behaviour or system is "best practice" in this area.

At the end of each section, you will have the opportunity to make comments on any of the statements.

The statements are divided into four areas: Strategic Management, Operational Management, Relationship Management and Knowledge Management.

[Strategic Management]

Strategic Management

We would like to ask you about UNDP's Strategic Management.

[Corporate Governance]

Providing Direction for Results

To start with, we would like to ask you some questions related to UNDP's ability to provide direction for results. According to what you know about UNDP, how do you think it performs in relation to the practices, systems or behaviours described in the following statements?

[115 - single]

UNDP's institutional culture reinforces a focus on results.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[116 - single]

UNDP's institutional culture is direct-partner focused.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 1]

[117 - single]

UNDP's senior management shows leadership on results management.

- 1. Very weak
- 2. Weak

- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[118 - single]

UNDP makes key documents readily accessible to the public.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[DEFINITION 1]

Direct-partner focused = Emphasis on the organisations that receive a direct transfer of finances or technical assistance from a multilateral organisation, such as national government departments, civil society organisations and private entities.

[Condition 1= 1]

[DEFINITION 2]

Results management = Also known as management for results or results-based management (RBM), it consists in managing and implementing aid in a way that focuses on the desired results and uses information to improve decision-making.

[DEFINITION 3]

Key documents = Documents that describe strategies, policies, key financial information, and other types of reports at organisation-wide, country, and/ or project/ program level.

[119 - single]

Do you have any additional comments on UNDP's institutional culture and values in providing direction for results?

- 1. Yes, please note:
- 2. No

[Condition 1= 1]

[Corporate Strategy1]

Organisation-wide Strategy

Still thinking about Strategic Management, but now more specifically about organisation-wide strategies, how do you think UNDP performs in relation to the practices, systems or behaviours described in each of the following statements?

[120 - single]

UNDP has a clear mandate.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[121 - single]

UNDP's organisation-wide strategy is aligned with its mandate.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[122 - single]

UNDP ensures the application of results management across the organisation.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

DEFINITION:

Strategy = High level document that guides and directs the operations of the multilateral organisation.

[Corporate Strategy2]

Cross-cutting Priorities

We would like you to think about how UNDP approaches 'cross-cutting' priorities. According to what you know about UNDP, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

[123 - single]

UNDP sufficiently mainstreams gender equality in its work.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[124 - single]

UNDP sufficiently mainstreams capacity development in its work.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[125 - single]

UNDP sufficiently mainstreams South-South cooperation in its work.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[126 - single]

UNDP sufficiently applies human rights-based approaches to development in its work.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

DEFINITION:

Mainstreaming = The horizontal and vertical integration of a topic so as to produce process-related and programmatic results.

[127 - single]

Do you have any additional comments on UNDP's organisation-wide strategy?

- 1. Yes, please note:
- 2. No

[Condition 1= 2 OR 1= 3]

[Strategies-Country,Regional]

Country Level Strategies

We would like to ask you about UNDP's country strategies, known as Country Programme Documents (CPDs) or Country Programme Action Plans (CPAPs). How do you think UNDP performs in relation to the practices, systems or behaviours described in each of the following statements?

[128 - single]

UNDP's country programme documents (CPDs/CPAPs) link results from project, sector and country levels.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[129 - single]

UNDP's results frameworks include indicators at all levels (country, sector, and project/programme).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[130 - single]

UNDP's country programme documents (CPDs/CPAPs) contain statements of expected results consistent with national development strategies.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[131 - single]

UNDP consults with direct partners to develop its expected results.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[132 - single]

UNDP's country programme documents (CPDs/CPAPs, etc.) include results related to cross-cutting priorities such as gender and capacity development.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

DEFINITIONS:

National development strategies = National development strategies are plans or strategies that set out the country's national development priorities.

Direct partners = Organisations that receive a direct transfer of finances or technical assistance from a multilateral organisation, such as national government departments, civil society organisations and private entities.

[Condition 1= 2 OR 1= 3]

[133 - single]

Do you have any additional comments on UNDP's country strategies?

- 1. Yes, please note:
- 2. No

[134 - single]

Is there anything further you would like to say about UNDP's Strategic Management? This could be anything related to the statements you have rated, or anything else you would like us to know.

- 1. Yes, please type your answer into the box below:
- 2. No

[Operational Management]

Operational Management

We would like to know what you think about Operational Management within UNDP.

Financial Resources and Risk Management

We would first like to ask you some questions about UNDP's financial resources and risk management. According to what you know about UNDP, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

[135 - single]

UNDP makes readily available its criteria for allocating resources.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[136 - single]

UNDP allocates resources according to the criteria mentioned above.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[137 - single]

UNDP links budget allocations to expected results.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 1]

[138 - single]

UNDP results reports include the amount disbursed to achieve those results.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Financial Resources2]

Still thinking about financial resources and risk management, and according to what you know about UNDP, how do you think this organisation performs in relation to the practices, systems or behaviours described in each of the following statements?

[Condition 1= 1]

[139 - single]

UNDP external financial audits are meeting international standards.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 1]

[140 - single]

UNDP external financial audits are meeting the needs of donors.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 2 OR 1= 3]

[141 - single]

UNDP's regional or country-level operations are appropriately audited by an external body.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong

- 6. Very strong
- 7. Don't Know

[Condition 1= 1]

[142 - single]

UNDP has an appropriate policy on anti-corruption.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[143 - single]

UNDP appropriately follows up on financial irregularities, including fraud and corruption.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 1]

[144 - single]

UNDP conducts internal financial audits to provide credible information to its Governing Bodies.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[145 - single]

UNDP's procurement and contract management processes (not including those which use partner country systems) for the provision of services or goods are effective.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 1]

[146 - single]

UNDP has appropriate strategies and plans for risk management.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[DEFINITION 1]

Effective procurement /contract management processes = Procurement or contract management processes that are carried out in an efficient manner and for which the objectives are met.

[Condition 1= 1]

[DEFINITION 2]

Risk management = Risk management involves the identification, analysis, monitoring, mitigation, and reporting of those risks that impact the achievement of results, as well as the actions needed to address them.

[147 - single]

Do you have any additional comments on UNDP's financial resources and risk management?

- 1. Yes, please note:
- 2. No

[Performance Management]

Performance Management

We would like you to think about UNDP's performance management, i.e., the way UNDP manages the performance of its operations. According to what you know about UNDP, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

[Condition 1= 1]

[148 - single]

UNDP uses project/programme, sector and country information on performance to revise corporate policies.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 2 OR 1= 3]

[149 - single]

UNDP, in consultation with the government, uses information on its projects/programmes or initiatives to plan new areas of cooperation at the country level.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 2 OR 1= 3]

[150 - single]

UNDP's poorly performing programmes and projects are subject to proactive management.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 1]

[151 - single]

UNDP appropriately tracks the implementation of evaluation recommendations reported to its Governing Bodies.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[152 - single]

Do you have any additional comments on UNDP's performance management?

- 1. Yes, please note:
- 2. No

[Human Resources Management]

Human Resources Management

We would like you to think about the way that UNDP manages its human resources. According to what you know about UNDP, how do you think it performs in relation to the practices, systems or behaviours described in the following statement?

[Condition 1= 1]

[153 - single]

UNDP uses a transparent system to manage staff performance.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 2 OR 1= 3]

[154 - single]

UNDP keeps deployed international staff in country offices for a sufficient time to maintain effective partnerships at country level.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[155 - single]

Do you have any additional comments on UNDP's human resources management?

- 1. Yes, please note:
- 2. No

[Condition 1= 2 OR 1= 3]

[Portfolio Management]

Portfolio Management

We would like you to think about portfolio management. According to what you know about UNDP, how do you think it performs in relation to the practices, systems or behaviours described in the following statements?

[Condition 1= 2]

[156 - single]

UNDP subjects new programming initiatives to impact analysis.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 2 OR 1= 3]

[157 - single]

UNDP sets targets to enable monitoring of progress in project/programme implementation at the country level.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 2 OR 1= 3]

[158 - single]

UNDP country offices have sufficient delegated authority to manage activities at a country level.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 2 OR 1= 3]

[159 - single]

UNDP has adequately decentralised its project approval processes to local levels within a budget cap.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 2]

DEFINITION:

Impact analysis = Includes the analysis of environmental, social and economic impacts.

[Condition 1= 2 OR 1= 3]

[160 - single]

Do you have any additional comments on UNDP's portfolio management?

- 1. Yes, please note:
- 2. No

[161 - single]

Before moving on to the next section, is there anything further you would like to say about UNDP's Operational Management? This could be anything related to the statements you have rated, or anything else you would like us to know.

- 1. Yes, please type your answer into the box below:
- 2. No

[Relationship Management]

Relationship Management

We would like to ask you about some questions related to UNDP's Relationship Management, particularly concerning its relationship with its direct partners and other stakeholders.

[Condition 1= 2 OR 1= 3]

[Ownership]

Ownership

According to what you know about UNDP, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

[162 - single]

UNDP supports funding proposals designed and developed by the national government or other direct partners.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[163 - single]

UNDP uses procedures that can be easily understood and followed by direct partners.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[164 - single]

The length of time it takes to complete UNDP procedures does not affect implementation.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[165 - single]

UNDP adjusts its overall portfolio in the country quickly to respond to changing circumstances.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[166 - single]

UNDP flexibly adjusts its implementation of individual projects/programmes as learning occurs.

- 1. Very weak
- 2. Weak

- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 2 OR 1= 3]

[167 - single]

Do you have any additional comments on UNDP's efforts to support national ownership?

- 1. Yes, please note:
- 2. No

[Alignment]

Alignment

According to what you know about UNDP, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

[Condition 1= 2 OR 1= 3]

[168 - single]

UNDP uses financial country systems (i.e. public financial management and procurement) as a first option for its operations where appropriate.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 2 OR 1= 3]

[169 - single]

UNDP uses the country's non-financial systems (e.g., monitoring and evaluation) as a first option for its operations.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 2 OR 1= 3]

[170 - single]

UNDP encourages mutual accountability assessment of Paris Declaration and subsequent Aid Effectiveness commitments (Accra Agenda for Action, Busan High Level Forum).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[171 - single]

UNDP provides valuable inputs to policy dialogue.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[172 - single]

UNDP respects the views of partners when it undertakes policy dialogue.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[173 - single]

Do you have any additional comments on UNDP's performance with regard to alignment?

- 1. Yes, please note:
- 2. No

[Condition 1= 2 OR 1= 3]

[Harmonisation]

Harmonisation

According to what you know about UNDP, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

[174 - single]

UNDP's technical assistance is provided through coordinated programmes in support of capacity development.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[175 - single]

UNDP participates in programme-based approaches (other than through budget support).

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[176 - single]

UNDP facilitates the coordination of the UN development system at the country level.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

DEFINITION:

Programme-based approaches (PBA) = PBAs are a way of engaging in development co-operation based on the principles of coordinated support for a locally owned programme of development, such as a national development strategy, a sector programme, a thematic programme or a programme of a specific organisation.

[Condition 1= 2 OR 1= 3]

[177 - single]

Do you have any comments on UNDP's performance with regard to harmonisation?

- 1. Yes, please note:
- 2. No

[178 - single]

Before moving on to the next section, is there anything further you would like to say about UNDP's Relationship Management? This could be anything related to the statements you have rated, or anything else you would like us to know.

- 1. Yes, please type your answer into the box below:
- 2. No

[Knowledge Management]

Knowledge Management

In this last section we would like to ask you about Knowledge Management within UNDP.

[Performance Evaluation]

Performance Evaluation

We would like to ask you about UNDP's performance evaluation. According to what you know about UNDP, how do you think it performs in relation to the practices, systems or behaviours described in the following statement(s)?

[Condition 1= 1]

[179 - single]

UNDP ensures the independence of its evaluation unit.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 1]

[180 - single]

UNDP uses evaluation findings in its decisions on programming, policy and strategy.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 2 OR 1= 3]

[181 - single]

UNDP involves direct partners and beneficiaries in evaluations of its projects or programmes.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[182 - single]

Do you have any additional comments on UNDP's performance evaluation?

- 1. Yes, please note:
- 2. No

[Condition 1= 1]

[Performance Reporting]

Performance Reporting

Please think now about UNDP's performance reporting. According to what you know about UNDP, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

[183 - single]

UNDP's reports to the Board provide clear measures of achievement of outcomes.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[184 - single]

UNDP reports adequately against its corporate strategy.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[185 - single]

UNDP reports to the governing body on performance in relation to its Paris Declaration commitments.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 1]

[186 - single]

Do you have any additional comments on UNDP's performance reporting?

- 1. Yes, please note:
- 2. No

[Condition 1= 1]

[Dissemination]

Dissemination

We would like you to think about how UNDP disseminates lessons learned.

According to what you know about UNDP, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

[187 - single]

UNDP identifies and disseminates lessons learned from performance information.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[188 - single]

UNDP provides opportunities at all levels of the organisation to share lessons from practical experience.

- 1. Very weak
- 2. Weak
- 3. Inadequate
- 4. Adequate
- 5. Strong
- 6. Very strong
- 7. Don't Know

[Condition 1= 1]

[189 - single]

Do you have any additional comments on how UNDP disseminates lessons learned?

- 1. Yes, please note:
- 2. No

[190 - single]

Is there anything further you would like to say about UNDP's Knowledge Management? This could be anything related to the statement(s) you have rated, or anything else you would like us to know.

- 1. Yes, please type your answer into the box below:
- 2. No

[Background Questions]

[Condition 1= 1 OR 1= 2]

[191 - single]

Background Questions

What MOPAN member country do you work for?

- 1. Australia
- 2. Austria
- 3. Belgium
- 4. Canada
- 5. Denmark
- 6. Finland
- 7. France
- 8. Germany
- 9. Ireland
- 10. Republic of Korea
- 11. The Netherlands
- 12. Norway
- 13. Spain
- 14. Sweden
- 15. Switzerland
- 16. United Kingdom

[Condition 1= 1]

[192 - single]

What type of organisation do you work for? Choose the one that best describes your organisation:

- 1. MOPAN member organisation, in offices in the MOPAN country

- 2. MOPAN member organisation, in the permanent mission or executive board office at the multilateral organisation
- 3. Other:

[Condition 1= 2]

[193 - single]

What type of organisation do you work for? Choose the one that best describes your organisation:

- 1. MOPAN member organisation, in country/regional offices (including embassies)
- 2. Other:

[Condition 1= 3]

[194 - single]

What type of organisation do you work for? Choose the one that best describes your organisation:

- 1. National parliament or legislature
- 2. Government - line ministry
- 3. Government - ministry of finance/statistics/planning/economics
- 4. Government – other
- 5. NGO or other civil society organisation
- 6. Academic institution
- 7. Multilateral organisation
- 8. Other:

[195 - single]

How would you define your level of seniority within the organisation? Choose the one that best describes your position:

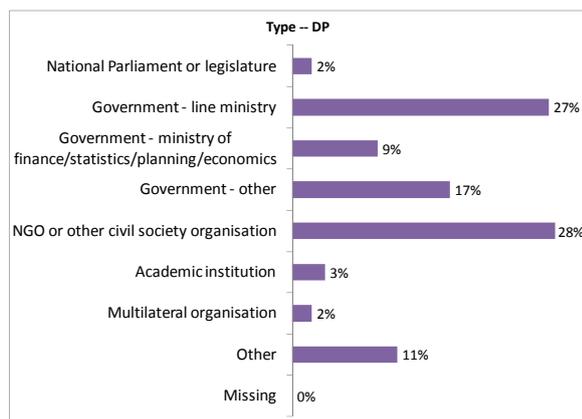
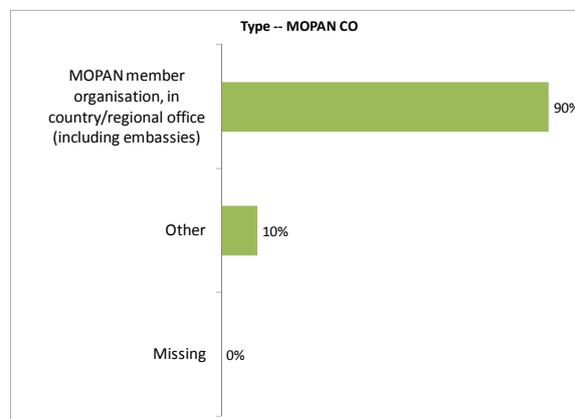
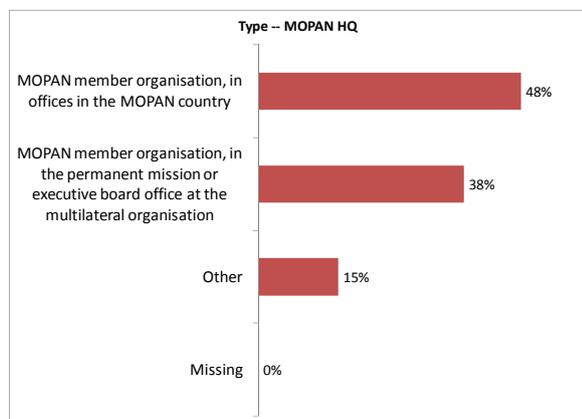
- 1. Senior-level professional
- 2. Mid-level professional
- 3. Junior professional

You have now answered the last question. Once you click 'Next' you cannot go back and edit your answers.

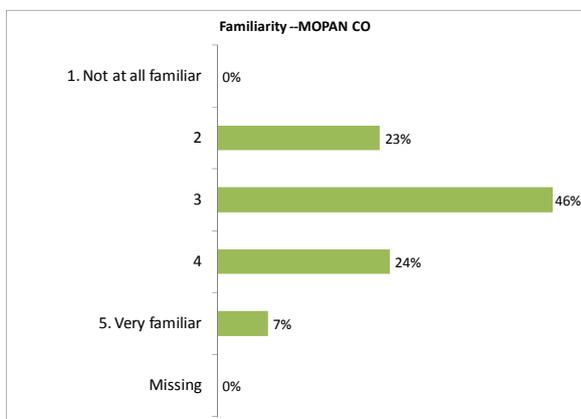
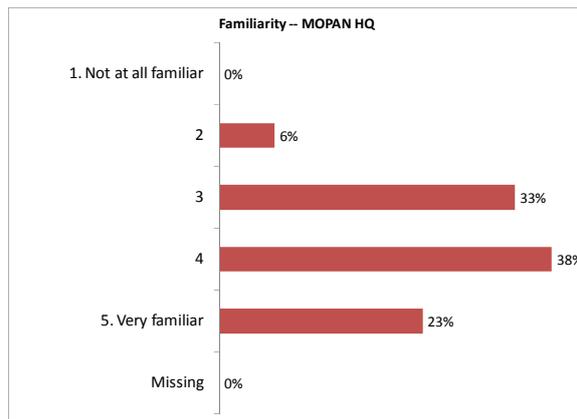
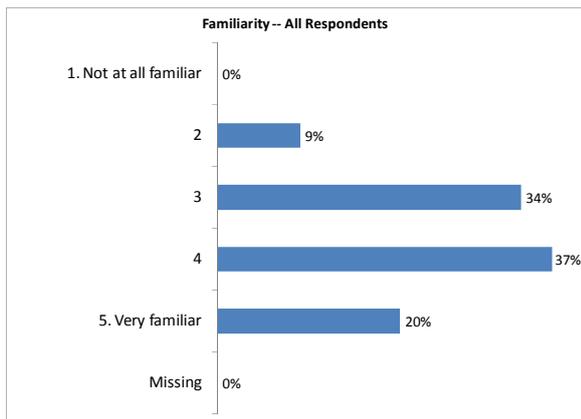
Thank you very much for sharing your insights and taking the time to answer this survey, which aims to improve the dialogue on the organisational learning and effectiveness of multilateral organisations.

Appendix III Respondent Profile

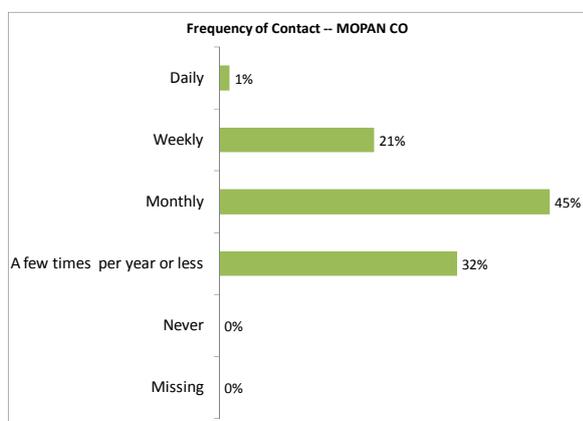
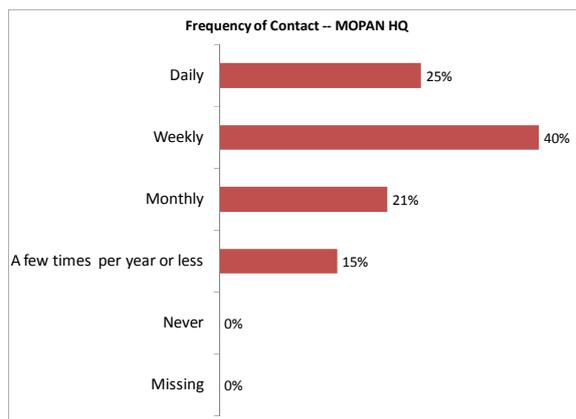
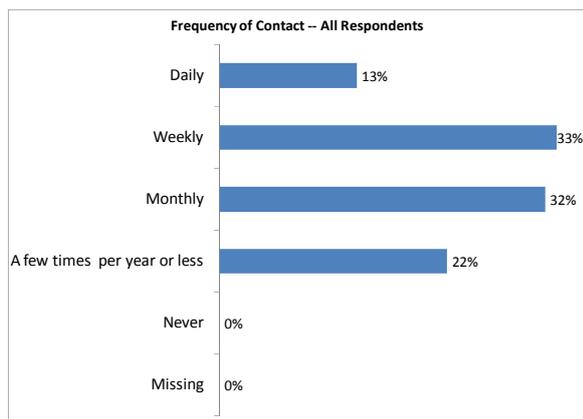
Type of Respondents



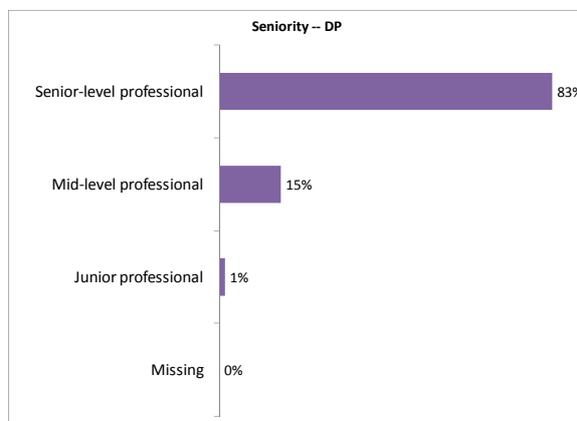
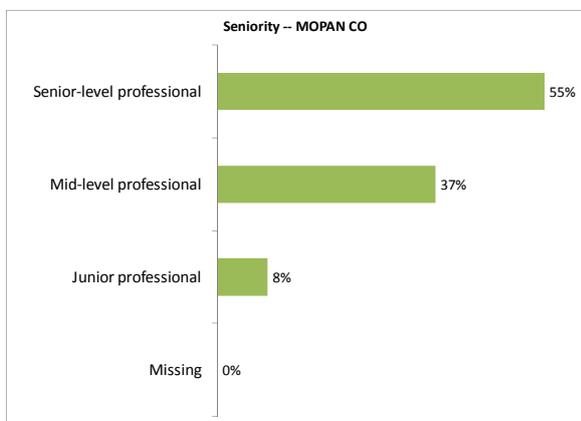
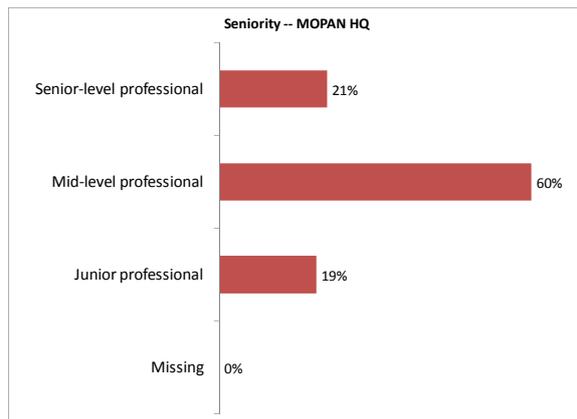
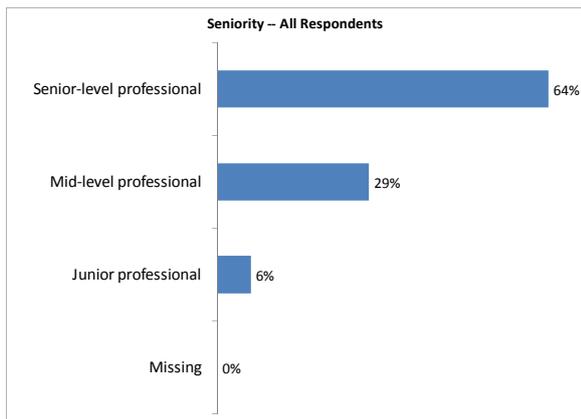
Respondent Familiarity with Multilateral Organisation



Respondent Frequency of Contact with Multilateral Organisation



Respondent Level of Seniority



Appendix IV Base Size and Rate of “Don’t Know” Responses

N (#) = number of respondents who were asked the question (un-weighted data) and replied ‘don’t know’.

% DK = percentage of respondents who indicated “Don’t Know” to the question (weighted data).

“--” indicates that the question was not asked among a particular respondent group

I- Strategic Management

		Total		HQ		CO		Direct Partners	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
KPI 1	The Multilateral Organisation's (MO) Executive Management provides direction for the achievement of external / beneficiary focused results	8	6%	3	5%	5	7%	3	2%
MI	1.1 The MO has a value system that supports a results-orientation and a direct partner focus	10	6%	3	5%	5	10%	3	2%
Sub-MI	i) UNDP's institutional culture reinforces a focus on results [115]	9	4%	1	2%	4	8%	4	3%
Sub-MI	ii) UNDP's institutional culture is direct partner focused [116]	10	7%	4	8%	5	11%	1	1%
MI	1.2 The MO Executive Management shows leadership on results management	4	8%	4	8%				
MI	1.3 Key MO documents are available to the public	10	3%	1	2%	5	5%	4	3%
KPI 2	The MO's corporate strategies and plans are focused on the achievement of results	2	4%	2	4%				
MI	2.1 The MO's organisation-wide strategy is based on a clear definition of mandate	1	1%	1	1%				
Sub-MI	(i) UNDP has a clear mandate [120]	0	0%	0	0%				
Sub-MI	(ii) UNDP's organisation-wide strategy/strategies are aligned with the mandate [121]	1	2%	1	2%				

		Total		HQ		CO		Direct Partners	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
MI	2.2 The MO promotes an organisation-wide policy on results management	3	6%	3	6%				
MI	2.3 Organisation-wide plans and strategies contain frameworks of expected management and development results								
MI	2.4 Results frameworks have causal links from outputs through to impacts/ final outcomes								
MI	2.5 Standard performance indicators included in organisation-wide plans and strategies at a delivery (output) and development results level								
KPI 3	The MO maintains focus on the cross-cutting thematic priorities identified in its strategic framework, and/or based on its mandate and international commitments	27	11%	5	11%	11	14%	11	8%
MI	3.1 Gender equality	19	7%	2	4%	9	13%	8	5%
MI	3.2 Capacity Development	14	6%	4	8%	5	8%	5	3%
MI	3.3 South-South Cooperation	50	19%	5	10%	17	26%	28	19%
MI	3.4 Human Rights-Based Approaches	25	12%	10	21%	11	11%	4	3%
KPI 4	The MO's country strategy is results-focused	24	12%			14	17%	10	6%
MI	4.1 Results frameworks link results at project, programme, sector, and country levels	26	13%			14	18%	12	8%
MI	4.2 Frameworks include indicators at project, programme, sector, and country levels	29	15%			18	23%	11	7%
MI	4.3 Statements of expected results are consistent with those in national development strategies and the UNDAF as appropriate	23	10%			12	14%	11	7%
MI	4.4 Statements of expected results are developed through consultation with direct partners and beneficiaries	14	6%			11	10%	3	2%

		Total		HQ		CO		Direct Partners	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
MI	4.5 Results for cross-cutting thematic priorities are included in country level results frameworks - gender equality, capacity development (as appropriate)	28	15%			17	22%	11	7%

II- Operational Management

		Total		HQ		CO		Direct Partners	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
KPI 5	The MO makes transparent and predictable resource allocation decisions	37	15%	6	16%	18	30%	13	10%
MI	5.1 The MO's criteria for allocating funding are publicly available	25	11%	4	8%	14	20%	7	5%
MI	5.2 The MO's allocations follow the criteria	48	19%	7	15%	22	30%	19	12%
MI	5.3 Planned resources (financial / technical co-operation, etc.) are released according to agreed schedules								
KPI 6	The MO's financial management is linked to performance management	25	19%	9	23%	21	38%	11	14%
MI	6.1 Budget allocations are linked to expected development results	40	18%	8	17%	21	31%	11	8%
MI	6.2 Disbursements are linked to reported results	9	19%	9	19%				
KPI 7	The MO has policies and processes for financial accountability (audit, risk management, anti-corruption)	36	28%	13	26%	30	46%	27	21%
MI	7.1 External financial audits meeting recognized international standards are performed across the organisation (including UN Board of Auditors)	13	26%	13	26%				
Sub-MI	i) UNDP external financial audits are meeting international standards [139]	14	29%	14	29%				
Sub-MI	ii) UNDP external financial audits are meeting the needs of donors [140]	11	23%	11	23%				
MI	7.2 External financial audits meeting recognized international standards are performed at the regional, country or project level (as appropriate)	61	34%			33	46%	28	21%
MI	7.3 The MO has a policy on anti-corruption	12	25%	12	25%				

		Total		HQ		CO		Direct Partners	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
MI	7.4 Systems are in place for immediate measures against irregularities identified in financial audits at the country (or other) level	80	30%	13	27%	29	38%	38	27%
MI	7.5 Internal financial audit processes are used to provide management / governing bodies with credible information	7	15%	7	15%				
MI	7.6 The MO's procurement and contract management processes for the provision of services or goods are effective	64	32%	21	44%	28	41%	15	11%
MI	7.7 The MO has strategies in place for risk identification, mitigation, monitoring and reporting	15	31%	15	31%				
KPI 8	Performance information on results is used by the MO for:	26	19%	9	19%	17	23%	26	17%
MI	8.1 Revising and adjusting policies	10	21%	10	21%				
MI	8.2 Planning new interventions	21	10%			11	14%	10	6%
MI	8.3 Proactive management of poorly performing programmes, projects, and/or initiatives	64	30%			23	32%	41	28%
MI	8.4 Evaluation recommendations reported to the Executive Committee/Board are acted upon by the responsible units	8	17%	8	17%				
KPI 9	The MO manages human resources using methods to improve organisational performance	20	24%	18	38%	5	9%	16	12%
MI	9.1 Results focused performance agreement systems are in place for senior staff (Including Resident Representatives)								
MI	9.2 There is a transparent incentive and reward system for staff performance	18	38%	18	38%				
MI	9.3 The speed of staff rotation in post is adequate for the development of effective country level partnerships	21	10%			5	9%	16	12%

		Total		HQ		CO		Direct Partners	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
KPI 10	Country / regional programming processes are performance oriented	19	15%			15	17%	8	6%
MI	10.1 Prior to approval new initiatives are subject to benefits/impact analysis (economic, social, etc)	20	22%			20	22%		
MI	10.2 Milestones/targets are set to rate the progress of (project) implementation	17	8%			9	11%	8	6%
KPI 11	The MO delegates decision-making authority (to the country or other levels)	36	20%			23	31%	13	8%
MI	11.1 MO key operations/management decisions can be made locally	20	11%			13	18%	7	5%
MI	11.2 New programmes/projects can be approved locally within a budget cap	51	28%			33	45%	18	12%

III- Relationship Management

		Total		HQ		CO		Direct Partners	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
KPI 12	The MO coordinates and directs its programming (including capacity building) at the country level in support of agreed national plans or partner plans	13	8%			12	15%	1	0%
MI	12.1 Extent to which MO supported funding proposals have been fully designed and developed with the national government or direct partners, rather than conceptualized or initiated by MO itself	13	8%			12	15%	1	0%
KPI 13	The MO's procedures take into account local conditions and capacities	20	12%			14	19%	6	4%
MI	13.1 The procedures of the MO can be easily understood and completed by partners	18	10%			16	19%	2	1%
MI	13.2 The length of time for completing MO procedures does not have a negative effect on implementation	21	15%			16	25%	5	4%
MI	13.3 The MO has the operational agility to respond quickly to changing circumstances on the ground	22	11%			12	15%	10	6%
MI	13.4 The MO has operational flexibility in the way it implements programmes / project and deals with budget issues (during implementation)	17	11%			12	19%	5	4%
KPI 14	The MO uses country systems for disbursement and operations	65	30%			24	32%	41	29%
MI	14.1% of the MOs overall ODA disbursements / support recorded in the annual budget as revenue, grants, or ODA loans								
MI	14.2 The MO uses the country's financial systems (i.e., public financial management and procurement) as a first option for its operations where appropriate	59	30%			26	36%	33	24%
MI	14.3 The MO uses the country's non-financial systems (e.g., monitoring and evaluation) as a first option for its operations	71	35%			28	38%	43	32%

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		Total		HQ		CO		Direct Partners	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
MI	14.4 The MO avoids parallel implementation structures								
MI	14.5 The extent to which the MO has promoted a mutual assessment of progress in implementing agreed partnership commitments (mutual accountability)	64	27%			18	22%	46	31%
KPI 15	The MO adds value to policy dialogue with its direct partners	16	5%	2	4%	7	7%	7	4%
MI	15.1 The MO has reputation among its stakeholders for high quality, valued policy dialogue inputs	16	5%	2	4%	5	5%	9	6%
MI	15.2 The MO's policy dialogue is undertaken in a manner which respects partner views and perspectives	15	5%	2	4%	9	10%	4	3%
KPI 16	The MO harmonises arrangements and procedures with other programming partners (donors, UN agencies, etc) as appropriate	17	7%			7	8%	10	6%
MI	16.1 The extent to which the MO participates in joint missions (coordination, analysis, design, evaluation)								
MI	16.2 The extent to which MO technical cooperation is disbursed through coordinated programmes	18	8%			8	9%	10	7%
MI	16.3% of the MO's overall ODA disbursements / support that is for government-led PBAs (SWAps, basket funding, etc.)	16	7%			5	7%	11	6%
MI	16.4 The MO facilitates the coordination of the UN development system at the country level	18	7%			9	8%	9	6%

IV- Knowledge Management

		Total		HQ		CO		Direct Partners	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
KPI 17	The MO consistently evaluates its delivery and external results	10	13%	7	15%	12	19%	4	3%
MI	17.1 The MO has a structurally independent evaluation unit within its organisational structure that reports to its Executive Board	7	15%	7	15%				
MI	17.2 The evaluation function provides sufficient coverage of the MO's programming activity (projects, programs, etc.)								
MI	17.3 The MO ensures quality of its evaluations								
MI	17.4 Evaluation findings are used to inform decisions on programming, policy, and strategy	7	15%	7	15%				
MI	17.5 Direct beneficiaries and stakeholder groups are involved in evaluation processes	16	11%			12	19%	4	3%
KPI 18	The MO presents performance information on its effectiveness	9	18%	9	18%				
MI	18.1 Reports on the achievement of outcomes, not just inputs, activities and outputs	5	10%	5	10%				
MI	18.2 Reports performance using data obtained from measuring indicators								
MI	18.3 Reports against its organisation-wide strategy, including expected management and development results	5	10%	5	10%				
MI	18.4 Reports against its Paris Declaration commitments using indicators and country targets	16	33%	16	33%				
MI	18.5 Reports on adjustments made or recommended to the organisation-wide policies and strategies based on performance information								
MI	18.6 Reports on country (or other) level programming adjustments made or recommended based on performance information								

		Total		HQ		CO		Direct Partners	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
KPI 19	The MO encourages identification, documentation and dissemination of lessons learned and/or best practices	8	17%	8	17%				
MI	19.1 Reports on lessons learned based on performance information	4	8%	4	8%				
MI	19.2 Learning opportunities are organized to share lessons at all levels of the organisation	12	25%	12	25%				

V- Development Results Component

		Total		HQ		CO		Direct Partners	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
KPI 20	Extent of MO progress towards its institutional/organisation-wide results								
	A1 Achieving the MDGs and reducing human poverty	3	6%	3	6%				
	A2 Fostering democratic governance	3	6%	3	6%				
	A3 Supporting crisis prevention and recovery	3	6%	3	6%				
	A4 Managing energy and the environment for sustainable development								
	i) UNDP is making progress towards its goal of supporting countries in managing energy for sustainable development [13]	14	29%	14	29%				
	ii) UNDP is making progress towards its goal of supporting countries in managing the environment for sustainable development [14]	10	21%	10	21%				
KPI 21	Extent of MO contributions to country-level goals and priorities: Cambodia								
	B1 Legislature and civil society are able to improve checks and balances of the executive branch								
	i) UNDP has effectively contributed to strengthening the capacity of Cambodian legislature to improve checks and balances of the government's executive branch [16]	8	26%			6	40%	2	13%
	ii) UNDP has effectively contributed to strengthening the capacity of Cambodian civil society to improve checks and balances of the government's executive branch [17]	6	20%			4	27%	2	13%
	B2 Improving the delivery of social services and increasing participation of the poor in decision making								

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		Total		HQ		CO		Direct Partners	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
	i) UNDP has effectively contributed to improving the delivery of social services in Cambodia [18]	3	10%			2	13%	1	6%
	ii) UNDP has effectively contributed to increasing the participation of the poor in local government decision making in Cambodia [19]	5	16%			3	20%	2	13%
	B3 National and local authorities and communities are better able to conserve biodiversity and respond to climate change								
	i) UNDP has effectively contributed to strengthening the capacity of authorities and communities to conserve biodiversity in Cambodia [20]	13	42%			9	60%	4	25%
	ii) UNDP has effectively contributed to strengthening the capacity of authorities and communities to respond to climate change in Cambodia [21]	9	29%			6	40%	3	19%
	B4 National and local authorities are able to promote pro-poor investment and expand economic opportunities								
	i) UNDP has effectively contributed to strengthening the capacity of authorities to promote pro-poor investment in Cambodia [22]	6	20%			4	27%	2	13%
	ii) UNDP has effectively contributed to strengthening the capacity of authorities to expand economic opportunities in Cambodia [23]	5	16%			3	20%	2	13%
	B5 National and local authorities are better able to manage development effectiveness	1	3%			0	0%	1	6%
KPI 22	Extent of contributions to MDGs at the country level: Cambodia								
	C1 Goal 1: Eradicate extreme poverty and hunger	2	6%			1	7%	1	6%
	C2 Goal 3: Promote gender equality and empower women	1	3%			0	0%	1	6%

		Total		HQ		CO		Direct Partners	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
	C3 Goal 7: Ensure environmental sustainability	10	33%			8	53%	2	13%
	C4 Goal 9: De-mining, ERW and victim assistance	13	42%			9	60%	4	25%
KPI 23	MO objectives and programme of work are relevant to major stakeholders: Cambodia								
	D1 The activities of the MO respond to key development priorities of the country	1	3%			0	0%	1	6%
	D2 The MO provides innovative solutions for development challenges in the country	2	6%			1	7%	1	6%
	D3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	4	13%			2	13%	2	13%
KPI 24	Extent of MO contributions to country-level goals and priorities: DRC								
	B1 Armed violence is significantly reduced and the protection of citizens is effectively secured by the services of the State	2	4%			0	0%	2	9%
	B2 The framework for democracy is reinforced and the participation of citizens in the political system is increased	1	2%			0	0%	1	4%
	B3 Decentralisation is made effective and local governance and the accessibility and quality of local public services are improved								
	i) UNDP has effectively contributed to improving local governance and decentralisation in the DRC [37]	1	2%			0	0%	1	4%
	ii) UNDP has effectively contributed to improving the accessibility and quality of public services in the DRC [38]	1	4%			1	8%	0	0%

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		Total		HQ		CO		Direct Partners	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
	B4The legal, regulatory and ethical bases of a modernized, transparent administration are put in place, and key ministry structures, workforce, and jobs at the national and provincial levels are made efficient	3	9%			1	8%	2	9%
	B5 Development planning, management of public resources, and the business environment are improved								
	i) UNDP has effectively contributed to improving development planning and the management of public resources in the DRC [40]	2	6%			1	8%	1	4%
	ii) UNDP has effectively contributed to improving the business environment in the DRC [41]	2	6%			1	8%	1	4%
	B6 National capacities for the framing of policies promoting attainment of the Millennium Development Goals (MDGs) are strengthened	1	2%			0	0%	1	4%
	B7 Social cohesion is restored in targeted communities, local economies are revived and vulnerable groups are reintegrated	2	6%			1	8%	1	4%
	B8 Local communities benefit from services derived from the exploitation of ecosystems and natural resources, and from mechanisms and initiatives to mitigate climate change	6	21%			4	33%	2	9%
KPI 25	Extent of contributions to MDGs at the country level: DRC								
	C1 Goal 1: Eradicate extreme poverty and hunger	1	4%			1	8%	0	0%
	C2 Goal 3: Promote gender equality and empower women	1	4%			1	8%	0	0%
	C3 Goal 6: Combat HIV/AIDS, malaria, and other diseases	2	4%			0	0%	2	9%
	C4 Goal 7: Ensure environmental sustainability	16	39%			2	17%	14	61%

		Total		HQ		CO		Direct Partners	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
KPI 26	MO objectives and programme of work are relevant to major stakeholders: DRC								
	D1 The activities of the MO respond to key development priorities of the country	0	0%			0	0%	0	0%
	D2 The MO provides innovative solutions for development challenges in the country	0	0%			0	0%	0	0%
	D3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	0	0%			0	0%	0	0%
KPI 27	Extent of MO contributions to country-level goals and priorities: Ghana								
	B1 Improved national planning through effective/well prepared M&E systems	1	10%			1	20%	0	0%
	B2 National development planning frameworks and policies reflect the MDGs	0	0%			0	0%	0	0%
	B3 More effective pro-poor budgeting, management and economic growth planning	0	0%			0	0%	0	0%
	B4 Increased production, productivity and income generating capacity in deprived sectors and districts	0	0%			0	0%	0	0%
	B5 Ghana's private sector competitiveness enhanced	1	3%			0	0%	1	7%
	B6 Access to justice and respect for human rights improved	2	7%			0	0%	2	13%
	B7 Decentralized governance strengthened	1	3%			0	0%	1	7%
	B8 Establishment of regulatory framework for ensuring sustainable use of natural resources for improved livelihood	1	10%			1	20%	0	0%
	B9 Sustained biomass use and promotion of alternate cooking devices and fuels for household sector	4	20%			1	20%	3	20%

		Total		HQ		CO		Direct Partners	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
	B10 Enhanced and effective mechanism in place for control of small arms proliferation, conflict prevention, management and resolution								
	i) UNDP has effectively contributed to ensuring that an enhanced mechanism is in place for controlling small arms proliferation in Ghana [64]	4	20%			1	20%	3	20%
	ii) UNDP has effectively contributed to strengthening the mechanism for conflict prevention, management and resolution in Ghana [65]	3	17%			1	20%	2	13%
KPI 28	Extent of contributions to MDGs at the country level: Ghana								
	C1 Goal 1: Eradicate extreme poverty and hunger	0	0%			0	0%	0	0%
	C2 Goal 3: Promote gender equality and empower women	0	0%			0	0%	0	0%
	C3 Goal 7: Ensure environmental sustainability	0	0%			0	0%	0	0%
KPI 29	MO objectives and programme of work are relevant to major stakeholders: Ghana								
	D1 The activities of the MO respond to key development priorities of the country	0	0%			0	0%	0	0%
	D2 The MO provides innovative solutions for development challenges in the country	0	0%			0	0%	0	0%
	D3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	0	0%			0	0%	0	0%
KPI 30	Extent of MO contributions to country-level goals and priorities: Honduras								
	B1 Local capacity is strengthened to prevent and treat cases of violence, abuse and exploitation, especially for the most vulnerable groups	1	3%			0	0%	1	6%

		Total		HQ		CO		Direct Partners	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
	B2 Institutional and community capacities are improved for the efficient implementation of public policies and rural development and poverty reduction plans	0	0%			0	0%	0	0%
	B3 Improvement in rural socio-economic development through increased access of the rural poor to employment, to quality technical, financial and management assistance, and to factors of production	2	13%			1	20%	1	6%
	B4 Improvement in the establishment of a modern, efficient and transparent state, which focuses on poverty reduction and the achievement of the MDGs	0	0%			0	0%	0	0%
	B5 Improvements in the consolidation of the rule of law, which guarantees civil security based on the respect for human rights	1	3%			0	0%	1	6%
	B6 Improvement in representative democracy at the central and local levels	1	3%			0	0%	1	6%
	B7 Policies of decentralization and local development are formulated, agreed to, and executed	0	0%			0	0%	0	0%
	B8 Fair access, sustainable use, and conservation of natural resources are promoted through an integrated and appropriate environmental policy	2	6%			0	0%	2	13%
	B9 Land-use planning systems are operationalised in accordance with the new land-use law	5	36%			3	60%	2	13%
	B10 At central and local levels, the country implements a national risk management system with a human rights focus	3	23%			2	40%	1	6%
	B11 Sectoral policies and strategies incorporate environmental and risk management dimensions	2	13%			1	20%	1	6%
KPI 31	Extent of contributions to MDGs at the country level: Honduras								

		Total		HQ		CO		Direct Partners	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
	C1 Goal 1: Eradicate extreme poverty and hunger	0	0%			0	0%	0	0%
	C2 Goal 3: Promote gender equality and empower women	1	3%			0	0%	1	6%
	C3 Goal 7: Ensure environmental sustainability	2	6%			0	0%	2	13%
KPI 32	MO objectives and programme of work are relevant to major stakeholders: Honduras								
	D1 The activities of the MO respond to key development priorities of the country	0	0%			0	0%	0	0%
	D2 The MO provides innovative solutions for development challenges in the country	1	10%			1	20%	0	0%
	D3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	0	0%			0	0%	0	0%
KPI 33	Extent of MO contributions to country-level goals and priorities: Philippines								
	B1 By 2009, the policy and planning framework in the country more extensively incorporates effective, people-centered approaches to development planning, budgeting and monitoring, with a special focus on women, children and vulnerable groups.	0	0%			0	0%	0	0%
	B2 The poor, especially the disadvantaged women and indigenous peoples, are able to demand and exercise their human rights, empowered to participate in local governance processes, and have greater access to justice and services through more accountable and rule-based democratic local institutions.								
	i) UNDP has effectively contributed to strengthening the accountability of local institutions to empower the poor (especially disadvantaged women and indigenous peoples) to demand and exercise their human rights [96]	0	0%			0	0%	0	0%

		Total		HQ		CO		Direct Partners	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
	ii) UNDP has effectively contributed to strengthening the accountability of local institutions to enable the poor (especially disadvantaged women and indigenous peoples) to participate in local governance processes [97]	1	5%			0	0%	1	9%
	iii) UNDP has effectively contributed to strengthening the accountability of local institutions to improve access of the poor (especially disadvantaged women and indigenous peoples) to justice and services [98]	1	5%			0	0%	1	9%
	B3 Key stakeholders are better able to prevent, manage and resolve conflict, respond to crisis and post-crisis situations, and build an enabling policy environment for sustainable peace and human security.								
	i) UNDP has effectively contributed to strengthening the capacity of key stakeholders to prevent, manage and resolve conflict [99]	1	5%			0	0%	1	9%
	ii) UNDP has effectively contributed to strengthening the capacity of key stakeholders to respond to crisis and post-crisis situations [100]	1	5%			0	0%	1	9%
	iii) UNDP has effectively contributed to strengthening the capacity of institutions to build an enabling policy environment for sustainable peace and human security [101]	1	5%			0	0%	1	9%
	B4Key stakeholders are better able to manage the environment and natural resources, develop and use sustainable energy sources, cope with the impacts of environmental emergencies and maintain sustainable development								
	i) UNDP has effectively contributed to strengthening the capacity of key stakeholders to manage the environment and natural resources [102]	1	5%			0	0%	1	9%

		Total		HQ		CO		Direct Partners	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
	ii) UNDP has effectively contributed to strengthening the capacity of key stakeholders to develop and use sustainable energy sources [103]	1	5%			0	0%	1	9%
	iii) UNDP has effectively contributed to strengthening the capacity of key stakeholders to cope with the impacts of environmental emergencies [104]	0	0%			0	0%	0	0%
KPI 34	Extent of contributions to MDGs at the country level: Philippines								
	C1 Goal 1: Eradicate extreme poverty and hunger	0	0%			0	0%	0	0%
	C2 Goal 3: Promote gender equality and empower women	0	0%			0	0%	0	0%
	C3 Goal 6: Combat HIV/AIDS, malaria, and other diseases	1	5%			0	0%	1	9%
	C4 Goal 7: Ensure environmental sustainability	1	5%			0	0%	1	9%
KPI 35	MO objectives and programme of work are relevant to major stakeholders: Philippines								
	D1 The activities of the MO respond to key development priorities of the country	0	0%			0	0%	0	0%
	D2 The MO provides innovative solutions for development challenges in the country	1	10%			1	20%	0	0%
	D3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	1	10%			1	20%	0	0%

Appendix V KPI and MI Data by Quadrant

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

- a) equal weight is given to the views of each of the five respondent groups;
- b) equal weight is given to each of the countries where the survey took place;
- c) equal weight is given to respondent groups within each country where the survey took place

However, the base is un-weighted.²⁰ Total – includes all respondents. “--” indicates that the question was not asked among a particular respondent group

Strong (4.5-5.49)
Adequate (3.5-4.49)

I- Strategic Management

		Mean Score				Standard Deviation			
		Total	HQ	CO	Direct Partner	Total	HQ	CO	Direct Partner
	Base (un-weighted)	262	48	71	143	262	48	71	143
KPI 1	The Multilateral Organisation's (MO) Executive Management provides direction for the achievement of external / beneficiary focused results	4.26	4.22	3.93	4.73	1.07	0.98	1.11	1.09
MI	1.1 The MO has a value system that supports a results-orientation and a direct partner focus	4.22	3.93	3.90	4.80	1.13	1.00	1.08	1.03
Sub-MI	i) UNDP's institutional culture reinforces a focus on results [115]	4.02	3.60	3.66	4.79	1.14	0.90	1.17	0.94
Sub-MI	ii) UNDP's institutional culture is direct partner focused [116]	4.42	4.27	4.15	4.80	1.11	1.10	0.99	1.12
MI	1.2 The MO Executive Management shows leadership on results management	4.18	4.18	.	.	0.94	0.94	.	.
MI	1.3 Key MO documents are available to the public	4.39	4.53	3.96	4.66	1.13	0.99	1.15	1.14
KPI 2	The MO's corporate strategies and plans are focused on the achievement of results	3.74	3.74			0.93	0.93		
MI	2.1 The MO's organisation-wide strategy is based on a clear definition of mandate	3.90	3.90			1.02	1.02		

²⁰ For a description of weighting, please see the Methodology in Appendix I.

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		Mean Score				Standard Deviation			
		Total	HQ	CO	Direct Partner	Total	HQ	CO	Direct Partner
Sub-MI	(i) UNDP has a clear mandate [120]	3.63	3.63	.	.	1.14	1.14	.	.
Sub-MI	(ii) UNDP's organisation-wide strategy/strategies are aligned with the mandatee [121]	4.17	4.17	.	.	0.91	0.91	.	.
MI	2.2 The MO promotes an organisation-wide policy on results management	3.58	3.58	.	.	0.83	0.83	.	.
MI	2.3 Organisation-wide plans and strategies contain frameworks of expected management and development results								
MI	2.4 Results frameworks have causal links from outputs through to impacts/ final outcomes								
MI	2.5 Standard performance indicators included in organisation-wide plans and strategies at a delivery (output) and development results level								
KPI 3	The MO maintains focus on the cross-cutting thematic priorities identified in its strategic framework, and/or based on its mandate and international commitments	4.51	4.40	4.24	4.85	0.96	0.85	0.92	1.00
MI	3.1 Gender equality	4.62	4.48	4.30	5.05	0.94	0.83	0.88	0.94
MI	3.2 Capacity Development	4.64	4.73	4.30	4.89	0.92	0.84	0.89	0.94
MI	3.3 South-South Cooperation	4.26	4.26	3.96	4.53	1.01	0.90	0.96	1.10
MI	3.4 Human Rights-Based Approaches	4.52	4.16	4.39	4.93	0.98	0.82	0.94	1.01
KPI 4	The MO's country strategy is results-focused	4.69		4.32	5.02	0.95		0.88	0.88
MI	4.1 Results frameworks link results at project, programme, sector, and country levels	4.63	.	4.25	4.97	0.94	.	0.90	0.83
MI	4.2 Frameworks include indicators at project, programme, sector, and country levels	4.63	.	4.26	4.94	0.93	.	0.83	0.89
MI	4.3 Statements of expected results are consistent with those in national development strategies and the UNDAF as appropriate	4.74	.	4.36	5.08	0.86	.	0.70	0.85
MI	4.4 Statements of expected results are developed through consultation with direct partners and beneficiaries	4.67	.	4.29	5.01	1.14	.	1.18	0.98

		Mean Score				Standard Deviation			
		Total	HQ	CO	Direct Partner	Total	HQ	CO	Direct Partner
MI	4.5 Results for cross-cutting thematic priorities are included in country level results frameworks - gender equality, capacity development (as appropriate)	4.79	.	4.42	5.10	0.89	.	0.78	0.86

II- Operational Management

		Mean Score				Standard Deviation			
		Total	HQ	CO	Direct Partner	Total	HQ	CO	Direct Partner
	Base (un-weighted)	262	48	71	143	262	48	71	143
KPI 5	The MO makes transparent and predictable resource allocation decisions	4.28	4.40	3.76	4.60	1.05	0.97	0.96	1.04
MI	5.1 The MO's criteria for allocating funding are publicly available	4.20	4.30	3.68	4.54	1.10	1.04	0.97	1.11
MI	5.2 The MO's allocations follow the criteria	4.37	4.51	3.84	4.66	0.99	0.89	0.94	0.96
MI	5.3 Planned resources (financial / technical co-operation, etc.) are released according to agreed schedules								
KPI 6	The MO's financial management is linked to performance management	3.94	3.75	3.60	4.77	1.06	0.94	1.12	1.00
MI	6.1 Budget allocations are linked to expected development results	4.08	3.70	3.60	4.77	1.14	0.91	1.12	1.00
MI	6.2 Disbursements are linked to reported results	3.79	3.79	.	.	0.97	0.97	.	.
KPI 7	The MO has policies and processes for financial accountability (audit, risk management, anti-corruption)	4.53	4.47	3.97	5.01	0.95	0.82	1.22	0.95
MI	7.1 External financial audits meeting recognized international standards are performed across the organisation (including UN Board of Auditors)	4.69	4.69			0.88	0.88		
Sub-MI	i) UNDP external financial audits are meeting international standards [139]	4.94	4.94	.	.	0.77	0.77	.	.
Sub-MI	ii) UNDP external financial audits are meeting the needs of donors [140]	4.43	4.43	.	.	0.98	0.98	.	.
MI	7.2 External financial audits meeting recognized international standards are performed at the regional, country or project level (as appropriate)	4.74	.	4.03	5.22	1.19	.	1.28	0.84
MI	7.3 The MO has a policy on anti-corruption	4.64	4.64	.	.	0.68	0.68	.	.
MI	7.4 Systems are in place for immediate measures against irregularities identified in financial audits at the country (or other) level	4.54	4.54	3.93	5.07	1.07	0.77	1.22	0.91

		Mean Score				Standard Deviation			
		Total	HQ	CO	Direct Partner	Total	HQ	CO	Direct Partner
MI	7.5 Internal financial audit processes are used to provide management / governing bodies with credible information	4.63	4.63	.	.	0.91	0.91	.	.
MI	7.6 The MO's procurement and contract management processes for the provision of services or goods are effective	4.38	4.22	3.96	4.75	1.12	0.88	1.16	1.12
MI	7.7 The MO has strategies in place for risk identification, mitigation, monitoring and reporting	4.12	4.12	.	.	0.81	0.81	.	.
KPI 8	Performance information on results is used by the MO for:	4.17	4.14	3.84	4.54	0.99	0.87	1.07	1.02
MI	8.1 Revising and adjusting policies	4.05	4.05	.	.	0.83	0.83	.	.
MI	8.2 Planning new interventions	4.59	.	4.27	4.88	1.00	.	0.93	0.98
MI	8.3 Proactive management of poorly performing programmes, projects, and/or initiatives	3.82	.	3.41	4.21	1.21	.	1.22	1.07
MI	8.4 Evaluation recommendations reported to the Executive Committee/Board are acted upon by the responsible units	4.23	4.23	.	.	0.91	0.91	.	.
KPI 9	The MO manages human resources using methods to improve organisational performance	4.12	3.90	4.13	4.56	0.94	0.92	0.90	1.00
MI	9.1 Results focused performance agreement systems are in place for senior staff (Including Resident Representatives)								
MI	9.2 There is a transparent incentive and reward system for staff performance	3.90	3.90	.	.	0.92	0.92	.	.
MI	9.3 The speed of staff rotation in post is adequate for the development of effective country level partnerships	4.34	.	4.13	4.56	0.97	.	0.90	1.00
KPI 10	Country / regional programming processes are performance oriented	4.28		4.07	4.95	0.98		0.94	0.92
MI	10.1 Prior to approval new initiatives are subject to benefits/impact analysis (economic, social, etc)	4.02	.	4.02	.	0.97	.	0.97	.
MI	10.2 Milestones/targets are set to rate the progress of (project) implementation	4.54	.	4.12	4.95	1.00	.	0.90	0.92
KPI 11	The MO delegates decision-making authority (to the country or other levels)	4.41		4.12	4.63	1.01		0.87	1.04

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		Mean Score				Standard Deviation			
		Total	HQ	CO	Direct Partner	Total	HQ	CO	Direct Partner
MI	11.1 MO key operations/management decisions can be made locally	4.53	.	4.19	4.83	0.99	.	0.96	0.92
MI	11.2 New programmes/projects can be approved locally within a budget cap	4.29	.	4.06	4.44	1.04	.	0.78	1.15

III- Relationship Management

		Mean Score				Standard Deviation			
		Total	HQ	CO	Direct Partner	Total	HQ	CO	Direct Partner
	Base (un-weighted)	262	48	71	143	262	48	71	143
KPI 12	The MO coordinates and directs its programming (including capacity building) at the country level in support of agreed national plans or partner plans	4.64		4.36	4.89	0.99		0.96	0.96
MI	12.1 Extent to which MO supported funding proposals have been fully designed and developed with the national government or direct partners, rather than conceptualized or initiated by MO itself	4.64	.	4.36	4.89	0.99	.	0.96	0.96
KPI 13	The MO's procedures take into account local conditions and capacities	3.96		3.61	4.27	1.14		1.04	1.14
MI	13.1 The procedures of the MO can be easily understood and completed by partners	4.17	.	3.81	4.47	1.14	.	0.98	1.18
MI	13.2 The length of time for completing MO procedures does not have a negative effect on implementation	3.55	.	3.17	3.86	1.17	.	1.03	1.19
MI	13.3 The MO has the operational agility to respond quickly to changing circumstances on the ground	3.99	.	3.63	4.32	1.15	.	1.11	1.08
MI	13.4 The MO has operational flexibility in the way it implements programmes / project and deals with budget issues (during implementation)	4.14	.	3.82	4.42	1.11	.	1.05	1.10
KPI 14	The MO uses country systems for disbursement and operations	4.08		3.69	4.45	1.16		1.10	1.10
MI	14.1% of the MOs overall ODA disbursements / support recorded in the annual budget as revenue, grants, or ODA loans								
MI	14.2 The MO uses the country's financial systems (i.e., public financial management and procurement) as a first option for its operations where appropriate	4.01	.	3.54	4.40	1.26	.	1.21	1.16
MI	14.3 The MO uses the country's non-financial systems (e.g., monitoring and evaluation) as a first option for its operations	3.94	.	3.59	4.25	1.11	.	1.00	1.11
MI	14.4 The MO avoids parallel implementation structures								

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		Mean Score				Standard Deviation			
		Total	HQ	CO	Direct Partner	Total	HQ	CO	Direct Partner
MI	14.5 The extent to which the MO has promoted a mutual assessment of progress in implementing agreed partnership commitments (mutual accountability)	4.31	.	3.95	4.71	1.12	.	1.09	1.03
KPI 15	The MO adds value to policy dialogue with its direct partners	4.76	4.87	4.40	5.00	0.99	0.63	1.20	0.96
MI	15.1 The MO has reputation among its stakeholders for high quality, valued policy dialogue inputs	4.72	4.80	4.38	4.97	1.04	0.58	1.33	0.99
MI	15.2 The MO's policy dialogue is undertaken in a manner which respects partner views and perspectives	4.80	4.93	4.42	5.04	0.94	0.68	1.06	0.94
KPI 16	The MO harmonises arrangements and procedures with other programming partners (donors, UN agencies, etc) as appropriate	4.47		4.04	4.90	1.14		1.20	0.90
MI	16.1 The extent to which the MO participates in joint missions (coordination, analysis, design, evaluation)								
MI	16.2 The extent to which MO technical cooperation is disbursed through coordinated programmes	4.48	.	4.08	4.88	1.08	.	1.10	0.90
MI	16.3% of the MO's overall ODA disbursements / support that is for government-led PBAs (SWAps, basket funding, etc.)	4.32	.	3.78	4.85	1.22	.	1.30	0.84
MI	16.4 The MO facilitates the coordination of the UN development system at the country level	4.62	.	4.27	4.96	1.13	.	1.19	0.97

IV- Knowledge Management

		Mean Score				Standard Deviation			
		Total	HQ	CO	Direct Partner	Total	HQ	CO	Direct Partner
	Base (un-weighted)	262	48	71	143	262	48	71	143
KPI 17	The MO consistently evaluates its delivery and external results	4.60	4.67	4.11	4.78	0.88	0.79	0.91	1.10
MI	17.1 The MO has a structurally independent evaluation unit within its organisational structure that reports to its Executive Board	5.02	5.02	.	.	0.79	0.79	.	.
MI	17.2 The evaluation function provides sufficient coverage of the MO's programming activity (projects, programs, etc.)								
MI	17.3 The MO ensures quality of its evaluations								
MI	17.4 Evaluation findings are used to inform decisions on programming, policy, and strategy	4.32	4.32	.	.	0.78	0.78	.	.
MI	17.5 Direct beneficiaries and stakeholder groups are involved in evaluation processes	4.47	.	4.11	4.78	1.06	.	0.91	1.10
KPI 18	The MO presents performance information on its effectiveness	3.81	3.81			0.94	0.94		
MI	18.1 Reports on the achievement of outcomes, not just inputs, activities and outputs	3.63	3.63	.	.	0.95	0.95	.	.
MI	18.2 Reports performance using data obtained from measuring indicators								
MI	18.3 Reports against its organisation-wide strategy, including expected management and development results	4.00	4.00	.	.	0.78	0.78	.	.
MI	18.4 Reports against its Paris Declaration commitments using indicators and country targets	3.81	3.81	.	.	1.08	1.08	.	.
MI	18.5 Reports on adjustments made or recommended to the organisation-wide policies and strategies based on performance information								
MI	18.6 Reports on country (or other) level programming adjustments made or recommended based on performance information								

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		Mean Score				Standard Deviation			
		Total	HQ	CO	Direct Partner	Total	HQ	CO	Direct Partner
KPI 19	The MO encourages identification, documentation and dissemination of lessons learned and/or best practices	4.19	4.19			0.81	0.81		
MI	19.1 Reports on lessons learned based on performance information	4.14	4.14	.	.	0.76	0.76	.	.
MI	19.2 Learning opportunities are organized to share lessons at all levels of the organisation	4.25	4.25	.	.	0.87	0.87	.	.

V- Development Results Component²¹

		Mean Score				Standard Deviation			
		Total	HQ	CO	Direct Partner	Total	HQ	CO	Direct Partner
	Base (un-weighted)	262	48	71	143	262	48	71	143
KPI 20	Extent of MO progress towards its institutional/organisation-wide results								
	A1 Achieving the MDGs and reducing human poverty	4.64	4.64	.	.	0.71	0.71	.	.
	A2 Fostering democratic governance	4.64	4.64	.	.	0.68	0.68	.	.
	A3 Supporting crisis prevention and recovery	4.71	4.71	.	.	0.81	0.81	.	.
	A4 Managing energy and the environment for sustainable development								
	i) UNDP is making progress towards its goal of supporting countries in managing energy for sustainable development [13]	4.03	4.03	.	.	0.71	0.71	.	.
	ii) UNDP is making progress towards its goal of supporting countries in managing the environment for sustainable development [14]	4.13	4.13	.	.	0.66	0.66	.	.
KPI 21	Extent of MO contributions to country-level goals and priorities: Cambodia								
	B1 Legislature and civil society are able to improve checks and balances of the executive branch								
	i) UNDP has effectively contributed to strengthening the capacity of Cambodian legislature to improve checks and balances of the government's executive branch [16]	3.77	.	3.22	4.14	1.14	.	1.39	0.77
	ii) UNDP has effectively contributed to strengthening the capacity of Cambodian civil society to improve checks and balances of the government's executive branch [17]	4.08	.	3.91	4.21	1.00	.	0.94	1.05
	B2 Improving the delivery of social services and increasing participation of the poor in decision making								

²¹ In this section, there was a reduced respondent base for some questions that were tailored to the country context and that were not aggregated by overall respondent group. For example, on questions about the CPD/CPAP outcomes in the Philippines, survey questions were asked only of CO and direct partners.

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		Mean Score				Standard Deviation			
		Total	HQ	CO	Direct Partner	Total	HQ	CO	Direct Partner
	i) UNDP has effectively contributed to improving the delivery of social services in Cambodia [18]	4.14	.	3.92	4.33	0.93	.	0.95	0.90
	ii) UNDP has effectively contributed to increasing the participation of the poor in local government decision making in Cambodia [19]	3.95	.	3.58	4.29	1.34	.	1.38	1.27
	B3 National and local authorities and communities are better able to conserve biodiversity and respond to climate change								
	i) UNDP has effectively contributed to strengthening the capacity of authorities and communities to conserve biodiversity in Cambodia [20]	4.00	.	3.83	4.08	0.97	.	1.17	0.90
	ii) UNDP has effectively contributed to strengthening the capacity of authorities and communities to respond to climate change in Cambodia [21]	4.01	.	4.33	3.77	1.03	.	1.12	0.93
	B4 National and local authorities are able to promote pro-poor investment and expand economic opportunities								
	i) UNDP has effectively contributed to strengthening the capacity of authorities to promote pro-poor investment in Cambodia [22]	3.96	.	3.82	4.07	1.17	.	1.25	1.14
	ii) UNDP has effectively contributed to strengthening the capacity of authorities to expand economic opportunities in Cambodia [23]	4.08	.	4.25	3.93	1.09	.	1.05	1.14
	B5 National and local authorities are better able to manage development effectiveness	4.43	.	4.27	4.60	0.97	.	1.03	0.91
KPI 22	Extent of contributions to MDGs at the country level: Cambodia								
	C1 Goal 1: Eradicate extreme poverty and hunger	4.21	.	4.14	4.27	0.82	.	0.95	0.70
	C2 Goal 3: Promote gender equality and empower women	4.49	.	4.20	4.80	0.86	.	0.86	0.78
	C3 Goal 7: Ensure environmental sustainability	4.14	.	3.86	4.29	0.92	.	1.34	0.61
	C4 Goal 9: De-mining, ERW and victim assistance	4.89	.	5.00	4.83	1.02	.	0.89	1.12
KPI 23	MO objectives and programme of work are relevant to major stakeholders: Cambodia								

		Mean Score				Standard Deviation			
		Total	HQ	CO	Direct Partner	Total	HQ	CO	Direct Partner
	D1 The activities of the MO respond to key development priorities of the country	4.50	.	4.53	4.47	0.68	.	0.64	0.74
	D2 The MO provides innovative solutions for development challenges in the country	4.03	.	3.79	4.27	1.02	.	1.05	0.96
	D3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	4.11	.	4.08	4.14	0.85	.	0.86	0.87
KPI 24	Extent of MO contributions to country-level goals and priorities: DRC								
	B1 Armed violence is significantly reduced and the protection of citizens is effectively secured by the services of the State	3.23	.	2.75	3.76	0.98	.	0.74	0.95
	B2 The framework for democracy is reinforced and the participation of citizens in the political system is increased	3.40	.	3.08	3.73	1.07	.	0.98	1.09
	B3 Decentralisation is made effective and local governance and the accessibility and quality of local public services are improved								
	i) UNDP has effectively contributed to improving local governance and decentralisation in the DRC [37]	3.34	.	2.83	3.86	1.20	.	1.10	1.09
	ii) UNDP has effectively contributed to improving the accessibility and quality of public services in the DRC [38]	2.88	.	2.36	3.35	1.11	.	0.80	1.16
	B4 The legal, regulatory and ethical bases of a modernized, transparent administration are put in place, and key ministry structures, workforce, and jobs at the national and provincial levels are made efficient	2.89	.	2.45	3.33	1.10	.	0.92	1.12
	B5 Development planning, management of public resources, and the business environment are improved								
	i) UNDP has effectively contributed to improving development planning and the management of public resources in the DRC [40]	3.46	.	3.09	3.82	1.09	.	0.93	1.15
	ii) UNDP has effectively contributed to improving the business environment in the DRC [41]	2.94	.	2.36	3.50	1.17	.	1.01	1.07

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		Mean Score				Standard Deviation			
		Total	HQ	CO	Direct Partner	Total	HQ	CO	Direct Partner
	B6 National capacities for the framing of policies promoting attainment of the Millennium Development Goals (MDGs) are strengthened	3.77	.	3.42	4.14	1.08	.	1.07	1.00
	B7 Social cohesion is restored in targeted communities, local economies are revived and vulnerable groups are reintegrated	3.60	.	3.09	4.09	1.05	.	0.69	1.12
	B8 Local communities benefit from services derived from the exploitation of ecosystems and natural resources, and from mechanisms and initiatives to mitigate climate change	3.19	.	3.00	3.33	1.00	.	0.74	1.16
KPI 25	Extent of contributions to MDGs at the country level: DRC								
	C1 Goal 1: Eradicate extreme poverty and hunger	3.45	.	3.00	3.87	1.24	.	1.08	1.26
	C2 Goal 3: Promote gender equality and empower women	3.79	.	3.36	4.17	0.91	.	0.80	0.84
	C3 Goal 6: Combat HIV/AIDS, malaria, and other diseases	3.51	.	3.33	3.71	0.93	.	0.64	1.16
	C4 Goal 7: Ensure environmental sustainability	3.00	.	2.90	3.22	0.94	.	0.73	1.33
KPI 26	MO objectives and programme of work are relevant to major stakeholders: DRC								
	D1 The activities of the MO respond to key development priorities of the country	4.19	.	4.08	4.30	0.86	.	0.51	1.11
	D2 The MO provides innovative solutions for development challenges in the country	3.54	.	3.17	3.91	0.89	.	0.71	0.91
	D3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	3.69	.	3.33	4.04	0.99	.	0.77	1.07
KPI 27	Extent of MO contributions to country-level goals and priorities: Ghana								
	B1 Improved national planning through effective/well prepared M&E systems	4.19	.	3.75	4.53	1.01	.	1.16	0.76
	B2 National development planning frameworks and policies reflect the MDGs	4.83	.	4.80	4.87	0.65	.	0.42	0.85
	B3 More effective pro-poor budgeting, management and economic growth planning	4.10	.	3.80	4.40	0.93	.	1.03	0.75

		Mean Score				Standard Deviation			
		Total	HQ	CO	Direct Partner	Total	HQ	CO	Direct Partner
	B4 Increased production, productivity and income generating capacity in deprived sectors and districts	3.73	.	3.20	4.27	1.18	.	1.23	0.90
	B5 Ghana's private sector competitiveness enhanced	3.38	.	3.00	3.79	1.02	.	1.15	0.71
	B6 Access to justice and respect for human rights improved	4.43	.	4.40	4.46	0.97	.	1.07	0.90
	B7 Decentralized governance strengthened	4.41	.	4.00	4.86	1.10	.	1.15	0.88
	B8 Establishment of regulatory framework for ensuring sustainable use of natural resources for improved livelihood	4.22	.	4.00	4.40	0.81	.	0.00	1.07
	B9 Sustained biomass use and promotion of alternate cooking devices and fuels for household sector	4.12	.	4.50	3.75	0.91	.	0.93	0.77
	B10 Enhanced and effective mechanism in place for control of small arms proliferation, conflict prevention, management and resolution								
	i) UNDP has effectively contributed to ensuring that an enhanced mechanism is in place for controlling small arms proliferation in Ghana [64]	4.79	.	4.75	4.83	0.79	.	0.46	1.05
	ii) UNDP has effectively contributed to strengthening the mechanism for conflict prevention, management and resolution in Ghana [65]	4.80	.	5.00	4.62	0.92	.	0.76	1.07
KPI 28	Extent of contributions to MDGs at the country level: Ghana								
	C1 Goal 1: Eradicate extreme poverty and hunger	4.53	.	4.00	5.07	0.95	.	0.67	0.90
	C2 Goal 3: Promote gender equality and empower women	4.70	.	4.40	5.00	0.76	.	0.52	0.86
	C3 Goal 7: Ensure environmental sustainability	4.14	.	3.40	4.87	1.05	.	0.52	0.93
KPI 29	MO objectives and programme of work are relevant to major stakeholders: Ghana								
	D1 The activities of the MO respond to key development priorities of the country	4.80	.	4.40	5.20	0.81	.	0.84	0.57
	D2 The MO provides innovative solutions for development challenges in the country	4.20	.	3.80	4.60	0.81	.	0.42	0.93

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		Mean Score				Standard Deviation			
		Total	HQ	CO	Direct Partner	Total	HQ	CO	Direct Partner
	D3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	4.30	.	4.00	4.60	0.76	.	0.67	0.75
KPI 30	Extent of MO contributions to country-level goals and priorities: Honduras								
	B1 Local capacity is strengthened to prevent and treat cases of violence, abuse and exploitation, especially for the most vulnerable groups	4.79	.	4.60	5.00	0.81	.	0.84	0.77
	B2 Institutional and community capacities are improved for the efficient implementation of public policies and rural development and poverty reduction plans	4.68	.	4.60	4.75	1.02	.	1.07	1.02
	B3 Improvement in rural socio-economic development through increased access of the rural poor to employment, to quality technical, financial and management assistance, and to factors of production	4.33	.	4.25	4.40	0.62	.	0.46	0.75
	B4 Improvement in the establishment of a modern, efficient and transparent state, which focuses on poverty reduction and the achievement of the MDGs	4.58	.	4.60	4.56	1.19	.	1.26	1.17
	B5 Improvements in the consolidation of the rule of law, which guarantees civil security based on the respect for human rights	5.01	.	5.20	4.80	0.99	.	0.79	1.17
	B6 Improvement in representative democracy at the central and local levels	4.88	.	5.20	4.53	1.04	.	0.79	1.21
	B7 Policies of decentralization and local development are formulated, agreed to, and executed	4.58	.	4.40	4.75	0.93	.	1.07	0.79
	B8 Fair access, sustainable use, and conservation of natural resources are promoted through an integrated and appropriate environmental policy	4.65	.	4.40	4.93	0.81	.	0.52	1.02
	B9 Land-use planning systems are operationalised in accordance with the new land-use law	4.55	.	4.50	4.57	0.83	.	0.57	0.96
	B10 At central and local levels, the country implements a national risk management system with a human rights focus	4.99	.	4.67	5.20	0.84	.	0.51	0.96

		Mean Score				Standard Deviation			
		Total	HQ	CO	Direct Partner	Total	HQ	CO	Direct Partner
	B11 Sectoral policies and strategies incorporate environmental and risk management dimensions	4.85	.	4.75	4.93	0.96	.	0.88	1.05
KPI 31	Extent of contributions to MDGs at the country level: Honduras								
	C1 Goal 1: Eradicate extreme poverty and hunger	4.61	.	4.60	4.63	0.96	.	0.84	1.11
	C2 Goal 3: Promote gender equality and empower women	4.52	.	4.00	5.07	0.87	.	0.66	0.72
	C3 Goal 7: Ensure environmental sustainability	4.26	.	3.80	4.79	0.93	.	0.79	0.82
KPI 32	MO objectives and programme of work are relevant to major stakeholders: Honduras								
	D1 The activities of the MO respond to key development priorities of the country	5.09	.	5.00	5.19	0.66	.	0.66	0.67
	D2 The MO provides innovative solutions for development challenges in the country	4.71	.	4.50	4.88	0.66	.	0.53	0.73
	D3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	4.58	.	4.40	4.75	1.03	.	1.07	1.02
KPI 33	Extent of MO contributions to country-level goals and priorities: Philippines								
	B1 By 2009, the policy and planning framework in the country more extensively incorporates effective, people-centered approaches to development planning, budgeting and monitoring, with a special focus on women, children and vulnerable groups.	4.75	.	4.40	5.09	1.15	.	1.28	0.96
	B2 The poor, especially the disadvantaged women and indigenous peoples, are able to demand and exercise their human rights, empowered to participate in local governance processes, and have greater access to justice and services through more accountable and rule-based democratic local institutions.								
	i) UNDP has effectively contributed to strengthening the accountability of local institutions to empower the poor (especially disadvantaged women and indigenous peoples) to demand and exercise their human rights [96]	4.16	.	3.60	4.73	1.14	.	1.09	0.92

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		Mean Score				Standard Deviation			
		Total	HQ	CO	Direct Partner	Total	HQ	CO	Direct Partner
	ii) UNDP has effectively contributed to strengthening the accountability of local institutions to enable the poor (especially disadvantaged women and indigenous peoples) to participate in local governance processes [97]	4.32	.	3.80	4.90	1.20	.	1.25	0.89
	iii) UNDP has effectively contributed to strengthening the accountability of local institutions to improve access of the poor (especially disadvantaged women and indigenous peoples) to justice and services [98]	4.17	.	3.60	4.80	1.12	.	1.09	0.81
	B3 Key stakeholders are better able to prevent, manage and resolve conflict, respond to crisis and post-crisis situations, and build an enabling policy environment for sustainable peace and human security.								
	i) UNDP has effectively contributed to strengthening the capacity of key stakeholders to prevent, manage and resolve conflict [99]	4.50	.	4.40	4.60	0.61	.	0.52	0.71
	ii) UNDP has effectively contributed to strengthening the capacity of key stakeholders to respond to crisis and post-crisis situations [100]	4.44	.	4.20	4.70	1.11	.	1.25	0.97
	iii) UNDP has effectively contributed to strengthening the capacity of institutions to build an enabling policy environment for sustainable peace and human security [101]	4.59	.	4.40	4.80	0.90	.	1.09	0.65
	B4 Key stakeholders are better able to manage the environment and natural resources, develop and use sustainable energy sources, cope with the impacts of environmental emergencies and maintain sustainable development								
	i) UNDP has effectively contributed to strengthening the capacity of key stakeholders to manage the environment and natural resources [102]	4.38	.	4.00	4.80	1.15	.	1.17	1.05
	ii) UNDP has effectively contributed to strengthening the capacity of key stakeholders to develop and use sustainable energy sources [103]	4.09	.	3.80	4.40	1.09	.	1.25	0.86
	iii) UNDP has effectively contributed to strengthening the capacity of key stakeholders to cope with the impacts of environmental emergencies [104]	4.07	.	3.60	4.55	1.23	.	1.09	1.24

		Mean Score				Standard Deviation			
		Total	HQ	CO	Direct Partner	Total	HQ	CO	Direct Partner
KPI 34	Extent of contributions to MDGs at the country level: Philippines								
	C1 Goal 1: Eradicate extreme poverty and hunger	4.31	.	3.80	4.82	1.48	.	1.71	1.10
	C2 Goal 3: Promote gender equality and empower women	4.55	.	4.00	5.09	1.03	.	0.68	1.06
	C3 Goal 6: Combat HIV/AIDS, malaria, and other diseases	3.96	.	3.20	4.80	1.50	.	1.42	1.16
	C4 Goal 7: Ensure environmental sustainability	4.33	.	4.00	4.70	1.18	.	0.96	1.37
KPI 35	MO objectives and programme of work are relevant to major stakeholders: Philippines								
	D1 The activities of the MO respond to key development priorities of the country	5.23	.	5.00	5.45	0.96	.	1.17	0.70
	D2 The MO provides innovative solutions for development challenges in the country	4.51	.	4.00	4.91	1.42	.	1.89	0.85
	D3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	4.66	.	4.00	5.18	1.45	.	1.89	0.77

Appendix VI Document Review Ratings, Criteria and Evidence by KPI and MI

QUADRANT I – STRATEGIC MANAGEMENT

KPI 1. The MO's Executive Management provides direction for the achievement of external / beneficiary focused results

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 1.3. Key MO documents are available to the public	More than half of the documents in the sample (excluding the disclosure policy) are available on the public website.	Met	<p>Executive Board Reports on sessions (webpage) Available here: http://www.undp.org/content/undp/en/home/operations/executive_board/reports_on_sessions.html</p> <p>Decisions of the Executive Board (webpage): Available here: http://www.undp.org/content/undp/en/home/operations/executive_board/decisions_of_theboard.html</p> <p>UNDP Annual Report (webpage) Available here : http://www.undp.org/content/undp/en/home/librarypage/corporate.html</p> <p>Annual Report 2010/2011 (webpage) Available here: http://web.undp.org/annualreport2011/</p> <p>Annual Report 2006-2009 (webpages) Available here: http://web.undp.org/publications/annualreport2009/ http://web.undp.org/publications/annualreport2008/index.shtml http://web.undp.org/publications/annualreport2007/index.shtml http://web.undp.org/publications/annualreport2006/</p> <p>Annual reports of the Administrator Available here: http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions.html</p> <p>About Us (webpage) Available here: http://www.undp.org/content/undp/en/home/operations/about_us.html</p> <p>Strategic Plan 2008-2011 Available here: http://www.undp.org/content/undp/en/home/operations/executive_board/overview.html</p>

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
			<p>Annual Review of the Financial Situation Available here: http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions.html</p> <p>All HDRs Available here: http://hdr.undp.org/en/</p> <p>UNDP Research & Publications (webpage) Available here: http://www.undp.org/content/undp/en/home/librarypage/hdr.html</p> <p>Audit reports (BoA, AAC, OAI) Available here: http://www.undp.org/content/undp/en/home/operations/accountability/audit.html</p> <p>UN Board of Auditors reports Available here: http://www.un.org/auditors/board/reports.shtml</p> <p>UNDP Evaluation (webpage) Available here: http://www.undp.org/content/undp/en/home/operations/accountability/evaluation/overview.html</p>
	(If first criterion met) all of the documents in the sample (excluding the disclosure policy) are available on the public website.	Met	
	(If first criterion met) more than 50% of the documents in the sample are available on the public website in multiple languages in keeping with the organisation's policies.	Not met	See above (criterion 1).
	A disclosure / access to information policy exists	Met	Information Disclosure Policy (webpage)

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
	and is available on the MO website.		Available here: http://www.undp.org/content/undp/en/home/operations/transparency/information_disclosurepolicy.html Disclosure of Internal Audit Reports (webpage) Available here: http://www.undp.org/content/undp/en/home/operations/accountability/audit/internal_audits.html
	Clear procedures exist to contact the MO and receive a timely reply.	Met	Contact Us (webpage) Available here: http://www.undp.org/content/undp/en/home/operations/contact-us.html Frequently Asked Questions (webpage) Available here: http://www.undp.org/content/undp/en/home/operations/about_us/frequently_askedquestions.html
Overall Score MI 1.3		STRONG	

KPI 2. The MO's corporate strategies and plans are focused on the achievement of results

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 2.1. The MO's organisation-wide strategy is based on a clear definition of mandate	The necessary periodic revisions of the MO's mandate are made so it has continuing relevance.	Met	UNDP About Us http://www.undp.org/content/undp/en/home/operations/about_us.html UN General Assembly resolution 2029(XX), 22 November 1965: Consolidation of the Special Fund and the Expanded Programme of Technical Assistance in a United Nations Development Programme http://www.un.org/depts/dhl/resguide/r20.htm UN General Assembly resolution 2688(XXV), 11 December 1970: The capacity of the United Nations Development System http://www.un.org/Depts/dhl/resguide/r25.htm UNDP Report of the Governing Council, Tenth Session (9-30 June 1970), Economic and Social Council Official Records: Forty-Ninth Session, Supplement No. 6A http://web.undp.org/execbrd/archives/bluebooks/1970s/E-4884%20Rev1.PDF UNDP Report of the Governing Council, Eleventh Session (14 January- 2 February 1971), Economic and Social Council Official Records: Fifty-First Session, Supplement No. 6 http://web.undp.org/execbrd/archives/bluebooks/1970s/E-4884%20Rev1.PDF

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
			<p>Decisions adopted by the Executive Board during 1994 - decision 94/14: Future of UNDP http://web.undp.org/execbrd/pdf/dp1995-1.pdf</p> <p>Decisions adopted by the Executive Board during 1995 - decision 95/22: Future of the United Nations Development Programme - Initiatives for Change http://web.undp.org/execbrd/pdf/dp1996-1.pdf</p> <p>Decisions adopted by the Executive Board during 1996 – decision 96/29: Mission statement of the United Nations Development Programme http://web.undp.org/execbrd/pdf/9628205e.pdf</p> <p>Decisions adopted by the Executive Board during 1998 – decision 98/1: narrowing the focus of United Nations Development Programme interventions http://web.undp.org/execbrd/pdf/dp99-2e.pdf</p> <p>Narrowing the focus (DP/1998/5) (1997) http://web.undp.org/execbrd/archives/sessions/eb/1st-1998/DP-1998-5.pdf</p>
	The organisational strategic plan articulates goals & focus priorities.	Met	<p>UNDP strategic plan, 2008-2011: Accelerating global progress on human development http://www.undp.org/bz/wp-content/uploads/2011/02/UNDP-Strategic-Plan-2008-2011.pdf</p> <p>UNDP strategic plan, 2008-2011: Addendum 1, Development and institutional results frameworks http://web.undp.org/execbrd/pdf/dp07-43Add1.pdf</p>
	The organisational strategic plan gives a clear indication of how the MO will implement the mandate in a certain period.	Met	<p>UNDP strategic plan, 2008-2011: Accelerating global progress on human development http://www.undp.org/bz/wp-content/uploads/2011/02/UNDP-Strategic-Plan-2008-2011.pdf</p>
	(If criteria two and three are met) there is an implicit link between these goals and focus priorities to the organisation's mandate/articles of agreement.	Met	<p>UNDP strategic plan, 2008-2011: Accelerating global progress on human development http://www.undp.org/bz/wp-content/uploads/2011/02/UNDP-Strategic-Plan-2008-2011.pdf</p>
	(If criteria two and three are met) there is an explicit link between the	Not met	<p>UNDP strategic plan, 2008-2011: Accelerating global progress on human development http://www.undp.org/bz/wp-content/uploads/2011/02/UNDP-Strategic-Plan-2008-2011.pdf</p> <p>Decisions adopted by the Executive Board during 2010 – decision 2010/16: Independent review of the UNDP</p>

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
	aforementioned goals and focus priorities to the organisation's mandate/articles of agreement.		evaluation policy and the management response http://web.undp.org/execbrd/pdf/dp2011-2e.pdf The Evaluation Policy of UNDP (2011) http://web.undp.org/evaluation/policy.htm
Overall Score MI 2.1		ADEQUATE	Although UNDP has a mission statement, a clear and official mandate document or omnibus statement could not be found.

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 2.2. The MO promotes an organization-wide policy on results management	An organisation-wide policy, strategy, framework, or plan that describes the nature and role of results based management (RBM) and/or management for development results (MfDR) in the organisation is corporately approved (alternatively, the approach to RBM/MfDR may be described in the context of a strategic plan and further operationalised through other documents).	Met	Evaluation of results-based management in UNDP (2007) http://web.undp.org/execbrd/pdf/RBM_Evaluation.pdf UNDP strategic plan, 2008-2011: Accelerating global progress on human development http://www.undp.org/bz/wp-content/uploads/2011/02/UNDP-Strategic-Plan-2008-2011.pdf UNDP strategic plan, 2008-2011: Addendum 1, Development and institutional results frameworks http://web.undp.org/execbrd/pdf/dp07-43Add1.pdf Midterm review of the UNDP strategic plan and annual report of the Administrator: performance and results for 2010 http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2011/annual-session/english/dp2011-22.doc Annexes to the Midterm Review of the Strategic Plan and Annual Report of the Administrator: performance and results for 2010 web.undp.org/execbrd/pdf/dp2011-22_ANNEXES.pdf
	The MO has guidelines on RBM/MfDR, either in hard copies or online.	Met	Handbook for Planning, Monitoring and Evaluating for Development Results (2009) http://web.undp.org/evaluation/handbook/documents/english/pme-handbook.pdf United Nations Development Group Results-Based Management Handbook: Strengthening RBM harmonization for improved development results http://www.un.org/files/UNDG%20RBM%20Handbook.pdf

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
			Evaluation of results-based management in UNDP (2007) http://web.undp.org/execbrd/pdf/RBM_Evaluation.pdf Programme and operations policies and procedures (PoPP) (2011) http://www.undp.org/content/dam/undp/library/corporate/Programme%20and%20Operations%20Policies%20and%20Procedures/Programmes-and-Projects-20-Nov-2011.pdf Programme and Project Management for Results – Maturity Toolkit (website) http://ppmtoolkit.undp.org/index.cfm
	The MO provides opportunities for capacity building of staff on RBM/MfDR.	Met	The UNDP accountability system: Accountability framework and oversight policy (2008) http://web.undp.org/execbrd/pdf/dp08-16Rev1.pdf Programme and operations policies and procedures (PoPP) (2011) http://www.undp.org/content/dam/undp/library/corporate/Programme%20and%20Operations%20Policies%20and%20Procedures/Programmes-and-Projects-20-Nov-2011.pdf Evaluation of results-based management in UNDP (2007) http://web.undp.org/execbrd/pdf/RBM_Evaluation.pdf UNDP Programme and Project Management for Results – Maturity Toolkit (n.d., consulted June 8, 2012) http://ppmtoolkit.undp.org/index.cfm UNDP strategic plan, 2008-2011: Addendum 1, Development and institutional results frameworks http://web.undp.org/execbrd/pdf/dp07-43Add1.pdf
	There is evidence (e.g. in the policy itself, in the MO's general reform agenda, etc.) that the MO reviews its policy on RBM/MfDR to ensure its adequate implementation.	Not met	Evaluation of results-based management in UNDP (2007) http://web.undp.org/execbrd/pdf/RBM_Evaluation.pdf Management response to the evaluation of results-based management in UNDP (2007) http://web.undp.org/execbrd/word/dp08-7.doc UNDP follow-up to management responses to independent and decentralized evaluations http://web.undp.org/execbrd/word/dp09-16.doc Road map for the implementation of Executive Board decision 2011/14 (2011) http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2011/second-regular-session/english/dp2011cpr5.doc Decisions adopted by the Executive Board in 2011 http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2012/first-regular-session/english/dp2012-2e.pdf Midterm review of the UNDP strategic plan and annual report of the Administrator: performance and results for 2010

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
			http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2011/annual-session/english/dp2011-22.doc Annexes to the Midterm Review of the Strategic Plan and Annual Report of the Administrator: performance and results for 2010 web.undp.org/execbrd/pdf/dp2011-22_ANNEXES.pdf
	There is evidence that the MO holds its partners accountable for results-based management (e.g. proposal and report formats require results-based formulations).	Not met	National Implementation by the Government of UNDP Supported Projects: Guidelines and Procedures (2011) http://www.undp.org/content/dam/undp/library/corporate/Programme%20and%20Operations%20Policies%20and%20Procedures/NIM_for_Government_english.pdf Handbook for Planning, Monitoring and Evaluating for Development Results (2009) http://web.undp.org/evaluation/handbook/documents/english/pme-handbook.pdf United Nations Development Group Results-Based Management Handbook: Strengthening RBM harmonization for improved development results http://www.un.cv/files/UNDG%20RBM%20Handbook.pdf The UNDP accountability system: Accountability framework and oversight policy (2008) http://web.undp.org/execbrd/pdf/dp08-16Rev1.pdf
Overall Score MI 2.2		ADEQUATE	

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 2.3 Organisation-wide plans and strategies contain frameworks of expected management and development results	A corporate management results framework (MRF) exists, either contained within the strategic plan or as a separate document which is referred to by the strategic plan.	Met	Decisions adopted by the Executive Board in 2007 http://web.undp.org/execbrd/pdf/dp08-2e.pdf Decisions adopted by the Executive Board in 2008 http://web.undp.org/execbrd/pdf/dp09-2e.pdf Decisions adopted by the Executive Board in 2010 http://web.undp.org/execbrd/pdf/dp2011-2e.pdf UNDP strategic plan, 2008-2011: Addendum 1, Development and institutional results frameworks http://web.undp.org/execbrd/pdf/dp07-43Add1.pdf Midterm review of the UNDP strategic plan and annual report of the Administrator: performance and results for 2010 http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2011/annual-session/english/dp2011-22.doc

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
			web.undp.org/execbrd/pdf/dp2011-22_ANNEXES.pdf
	A development results framework (DRF) exists, either contained within the strategic plan or as a separate document which is referred to by the strategic plan.	Met	UNDP strategic plan, 2008-2011: Addendum 1, Development and institutional results frameworks http://web.undp.org/execbrd/pdf/dp07-43Add1.pdf Midterm review of the UNDP strategic plan and annual report of the Administrator: performance and results for 2010 http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2011/annual-session/english/dp2011-22.doc web.undp.org/execbrd/pdf/dp2011-22_ANNEXES.pdf
	(If either first or second criterion met) at least one results framework (MRF or DRF) contains both statements of outputs and expected outcomes.	Not met	UNDP strategic plan, 2008-2011: Addendum 1, Development and institutional results frameworks http://web.undp.org/execbrd/pdf/dp07-43Add1.pdf Midterm review of the UNDP strategic plan and annual report of the Administrator: performance and results for 2010 http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2011/annual-session/english/dp2011-22.doc web.undp.org/execbrd/pdf/dp2011-22_ANNEXES.pdf
	(If third criterion met) in the same results framework as #3, all statements of results are appropriate to their results level (i.e., what are called outputs are actually outputs; what are called outcomes are actually outcomes).	Not met	UNDP strategic plan, 2008-2011: Addendum 1, Development and institutional results frameworks http://web.undp.org/execbrd/pdf/dp07-43Add1.pdf Midterm review of the UNDP strategic plan and annual report of the Administrator: performance and results for 2010 http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2011/annual-session/english/dp2011-22.doc web.undp.org/execbrd/pdf/dp2011-22_ANNEXES.pdf Sample results chains following the November workshop [Informal document shared with us by UNDP but not available online] UNDP's takeaway from the workshop and way forward [Informal document shared with us by UNDP but not available online]
	(If most above criteria met) all above criteria are met for both the MRF and DRF.	Not met	
Overall Score MI 2.3	INADEQUATE		

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 2.4. Results frameworks have causal links from outputs through to impacts / final outcomes	At least one results framework exists at the organisation-wide level (i.e., MRF and/or DRF).	Met	<p>UNDP strategic plan, 2008-2011: Addendum 1, Development and institutional results frameworks http://web.undp.org/execbrd/pdf/dp07-43Add1.pdf</p> <p>Midterm review of the UNDP strategic plan and annual report of the Administrator: performance and results for 2010 http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2011/annual-session/english/dp2011-22.doc web.undp.org/execbrd/pdf/dp2011-22_ANNEXES.pdf</p>
	(If first criterion is met) there is either an <i>implicit or explicit</i> description in the DRF (or in the strategic plan) of the results chain – that is, how the outputs in the results framework(s) are linked to the expected outcomes.	Not met	<p>UNDP strategic plan, 2008-2011: Addendum 1, Development and institutional results frameworks http://web.undp.org/execbrd/pdf/dp07-43Add1.pdf</p> <p>Midterm review of the UNDP strategic plan and annual report of the Administrator: performance and results for 2010 http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2011/annual-session/english/dp2011-22.doc web.undp.org/execbrd/pdf/dp2011-22_ANNEXES.pdf</p> <p>Sample results chains following the November workshop [Informal document shared with us by UNDP but not available online]</p> <p>UNDP’s takeaway from the workshop and way forward [Informal document shared with us by UNDP but not available online]</p> <p>Executive Board Informal Slide on Results Architecture [Informal document shared with us by UNDP but not available online]</p>
	In the DRF, there is a clear and logical progression from outcomes to impact.	Not met	<p>UNDP strategic plan, 2008-2011: Addendum 1, Development and institutional results frameworks http://web.undp.org/execbrd/pdf/dp07-43Add1.pdf</p> <p>Midterm review of the UNDP strategic plan and annual report of the Administrator: performance and results for 2010 http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2011/annual-session/english/dp2011-22.doc web.undp.org/execbrd/pdf/dp2011-22_ANNEXES.pdf</p>
	(If first three criteria are met) there is either an <i>implicit or explicit</i> description in the MRF of the results chain at the level of outputs	Not met	<p>UNDP strategic plan, 2008-2011: Addendum 1, Development and institutional results frameworks http://web.undp.org/execbrd/pdf/dp07-43Add1.pdf</p> <p>Midterm review of the UNDP strategic plan and annual report of the Administrator: performance and results for 2010 http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2011/annual-session/english/dp2011-22.doc</p>

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
	and outcomes.		session/english/dp2011-22.doc web.undp.org/execbrd/pdf/dp2011-22_ANNEXES.pdf Executive Board Decision 2011/14 http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2012/first-regular-session/english/dp2012-2e.pdf
	(If first four criteria are met) there is a clear and logical progression from outcomes to impact in the MRF.	Not met	UNDP strategic plan, 2008-2011: Addendum 1, Development and institutional results frameworks http://web.undp.org/execbrd/pdf/dp07-43Add1.pdf Midterm review of the UNDP strategic plan and annual report of the Administrator: performance and results for 2010 http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2011/annual-session/english/dp2011-22.doc web.undp.org/execbrd/pdf/dp2011-22_ANNEXES.pdf Executive Board Decision 2011/14: http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2012/first-regular-session/english/dp2012-2e.pdf
Overall Score MI 2.4		WEAK	

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 2.5. Standard performance indicators included in organisation-wide plans and strategies at a delivery (output) and development results level	A development results framework exists at the organisation-wide level and contains adequate performance indicators at both the output and outcome levels.	Not met	UNDP strategic plan, 2008-2011: Addendum 1, Development and institutional results frameworks http://web.undp.org/execbrd/pdf/dp07-43Add1.pdf Midterm review of the UNDP strategic plan and annual report of the Administrator: performance and results for 2010 http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2011/annual-session/english/dp2011-22.doc web.undp.org/execbrd/pdf/dp2011-22_ANNEXES.pdf
	In the DRF, more than half of the performance indicators are relevant to the results they are associated with in the framework(s).	Not met	UNDP strategic plan, 2008-2011: Addendum 1, Development and institutional results frameworks http://web.undp.org/execbrd/pdf/dp07-43Add1.pdf Midterm review of the UNDP strategic plan and annual report of the Administrator: performance and results for 2010 http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2011/annual-session/english/dp2011-22.doc

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Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
			session/english/dp2011-22.doc web.undp.org/execbrd/pdf/dp2011-22_ANNEXES.pdf
	In the DRF, more than half of the performance indicators are clear (i.e. it is clear what is to be measured).	Not met	UNDP strategic plan, 2008-2011: Addendum 1, Development and institutional results frameworks http://web.undp.org/execbrd/pdf/dp07-43Add1.pdf Midterm review of the UNDP strategic plan and annual report of the Administrator: performance and results for 2010 http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2011/annual-session/english/dp2011-22.doc web.undp.org/execbrd/pdf/dp2011-22_ANNEXES.pdf
	In the DRF, more than half of all indicators (most likely at the outcome level) include targets with clear dates for achievement.	Not met	UNDP strategic plan, 2008-2011: Addendum 1, Development and institutional results frameworks http://web.undp.org/execbrd/pdf/dp07-43Add1.pdf Midterm review of the UNDP strategic plan and annual report of the Administrator: performance and results for 2010 http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2011/annual-session/english/dp2011-22.doc web.undp.org/execbrd/pdf/dp2011-22_ANNEXES.pdf
	All above criteria are met in both an MRF and DRF.	Not met	UNDP strategic plan, 2008-2011: Addendum 1, Development and institutional results frameworks http://web.undp.org/execbrd/pdf/dp07-43Add1.pdf Midterm review of the UNDP strategic plan and annual report of the Administrator: performance and results for 2010 http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2011/annual-session/english/dp2011-22.doc web.undp.org/execbrd/pdf/dp2011-22_ANNEXES.pdf
Overall Score MI 2.5		WEAK	Strictly adhering to the criteria, UNDP would receive a rating of very weak on this MI. However, the document review noted that the indicators in UNDP's management results framework (MRF) are of better quality than those in the development results framework (DRF).

KPI 3. The MO maintains focus on the cross-cutting priorities identified in its strategic framework, and/or based on its mandate and international commitments

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 3.1. Gender equality	The organisation has developed a policy or strategic framework on the mainstreaming of gender.	Met	Gender Equality Strategy, 2008-2011 http://www.undp.org/content/dam/aplaws/publication/en/publications/womens-empowerment/gender-equality-strategy-2008-2011/0601.pdf 2008–2013 Gender Equality Strategy Mid-Term Review Report (2011) [Shared with us by UNDP] Guidance Note: Tracking Gender-Related Investments and Expenditures in ATLAS (2009) [Shared with us by UNDP]
	The organisation has clearly defined roles and responsibilities with regard to the mainstreaming of gender.	Met	Gender Equality Strategy, 2008-2011 http://www.undp.org/content/dam/aplaws/publication/en/publications/womens-empowerment/gender-equality-strategy-2008-2011/0601.pdf Annual report of the Administrator: performance and results for 2011 http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2012/Annual-session/English/AR%202011%20Annex%20Draft%20FINAL%20APPROVED.pdf
	The organisation has carried out an expenditure review/costing and budgetary allocation for the implementation of mainstreaming activities.	Met	Guidance Note: Tracking Gender-Related Investments and Expenditures in ATLAS (2009) [Shared with us by UNDP] 2008–2013 Gender Equality Strategy Mid-Term Review Report (2011) [Shared with us by UNDP] Midterm review of the UNDP strategic plan and annual report of the Administrator: performance and results for 2010 http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2011/annual-session/english/dp2011-22.doc Annexes to the Midterm Review of the Strategic Plan and Annual Report of the Administrator: performance and results for 2010 web.undp.org/execbrd/pdf/dp2011-22_ANNEXES.pdf Annexes to the Annual Report of the Administrator: performance and Results for 2011 http://web.undp.org/execbrd/pdf/dp2011-22_ANNEXES.pdf
	The organisation has functioning systems (organisational and programmatic) and relevant capacities	Not met	Gender Equality Strategy, 2008-2011 http://www.undp.org/content/dam/aplaws/publication/en/publications/womens-empowerment/gender-equality-strategy-2008-2011/0601.pdf 2008–2013 Gender Equality Strategy Mid-Term Review Report (2011)

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
	(e.g. planning, human resources, budgeting, etc.) to ensure effective mainstreaming.		[Shared with us by UNDP]
	The organisation has defined accountability mechanisms, both programmatic and operational, to ensure monitoring and continuous improvement of mainstreaming efforts.	Met	2008–2013 Gender Equality Strategy Mid-Term Review Report (2011) [Shared with us by UNDP]
Overall Score MI 3.1		STRONG	

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 3.2 Capacity development	The organisation-wide strategic plan identifies capacity development as a cross-cutting priority or focus area.	Met	UNDP strategic plan, 2008-2011: Accelerating global progress on human development http://www.undp.org/bz/wp-content/uploads/2011/02/UNDP-Strategic-Plan-2008-2011.pdf UNDP strategic plan, 2008-2011: Addendum 1, Development and institutional results frameworks http://web.undp.org/execbrd/pdf/dp07-43Add1.pdf Midterm review of the UNDP strategic plan and annual report of the Administrator: performance and results for 2010 http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2011/annual-session/english/dp2011-22.doc Annexes to the Midterm Review of the Strategic Plan and Annual Report of the Administrator: performance and results for 2010 web.undp.org/execbrd/pdf/dp2011-22_ANNEXES.pdf
	(If the first criterion is met) the organisation has defined results related to capacity development principles	Met	Midterm review of the UNDP strategic plan and annual report of the Administrator: performance and results for 2010 http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2011/annual-session/english/dp2011-22.doc Annexes to the Midterm Review of the Strategic Plan and Annual Report of the Administrator: performance and

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
	either in the organisation-wide strategic plan or in a separate policy document.		<p>results for 2010</p> <p>web.undp.org/execbrd/pdf/dp2011-22_ANNEXES.pdf</p> <p>UNDP Annual Report – Capacity Development (Draft 16 March, 2012) [internal document shared with us by the Capacity Development Group]</p>
	The organisation has a separate policy or strategy that describes how it promotes capacity development in its programming.	Met	<p>Evaluation on UNDP Contribution to Strengthening National Capacities (2010)</p> <p>http://web.undp.org/evaluation/thematic/nc.shtml</p> <p>Management Response: Evaluation on UNDP Contribution to Strengthening National Capacities</p> <p>http://erc.undp.org/evaluationadmin/manageresponse/view.html?evaluationid=4783</p> <p>UNDP Evaluation Resource Center (consulted on June 16, 2012)</p> <p>http://erc.undp.org/index.html</p> <p>UNDP Capacity Development Practice Note (2008)</p> <p>http://www.undp.org/content/dam/aplaws/publication/en/publications/capacity-development/capacity-development-practice-note/PN_Capacity_Development.pdf</p> <p>UNDP Capacity Assessment Practice Note (2008)</p> <p>http://www.undp.org/content/dam/aplaws/publication/en/publications/capacity-development/capacity-assessment-practice-note/Capacity%20Assessment%20Practice%20Note.pdf</p> <p>Supporting Capacity Development:: the UNDP approach (n.d.)</p> <p>http://www.undp.org/content/undp/en/home/librarypage/capacity-building/support-capacity-development-the-undp-approach.html</p> <p>Programme and operations policies and procedures (PoPP) (2011)</p> <p>http://www.undp.org/content/dam/undp/library/corporate/Programme%20and%20Operations%20Policies%20and%20Procedures/Programmes-and-Projects-20-Nov-2011.pdf</p>
	There is evidence that the organisation supports capacity development activities through the allocation of resources (financial, human, etc) as part of its programming (in reports to the Board, evaluations, etc.).	Not met	<p>UNDP strategic plan, 2008-2011: Accelerating global progress on human development</p> <p>http://www.undp.org/bz/wp-content/uploads/2011/02/UNDP-Strategic-Plan-2008-2011.pdf</p> <p>Evaluation on UNDP Contribution to Strengthening National Capacities (2010)</p> <p>http://web.undp.org/evaluation/thematic/nc.shtml</p> <p>Management Response: Evaluation on UNDP Contribution to Strengthening National Capacities</p> <p>http://erc.undp.org/evaluationadmin/manageresponse/view.html?evaluationid=4783</p> <p>Capacity Development Tracker Powerpoint Presentation (19, 24, and 26 January 2012)</p> <p>[shared with us by the UNDP Capacity Development Group]</p> <p>Guidance Note on the CD Tracker: Tracking the Integration of Capacity Development in UNDP Project Planning (2011)</p>

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
			[shared with us by the UNDP Capacity Development Group] Annexes to the Annual Report of the Administrator: performance and Results for 2011 http://web.undp.org/execbrd/pdf/dp2011-22_ANNEXES.pdf
	An organisation-wide evaluation or review has been undertaken that documents progress in implementing the commitment to promoting capacity development.	Not met	Evaluation on UNDP Contribution to Strengthening National Capacities (2010) http://web.undp.org/evaluation/thematic/nc.shtml Management Response: Evaluation on UNDP Contribution to Strengthening National Capacities http://erc.undp.org/evaluationadmin/manageresponse/view.html?evaluationid=4783 Annexes to the Annual report of the Administrator on the strategic plan for 2011 http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2012/Annual-session/English/AR%202011%20Annex%20Draft%20-FINAL%20APPROVED.pdf
Overall Score MI 3.2		ADEQUATE	

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 3.3 South-South cooperation	The organisation-wide strategic plan identifies South-South cooperation as a cross-cutting priority or focus area.	Met	UNDP strategic plan, 2008-2011: Accelerating global progress on human development http://www.undp.org/bz/wp-content/uploads/2011/02/UNDP-Strategic-Plan-2008-2011.pdf UNDP strategic plan, 2008-2011: Addendum 1, Development and institutional results frameworks http://web.undp.org/execbrd/pdf/dp07-43Add1.pdf Midterm review of the UNDP strategic plan and annual report of the Administrator: performance and results for 2010 http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2011/annual-session/english/dp2011-22.doc Annexes to the Midterm Review of the Strategic Plan and Annual Report of the Administrator: performance and results for 2010 web.undp.org/execbrd/pdf/dp2011-22_ANNEXES.pdf
	(If the first criterion is met) the organisation has defined results related to South-South cooperation principles either in the organisation-wide	Met	Midterm review of the UNDP strategic plan and annual report of the Administrator: performance and results for 2010 http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2011/annual-session/english/dp2011-22.doc Annexes to the Midterm Review of the Strategic Plan and Annual Report of the Administrator: performance and results for 2010

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
	strategic plan or in a separate policy document.		web.undp.org/execbrd/pdf/dp2011-22_ANNEXES.pdf Draft fourth cooperation framework for South-South cooperation (2009-2011) http://ssc.undp.org/content/dam/ssc/documents/Programming%20Docs/4th%20Cooperation%20Framework.pdf
	The organisation has a separate policy or strategy that describes how it promotes South-South cooperation in its programming.	Met	Draft fourth cooperation framework for South-South cooperation for 2009-2011 (2008) http://ssc.undp.org/content/dam/ssc/documents/Programming%20Docs/4th%20Cooperation%20Framework.pdf Evaluation of UNDP Contribution to South-South Cooperation (2007) http://web.undp.org/evaluation/documents/thematic/ssc/SSC_Evaluation.pdf
	There is evidence that the organisation supports South-South cooperation activities through the allocation of resources (financial, human, etc.) as part of its programming (in reports to the Board, evaluations, etc.).	Not met	Evaluation of UNDP Contribution to South-South Cooperation (2007) http://web.undp.org/evaluation/documents/thematic/ssc/SSC_Evaluation.pdf Draft fourth cooperation framework for South-South cooperation for 2009-2011 (2008) http://ssc.undp.org/content/dam/ssc/documents/Programming%20Docs/4th%20Cooperation%20Framework.pdf South-South and Triangular Cooperation in the United Nations System (2011) http://www.unjuu.org/data/reports/2011/JIU_REP_2011_03_Final.pdf High-level Committee on South-South Cooperation Consideration of reports of the Administrator of the United Nations Development Programme (2012) http://ssc.undp.org/content/dam/ssc/documents/HLC%202012/SSC%2017%202%20(E).pdf Proposals on programming arrangements for the period 2008-2011 (2007) http://web.undp.org/execbrd/pdf/dp07-44.pdf High-level Committee on South-South Cooperation Consideration of reports of the Administrator of the United Nations Development Programme (2007) http://ssc.undp.org/content/dam/ssc/documents/HLC%20Reports/Consideration%20of%20report%20of%20the%20Administrator/SSC%2015_2.pdf Report of the Administrator of the United Nations Development Programme and the Executive Director of the United Nations Population Fund (2011) http://www.un.org/ga/search/view_doc.asp?symbol=E/2011/5 Report of the Administrator of the United Nations Development Programme and the Executive Director of the United Nations Population Fund (2010) http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N09/620/10/PDF/N0962010.pdf?OpenElement Report of the Administrator of the United Nations Development Programme and the Executive Director of the United Nations Population Fund (2009) http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N08/607/81/PDF/N0860781.pdf?OpenElement

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
			<p>Report of the Administrator of the United Nations Development Programme and the Executive Director of the United Nations Population Fund (2008) http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N07/584/42/PDF/N0758442.pdf?OpenElement</p> <p>Report of the Administrator of the United Nations Development Programme and the Executive Director of the United Nations Population Fund (2007) http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N06/632/58/PDF/N0663258.pdf?OpenElement</p>
	<p>An organisation-wide evaluation or review has been undertaken that documents progress in implementing the commitment to promoting South-South cooperation.</p>	<p>Not met</p>	<p>Draft fourth cooperation framework for South-South cooperation for 2009-2011 (2008) http://ssc.undp.org/content/dam/ssc/documents/Programming%20Docs/4th%20Cooperation%20Framework.pdf</p> <p>Evaluation of UNDP Contribution to South South Cooperation (2007) http://web.undp.org/evaluation/documents/thematic/ssc/SSC_Evaluation.pdf</p> <p>South-South and Triangular Cooperation in the United Nations System (2011) http://www.unjiu.org/data/reports/2011/JIU_REP_2011_03_Final.pdf</p> <p>Report of UNDP on the recommendations of the Joint Inspection Unit in 2011 http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2012/Annual-session/English/dp2012-7Add1.doc</p> <p>Executive Board Decision 2011/16 http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2012/first-regular-session/english/dp2012-2e.pdf</p> <p>Review of progress in the implementation of the Buenos Aires Plan of Action, the new directions strategy for South-South cooperation and the decisions of the Committee (2007) http://ssc.undp.org/content/dam/ssc/documents/HLC%20Reports/Review%20of%20progress%20in%20implementation%20of%20BAPA/HLC%2015_1.pdf</p> <p>Review of progress made in implementing the Buenos Aires Plan of Action, the new directions strategy for South-South cooperation and the Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation (2012) http://ssc.undp.org/content/dam/ssc/documents/HLC%20Reports/Review%20of%20progress%20in%20implementation%20of%20BAPA/HLC%2015_1.pdf</p> <p>Report of the Secretary-General on the state of South-South cooperation (2007) http://ssc.undp.org/content/dam/ssc/documents/SG%20Reports/SG%20Report%20on%20SSC%202007.pdf</p> <p>Report of the Secretary-General on the state of South-South cooperation (2009) http://ssc.undp.org/content/dam/ssc/documents/SG%20Reports/SG%20Report%20on%20SSC%202009.pdf</p> <p>Report of the Secretary-General on the state of South-South cooperation (2011) http://ssc.undp.org/content/dam/ssc/documents/SG%20Reports/SG%20Report%20on%20SSC%202011.pdf</p>

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
			Report of the Secretary-General – The promotion of South-South cooperation for development, a thirty-year perspective (2009) http://ssc.undp.org/content/dam/ssc/documents/SG%20Reports/SG%20report%20SSC%20for%20development%2030yrs%202009.pdf
Overall Score MI 3.3		ADEQUATE	

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 3.4 Human-rights based Approaches	The organisation has undertaken a situation analysis and planning related to the mainstreaming of human rights-based approaches.	Met	UNDP Integrating human rights with sustainable human development: A UNDP policy document (1998) [shared with us by UNDP] Human Rights in UNDP: Practice Note (2005) http://www.undp.org/governance/docs/HRPN_English.pdf Human Development Report: Human Rights and Sustainable Development (2000) http://hdr.undp.org/en/media/HDR_2000_EN.pdf UN General Assembly resolution 57/264, 30 January 2003: Human Development Report http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N02/556/72/PDF/N0255672.pdf?OpenElement
	The organisation has clearly defined roles and responsibilities with regard to the mainstreaming of human rights-based approaches.	Not met	UNDP Integrating human rights with sustainable human development: A UNDP policy document (1998) [shared with us by UNDP] UNDG How to Prepare an UNDAF Part I: Guidelines for UNDP Country Teams (2010) http://www.un.cv/files/4%20How%20to%20Prepare%20an%20UNDAF%20%28Part%20I%29.pdf Human Rights in UNDP: Practice Note (2005) http://www.undp.org/content/dam/aplaws/publication/en/publications/democratic-governance/dg-publications-for-website/human-rights-in-undp/HRPN2005_English.pdf Poverty Reduction and Human Rights – A Practice Note (2003) http://www.undp.org/content/dam/aplaws/publication/en/publications/poverty-reduction/poverty-website/poverty-reduction-and-human-rights/povertyreduction-humanrights0603_1_.pdf UNDP Administrator's opening remarks at the 23rd Session of the International Co-ordinating Committee of National Institutions for the Promotion and Protection of Human Rights (23 March 2010), setting out the commitment to human rights at the highest level in the organization http://content.undp.org/go/newsroom/2010/march/helen-clark-address-to-the-committe-for-the-protection-and-promotion-of-human-rights.en?categoryID=593043&lang=en

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
	The organisation has carried out an expenditure review/costing and budgetary allocation for the implementation of mainstreaming activities.	Met	Global Human Rights Strengthening Programme 2007-2011: Final Project document [shared with us by UNDP]
	The organisation has integrated institutional systems and associated capacities (e.g. policy, planning, human resources, budgeting, etc.) to ensure effective mainstreaming.	Not met	<p>UNDP Integrating human rights with sustainable human development: A UNDP policy document (1998) [shared with us by UNDP]</p> <p>Democratic Governance Thematic Trust Fund: 2009 Annual Report http://web.undp.org/governance/docs/TTF2009.pdf</p> <p>UNDP Democratic Governance website: Human Rights (consulted June 8) http://www.undp.org/content/undp/en/home/ourwork/democraticgovernance/focus_areas/focus_human_rights/</p> <p>Global Human Rights Strengthening Programme 2007-2011: Final Project document [shared with us by UNDP]</p> <p>Implementation of UNDP Global Human Rights Strengthening Programme (GHRSP; 2008-2013) 2011 Annual Report [shared with us by UNDP]</p> <p>UN Common Learning Package on Human Rights-Based Approach (2011) http://www.undg.org/index.cfm?P=531</p> <p>Mainstreaming Human Rights in Development Policies and Programming: UNDP Experiences (2012) http://www.undp.org/content/dam/undp/library/Poverty%20Reduction/Inclusive%20development/Human%20Rights%20issue%20briefs/English_Web_draft6b.pdf</p> <p>Report on the UNDP Global Human Rights Community of Practice Meeting, 28th November to 1st December 2011, San Jose de Costa Rica [shared with us by UNDP]</p> <p>Programme and Operations Policies and Procedures (POPP) (2011) http://www.undp.org/content/dam/undp/library/corporate/Programme%20and%20Operations%20Policies%20and%20Procedures/Programmes-and-Projects-20-Nov-2011.pdf</p> <p>Handbook for Planning, Monitoring and Evaluating for Development Results (2009) http://web.undp.org/evaluation/handbook/documents/english/pme-handbook.pdf</p>

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
	The organisation has defined accountability mechanisms to ensure monitoring and continuous improvement of mainstreaming efforts (feedback loops).	Not met	Implementation of UNDP Global Human Rights Strengthening Programme (GHRSP; 2008-2013) 2011 Annual Report [shared with us by UNDP] UNDP Global Human Rights Community of Practice Meeting, 28th November to 1st December 2011, San Jose de Costa Rica [shared with us by UNDP]
Overall Score MI 3.4		INADEQUATE	

KPI 4. MO's country strategy is results-focused

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 4.1 Results frameworks link results at project, programme, sector and country levels	At least half of the countries surveyed have strategies that include statements of expected results articulated at output and outcome levels.	Met	Draft country programme document for Cambodia (2011-2015) http://www.un.org.kh/undp/knowledge/publications?task=callelement&format=raw&item_id=1763&element=ba8c43a8-6b12-4fe6-996d-99022b26caaf&method=download&i=0 Country programme document for the Democratic Republic of the Congo (2008-2012) http://www.cd.undp.org/mediafile/UNDP%20DRC%20CPD%202008-2012%20ENGLISH.pdf Plan d'Action du Programme Pays: la République Démocratique du Congo, 2008-2012 http://www.cd.undp.org/mediafile/CPAP%20PNUD%202008-2012%20Secion%201.pdf http://www.cd.undp.org/mediafile/CPAP%20PNUD%202008-2012%20Section%202.pdf Country programme document for Ghana (2012-2016) http://web.undp.org/africa/programmedocs/Ghana%20CPD%202012-2016%20-%20Englishx.pdf Draft country programme document for Ghana (2006-2010) http://web.undp.org/africa/programmedocs/GHANA - ENGLISH.pdf Country Programme Action Plan: Ghana, 2006-2010 http://www.undp-gha.org/CPAPGhanafinaldocument.pdf Proyecto de documento del Programa para Honduras (2007-2011) http://web.undp.org/execbrd/word/DCPHND1.doc Documento del Programa de País Honduras 2012-2016 http://web.undp.org/latinamerica/country-docs/CPD%20HON%20FINAL-2012-2016.pdf Draft country programme document for Honduras (2012-2016)

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
			<p>http://web.undp.org/execbrd/pdf/DPDCPHND2e.pdf Plan de Accion del Programa de Pais: Honduras, 2007-2011</p> <p>http://www.undp.un.hn/PDF/documentos_PNUD-Honduras/HONDURAS_PNUD-CPAP_VERSION_FIRMADA.pdf Programme de pays pour le Maroc (2012-2016)</p> <p>http://204.200.211.31/Update_Aug%202011/CPDs/Morocco%20CPD.pdf UNDP country programme document for the Kingdom of Morocco (2007-2011)</p> <p>http://204.200.211.31/contents/file/CPD/CPD_Morocco.pdf Annexe 1: Cadre de résultats et de ressources CPAP 2007-2011 PNUD/Maroc</p> <p>http://www.pnud.org.ma/guide/pdf/cadre%20de%20ressources%20et%20de%20resultat.pdf Programme de pays pour le Niger (2009-2013)</p> <p>http://web.undp.org/africa/programmedocs/NIGER-CPD-2009-2013.pdf Plan d'Action du Programme de Pays, Niger 2009-2013</p> <p>http://www.pnud.ne/cpap/CPAP_NIGER_2009_2013.pdf Nigeria CPAP 2009-2012</p> <p>http://www.ng.undp.org/documents/undp_ng_cpap2008.pdf Country programme document for Nigeria (2009-2012)</p> <p>http://www.undp.org/africa/programmedocs/CPD-Nigeria-2009-2012.doc Draft country programme document for the Philippines (2012-2016)</p> <p>http://web.undp.org/asia/country_programme/CPO_CPD/CPD-PHI_2012-2016.pdf Country programme document for the Philippines (2005-2009)</p> <p>http://web.undp.org/asia/country_programme/CP/CP_PHI_2005-2009.pdf Draft country programme document for Zimbabwe (2007-2009)</p> <p>http://web.undp.org/africa/programmedocs/Zimbabwe-%20CPD%202007-2009%20(English).pdf Country programme document for Zimbabwe (2012-2015)</p> <p>http://web.undp.org/africa/programmedocs/Zimbabwe%20CPD%20-%202012-2015%20-%20Englishx.pdf</p>
	(If first criterion met) in more than half of the country strategies, almost all statements of results are appropriate to their results level (i.e.,	Not met	Same resources listed under criterion 1

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
	what are called outputs are actually outputs; what are called outcomes are actually outcomes).		
	(If first criterion is met) more than half of the country strategies sampled explicitly link expected results of the MO's projects/programmes and/or initiatives to the MO's expected results at country level.	Met	Same resources listed under criterion 1
	(If first criterion is met) at least two of the country strategies sampled explicitly link expected results of the MO's sector strategies to the MO's expected results at country level.	Not met	Same resources listed under criterion 1
	(If all above criteria are met) all of the above criteria are met for all country strategies sampled.	Not met	Same resources listed under criterion 1
Overall Score MI 4.1			

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 4.2 Frameworks include indicators at project, programme, sector and country levels	More than half of the country strategies sampled have the following characteristics: More than half of the performance indicators are <i>adequate</i> (i.e. provide a sufficient basis to assess performance).	Not met	<p>Draft country programme document for Cambodia (2011-2015) http://www.un.org.kh/undp/knowledge/publications?task=callelement&format=raw&item_id=1763&element=ba8c43a8-6b12-4fe6-996d-99022b26caaf&method=download&i=0</p> <p>Country programme document for the Democratic Republic of the Congo (2008-2012) http://www.cd.undp.org/mediafile/UNDP%20DRC%20CPD%202008-2012%20ENGLISH.pdf</p> <p>Plan d'Action du Programme Pays: la République Démocratique du Congo, 2008-2012 http://www.cd.undp.org/mediafile/CPAP%20PNUD%202008-2012%20Secion%201.pdf http://www.cd.undp.org/mediafile/CPAP%20PNUD%202008-2012%20Section%202.pdf</p> <p>Country programme document for Ghana (2012-2016) http://web.undp.org/africa/programmedocs/Ghana%20CPD%202012-2016%20-%20Englishx.pdf</p> <p>Draft country programme document for Ghana (2006-2010) http://web.undp.org/africa/programmedocs/GHANA_-_ENGLISH.pdf</p> <p>Country Programme Action Plan: Ghana, 2006-2010 http://www.undp-gha.org/CPAPGhanafinaldocument.pdf</p> <p>Proyecto de documento del Programa para Honduras (2007-2011) http://web.undp.org/execbrd/word/DCPHND1.doc</p> <p>Documento del Programa de País Honduras 2012-2016 http://web.undp.org/latinamerica/country-docs/CPD%20HON%20FINAL-2012-2016.pdf</p> <p>Draft country programme document for Honduras (2012-2016) http://web.undp.org/execbrd/pdf/DPDCPHND2e.pdf</p> <p>Plan de Accion del Programa de Pais: Honduras, 2007-2011 http://www.undp.un.hn/PDF/documentos_PNUD-Honduras/HONDURAS_PNUD-CPAP_VERSION_FIRMADA.pdf</p> <p>Programme de pays pour le Maroc (2012-2016) http://204.200.211.31/Update_Aug%202011/CPDs/Morocco%20CPD.pdf</p> <p>UNDP country programme document for the Kingdom of Morocco (2007-2011) http://204.200.211.31/contents/file/CPD/CPD_Morocco.pdf</p> <p>Annexe 1: Cadre de résultats et de ressources CPAP 2007-2011 PNUD/Maroc http://www.pnud.org.ma/guide/pdf/cadre%20de%20ressources%20et%20de%20resultat.pdf</p> <p>Programme de pays pour le Niger (2009-2013)</p>

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
			http://web.undp.org/africa/programmedocs/NIGER-CPD-2009-2013.pdf Plan d'Action du Programme de Pays, Niger 2009-2013 http://www.pnud.ne/cpap/CPAP_NIGER_2009_2013.pdf Nigeria CPAP 2009-2012 http://www.ng.undp.org/documents/undp_ng_cpap2008.pdf Country programme document for Nigeria (2009-2012) http://www.undp.org/africa/programmedocs/CPD-Nigeria-2009-2012.doc Draft country programme document for the Philippines (2012-2016) http://web.undp.org/asia/country_programme/CPO_CPD/CPD-PHI_2012-2016.pdf Country programme document for the Philippines (2005-2009) http://web.undp.org/asia/country_programme/CP/CP_PHI_2005-2009.pdf Draft country programme document for Zimbabwe (2007-2009) http://web.undp.org/africa/programmedocs/Zimbabwe-%20CPD%202007-2009%20(English).pdf Country programme document for Zimbabwe (2012-2015) http://web.undp.org/africa/programmedocs/Zimbabwe%20CPD%20-%202012-2015%20-%20Englishx.pdf
	More than half of the performance indicators are <i>relevant</i> to the results they are associated with in the country strategies.	Met	Same resources listed under criterion 1
	More than half of the performance indicators are <i>clear</i> (i.e. it is clear what is to be measured).	Met	Same resources listed under criterion 1
	Data sources and data collection methods are appropriate for more than half of the performance indicators.	Not met	Same resources listed under criterion 1

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Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
	More than half of the performance indicators are <i>monitorable</i> (i.e. they have targets set for them, and the date(s) for target achievement is clear).	Not met	Same resources listed under criterion 1
Overall Score MI 4.2		INADEQUATE	

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 4.3 Statements of expected results consistent with those in national development strategies and UNDAF as appropriate	At least half of the country strategies sampled contain statements of expected results	Met	<p>Draft country programme document for Cambodia (2011-2015) http://www.un.org.kh/undp/knowledge/publications?task=callelement&format=raw&item_id=1763&element=ba8c43a8-6b12-4fe6-996d-99022b26caaf&method=download&i=0</p> <p>Country programme document for the Democratic Republic of the Congo (2008-2012) http://www.cd.undp.org/mediafile/UNDP%20DRC%20CPD%202008-2012%20ENGLISH.pdf</p> <p>Plan d'Action du Programme Pays: la République Démocratique du Congo, 2008-2012 http://www.cd.undp.org/mediafile/CPAP%20PNUD%202008-2012%20Secion%201.pdf http://www.cd.undp.org/mediafile/CPAP%20PNUD%202008-2012%20Section%202.pdf</p> <p>Country programme document for Ghana (2012-2016) http://web.undp.org/africa/programmedocs/Ghana%20CPD%202012-2016%20-%20Englishx.pdf</p> <p>Draft country programme document for Ghana (2006-2010) http://web.undp.org/africa/programmedocs/GHANA - ENGLISH.pdf</p> <p>Country Programme Action Plan: Ghana, 2006-2010 http://www.undp-gha.org/CPAPGhanafinaldocument.pdf</p> <p>Proyecto de documento del Programa para Honduras (2007-2011) http://web.undp.org/execbrd/word/DCPHND1.doc</p> <p>Documento del Programa de País Honduras 2012-2016 http://web.undp.org/latinamerica/country-docs/CPD%20HON%20FINAL-2012-2016.pdf</p> <p>Draft country programme document for Honduras (2012-2016) http://web.undp.org/execbrd/pdf/DPDCPHND2e.pdf</p>

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
			<p>Plan de Accion del Programa de Pais: Honduras, 2007-2011 http://www.undp.un.hn/PDF/documentos_PNUD-Honduras/HONDURAS_PNUD-CPAP_VERSION_FIRMADA.pdf</p> <p>Programme de pays pour le Maroc (2012-2016) http://204.200.211.31/Update_Aug%202011/CPDs/Morocco%20CPD.pdf</p> <p>UNDP country programme document for the Kingdom of Morocco (2007-2011) http://204.200.211.31/contents/file/CPD/CPD_Morocco.pdf</p> <p>Annexe 1: Cadre de résultats et de ressources CPAP 2007-2011 PNUD/Maroc http://www.pnud.org.ma/guide/pdf/cadre%20de%20ressources%20et%20de%20resultat.pdf</p> <p>Programme de pays pour le Niger (2009-2013) http://web.undp.org/africa/programmedocs/NIGER-CPD-2009-2013.pdf</p> <p>Plan d'Action du Programme de Pays, Niger 2009-2013 http://www.pnud.ne/cpap/CPAP_NIGER_2009_2013.pdf</p> <p>Nigeria CPAP 2009-2012 http://www.ng.undp.org/documents/undp_ng_cpap2008.pdf</p> <p>Country programme document for Nigeria (2009-2012) http://www.undp.org/africa/programmedocs/CPD-Nigeria-2009-2012.doc</p> <p>Draft country programme document for the Philippines (2012-2016) http://web.undp.org/asia/country_programme/CPO_CPD/CPD-PHI_2012-2016.pdf</p> <p>Country programme document for the Philippines (2005-2009) http://web.undp.org/asia/country_programme/CP/CP_PHI_2005-2009.pdf</p> <p>Draft country programme document for Zimbabwe (2007-2009) http://web.undp.org/africa/programmedocs/Zimbabwe-%20CPD%202007-2009%20(English).pdf</p> <p>Country programme document for Zimbabwe (2012-2015) http://web.undp.org/africa/programmedocs/Zimbabwe%20CPD%20-%202012-2015%20-%20Englishx.pdf</p>
	At least half of the country strategies contain reference to the country's national development strategies (e.g. UNDAF) as applicable	Met	Same resources listed under criterion 1

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
	(If first two criteria are met) in at least half of the cases, the link between the MO's expected results and those identified in the national development strategies (e.g. UNDAF) is implicit	Met	Same resources listed under criterion 1
	(If all above criteria are met) at least half of the country strategies <i>explicitly</i> demonstrate how the MO's expected results are consistent with those in the national development strategies (e.g. UNDAF)	Met	Same resources listed under criterion 1
	(If all above criteria are met) all above criteria are met for all country strategies sampled	Met	Same resources listed under criterion 1
Overall Score MI 4.3		VERY STRONG	

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 4.5 Results for cross-cutting thematic priorities are included in country level results frameworks –	More than half of the country strategies sampled identify (at least briefly mention) at least two of the organisationally relevant cross-cutting	Met	Draft country programme document for Cambodia (2011-2015) http://www.un.org.kh/undp/knowledge/publications?task=callelement&format=raw&item_id=1763&element=ba8c43a8-6b12-4fe6-996d-99022b26caaf&method=download&i=0 Country programme document for the Democratic Republic of the Congo (2008-2012) http://www.cd.undp.org/mediafile/UNDP%20DRC%20CPD%202008-2012%20ENGLISH.pdf Plan d'Action du Programme Pays: la République Démocratique du Congo, 2008-2012

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
gender equality, environment, (as appropriate)	themes (the same ones assessed in KPI 3).		<p>http://www.cd.undp.org/mediafile/CPAP%20PNUD%202008-2012%20Secion%201.pdf http://www.cd.undp.org/mediafile/CPAP%20PNUD%202008-2012%20Section%202.pdf Country programme document for Ghana (2012-2016) http://web.undp.org/africa/programmedocs/Ghana%20CPD%202012-2016%20-%20Englishx.pdf Draft country programme document for Ghana (2006-2010) http://web.undp.org/africa/programmedocs/GHANA - ENGLISH.pdf Country Programme Action Plan: Ghana, 2006-2010 http://www.undp-gha.org/CPAPGhanafinaldocument.pdf Documento del Programa de Pais Honduras 2012-2016 http://web.undp.org/latinamerica/country-docs/CPD%20HON%20FINAL-2012-2016.pdf Draft country programme document for Honduras (2012-2016) http://web.undp.org/execbrd/pdf/DPDCPHND2e.pdf Plan de Accion del Programa de Pais: Honduras, 2007-2011 http://www.undp.un.hn/PDF/documentos_PNUD-Honduras/HONDURAS_PNUD-CPAP_VERSION_FIRMADA.pdf Programme de pays pour le Maroc (2012-2016) http://204.200.211.31/Update_Aug%202011/CPDs/Morocco%20CPD.pdf UNDP country programme document for the Kingdom of Morocco (2007-2011) http://204.200.211.31/contents/file/CPD/CPD_Morocco.pdf Annexe 1: Cadre de résultats et de ressources CPAP 2007-2011 PNUD/Maroc http://www.pnud.org.ma/guide/pdf/cadre%20de%20ressources%20et%20de%20resultat.pdf Programme de pays pour le Niger (2009-2013) http://web.undp.org/africa/programmedocs/NIGER-CPD-2009-2013.pdf Plan d'Action du Programme de Pays, Niger 2009-2013 http://www.pnud.ne/cpap/CPAP_NIGER_2009_2013.pdf Nigeria CPAP 2009-2012 http://www.ng.undp.org/documents/undp_ng_cpap2008.pdf Country programme document for Nigeria (2009-2012) http://www.undp.org/africa/programmedocs/CPD-Nigeria-2009-2012.doc Draft country programme document for the Philippines (2012-2016) http://web.undp.org/asia/country_programme/CPO_CPD/CPD-PHI_2012-2016.pdf Country programme document for the Philippines (2005-2009) http://web.undp.org/asia/country_programme/CP/CP_PHI_2005-2009.pdf</p>

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
			Draft country programme document for Zimbabwe (2007-2009) http://web.undp.org/africa/programmedocs/Zimbabwe-%20CPD%202007-2009%20(English).pdf Country programme document for Zimbabwe (2012-2015) http://web.undp.org/africa/programmedocs/Zimbabwe%20CPD%20-%202012-2015%20-%20Englishx.pdf
	More than half of the country strategies sampled identify (at least briefly mention) all of the key cross-cutting themes for the organisation being assessed.	Met	Same resources listed under criterion 1
	(If first criterion is met) more than half of country strategies sampled identify results that integrate at least two of the issues / themes, as relevant	Met	Same resources listed under criterion 1
	(If first criterion is met) more than half of country strategies sampled provide evidence of strategies and approaches to address or apply the cross-cutting issue / theme.	Met	Same resources listed under criterion 1
	(If first criterion met) all country strategies sampled meet criteria 2-4.	Not met	Same resources listed under criterion 1
Overall Score MI 4.5	STRONG		

Quadrant II – Operational Management

KPI 5. The MO makes transparent and predictable aid allocation decisions

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 5.1 The MO's criteria for allocating funding are publicly available	A policy for the allocation of non-earmarked resources to country programmes exists.	Met	<p>UNDP Financial Regulations and Rules (2012) (provided by UNDP, not accessible on webpage)</p> <p>UNDP Strategic Plan, 2008-2011 (2007) Available here: http://www.undp.org/bz/wp-content/uploads/2011/02/UNDP-Strategic-Plan-2008-2011.pdf</p> <p>Proposals for programming arrangements for the period 2008-2011 (2007) Available here: http://web.undp.org/execbrd/adv2007-second.shtml</p> <p>Midterm Review of the programming arrangements, 2008-2013 (2010) Available here: http://web.undp.org/execbrd/adv2010-first.shtml</p> <p>Second review of the programming arrangements, 2008-2013 (2012) Available here: http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2012-first.html</p>
	The policy is reviewed on at least a 5-year cycle.	Met	<p>UNDP Financial Regulations and Rules (2012) (provided by UNDP)</p> <p>Revision of the UNDP Financial Regulations and Rules (2011) http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2011-second.html</p> <p>Amendment of UNDP financial regulations and rules (2008) http://web.undp.org/execbrd/adv2008-second.shtml</p> <p>Revision of the UNDP Financial Regulations and Rules (2005) http://web.undp.org/execbrd/adv2005-annual.htm</p> <p>Revision of the UNDP Financial Regulations and Rules (2005) http://web.undp.org/execbrd/adv2005-first.htm</p> <p>Midterm Review of the programming arrangements, 2008-2013 (2010) Available here: http://web.undp.org/execbrd/adv2010-first.shtml</p>

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
			<p>Second review of the programming arrangements, 2008-2013 (2012) Available here: http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2012-first.html</p>
	There is evidence of the application of this policy to non-earmarked resources.	Met	Balanced Scorecard (2011) (provided by UNDP)
	The policy is available on the agency's public website.	Not met	<p>UNDP Strategic Plan, 2008-2011 (2007) Available here: http://www.undp.org/bz/wp-content/uploads/2011/02/UNDP-Strategic-Plan-2008-2011.pdf</p> <p>Proposals for programming arrangements for the period 2008-2011 (2007) Available here: http://web.undp.org/execbrd/adv2007-second.shtml</p> <p>Midterm Review of the programming arrangements, 2008-2013 (2010) Available here: http://web.undp.org/execbrd/adv2010-first.shtml</p> <p>Second review of the programming arrangements, 2008-2013 (2012) Available here: http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2012-first.html</p>
	The policy is available in more than one of the UN official languages.	Not met	<p>UNDP Strategic Plan, 2008-2011 (2007) Available here: http://www.undp.org/bz/wp-content/uploads/2011/02/UNDP-Strategic-Plan-2008-2011.pdf</p> <p>Proposals for programming arrangements for the period 2008-2011 (2007) Available here: http://web.undp.org/execbrd/adv2007-second.shtml</p> <p>Midterm Review of the programming arrangements, 2008-2013 (2010) Available here: http://web.undp.org/execbrd/adv2010-first.shtml</p> <p>Second review of the programming arrangements, 2008-2013 (2012) Available here:</p>

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
			http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2012-first.html Revision of the UNDP Financial Regulations and Rules (2011) http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2011-second.html Amendment of UNDP financial regulations and rules (2008) http://web.undp.org/execbrd/adv2008-second.shtml Revision of the UNDP Financial Regulations and Rules (2005) http://web.undp.org/execbrd/adv2005-annual.htm Revision of the UNDP Financial Regulations and Rules (2005) http://web.undp.org/execbrd/adv2005-first.htm
Overall Score MI 5.1		ADEQUATE	

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 5.3 Planned resources (financial / technical co-operation, etc.) are released according to agreed schedules.	Evidence of improved predictability in scheduling	–	Framework for Cash Transfers to Implementing Partners (2005) Available here: http://toolkit.undg.org/workstream/5-common-services-and-harmonized-business-practices.html UNDP Country Office Balanced Scorecard Indicator Descriptions (n.d.) Provided by UNDP United Nations Results Report: 2011 Survey on Monitoring the Paris Declaration (2011) Available here: http://www.undg.org/docs/12215/UNDG%20PD%20Survey%20Report_DUP_11-30-2011_01-10-55-498_AM.pdf UNDP's Response to the 2011 Survey on Monitoring the Paris Declaration: Implementing the Paris Declaration on Aid Effectiveness (2011) Available here: http://www.undp.org/content/dam/undp/library/capacity-development/English/Implementing-the-Paris-Declaration-on-Aid-Effectiveness.pdf
	Evidence of improved delivery of scheduled aid (or evidence of attempts made to	–	Framework for Cash Transfers to Implementing Partners (2005) http://toolkit.undg.org/workstream/5-common-services-and-harmonized-business-practices.html Harmonized Approach to Cash Transfers (HACT): Responses to Key Challenges (2008)

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
	deliver scheduled aid, depending on the context)		http://toolkit.undg.org/tool/190-hact-challenges-and-responses.doc
Overall Score MI 5.3		UNABLE TO ASSESS	

KPI 6. The MO's aid financial management is linked to performance management

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 6.1 Budget allocations are linked to expected development results	In the most recent annual or multi-year organisation-wide budget, budget information is presented in a results-oriented way.	Not met	<p>UNDP institutional budget estimates for 2012-2013 (2011)</p> <p>Available here: http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2011-second.html</p> <p>Road map to an integrated budget: cost classification and results-based budgeting – Joint report of UNDP, UNFPA and UNICEF (2010)</p> <p>Available here: http://www.un.org/esa/coordination/pdf/road_map_to_integrated_budget_(sept_2010).pdf</p> <p>UNDP Office of Planning and Budgeting Integrated Work Plan (2012) [shared with us by UNDP]</p> <p>Second review of the programming arrangements, 2008-2013 (2012) http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2012-first.html</p>
	Some output costs and/or outcome costs in the DRF and MRF are presented in the budget document.	Not met	<p>UNDP institutional budget estimates for 2012-2013 (2011) http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2011-second.html</p> <p>UNDP budget estimates for 2010-2011 biennium (2010) http://web.undp.org/execbrd/pdf/dp2010-3.pdf</p> <p>Proposals for programming arrangements for the period 2008-2011 (2007) http://web.undp.org/execbrd/adv2007-second.shtml</p> <p>Second review of the programming arrangements, 2008-2013 (2012) http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2012-</p>

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
	Most output costs and/or outcome costs in the DRF and MRF are presented in the budget document.	Not met	first.html UNDP institutional budget estimates for 2012-2013 (2011) http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2011-second.html UNDP budget estimates for 2010-2011 biennium (2010) http://web.undp.org/execbrd/pdf/dp2010-3.pdf Proposals for programming arrangements for the period 2008-2011 (2007) http://web.undp.org/execbrd/adv2007-second.shtml Second review of the programming arrangements, 2008-2013 (2012) http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2012-first.html
	There is evidence of improvement of outputs and outcomes costing over time in budget documents reviewed (evidence of building a better system).	Met	Midterm Review of the programming arrangements, 2008-2013 (2010) http://web.undp.org/execbrd/adv2010-first.shtml Second review of the programming arrangements, 2008-2013 (2012) http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2012-first.html
	There is evidence (from evaluations or audits conducted in this area) of a system that allows the organisation to track costs from activity through to outcome.	Met	Evaluation of Results-Based Management in UNDP (2007) http://web.undp.org/evaluation/documents/thematic/RBM/RBM_Evaluation.pdf
Overall Score MI 6.1		INADEQUATE	

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 6.2 Disbursements are linked to reported results	The most recent annual reports show financial amounts aligned with achieved results (i.e., the report shows how much was spent to achieve each result).	Met	<p>Midterm review of the UNDP strategic plan and annual report of the Administrator for 2010 (2011) http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2011-annual.html</p> <p>Annexes to the midterm review of the UNDP strategic plan and annual report for 2010 (2011) http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2011/annual-session/english/dp2011-22_ANNEXES.pdf</p> <p>Annual report of the Administrator on the Strategic Plan: performance and results for 2009 (2010) http://web.undp.org/execbrd/adv2010-annual.shtml</p> <p>Annexes to the annual report of the Administrator on the Strategic Plan: performance and results for 2009 (2010) http://web.undp.org/execbrd/pdf/EB_annual_report_Annexes_final_1_July.pdf</p>
	In the most recent annual reports, statements of results achieved are aligned with expected results described in the organisation-wide strategic plan.	Met	<p>See above (criterion 1), in addition to:</p> <p>Decisions adopted by the Executive Board in 2009 (2010) http://web.undp.org/execbrd/pdf/dp2010-2e.pdf</p> <p>UNDP Strategic Plan, 2008-2011 (2008) http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/dp07-43Rev1.pdf</p>
	In the most recent annual reports, variances in operational expenditure and results achievement (i.e. differences between planned and actual operational expenditures and between planned and actual results achievements) are reported.	Not met	<p>Midterm review of the UNDP strategic plan and annual report of the Administrator for 2010 (2011) http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2011-annual.html</p> <p>Annual report of the Administrator on the Strategic Plan: performance and results for 2009 (2010) http://web.undp.org/execbrd/adv2010-annual.shtml</p>
	(If the third criterion is met) In the most recent annual reports, variances in operational	Not met	

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
	expenditure and results achievement (i.e. differences between planned and actual operational expenditures and between planned and actual results achievements) are explained.		
	In the documents consulted, there is evidence of consistent improvement over time in the degree of alignment between operational expenditures and results achievement.	Not met	
Overall Score MI 6.2		INADEQUATE	

KPI 7. The MO has policies and processes for financial accountability (audit, risk management, anti-corruption)

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 7.1 External financial audits (meeting recognized international standards) are performed across the organisation (including UN Board of Auditors).	Annual organisation-wide reports on financial performance exist. (In the case of some UN organisations, the schedule for external audit may be determined by the Board of Auditors, therefore the requirement of “annual” may not apply).	Met	UN Board of Auditors Reports on UNDP Financial Statements Available here: http://www.undp.org/content/undp/en/home/operations/accountability/audit.html UN Board of Auditors reports Available Here: http://www.un.org/auditors/board/reports.shtml
	(If first criterion is met) the most recent annual financial report reviewed	Met	UNDP Financial Report and Audited Financial Statements for the Biennium ended 31 December 2009 and Report of the Board of Auditors (2010)

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
	is accompanied by a letter from an external auditor confirming an external financial audit was undertaken at the organisation-wide level. (Or the report and/or audit opinion comes from the Board of Auditors, in the case of some of the UN agencies),		Available here: http://www.un.org/ga/search/view_doc.asp?symbol=A/65/5/ADD.1(SUPP)
	(If first two criteria are met) the letter from the external auditor confirms that the external financial audit was undertaken in adherence to international standards (GAAP or equivalent). (In case of UN Agencies audited by BOA, the audits are carried out using international standards).	Met	UNDP Financial Report and Audited Financial Statements for the Biennium ended 31 December 2009 and Report of the Board of Auditors (2010) Available here: http://www.undp.org/content/dam/undp/library/corporate/Transparency/UNDP%20Audited%20Financial%20Statements%202008-2009.pdf
	(If first criterion is met) <i>all</i> annual financial reports reviewed are accompanied by a letter from an external auditor confirming an external financial audit was undertaken at the organisation-wide level. (Or the report /audit opinion comes from the Board of Auditors, in the case of the UN agencies).	Met	UN Board of Auditors reports Available Here: http://www.un.org/auditors/board/reports.shtml

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
	(If criterion 4 is met) in all financial reports reviewed, the letter from the external auditor confirms that the external financial audit was undertaken in adherence to international standards (GAAP or equivalent). (Or the report /audit opinion comes from the Board of Auditors, in case of the UN agencies).	Met	UN Board of Auditors reports Available Here: http://www.un.org/auditors/board/reports.shtml
Overall Score MI 7.1		VERY STRONG	

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 7.2 External financial audits (meeting recognised international standards) are performed at the regional, country or project level (as appropriate)	The documents available provide evidence that audits are performed at regional, country, or project levels (as appropriate).	Met	<p>UNDP Financial Report and Audited Financial Statements for the Biennium ended 31 December 2009 and Report of the Board of Auditors (2010) Available here: http://www.undp.org/content/dam/undp/library/corporate/Transparency/UNDP%20Audited%20Financial%20Statements%202008-2009.pdf</p> <p>UNDP Financial Report and Audited Financial Statements for the Biennium ended 31 December 2007 and Report of the Board of Auditors (2008) Available here: http://www.undp.org/content/dam/undp/library/corporate/Transparency/UNDP%20Audited%20Financial%20Statements%202006-2007.pdf</p> <p>UNDP: Report on internal audit and investigations (2011) Available here: http://www.undp.org/content/undp/en/home/operations/accountability/audit/</p> <p>Charter of the Office of Audit and Investigations (2010) Available here: http://www.undp.org/content/dam/undp/library/corporate/Transparency/01.%20OAI%20Charter.pdf</p>

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
	There are established rules/procedures for the conduct of audits in the organisation.	Met	UNDP Financial Report and Audited Financial Statements for the Biennium ended 31 December 2009 and Report of the Board of Auditors (2010) Available here: http://www.undp.org/content/dam/undp/library/corporate/Transparency/UNDP%20Audited%20Financial%20Statements%202008-2009.pdf UNDP financial regulations and rules (2011) Provided by UNDP Charter of the Office of Audit and Investigations (2010) Available here: http://www.undp.org/content/dam/undp/library/corporate/Transparency/01.%20OAI%20Charter.pdf
	The rules/procedures ensure ample audit coverage of the organisation's programmes and operations.	Not met	UNDP Financial Report and Audited Financial Statements for the Biennium ended 31 December 2009 and Report of the Board of Auditors (2010) Available here: http://www.undp.org/content/dam/undp/library/corporate/Transparency/UNDP%20Audited%20Financial%20Statements%202008-2009.pdf UN Financial Regulations and Rules of the United Nations (2003) Available here: http://web.cas.suffolk.edu/faculty/druke/UN/UN%20OCHA%20FIELD%20GUIDELINE/documents/56_ST_SGB_2003_7.pdf UNDP financial regulations and rules (2011) Provided by UNDP Charter of the Office of Audit and Investigations (2010) Available here: http://www.undp.org/content/dam/undp/library/corporate/Transparency/01.%20OAI%20Charter.pdf
	The evidence also indicates that the audits will be carried out using international standards, or provides an indication that the MO will be using national audit systems and procedures.	Met	UNDP Financial Report and Audited Financial Statements for the Biennium ended 31 December 2009 and Report of the Board of Auditors (2010) Available here: http://www.undp.org/content/dam/undp/library/corporate/Transparency/UNDP%20Audited%20Financial%20Statements%202008-2009.pdf UN Board of Auditors reports Available Here: http://www.un.org/auditors/board/reports.shtml

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
			The United Nations Board of Auditors Modus Operandi of the Board (web page) Available here: http://www.un.org/auditors/board/modusop.shtml#soa Charter of the Office of Audit and Investigations (2010) Available here: http://www.undp.org/content/dam/undp/library/corporate/Transparency/01.%20OAI%20Charter.pdf
	External financial audit reports at country/project/regional level are made available to the public by the MO.	Not met	UNDP Financial Report and Audited Financial Statements for the Biennium ended 31 December 2009 and Report of the Board of Auditors (2010) Available here: http://www.undp.org/content/dam/undp/library/corporate/Transparency/UNDP%20Audited%20Financial%20Statements%202008-2009.pdf Information Disclosure Policy (web page) Available here: http://www.undp.org/content/undp/en/home/operations/transparency/information_disclosurepolicy/
Overall Score MI 7.2		ADEQUATE	

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 7.3 The MO has a policy on anti-corruption	Guidelines, policy or a framework on anti-corruption are corporately approved (in other words, not in draft form).	Met	UNDP Policy on Fraud and Other Corrupt Practices (2011) Available here: http://www.undp.org/content/dam/undp/documents/about/transparencydocs/UNDP_Anti-fraud_Policy_English_FINAL.pdf
	(If first criterion is met) the document includes operational policy measures which pro-actively support solutions to counter corruption at the local level (e.g. training, incentive and reward structures for staff, complaint and	Met	UNDP Policy on Fraud and Other Corrupt Practices (2011) Available here: http://www.undp.org/content/dam/undp/documents/about/transparencydocs/UNDP_Anti-fraud_Policy_English_FINAL.pdf

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
	advocacy mechanisms, whistle blowing mechanisms, etc.).		
	(If first criterion is met) the policy commits the organisation to design and manage programs and services which are compliant with preventing and combating fraud and corruption.	Met	UNDP Policy on Fraud and Other Corrupt Practices (2011) Available here: http://www.undp.org/content/dam/undp/documents/about/transparencydocs/UNDP_Anti-fraud_Policy_English_FINAL.pdf Extracts of chapter on risk management in UNDP Provided by UNDP POPP Available here: http://www.undp.org/content/dam/undp/library/corporate/Programme%20and%20Operations%20Policies%20and%20Procedures/Programmes-and-Projects-20-Nov-2011.pdf
	(If first criterion is met) the policy defines the roles, responsibilities and accountabilities of Management, Staff and Experts / Specialists in implementing & complying with the policy.	Met	UNDP Policy on Fraud and Other Corrupt Practices (2011) Available here: http://www.undp.org/content/dam/undp/documents/about/transparencydocs/UNDP_Anti-fraud_Policy_English_FINAL.pdf
	(If first criterion is met) the policy commits the organisation to review its activities on combating fraud and corruption or there is other evidence that the organisation has reviewed its policy and/or practice in this area.	Met	UNDP Policy on Fraud and Other Corrupt Practices(2011) Available here: http://www.undp.org/content/dam/undp/documents/about/transparencydocs/UNDP_Anti-fraud_Policy_English_FINAL.pdf
	OR if the first criterion is NOT met: At least one policy on anti-corruption exists at the country, regional or	N/A	

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
	other level (it could also be a policy on fraud, which is one type of corruption). (If the sixth criterion met) at least one policy meets criteria 2 through 5, above.		
Overall Score MI 7.3		VERY STRONG	

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 7.4 Systems are in place for immediate measures against irregularities identified at the country (or other) level	There is a policy on financial audit that refers to measures to be taken against irregularities.	Met	United Nations Financial Regulations and Rules (2003) Available here: http://web.cas.suffolk.edu/faculty/druke/UN/UN%20OCHA%20FIELD%20GUIDELINE/documents/56_ST_SGB_2003_7.pdf UNDP Policy on Fraud and Other Corrupt Practices (2011) Available here: http://www.undp.org/content/dam/undp/documents/about/transparencdocs/UNDP_Anti-fraud_Policy_English_FINAL.pdf UNDP Financial Regulations and Rules
	Management guidelines or rules support the policy and describe the procedure for a response to irregularities identified during an external financial audit.	Met	United Nations Financial Regulations and Rules (2003) Available here: http://web.cas.suffolk.edu/faculty/druke/UN/UN%20OCHA%20FIELD%20GUIDELINE/documents/56_ST_SGB_2003_7.pdf UNDP Policy on Fraud and Other Corrupt Practices (2011) Available here: http://www.undp.org/content/dam/undp/documents/about/transparencdocs/UNDP_Anti-fraud_Policy_English_FINAL.pdf OAI Investigation Guidelines (2010) Available here: http://www.undp.org/content/dam/undp/documents/about/transparencdocs/OAI_Investigations_Guidelines.pdf UNDP Financial Report and Audited Financial Statements for the Biennium ended 31 December 2009 and

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
			<p>Report of the Board of Auditors (2010) Available here: http://www.undp.org/content/dam/undp/library/corporate/Transparency/UNDP%20Audited%20Financial%20Statements%202008-2009.pdf</p> <p>UNDP: report on the implementation of recommendations of BOA 2008-2009 (2011) Available here: http://web.undp.org/execbrd/adv2011-first.shtml</p> <p>UNDP accountability framework and oversight policy (2008) Available here: http://web.undp.org/execbrd/pdf/dp08-16Rev1.pdf</p> <p>UNDP: Follow-up report on the implementation of the recommendations of the Board of Auditors for the biennium 2002-2003 (2006) Available here: http://web.undp.org/execbrd/adv2006-first.htm</p>
	(If second criterion is met) these guidelines set timelines for the response to irregularities identified during an external financial audit (in other words, the managers have to respond to audit findings within a certain period of time).	Met	<p>See above. Decisions adopted by the Executive Board in 2005 (2006) Available here: http://web.undp.org/execbrd/pdf/dp06-2e.pdf</p>
	There is evidence (in audit reports to the Board or other documents) that audit recommendations are followed up by management.	Met	<p>UNDP Financial Report and Audited Financial Statements for the Biennium ended 31 December 2009 and Report of the Board of Auditors (2010) Available here: http://www.undp.org/content/dam/undp/library/corporate/Transparency/UNDP%20Audited%20Financial%20Statements%202008-2009.pdf</p> <p>UNDP: Report on the implementation of the recommendation of the Board of Auditors, 2008-2009 (2011) Available here: http://web.undp.org/execbrd/adv2011-first.shtml</p> <p>UNDP: Report on the implementation of the recommendation of the Board of Auditors, 2008-2009 and Annex</p>

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
			(2012) Available here: http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2012-first.html UNDP: Report on internal audit and investigations (2011) Available here: http://www.undp.org/content/undp/en/home/operations/accountability/audit/ OAI Overview (provided by UNDP) 2011 BOM Balanced Scorecard (provided by UNDP)
	Major or systemic irregularities are reported to the board/governing body, as appropriate.	Met	2011 UNDP Annual Report of the Administrator on Disciplinary Measures and Other Actions Taken in Response to Fraud, Corruption and Other Wrongdoing (2011) http://www.undp.org/content/dam/undp/library/corporate/Transparency/2011 UNDP Annual Report on Disciplinary Measures Other Actions Taken_EN.pdf OAI Annual Reports on Internal Audit and Investigations Available here: http://www.undp.org/content/undp/en/home/operations/accountability/audit.html UN Board of Auditors reports Available here: http://www.un.org/auditors/board/reports.shtml UNDP: Report on the implementation of the recommendation of the Board of Auditors, 2008-2009 (2011) Available here: http://web.undp.org/execbrd/adv2011-first.shtml
Overall Score MI 7.4		VERY STRONG	

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 7.5 Internal financial audit processes are used to provide management /	There is evidence of practice of internal financial audits in the organisation.	Met	OAI (webpage) Available here: http://www.undp.org/content/undp/en/home/operations/accountability/audit.html Charter of the Office of Audit and Investigations (2010) Available here:

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
governing bodies with objective information			http://www.undp.org/content/dam/undp/library/corporate/Transparency/01.%20OAI%20Charter.pdf
	(If the first criterion is met) an organisation-wide guideline/policy for the practice of internal financial audits exists and is corporately approved.	Met	Charter of the Office of Audit and Investigations (2010) Available here: http://www.undp.org/content/dam/undp/library/corporate/Transparency/01.%20OAI%20Charter.pdf UNDP Financial Regulations and Rules (2012) Provided by UNDP
	(If first criterion is met) there is evidence in these documents that the internal audit function is separate from the programming areas, enabling it to provide an “independent” audit opinion. The key is that internal auditors are not influenced by the programs they are auditing.	Met	UNDP Financial Regulations and Rules (2012) Provided by UNDP Charter of the Office of Audit and Investigations (2010) Available here: http://www.undp.org/content/dam/undp/library/corporate/Transparency/01.%20OAI%20Charter.pdf UNDP institutional budget estimates for 2012-2013 (2011) Available here: http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2011-second.html
	There is evidence in these documents that the internal audit function reports directly to the Executive Board, thus providing maximum assurance of its independence from programming.	Met	Charter of the Office of Audit and Investigations (2010) Available here: http://www.undp.org/content/dam/undp/library/corporate/Transparency/01.%20OAI%20Charter.pdf
	Reports available from the audit committee (or equivalent) of the Executive Board confirm receipt of internal audit information.	Met	Decisions adopted by the Executive Board in 2011 http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2012/first-regular-session/english/dp2012-2e.pdf Decisions adopted by the Executive Board in 2010 http://web.undp.org/execbrd/pdf/dp2011-2e.pdf
Overall Score MI 7.5	VERY STRONG		

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 7.7 The MO has strategies in place for risk identification, mitigation, monitoring and reporting	An organisation-wide policy, strategy, framework or guideline on risk management is corporately approved.	Met	UNDP Policy on Fraud and Other Corrupt Practices (2011) Available here: http://www.undp.org/content/dam/undp/documents/about/transparencycdocs/UNDP_Anti-fraud_Policy_English_FINAL.pdf Review of Enterprise Risk Management in the United Nations System (2010) Available here: http://www.unjiu.org/data/reports/2010/en2010_4.pdf
	(If first criterion is met) this document follows international standards on managing risk, including a description of roles and responsibilities of key actors.	Not met	Review of Enterprise Risk Management in the United Nations System (2010) Available here: http://www.unjiu.org/data/reports/2010/en2010_4.pdf UNDP Policy on Fraud and Other Corrupt Practices (2011) Available here: http://www.undp.org/content/dam/undp/documents/about/transparencycdocs/UNDP_Anti-fraud_Policy_English_FINAL.pdf
	(If first criterion is met) this document applies to country, regional and corporate activities. In other words, risk analysis is undertaken as appropriate at these different levels.	Met	Review of Enterprise Risk Management in the United Nations System (2010) Available here: http://www.unjiu.org/data/reports/2010/en2010_4.pdf
	(If first criterion is met) major risk analysis (significant programs, projects, etc.) is presented to the Board.	Met	Review of Enterprise Risk Management in the United Nations System (2010) Available here: http://www.unjiu.org/data/reports/2010/en2010_4.pdf Charter of the Office of Audit and Investigations (2010) Available here: http://www.undp.org/content/dam/undp/library/corporate/Transparency/01.%20OAI%20Charter.pdf
	(If first criterion is met) management and/or Board documents demonstrate utilization of risk management policy	Met	Decisions adopted by the Executive Board in 2009 (2010) Available here: http://web.undp.org/execbrd/pdf/dp2010-2e.pdf Decisions adopted by the Executive Board in 2010 (2011)

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
	and procedures.		Available here: http://web.undp.org/execbrd/pdf/dp2011-2e.pdf Decisions adopted by the Executive Board in 2011 (2012) Available here: http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2012/first-regular-session/english/dp2012-2e.pdf
Overall Score MI 7.7		STRONG	

KPI 8. Performance information on results is used by the MO

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 8.1 Revising and adjusting policies	Information on organisation-wide performance (i.e., progress towards outcomes) is available, for instance in annual performance reports, or from an organisation-wide evaluation or audit.	Met	UNDP in Action 2010/2011: People-centred development http://www.undp.org/content/undp/en/home/librarypage/corporate/undp_in_action_2011/ UNDP in Action 2009/2010: Delivering on Commitments http://www.undp.org/content/undp/en/home/librarypage/corporate/undp_in_action_2010/ UNDP Annual Report 2008/2009: Living up to its Commitments http://www.undp.org/content/undp/en/home/librarypage/corporate/undp_in_action_2009/ UNDP Annual Report of the Administrator on the Strategic Plan: performance and results for 2011 http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2012-annual.html Midterm Review of the Strategic Plan and Annual Report of the Administrator: performance and results for 2010 http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2011-annual/ UNDP Annual report of the Administrator, 2009: http://web.undp.org/execbrd/pdf/EB_annual_report_Annexes_final_1_July.pdf UNDP Executive Board Decision 2007/32 http://web.undp.org/execbrd/pdf/dp08-2e.pdf Midterm Review of the Strategic Plan and Annual Report of the Administrator: performance and results for 2010 http://web.undp.org/execbrd/pdf/dp2011-22_ANNEXES.pdf

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
			Executive Board Decision 2011/14: http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2012/first-regular-session/english/dp2012-2e.pdf Annual Report on Evaluation, various years: http://web.undp.org/evaluation/annual-report.html
	(If first criterion is met) there is evidence that the MO analyses/assesses its performance in a systematic manner and takes into account recommendations from organisation-wide audits, performance reports and/or evaluations.	Met	UNDP Annual Report of the Administrator on the Strategic Plan: performance and results for 2011 http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2012-annual.html Midterm Review of the Strategic Plan and Annual Report of the Administrator: performance and results for 2010, and Annexes http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2011-annual/ UNDP Annual report of the Administrator, 2009: http://web.undp.org/execbrd/pdf/EB_annual_report_Annexes_final_1_July.pdf Road map for the implementation of Executive Board decision 2011/14 http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2011-second.html Annual Report on Evaluation, various years: http://web.undp.org/evaluation/annual-report.html UNDP Report on the implementation of the recommendations of the Board of Auditors, 2008-2009 (2011) Available here: http://web.undp.org/execbrd/adv2010-annual.shtml Decisions adopted by the Executive Board in 2011 (2012) Available here: http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2012/first-regular-session/english/dp2012-2e.pdf
	(If the first two criteria are met) there is evidence that the MO takes steps to respond to the <i>specific</i> performance-related problems highlighted in audits, performance reports and/or	Met	UNDP Strategic Plan 2008-2013 UNDP Accountability System http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/dp08-16Rev1.pdf Assessment of Development Results http://erc.undp.org/evaluation/viewevaluations.html;jsessionid=FAA94BC7DE87262BE7EEEEB986411181?evalType=7

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
	evaluations.		<p>Evaluations highlighted in the 2011 Executive Board Documentation: http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2011-first.html</p> <p>Management Responses in the 2011 Executive Board Documentation, various years http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/</p> <p>Evaluation Policy, 2010. http://web.undp.org/evaluation/policy.htm</p> <p>Independent Review of the Evaluation Policy & Management Response http://web.undp.org/execbrd/adv2010-annual.shtml</p> <p>Report on Internal Audits and investigations, 2010 Dp/2010/31/ http://web.undp.org/execbrd/adv2010-annual.shtml</p> <p>Management Response to Internal Audits and Investigations, 2010 http://web.undp.org/execbrd/adv2010-annual.shtml</p> <p>UNDP Status of implementation of the recommendations of the Board of Auditors 2008-2009 (2011) Available here: http://web.undp.org/execbrd/adv2010-annual.shtml</p> <p>Midterm Review of the programming arrangements, 2008-2013 (2010) Available here: http://web.undp.org/execbrd/adv2010-first.shtml</p> <p>Second Review of the programming arrangements, 2008-2013 (2012) Available here: http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2012-first.html</p>
	(If the first two criteria are met) there is evidence that the MO revises and adjusts its <i>broader</i> programming and policies in response to performance issues raised in audits, performance reports and /or evaluations (problems and successes).	Not met	<p>The Evaluation Policy of UNDP (2011) Available here: http://web.undp.org/evaluation/policy.htm</p> <p>Addendum to the Handbook on Planning, Monitoring and Evaluating for Development Results (2012) Available here: http://web.undp.org/evaluation/documents/HandBook/addendum/Evaluation-Addendum-June-2011.pdf</p> <p>Gender Equality Strategy 2008-2011 (2008) Available here: http://www.undp.org/content/dam/aplaws/publication/en/publications/womens-empowerment/gender-equality-</p>

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
			<p>strategy-2008-2011/0601.pdf 2008–2013 Gender Equality Strategy Mid-Term Review Report (2011) Provided by UNDP Evaluation on UNDP Contribution to Strengthening National Capacities (2010) Available here: http://web.undp.org/evaluation/thematic/nc.shtml Management Response: Evaluation on UNDP Contribution to Strengthening National Capacities (n.d.) Available here: http://erc.undp.org/evaluationadmin/manageresponse/view.html?evaluationid=4783 UNDP Evaluation Resource Center (consulted on July 7, 2012) Available here: http://erc.undp.org/index.html Evaluation of UNDP Contribution to South South Cooperation (2007) Available here: http://web.undp.org/evaluation/documents/thematic/ssc/SSC_Evaluation.pdf South-South and Triangular Cooperation in the United Nations System (2011) Available here: http://www.unju.org/data/reports/2011/JIU_REP_2011_03_Final.pdf</p>
	(If criterion 4 is met) there is evidence that the MO systematically evaluates and audits its policies, procedures and practices so as to ensure continuous learning and improvement of processes and performance.	Not met	<p>The Evaluation Policy of UNDP (2011) Available here: http://web.undp.org/evaluation/policy.htm Gender Equality Strategy 2008-2011 (2008) Available here: http://www.undp.org/content/dam/aplaws/publication/en/publications/womens-empowerment/gender-equality-strategy-2008-2011/0601.pdf UNDP Strategic Plan, 2008-2011 (2008) Available here: http://web.undp.org/execbrd/pdf/dp07-43Rev1.pdf</p>
Overall Score MI 8.1		ADEQUATE	

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 8.2 Planning new interventions	Information on the MO's performance in the country (i.e., progress towards outcomes) is available.	Met	<p>Annexes to the Annual Report of the Administrator on the Strategic Plan: Performance and Results for 2011 (2012) Available here: http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2012/Annual-session/English/AR%202011%20Annex%20Draft%20-FINAL%20APPROVED.pdf</p> <p>Assessment of Development Results: http://web.undp.org/evaluation/country-evaluation.html</p> <p>UNDP Evaluation Policy, 2010: http://web.undp.org/evaluation/documents/Evaluation-Policy.pdf</p> <p>Guidelines for an Assessment of Development Results (ADR) (2009) Available here: http://web.undp.org/evaluation/documents/ADR/framework/ADR-Guide-2009.pdf</p> <p>Annual Report on Evaluation, 2010 http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2011-annual.html</p> <p>Programme and operations policies and procedures (PoPP): programmes and project (2011) http://www.undp.org/content/dam/undp/library/corporate/Programme and Operations Policies and Procedures/Programmes-and-Projects-20-Nov-2011.pdf</p>
	(If first criterion is met) for at least half of the countries, there is evidence of an analysis/assessment of performance (problems as well as successes).	Met	<p>Assessment of Development Results: http://web.undp.org/evaluation/country-evaluation.html</p> <p>UNDP Evaluation Policy, 2010: http://web.undp.org/evaluation/documents/Evaluation-Policy.pdf</p> <p>Guidelines for an Assessment of Development Results (ADR) (2009) Available here: http://web.undp.org/evaluation/documents/ADR/framework/ADR-Guide-2009.pdf</p> <p>Evaluation Resource Center (web page) Available here: http://erc.undp.org/</p>
	(If second criterion is met) There is evidence of an analysis of the implications of this performance information on planning new interventions (i.e., how new interventions in the planning stage need to be altered, or what	Not met	<p>Programme and operations policies and procedures (PoPP): programmes and project (2011) Available here: http://www.undp.org/content/dam/undp/library/corporate/Programme and Operations Policies and Procedures/Programmes-and-Projects-20-Nov-2011.pdf</p> <p>Assessment of Development Results: http://erc.undp.org/evaluationadmin/plans/viewEvaluationPlan.html?unitid=100</p>

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
	new interventions should be developed in response to the performance information).		
Overall Score MI 8.2		ADEQUATE	

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 8.3 Proactive management of poorly performing programmes, projects and/or initiatives	The MO has a process for reviewing the performance of its programmes, projects or initiatives.	Met	Balanced Scorecard for MOPAN. Programme and operations policies and procedures (PoPP): programmes and project http://www.undp.org/content/dam/undp/library/corporate/Programme and Operations Policies and Procedures/Programmes-and-Projects-20-Nov-2011.pdf UNDP Evaluation Policy, 2010: http://web.undp.org/evaluation/policy.htm Guidelines for Outcome Evaluators Annual Report of the Administrator on the Strategic Plan: Performance and Results for 2011 (2012) Available here: http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2012-annual.html Annexes to the Annual Report of the Administrator on the Strategic Plan: Performance and Results for 2011 (2012) Available here: http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2012/Annual-session/English/AR%202011%20Annex%20Draft%20FINAL%20APPROVED.pdf
	There is evidence that the MO is implementing this process.	Met	Balanced Scorecard (2011) Provided by UNDP Evaluation Resource Center http://erc.undp.org/index.html Annual Report on Evaluation 2011 (2012) Provided by UNDP
	The MO has a specific process for reviewing poorly performing programmes, projects or	Met	Annexes to the Midterm Review of the Strategic Plan and Annual Report of the Administrator: performance and results for 2010 (2011)

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
	initiatives.		Available here: http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2011/annual-session/english/dp2011-22_ANNEXES.pdf Country Office Scan template Provided by UNDP UNDP accountability framework and oversight policy (2008) Available here: http://web.undp.org/execbrd/pdf/dp08-16Rev1.pdf Country office interviews – Cambodia and DRC
	The MO has a way for following up on poorly performing programmes, projects or initiatives.	Not met	Annexes to the Midterm Review of the Strategic Plan and Annual Report of the Administrator: performance and results for 2010 (2011) Available here: http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2011/annual-session/english/dp2011-22_ANNEXES.pdf Country Office Scan template Provided by UNDP
	There is evidence that changes to poorly performing programmes, projects or initiatives are being implemented.	Not met	
Overall Score MI 8.3		ADEQUATE	

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 8.4 Evaluation recommendations reported to the Executive Committee/Board are acted	MO Evaluation Policy or guidelines exist and include the requirement of a management response, action plan and/or agreement stating responsibilities and accountabilities for follow-up to evaluations (accepting	Met	UNDP Evaluation Policy: http://web.undp.org/evaluation/policy.htm Handbook on Planning, Monitoring and Evaluating for Development Results : http://web.undp.org/evaluation/handbook/Annex6.html

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
upon by the responsible units	recommendations).		
	MO Evaluation Policy outlines a process for tracking the implementation of accepted evaluation recommendations.	Met	UNDP Evaluation Policy: http://web.undp.org/evaluation/policy.htm Decisions Adopted by the Executive Board in 2011 (2012) Available here: http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2012/first-regular-session/english/dp2012-2e.pdf
	There is evidence that the management response, action plan and/or agreement accepting recommendations are presented to the Executive Management (Head of the Organisation) and/or Governing Bodies (Executive Boards).	Met	Programme and operations policies and procedures (PoPP): programmes and project (2011) http://www.undp.org/content/dam/undp/library/corporate/Programme and Operations Policies and Procedures/Programmes-and-Projects-20-Nov-2011.pdf Annexes to the Midterm Review of the Strategic Plan and Annual Report of the Administrator: performance and results for 2010 (2011) Available here: http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2011/annual-session/english/dp2011-22_ANNEXES.pdf Annexes to the 2011 Annual Report of the Administrator (2012) Available here: http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2012/Annual-session/English/AR%202011%20Annex%20Draft%20FINAL%20APPROVED.pdf Annual Report on Evaluation 2011 (2012) Provided by UNDP
	There is evidence of <u>periodic reports</u> on the status of the implementation of these evaluation recommendations accepted by management/governing body.	Met	Annexes to the Midterm Review of the Strategic Plan and Annual Report of the Administrator: performance and results for 2010 (2011) Available here: http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2011/annual-session/english/dp2011-22_ANNEXES.pdf Annexes to the Annual Report of The Administrator 2011 (2012) Available here: http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2012/Annual-session/English/AR%202011%20Annex%20Draft%20FINAL%20APPROVED.pdf
There is evidence of a systematic process for follow-up on the evaluation of the recommendations accepted by	Not Met		

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
	management/governing body (regularly on the agenda of the Executive Board; reports or presentations to Board illustrate regular tracking of follow up).		
Overall Score MI 8.4		STRONG	

KPI 9. The MO manages human resources using methods to improve organisational performance

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 9.1 Results-focused performance assessment systems are in place for senior staff (including Resident Representatives)	There is evidence in the documents reviewed that a system is in place that requires performance assessments for certain staff.	Met	Excerpt of Results and Competency Assessment (RCA) Policy and Procedures (2012) Provided by UNDP UNDP Competency Framework (2008) Available here: http://procurement-notice.undp.org/view_file.cfm?doc_id=10206 Report on human resources management in UNDP: Managing talent, developing staff, increasing efficiencies (2011) Available here: http://web.undp.org/execbrd/word/dp2011-16.doc
	The evidence suggests that this applies to senior staff (e.g., president/CEO, vice presidents, sector/programme/division directors, country representatives, country directors) and/or that the MO has a specific performance assessment system for senior staff.	Met	Excerpt of Results and Competency Assessment (RCA) Policy and Procedures (2012) Provided by UNDP Staff categories (web page) Available here: https://careers.un.org/lbw/home.aspx?viewtype=SC Accountability in the Secretariat (2012) Available here: http://www.un.org/en/hq/dm/pdfs/RFS_Accountability.pdf
	The system includes a description of the approach to creating performance assessments and the content of	Not met	Excerpt of Results and Competency Assessment (RCA) Policy and Procedures (2012) Provided by UNDP Template of the 'Performance Assessment Compacts' for senior level staff (specifically Assistant Secretary Generals/ASGs)

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
	those assessments.		Provided by UNDP
	There is an explicit policy (HR or otherwise) that summarises all the aims and content of the performance assessment system for senior staff.	Not met	Excerpt of Results and Competency Assessment (RCA) Policy and Procedures (2012) Provided by UNDP
	(If the first two criteria are met) There is evidence of compliance with the performance assessment system. In other words, there are management indicators that monitor the application of the performance assessment system, or there are other sources – newsletters, reports, etc. — that comment on how many senior staff go through this system every year.	Not met	UNDP Financial Report and Audited Financial Statements for the Biennium ended 31 December 2009 and Report of the Board of Auditors (2010) Available here: http://www.undp.org/content/dam/undp/library/corporate/Transparency/UNDP%20Audited%20Financial%20Statements%202008-2009.pdf 2011 UNDP Annual Report of the Administrator on Disciplinary Measures and Other Actions Taken in Response to Fraud, Corruption and Other Wrongdoing http://www.undp.org/content/dam/undp/library/corporate/Transparency/2011_UNDP_Annual_Report_on_Disciplinary_Measures_Other_Actions_Taken_EN.pdf
Overall Score MI 9.1		INADEQUATE	

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 9.2 There is a transparent incentive and reward system for staff performance	There is evidence (either in a HR policy or through various documents) that the MO has a system for managing staff performance (see 9.1) that is operational.	–	Human Resources in UNDP: A People-Centred Strategy 2008-2011 (year unknown) Available here: http://procurement-notices.undp.org/view_file.cfm?doc_id=10205 An Agenda for Organizational Change: Lifting UNDP Performance from Good to Great (2011) Available here: http://www.scribd.com/tyegracar/d/55773031-An-Agenda-for-Organizational-Change UN Secretariat. Administrative instruction: Performance Management and Development System. (2010) Available here: http://www.unescap.org/asd/hrms/odlu/files/ST_AI_2010_5.pdf
	There is evidence that the organisation is making efforts to	–	An Agenda for Organizational Change: Lifting UNDP Performance from Good to Great (2011) Available here:

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
	better link the assessment of staff performance with incentives and/or rewards (is it looking at this issue at all – for example, has it set up a working group, is it reviewing its policy to better address this, is it seeking data from partner agencies or other organisations, etc).		http://www.scribd.com/tyegracar/d/55773031-An-Agenda-for-Organizational-Change Report on human resources management in UNDP: Managing talent, developing staff, increasing efficiencies (2011) Available here: http://web.undp.org/execbrd/word/dp2011-16.doc
	There is an explicit effort to explain how performance of staff relates to promotion (advancing from one grade to the next).	–	Human Resources in UNDP: A People-Centred Strategy 2008-2011 (year unknown) Available here: http://procurement-notices.undp.org/view_file.cfm?doc_id=10205
	There is an explicit description of the relationship between staff performance and rewards.	–	UN Secretariat. Administrative instruction: Performance Management and Development System. (2010) Available here: http://www.unescap.org/asd/hrms/odlu/files/ST_AI_2010_5.pdf
	There is a review or evaluation that comments positively on the performance management system and MO transparency in HR decisions, specifically with regards to incentives and rewards.	–	
Overall Score MI 9.2		UNABLE TO ASSESS	

KPI 10. Country / regional programming processes are performance oriented.

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 10.1 Prior to approval new initiatives are subject to benefits/impa	There is a policy that requires an impact/benefits analysis to be conducted prior to initiating new programmes/projects/initiatives.	Met	Programme and Operations Policies and Procedures (POPP) (2011) Available here: http://www.undp.org/content/dam/undp/library/corporate/Programme%20and%20Operations%20Policies%20and%20Procedures/Programmes-and-Projects-20-Nov-2011.pdf National Implementation by the Government of UNDP Supported Projects: Guidelines and Procedures

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
ct analysis (economic, social, etc)			(2011) Available here: http://www.undp.org/content/dam/undp/library/corporate/Programme%20and%20Operations%20Policies%20and%20Procedures/NIM_for_Government_english.pdf Environmental and Social Screening Procedure for UNDP Projects: Guidance Note (2012) [Provided by UNDP]
	There are guidelines for staff on the types of analysis to be carried out.	Met	Programme and Operations Policies and Procedures (POPP) (2011) Available here: http://www.undp.org/content/dam/undp/library/corporate/Programme%20and%20Operations%20Policies%20and%20Procedures/Programmes-and-Projects-20-Nov-2011.pdf National Implementation by the Government of UNDP Supported Projects: Guidelines and Procedures (2011) Available here: http://www.undp.org/content/dam/undp/library/corporate/Programme%20and%20Operations%20Policies%20and%20Procedures/NIM_for_Government_english.pdf Environmental and Social Screening Procedure for UNDP Projects: Guidance Note (2012) [Provided by UNDP]
	There is evidence that the MO's staff are informed about and trained on the guidelines.	Not met	Environmental and Social Screening Procedure for UNDP Projects: Guidance Note (2012) [Provided by UNDP]
	There is evidence that the guidelines are implemented.	Not met	Environmental and Social Screening Procedure for UNDP Projects: Guidance Note (2012) [Provided by UNDP] Regional Bureau for Arab States PAC Meeting Country Programme Document for Morocco 2012-2016 [Provided by UNDP]

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
			<p>Comité Local d'Examen de Projets (CLEP) Renforcement des Capacités sur les Faibles Émissions en République Démocratique du Congo : 2 mai 2012 compte rendu [Provided by UNDP]</p> <p>Projet « Forum d'Éducation et de Sensibilisation des Jeunes pour la Gouvernance Démocratique en RDC » : Procès Verbal de la Réunion du Comité Local d'Évaluation du Projet [Provided by UNDP]</p> <p>Compte Rendu de la Réunion du Comité Local d'Approbation de Projet (CLAP) du Programme de Gouvernance 2007-2011 du PNUD en RDC, Kinshasa, le 2 novembre 2007 [Provided by UNDP]</p>
	There is evidence that benefits/impact analysis is used for decision-making in the sample of projects/initiatives reviewed.	Not met	<p>Environmental and Social Screening Procedure for UNDP Projects: Guidance Note (2012) [Provided by UNDP]</p> <p>Regional Bureau for Arab States PAC Meeting Country Programme Document for Morocco 2012-2016 [Provided by UNDP]</p> <p>Comité Local d'Examen de Projets (CLEP) Renforcement des Capacités sur les Faibles Émissions en République Démocratique du Congo : 2 mai 2012 compte rendu [Provided by UNDP]</p> <p>Projet « Forum d'Éducation et de Sensibilisation des Jeunes pour la Gouvernance Démocratique en RDC » : Procès Verbal de la Réunion du Comité Local d'Évaluation du Projet [Provided by UNDP]</p> <p>Compte Rendu de la Réunion du Comité Local d'Approbation de Projet (CLAP) du Programme de Gouvernance 2007-2011 du PNUD en RDC, Kinshasa, le 2 novembre 2007 [Provided by UNDP]</p>
Overall Score MI 10.1	INADEQUATE		

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 10.2 Milestones / targets are set to rate the progress of (project) implementation	At least two of the project implementation plans, country or other work plans sampled contain a description of milestones and/or targets for project/programme implementation.	Met	<p>Annual work plans (23) provided by UNDP from the following countries: Cambodia (3), DRC (2), Ghana (3), Honduras (2), Morocco (3), Niger (3), Nigeria (2) and the Philippines (3), Zimbabwe (2) [Provided by UNDP]</p> <p>UNDP Morocco 2011 Results-Oriented Annual Report [Provided by UNDP]</p> <p>Appuyi au Gouvernement de la RDC et à la Présidence du Groupe Afrique dans les Négociations Climatiques sous la CCNUCC, Document de Projet (2010-2011) [Provided by UNDP]</p> <p>Renforcement des capacités de la Police Nationale Congolaise dans les Provinces Orientale et du Bas Congo Document de Projet (2011-2013) [Provided by UNDP]</p> <p>Programme de renforcement des capacités sur les faibles émissions / République Démocratique du Congo Document de Projet (2012-2014) [Provided by UNDP]</p> <p>Projet de consolidation de la paix dans les zones minières artisanales de la province du Nord Kivu (2012-2014) [Provided by UNDP]</p> <p>Rapport Annuel du Projet « Enquête 1-2-3 en République Démocratique du Congo» Avec l'appui financier du Gouvenrment Belge, Numéro de projet : 00078916 (2012) [Provided by UNDP]</p>
	(If first criterion is met) in most cases, baseline values have been established for each indicator used to measure the progress of project/programme implementation.	Not met	Same resources listed under criterion 1
	(If first criterion is met) in most cases, the milestones/targets provided are appropriate to the activities described in the project/programme implementation document.	Not met	Same resources listed under criterion 1
	(If first criterion is met) dates are	Met	Same resources listed under criterion 1

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
	established for the milestones/targets, in more than half of the project implementation plans, country or work plans sampled.		
	(If all above criteria are met) all above criteria are met for all project implementation plans/country or other work plans sampled.	Not met	Same resources listed under criterion 1
Overall Score MI 10.2		INADEQUATE	

KPI 11. The MO delegates decision-making authority (to the country or other levels)

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 11.1 MO key operations/management decisions can be made locally	An organisation-wide policy or guidelines exist and is corporately approved that describes decision-making authorities at different levels within the organisation.	Met	The UNDP accountability system: Accountability framework and oversight policy (2008) http://web.undp.org/execbrd/pdf/dp08-16Rev1.pdf Programme and operations policies and procedures (PoPP) (2011) http://www.undp.org/content/dam/undp/library/corporate/Programme%20and%20Operations%20Policies%20and%20Procedures/Programmes-and-Projects-20-Nov-2011.pdf
	(If first criterion is met) This policy or other documents provide sufficient evidence of the level of autonomy available at the country level regarding decision making processes related to project changes (or other local level as appropriate).	Met	Programme and operations policies and procedures (PoPP) (2011) http://www.undp.org/content/dam/undp/library/corporate/Programme%20and%20Operations%20Policies%20and%20Procedures/Programmes-and-Projects-20-Nov-2011.pdf
	(If first two criteria are met) in the documents available, it is possible to identify the parameters within which the local level decisions regarding changes in projects or	Met	Programme and operations policies and procedures (PoPP) (2011) http://www.undp.org/content/dam/undp/library/corporate/Programme%20and%20Operations%20Policies%20and%20Procedures/Programmes-and-Projects-20-Nov-2011.pdf

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
	programming do not require central level approval.		
	There is evidence that the organisation has made efforts to improve delegation of decision making to the country or other relevant levels.	Met	The UNDP accountability system: Accountability framework and oversight policy (2008) http://web.undp.org/execbrd/pdf/dp08-16Rev1.pdf
	An operational review/evaluation of the MO comments positively on progress in the delegation of decision making authority to the country or other relevant level. Note: If there is a recent review/evaluation that comments negatively on this point, the findings should be noted and the rating should not be higher than adequate.	Not met	
Overall Score MI 11.1		STRONG	

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 11.2 New programmes / projects can be approved locally within a budget cap	An organisation-wide policy or guidelines exist and is corporately approved that describes the extent to which new programmes/projects can be proposed at different levels within the organisation.	Met	The UNDP accountability system: Accountability framework and oversight policy (2008) http://web.undp.org/execbrd/pdf/dp08-16Rev1.pdf Programme and operations policies and procedures (PoPP) (2011) http://www.undp.org/content/dam/undp/library/corporate/Programme%20and%20Operations%20Policies%20and%20Procedures/Programmes-and-Projects-20-Nov-2011.pdf
	(If first criterion is met) this policy or other documents provide sufficient evidence of the types of decisions about new initiatives (plans, projects, programs) that can be made at the country level (or other local level as	Met	Programme and operations policies and procedures (PoPP) (2011) http://www.undp.org/content/dam/undp/library/corporate/Programme%20and%20Operations%20Policies%20and%20Procedures/Programmes-and-Projects-20-Nov-2011.pdf

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
	appropriate).		
	(If first two criteria are met) in the documents available, it is possible to identify the parameters (e.g. budget ceilings or allocations) within which the local level does not require central level approval prior to making decisions on new initiatives.	Met	Programme and operations policies and procedures (PoPP) (2011) http://www.undp.org/content/dam/undp/library/corporate/Programme%20and%20Operations%20Policies%20and%20Procedures/Programmes-and-Projects-20-Nov-2011.pdf
	The organisation has made efforts to improve delegation of decision making to the country or other relevant levels.	Met	The UNDP accountability system: Accountability framework and oversight policy (2008) http://web.undp.org/execbrd/pdf/dp08-16Rev1.pdf
	An operational review/evaluation of the MO comments positively on progress in the delegation of authority to the country or other relevant level. Note: If there is a recent review/evaluation that comments negatively on this point, the findings should be noted and the rating should not be higher than adequate.	Not met	
Overall Score MI 11.2	STRONG		

QUADRANT III – RELATIONSHIP MANAGEMENT**KPI 14. The MO uses country systems for disbursement and operations**

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 14.1. % of the MO's overall ODA disbursements / support recorded in the annual budget as revenue, grants, or ODA loans	(Informally: Halve the gap – halve the proportion of aid flows to government sector not reported on government's budget(s) (with at least 85% reported on budget)	–	UNDP's Response to the 2011 Survey on Monitoring the Paris Declaration: Implementing the Paris Declaration on Aid Effectiveness (2011) Available here: http://www.undp.org/content/dam/undp/library/capacity-development/English/Implementing-the-Paris-Declaration-on-Aid-Effectiveness.pdf National Implementation by the Government of UNDP Supported Projects: Guidelines and Procedures (2011) Available here: http://www.undp.org/content/dam/undp/library/corporate/Programme%20and%20Operations%20Policies%20and%20Procedures/NIM_for_Government_english.pdf
Overall Score MI 14.1		UNABLE TO ASSESS	

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 14.2. The MO uses the country's financial systems (i.e., public financial management and procurement) as a first option for its operations where appropriate	Percentage (%) of the MOs overall ODA disbursements / support using national systems and procedures	Not met	Programme and Operational Guidelines: UNDP Role in a Changing Aid Environment: Direct Budget Support, SWAPs, Basket Funds(2005) http://lencd.com/data/docs/245-Guide%20on%20UNDP's%20Role%20in%20a%20Changing%20Aid%20Environment_Direc.pdf UNDP's Response to the 2011 Survey on Monitoring the Paris Declaration: Implementing the Paris Declaration on Aid Effectiveness (2011) http://www.undp.org/content/dam/undp/library/capacity-development/English/Implementing-the-Paris-Declaration-on-Aid-Effectiveness.pdf United Nations Results Report: 2011 Survey on Monitoring the Paris Declaration (2011) http://www.undg.org/docs/12215/UNDG%20PD%20Survey%20Report_DUP_11-30-2011_01-10-55-498_AM.pdf National Implementation by the Government of UNDP Supported Projects: Guidelines and Procedures (2011) http://www.undp.org/content/dam/undp/library/corporate/Programme%20and%20Operations%20Policies%20and%20Procedures/NIM_for_Government_english.pdf

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
			<p>UNDP Financial Regulations and Rules (2012) [Provided by UNDP]</p> <p>Framework for Cash Transfers to Implementing Partners (2005) http://www.undg.org/archive_docs/7110-Framework for Cash Transfers to Implementing Partners.doc</p> <p>HACT Challenges and responses (2008) http://www.undg.org/docs/9886/HACT---challenges-and-responses,-final.doc</p> <p>HACT and weak partners guidance (2008) http://www.undg.org/docs/9886/HACT-and-weak-partners-guidance,-final.doc</p> <p>Talking to country partners about HACT (2008) http://www.undg.org/docs/9886/Talking-to-country-partners-about-HACT,-final.doc</p> <p>HACT Global Assessment final report http://www.undg.org/docs/12621/Final%20Report%20-%20Gobal%20HACT%20Assessment%207%20Dec%202011.pdf</p> <p>Addressing Country-Level Bottlenecks in Business Practices: High Level UNDG-HLCM Mission, Implementation Plan (CEB/2010/HLCM-UNDG/1/Add.1) ftp://ftp.uncares.org/Evaluation_2011/11-UN_System_Reports_that_Mention_UN_Cares/HLCM-UNDG-1-BP-Mission-Report-2010_Final.pdf</p> <p>UNDP Financial Report and Audited Financial Statements for the Biennium ended 31 December 2009 and Report of the Board of Auditors (2010) http://www.undp.org/content/dam/undp/library/corporate/Transparency/UNDP%20Audited%20Financial%20Statements%202008-2009.pdf</p> <p>UNDP Financial Report and Audited Financial Statements for the Biennium ended 31 December 2011 and Report of the Board of Auditors (2012) http://www.un.org/ga/search/view_doc.asp?symbol=A/67/5/ADD.1</p> <p>UNDP Country Office Balanced Scorecard Indicator Descriptions (n.d.) [Provided by UNDP]</p>
Overall Score MI 14.2		INADEQUATE	

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 14.4. The MO avoids parallel implementation structures	Percentage (%) of all MO's project implementation units that operated in parallel with those of government structures	–	<p>UNDP's Response to the 2011 Survey on Monitoring the Paris Declaration: Implementing the Paris Declaration on Aid Effectiveness (2011) Available here: http://www.undp.org/content/dam/undp/library/capacity-development/English/Implementing-the-Paris-Declaration-on-Aid-Effectiveness.pdf</p> <p>Project Implementation Units: An exceptional option only with effective safeguards (2004) http://www.google.ca/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&ved=0CE8QFjAA&url=http%3A%2F%2Fcontent.undp.org%2Fgo%2Fcms-service%2Fdownload%2Fasset%2F%3Fasset_id%3D1633832&ei=GpHxT9XxA5CC0QGa6sX8Ag&usq=AFQjCNH-uynNWsap0mTxh69ZKimGMLiteg&sig2=ioxuSj_8Z5G_n4UjPziJDg</p> <p>United Nations Results Report: 2011 Survey on Monitoring the Paris Declaration (2011) Available here: http://www.undg.org/docs/12215/UNDG%20PD%20Survey%20Report_DUP_11-30-2011_01-10-55-498_AM.pdf</p>
Overall Score MI 14.4		UNABLE TO ASSESS	

KPI 16. The MO harmonises arrangements and procedures with other programming partners (donors, development banks, UN agencies, etc) as appropriate

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 16.1 The extent to which the MO participates in joint missions (coordination, analysis, design, evaluation)	Percentage (%) of joint missions	Met	<p>Survey Guidance: 2011 Survey on Monitoring the Paris Declaration Fourth High Level Forum on Aid Effectiveness http://www.oecd.org/dataoecd/24/28/46138662.pdf</p> <p>UNDP's Response to the 2011 Survey on Monitoring the Paris Declaration: Implementing the Paris Declaration on Aid Effectiveness http://www.undp.org/content/dam/undp/library/capacity-development/English/Implementing-the-Paris-Declaration-on-Aid-Effectiveness.pdf</p> <p>United Nations Results Report: 2011 Survey on Monitoring the Paris Declaration (2011) http://www.undg.org/docs/12215/UNDG%20PD%20Survey%20Report_DUP_11-30-2011_01-10-55-498_AM.pdf</p>

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Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
			498_AM.pdf Joint Evaluation of the undg Contribution to the Paris Declaration on Aid Effectiveness: First Phase http://www.oecd.org/dataoecd/5/54/40541747.pdf
Overall Score MI 16.1		STRONG	

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 16.2 The extent to which the MO technical cooperation is disbursed through coordinated programmes.	Percentage (%) of technical assistance coordinated with country programmes	Met	UNDP's Response to the 2011 Survey on Monitoring the Paris Declaration: Implementing the Paris Declaration on Aid Effectiveness http://www.undp.org/content/dam/undp/library/capacity-development/English/Implementing-the-Paris-Declaration-on-Aid-Effectiveness.pdf United Nations Results Report: 2011 Survey on Monitoring the Paris Declaration (2011) http://www.undg.org/docs/12215/UNDG%20PD%20Survey%20Report_DUP_11-30-2011_01-10-55-498_AM.pdf Joint Evaluation of the undg Contribution to the Paris Declaration on Aid Effectiveness: First Phase (2008) http://www.oecd.org/dataoecd/5/54/40541747.pdf Survey Guidance: 2011 Survey on Monitoring the Paris Declaration Fourth High Level Forum on Aid Effectiveness (2010) http://www.oecd.org/dataoecd/24/28/46138662.pdf
Overall Score MI 16.2		STRONG	

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 16.3. % of the MO's overall ODA disbursements / support that is for government-led PBAs	Percentage (%) of the MOs overall ODA disbursements / support that is for government-led PBAs (SWAPs, basket funding, etc)	Met	UNDP's Response to the 2011 Survey on Monitoring the Paris Declaration: Implementing the Paris Declaration on Aid Effectiveness http://www.undp.org/content/dam/undp/library/capacity-development/English/Implementing-the-Paris-Declaration-on-Aid-Effectiveness.pdf United Nations Results Report: 2011 Survey on Monitoring the Paris Declaration (2011) http://www.undg.org/docs/12215/UNDG%20PD%20Survey%20Report_DUP_11-30-2011_01-10-55-498_AM.pdf

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
(SWAPs, basket funding, etc)			<p>Joint Evaluation of the UNDG Contribution to the Paris Declaration on Aid Effectiveness: First Phase (2008) http://www.oecd.org/dataoecd/5/54/40541747.pdf</p> <p>Survey Guidance: 2011 Survey on Monitoring the Paris Declaration Fourth High Level Forum on Aid Effectiveness (2010) http://www.oecd.org/dataoecd/24/28/46138662.pdf</p> <p>Decision 2008/24: UNDP engagement in direct budget support and pooled funds http://web.undp.org/execbrd/pdf/dp09-2e.pdf</p> <p>Decision 2008/29: Role of UNDP in the changing aid environment at the country level http://web.undp.org/execbrd/pdf/dp09-2e.pdf</p> <p>UNDP engagement in direct budget support and pooled funds (2008) http://web.undp.org/execbrd/word/dp08-36.doc</p> <p>The role of UNDP in the changing aid environment at the country level* (Supplementary report to DP/2008/36) (2008) http://web.undp.org/execbrd/word/dp08-53.doc</p>
Overall Score MI 16.3		ADEQUATE	

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 16.4. The MO facilitates the coordination of the UN development system at the country level	The organisation has developed a policy or strategic framework for the coordination of the UN system.	Met	<p>The Management and Accountability System of the UN Development and Resident Coordinator System including the “functional firewall” for the RC System (2008) http://www.undg.org/docs/9424/Management-and-Accountability-system.pdf</p> <p>RC System Management Framework (annex to the above document) (2008) http://www.undg.org/docs/9424/RC-System-Management-Framework- annex .pdf</p> <p>Implementation Plan for the Management and Accountability Framework (2009) http://www.undg.org/docs/9424/Management-and-Accountability-Framework Implementation Plan Jan2009.pdf</p> <p>UNDP strategic plan, 2008-2011: Accelerating global progress on human development http://www.undp.org/bz/wp-content/uploads/2011/02/UNDP-Strategic-Plan-2008-2011.pdf</p>
	The organisation has clearly defined roles and responsibilities	Met	UNDP strategic plan, 2008-2011: Accelerating global progress on human development

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
	with regard to coordination of the UN system.		http://www.undp.org.bz/wp-content/uploads/2011/02/UNDP-Strategic-Plan-2008-2011.pdf UN General Assembly resolution 62/208, 19 December 2007: Triennial comprehensive policy review of operational activities for development of the United Nations system http://www.un.org/depts/dhl/resguide/r20.htm Guidance Note on Resident Coordinator and UN Country Team Working Relations (2009) http://www.undg.org/docs/10028/UNCT-Working-Relations---UNDG-Approved.doc UN Resident Coordinator Generic Job Description (2009) http://www.undg.org/docs/1341/RC-Generic-Job-Description---UNDG-Approved.doc UNDG Terms of Reference for the United Nations Resident Coordinator (2009) http://www.undg.org/docs/10030/RC-ToRs---WGRCSI-Approved-(10-Nov-2008).doc ACC Guidelines on the Functioning of the Resident Coordinator System (1999) http://www.undg.org/archive_docs/920-ACC_Guidelines_on_the_Functioning_of_the_RC_System_-_ACC_Guidelines_on_the_Fun.pdf Administrative Management of the Resident Coordinator System: Guidelines for the Resident Coordinator System (1998) http://www.undg.org/archive_docs/3594-ACC_Guidelines_on_Administrative_Mangement_of_the_RC_System.pdf
	The organisation has carried out an expenditure review/costing and budgetary allocation for the implementation of coordination of the UN development system.	Met	UNDP institutional budget estimates for 2012-2013 (2011) http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2011-second.html UNDP budget estimates for 2010-2011 biennium (2010) http://web.undp.org/execbrd/pdf/dp2010-3.pdf
	The organisation has functioning systems (organisational and programmatic) and relevant capacities (e.g. planning, human resources, budgeting, etc.) to ensure effective coordination of the UN development system.	Met	UNDP institutional budget estimates for 2012-2013 (2011) http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2011-second.html
	The organisation has defined accountability mechanisms, both programmatic and operational, to ensure monitoring and continuous improvement of	Met	The Management and Accountability System of the UN Development and Resident Coordinator System including the “functional firewall” for the RC System (2008) http://www.undg.org/docs/9424/Management-and-Accountability-system.pdf UNDP institutional budget estimates for 2012-2013 (2011)

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
	coordination of the UN development system.		http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2011-second.html The UNDP accountability system: Accountability framework and oversight policy (2008) http://web.undp.org/execbrd/pdf/dp08-16Rev1.pdf UNDP strategic plan, 2008-2011: Accelerating global progress on human development http://www.undp.org.bz/wp-content/uploads/2011/02/UNDP-Strategic-Plan-2008-2011.pdf
Overall Score MI 16.4		VERY STRONG	

QUADRANT IV – KNOWLEDGE MANAGEMENT
KPI 17. The MO consistently evaluates its delivery and external results

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 17.1. The MO has a structurally independent evaluation unit within its organisational structure that reports to its Executive Management or Board	An organisation-wide (central) evaluation unit or function exists.	Met	Evaluation Office mandate (webpage) Available here: http://web.undp.org/evaluation/eo-mandate.htm UNDP Organisational Chart (web page) Available here: http://www.undp.org/content/undp/en/home/operations/about_us/organisational_chart.html
	An organisation-wide evaluation policy exists, which includes guidance on how the MO is to conduct independent evaluations.	Met	Evaluation Policy of UNDP (2011) Available here: http://web.undp.org/evaluation/documents/Evaluation-Policy.pdf
	(If first criterion is met) there is evidence in reports being submitted by the organisation-wide evaluation unit or function to Executive Management (Head of Organisation) or Board/committee responsible for independent evaluations.	Met	Annual report on evaluation in UNDP 2011 (2012) Provided by UNDP Annual report on evaluation in UNDP 2010 (2011) Available here: http://web.undp.org/evaluation/documents/annual-report/2011/dp2011-24.pdf Annual report on evaluation in UNDP 2006 (2007) Available here: http://web.undp.org/evaluation/annual-report.htm
	(If first criterion is met), the organisation-wide evaluation unit has a direct reporting function to the Executive Management, but not the Board.	Met	UNDP Organisational Chart (web page) Available here: http://www.undp.org/content/undp/en/home/operations/about_us/organisational_chart.html Evaluation Office mandate (webpage) Available here: http://web.undp.org/evaluation/eo-mandate.htm Independent Review of the UNDP Evaluation Policy (2010) Available here: http://web.undp.org/evaluation/documents/Review_of_UNDP_Evaluation_Policy.pdf UNEG Standards for Evaluation in the UN System (2005)

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
			Available here: http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=22 UNEG Norms for Evaluation in the UN System (2005) http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=21 Evaluation Policy of UNDP (2011) Available here: http://web.undp.org/evaluation/documents/Evaluation-Policy.pdf
	The central evaluation unit has a direct reporting function to the MO's Board.	Met	
Overall Score MI 17.1		VERY STRONG	

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 17.2. The evaluation function provides sufficient coverage of the MO's programming activity (projects, programmes, etc.)	An organisation-wide evaluation policy or plan exists and is corporately approved which identifies the need for independent evaluations of projects and programmes.	Met	Evaluation Policy of UNDP (2011) Available here: http://web.undp.org/evaluation/documents/Evaluation-Policy.pdf
	(If first criterion is met) this policy or plan defines the evaluation coverage of projects and programmes (i.e., the number or percent of projects/programmes requiring evaluations of <i>any type</i>) or it clearly explains how evaluations are planned and prioritised.	Met	Evaluation Policy of UNDP (2011) Available here: http://web.undp.org/evaluation/documents/Evaluation-Policy.pdf Handbook on Planning, Monitoring and Evaluating for Development Results (2009) Available here: http://web.undp.org/evaluation/handbook/documents/english/pme-handbook.pdf Addendum to Handbook: Updated Guidance on Evaluation June 2011 (2011) Available here: http://web.undp.org/evaluation/documents/HandBook/addendum/Evaluation-Addendum-June-2011.pdf
	(If first criterion is met) this policy or plan defines the amount or %	Not met	Handbook on Planning, Monitoring and Evaluating for Development Results (2009)

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Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
	of programming (or % of expenditures) that needs an <i>independent</i> evaluation.		Available here: http://web.undp.org/evaluation/handbook/documents/english/pme-handbook.pdf Addendum to Handbook: Updated Guidance on Evaluation June 2011 (2011) Available here: http://web.undp.org/evaluation/documents/HandBook/addendum/Evaluation-Addendum-June-2011.pdf
	Recent independent evaluation reports are available for <i>at least half of the</i> countries sampled.	Met	
	5. (If fourth criterion is met) reports of independent evaluations exist for <i>all</i> countries sampled.	Not met	Evaluation Resource Centre (webpage) Available here: http://erc.undp.org/index.html
Overall Score MI 17.2		ADEQUATE	

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 17.3. The MO ensures the quality of its evaluations	The MO has a policy or procedures for the quality control of their evaluations	Met	Evaluation Policy of UNDP (2011) Available here: http://web.undp.org/evaluation/documents/Evaluation-Policy.pdf Handbook on Planning, Monitoring and Evaluating for Development Results (2009) Available here: http://web.undp.org/evaluation/handbook/documents/english/pme-handbook.pdf Outcome-Level Evaluation: A Companion guide to the Handbook on Planning, Monitoring and Evaluating for Development Results for Programme Units and Evaluators (2011) Available here: http://web.undp.org/evaluation/documents/guidance/UNDP_Guidance_on_Outcome-Level%20_Evaluation_2011.pdf Evaluation of UNDP Contribution to Strengthening National Capacities (2010) Available here: http://web.undp.org/evaluation/thematic/nc.shtml Annual report on evaluation in UNDP 2010 (2011) Available here:

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
			http://web.undp.org/evaluation/documents/annual-report/2011/dp2011-24.pdf Quality Assessment System for Decentralized Evaluation Reports (2011) Provided by UNDP
	The MO implemented the quality control procedures (i.e. reviewed its evaluations) within the past five years.	Met	Evaluation Policy of UNDP (2011) Available here: http://web.undp.org/evaluation/documents/Evaluation-Policy.pdf Annual Report on Evaluation 2009 (2010) Available here: http://web.undp.org/execbrd/adv2010-annual.shtml Annual report on evaluation in UNDP 2010 (2011) Available here: http://web.undp.org/evaluation/documents/annual-report/2011/dp2011-24.pdf Annual Report on Evaluation 2011 (2012) Provided by UNDP
	There is evidence (in the reports on the quality of evaluations/review of evaluations) that the MO is respecting relevant evaluation standards (e.g. UNEG standards, DAC standards, ECG standards) in its centralised and decentralised evaluations.	Met	Independent Review of the UNDP Evaluation Policy (2010) Available here: http://web.undp.org/evaluation/documents/Review_of_UNDP_Evaluation_Policy.pdf
	The reviews of the MO's evaluations (i.e. the reports on the quality of evaluations) cover organisation-wide, country and project level evaluations.	Met	Annex to the Annual Report on Evaluation 2011 (2012) Provided by UNDP Annex to the Annual Report on Evaluation 2010 (2011) Available here: http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2011-annual.html Annex to the Annual Report on Evaluation 2009 (2010) Available here: http://web.undp.org/execbrd/adv2010-annual.shtml

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
	There is evidence that the MO's evaluation practices have changed as a result of the review of evaluations.	Not met	Independent Review of the UNDP Evaluation Policy (2010) Available here: http://web.undp.org/evaluation/documents/Review_of_UNDP_Evaluation_Policy.pdf Annual report on evaluation in UNDP 2010 (2011) Available here: http://web.undp.org/evaluation/documents/annual-report/2011/dp2011-24.pdf Addendum to Handbook: Updated Guidance on Evaluation June 2011 (2011) Available here: http://web.undp.org/evaluation/documents/HandBook/addendum/Evaluation-Addendum-June-2011.pdf
Overall Score MI 17.3		STRONG	

KPI 18. The MO presents performance information on its effectiveness

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 18.1. Reports on the achievement of outcomes, not just inputs, activities and outputs	Annual performance reports exist at the organisation-wide level	Met	Annual Report of the Administrator 2011(2012) Available here: http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2011-annual.html
	(If first criterion is met) the most recent performance report sampled describes outputs achieved.	Not met	Annual Report of the Administrator 2011(2012) Available here: http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2011-annual.html Annexes to the Annual Report of the Administrator 2011 (2012) Available here: http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2012/Annual-session/English/AR%202011%20Annex%20Draft%20FINAL%20APPROVED.pdf
	(If first two criteria are met) the most recent performance report sampled discusses expected outcomes achieved	Not met	See above (criterion 2), in addition to: Midterm review of the UNDP strategic plan and annual report of the Administrator for 2010 (2011) Available here: http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2011-

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
			annual.html Annexes to the midterm review of the UNDP strategic plan and annual report for 2010 (2011) Available here: http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2011/annual-session/english/dp2011-22_ANNEXES.pdf Annual report of the Administrator on the Strategic Plan: performance and results for 2009 (2010) Available here: http://web.undp.org/execbrd/adv2010-annual.shtml Annexes to the annual report of the Administrator on the Strategic Plan: performance and results for 2009 (2010) Available here: http://web.undp.org/execbrd/pdf/EB_annual_report_Annexes_final_1_July.pdf Decisions adopted by the Executive Board in 2009 (2010) Available here: http://web.undp.org/execbrd/pdf/dp2010-2e.pdf
	(If first two criteria are met) the most recent performance report sampled provides evidence for the MO's contribution to outcome achievement (i.e., establishes a link between organisation-wide outputs and outcomes).	Not met	Annexes to the Annual Report of the Administrator 2011 (2012) Available here: http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2012/Annual-session/English/AR%202011%20Annex%20Draft%20FINAL%20APPROVED.pdf
	(If all above criteria are met) all above criteria are met <i>for all performance reports sampled.</i>	Not met	
Overall Score MI 18.1		WEAK	

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 18.2. Reports performance	Annual performance reports exist at the organisation-wide level.	Met	Annual Report of the Administrator (2012) Available Here:

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
using data obtained from measuring indicators			http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2011-annual.html Annexes to the Annual Report of the Administrator 2011 (2012) Available here: http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2012/Annual-session/English/AR%202011%20Annex%20Draft%20-FINAL%20APPROVED.pdf
	(If first criterion is met) the most recent performance report sampled specifies indicators for the reporting period that respect SMART or CREAM criteria for indicators.	Not met	Annual Report of the Administrator (2012) Available Here: http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2011-annual.html
	(If first criterion is met) the most recent performance report sampled presents an illustration of trends in measurement over a period of time (i.e., indicator data are compared across X years).	Not met	Annual Report of the Administrator (2012) Available Here: http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2011-annual.html Annexes to the Annual Report of the Administrator 2011 (2012) Available here: http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2012/Annual-session/English/AR%202011%20Annex%20Draft%20-FINAL%20APPROVED.pdf Midterm review of the UNDP strategic plan and annual report of the Administrator for 2010 (2011) Available here: http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2011-annual.html Annexes to the midterm review of the UNDP strategic plan and annual report for 2010 (2011) Available here: http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2011/annual-session/english/dp2011-22_ANNEXES.pdf Annual report of the Administrator on the Strategic Plan: performance and results for 2009 (2010) Available here: http://web.undp.org/execbrd/adv2010-annual.shtml Annexes to the annual report of the Administrator on the Strategic Plan: performance and results for 2009 (2010)

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
			Available here: http://web.undp.org/execbrd/pdf/EB_annual_report_Annexes_final_1_July.pdf
	(If first criterion is met) the most recent performance report sampled compares indicator measurement to baseline (in the case of outcomes) and target amounts (in the case of both outputs and outcomes) (either in graph or narrative form).	Not met	Annexes to the Annual Report of the Administrator 2011 (2012) Available here: http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2012/Annual-session/English/AR%202011%20Annex%20Draft%20-FINAL%20APPROVED.pdf
	(If all above criteria are met) all above criteria are met for all performance reports sampled.	Not met	
Overall Score MI 18.2		WEAK	

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 18.3. Reports against its organisation-wide strategy, including expected management and development results	Annual performance reports exist at the organisation-wide level.	Met	Annual Report of the Administrator (2012) Available Here: http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2011-annual.html
	(If first criterion is met) the most recent performance report sampled makes reference to the expected results identified in the organisation-wide DRF and MRF.	Met	Annual Report of the Administrator (2012) Available Here: http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2011-annual.html Annexes to the Annual Report of the Administrator 2011 (2012) Available here: http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2012/Annual-session/English/AR%202011%20Annex%20Draft%20-FINAL%20APPROVED.pdf
	(If criterion two is met) the most recent performance report sampled describes the extent of achievement to date of results	Not met	Annexes to the Annual Report of the Administrator 2011 (2012) Available here: http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2012/Annual-

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
	identified in the DRF and MRF, along with an explanation of any variances.		session/English/AR%202011%20Annex%20Draft%20-FINAL%20APPROVED.pdf
	(If all above criteria are met) all above criteria are met for all performance reports sampled.	Not met	<p>Annual Report of the Administrator (2012) Available Here: http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2011-annual.html</p> <p>Annexes to the Annual Report of the Administrator 2011 (2012) Available here: http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2012/Annual-session/English/AR%202011%20Annex%20Draft%20-FINAL%20APPROVED.pdf</p> <p>Midterm review of the UNDP strategic plan and annual report of the Administrator for 2010 (2011) Available here: http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2011-annual.html</p> <p>Annexes to the midterm review of the UNDP strategic plan and annual report for 2010 (2011) Available here: http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2011/annual-session/english/dp2011-22_ANNEXES.pdf</p> <p>Annual report of the Administrator on the Strategic Plan: performance and results for 2009 (2010) Available here: http://web.undp.org/execbrd/adv2010-annual.shtml</p> <p>Annexes to the annual report of the Administrator on the Strategic Plan: performance and results for 2009 (2010) Available here: http://web.undp.org/execbrd/pdf/EB_annual_report_Annexes_final_1_July.pdf</p>
	There is an independent evaluation/review confirming the quality of organisation-wide reporting on results.	Not met	
Overall Score MI 18.3		INADEQUATE	

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
18.4. Reports against its Paris Declaration commitments using indicators and country targets	An annual, organisation-wide report on the MO's performance against Paris Declaration (PD) commitments exists (this may not be a separate report, but part of another report, such as the annual performance report).	Met	<p>Evaluation of the Implementation of the Paris Declaration: Phase One. Synthesis Report. (2008) Available here: http://www.oecd.org/dataoecd/59/0/41202112.pdf</p> <p>Joint Evaluation of the undg Contribution to the Paris Declaration on Aid Effectiveness, issued by UNDP (2008) Available here: http://www.oecd.org/dataoecd/5/54/40541747.pdf</p> <p>UN Results Report, 2011 Survey on Monitoring the Paris Declaration (2011) Available here: http://www.undg.org/docs/12215/UNDG%20PD%20Survey%20Report_DUP_11-30-2011_01-10-55-498_AM.pdf</p> <p>Capacity Development for Aid Effectiveness: Global Project Annual Report 2011 (2011) Available here: http://web.undp.org/uspc/docs/Progress%20Report%202011%20-%20Capacity%20Development%20for%20Aid%20Effectiveness.pdf</p> <p>UNDP's Response to the 2011 Survey on Monitoring the Paris Declaration: Implementing the Paris Declaration on Aid Effectiveness (2011) Available here: http://www.undp.org/content/dam/undp/library/capacity-development/English/Implementing-the-Paris-Declaration-on-Aid-Effectiveness.pdf</p>
	(If the first criterion is met) the most recent report describes the extent of overall achievement to date on PD commitments, using indicators.	Met	<p>UNDP's Response to the 2011 Survey on Monitoring the Paris Declaration: Implementing the Paris Declaration on Aid Effectiveness (2011) Available here: http://www.undp.org/content/dam/undp/library/capacity-development/English/Implementing-the-Paris-Declaration-on-Aid-Effectiveness.pdf</p>
	(If the first two criteria are met) the most recent report shows country targets for PD commitments.	Not met	<p>UNDP's Response to the 2011 Survey on Monitoring the Paris Declaration: Implementing the Paris Declaration on Aid Effectiveness (2011) Available here: http://www.undp.org/content/dam/undp/library/capacity-development/English/Implementing-the-Paris-Declaration-on-Aid-Effectiveness.pdf</p>
	(If all above criteria are met) the most recent report shows the extent of achievement to date of	Not met	<p>UNDP's Response to the 2011 Survey on Monitoring the Paris Declaration: Implementing the Paris Declaration on Aid Effectiveness (2011)</p>

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Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
	PD commitments by country.		Available here: http://www.undp.org/content/dam/undp/library/capacity-development/English/Implementing-the-Paris-Declaration-on-Aid-Effectiveness.pdf
	(If all above criteria are met) all above criteria are met for all reports sampled.	Not met	
Overall Score MI 18.4		ADEQUATE	Strictly adhering to the criteria, UNDP would receive a rating of inadequate for its reporting on the Paris Declaration commitments. However, the organisation was recognised for voluntarily producing an individual response to the 2011 Organisation for Economic Co-operation and Development (OECD) survey, even though its official responsibility is only to respond collectively the United Nations.

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 18.5. Reports on adjustments made or recommended to organisation-wide policies and strategies are based on performance information	The MO has a policy that defines how annual performance reporting will be carried out.	Met	UNDP Strategic Plan 2008-2011 (2008) Available here: http://web.undp.org/execbrd/pdf/dp07-43Rev1.pdf Annual Report of the Administrator on the Strategic Plan: Performance and Results for 2011 (2012) Available here: http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2012-annual.html
	The MO has a policy that defines how annual performance reporting will be systematically used.	Not met	UNDP Strategic Plan 2008-2011 (2008) Available here: http://web.undp.org/execbrd/pdf/dp07-43Rev1.pdf Annexes to the Annual Report of the Administrator on the Strategic Plan: Performance and Results for 2011 (2012) Available here: http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2012/Annual-session/English/AR%202011%20Annex%20Draft%20FINAL%20APPROVED.pdf The Evaluation Policy of UNDP (2011) Available here: http://web.undp.org/evaluation/documents/Evaluation-Policy.pdf

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
	There is evidence that annual performance reviews (e.g. audits, evaluations) are systematically used to adjust strategies/policies.	Not met	<p>Midterm Review of the programming arrangements, 2008-2013 (2010) Available here: http://web.undp.org/execbrd/adv2010-first.shtml</p> <p>Second Review of the programming arrangements, 2008-2013 (2012) Available here: http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2012-first.html</p> <p>Annexes to the Annual Report of the Administrator on the Strategic Plan: Performance and Results for 2011 (2012) Available here: http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2012/Annual-session/English/AR%202011%20Annex%20Draft%20-FINAL%20APPROVED.pdf</p>
	There is evidence that annual performance reviews (e.g. audits, evaluations) are systematically used to adjust budgets.	Met	<p>UNDP institutional budget estimates for 2012-2013 (2011) Available here: http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2011-second.html</p> <p>UNDP budget estimates for the 2010-2011 biennium (2010) Available here: http://web.undp.org/execbrd/pdf/dp2010-3.pdf</p> <p>UNDP management response to 2011 Report of the Office of Audit and Investigation (DP/2012/13) including Annual Report of the Audit Advisory Committee and the Ethic Office (DP/2012/14) http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2012/Annual-session/English/Management%20responses%20to%20Annual%20Report%20of%20OAI%20AAC%20and%20Ethics%20Office%20for%202011%20FINAL%20updated%205%20June%202012.doc</p>
	The Board receives annual reports on strategy and/or budgetary changes that are based on performance information.	Met	<p>Documents for sessions (web page) Available here: http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/</p>
Overall Score MI 18.5		ADEQUATE	

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 18.6 Reports on country (or other) level programming adjustments made or recommended based on performance information	The MO has a policy that defines how annual performance reporting will be carried out at the country level.	Met	<p>Programme and Operations Policies and Procedures (POPP) (2011) Available here: http://www.undp.org/content/dam/undp/library/corporate/Programme%20and%20Operations%20Policies%20and%20Procedures/Programmes-and-Projects-20-Nov-2011.pdf</p> <p>Annual Report of the Administrator on the Strategic Plan: Performance and Results for 2011 (2012) Available here: http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2012-annual.html</p> <p>Annexes to the Annual Report of the Administrator on the Strategic Plan: Performance and Results for 2011 (2012) Available here: http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2012/Annual-session/English/AR%202011%20Annex%20Draft%20-FINAL%20APPROVED.pdf</p>
	The MO has a policy that defines how annual performance reporting will be systematically used at the country level.	Met	<p>Programme and Operations Policies and Procedures (POPP) (2011) Available here: http://www.undp.org/content/dam/undp/library/corporate/Programme%20and%20Operations%20Policies%20and%20Procedures/Programmes-and-Projects-20-Nov-2011.pdf</p> <p>Annexes to the Annual Report of the Administrator on the Strategic Plan: Performance and Results for 2011 (2012) Available here: http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2012/Annual-session/English/AR%202011%20Annex%20Draft%20-FINAL%20APPROVED.pdf</p>
	There is evidence that annual performance reviews (e.g. audits, evaluations) at the country level are systematically used to adjust strategies/policies.	Met	<p>Annexes to the Annual Report of the Administrator on the Strategic Plan: Performance and Results for 2011 (2012) Available here: http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2012/Annual-session/English/AR%202011%20Annex%20Draft%20-FINAL%20APPROVED.pdf</p> <p>National Implementation by the Government of UNDP Supported Projects: Guidelines and Procedures (2011) Available here: http://www.undp.org/content/dam/undp/library/corporate/Programme%20and%20Operations%20Policies%20and%20Procedures/NIM_for_Government_english.pdf</p>
	There is evidence that annual	Not met	Programme and Operations Policies and Procedures (POPP) (2011)

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
	performance reviews (e.g. audits, evaluations) at the country level are systematically used to adjust budgets.		Available here: http://www.undp.org/content/dam/undp/library/corporate/Programme%20and%20Operations%20Policies%20and%20Procedures/Programmes-and-Projects-20-Nov-2011.pdf
	The Board receives annual reports on strategy and/or budgetary changes at the country level that are based on performance information.	Not met	The UNDP Accountability System: Accountability Framework and Oversight Policy (2008) Available here: http://web.undp.org/execbrd/pdf/dp08-16Rev1.pdf
Overall Score MI 18.6		ADEQUATE	

KPI 19. The MO encourages identification, documentation and dissemination of lessons learned and/or best practices

Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
MI 19.1. Reports on lessons learned based on performance information	There is evidence that the organisation is committed to the identification of lessons learned and/or best practices.	Met	UNDP Strategic Plan, 2008-2011 (2007) Available here: http://web.undp.org/execbrd/pdf/dp07-43Rev1.pdf Knowledge Strategy 2009-2011 (no year indicated) Provided by UNDP Midterm Review of the programming arrangements, 2008-2013 (2010) Available here: http://web.undp.org/execbrd/adv2010-first.shtml Handbook for Planning, Monitoring and Evaluating for Development Results (2009) Available here: http://web.undp.org/evaluation/handbook/documents/english/pme-handbook.pdf Annexes to the Annual Report of the Administrator: performance and results for 2011 (2012) Available here: http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2012/Annual-session/English/AR%202011%20Annex%20Draft%20FINAL%20APPROVED.pdf Australian Multilateral Assessment March 2012: United Nations Development Programme (UNDP) (2012) Available here:

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Micro-Indicator	Criteria	Status	Key Documents Consulted (Title and Hyperlink if Available)
			http://www.usaid.gov/partner/Documents/undp-assessment.pdf
	There is a unit/coordinating group responsible for documenting and disseminating lessons learned and/or best practices.	Met	Knowledge Strategy 2009-2011 (no year indicated) Provided by UNDP
	The MO has a system for collecting and disseminating internal lessons learned and/or best practices.	Met	Knowledge Sharing (webpage) Available here: http://www.undp.org/content/undp/en/home/ourwork/knowledge_exchange.html Knowledge Strategy 2009-2011 (no year indicated) Provided by UNDP
	(If third criterion is met) The MO has an easily accessible system that collects and disseminates <i>both</i> internal <i>and</i> external lessons learned and/or best practices.	Met	Knowledge Sharing (webpage) Available here: http://www.undp.org/content/undp/en/home/ourwork/knowledge_exchange.html Knowledge Strategy 2009-2011 (no year indicated) Provided by UNDP
	There is evidence that the MO uses lessons learned and/or best practices based on performance to change management and programming practices.	Not met	UNDP Strategic Plan, 2008-2011 (2007) Available here: http://web.undp.org/execbrd/pdf/dp07-43Rev1.pdf MDG Acceleration Framework (2011) Available here: http://www.undp.org/content/dam/undp/library/Poverty%20Reduction/MDG%20Strategies/MAF%20Report%20Dec%202011.pdf
Overall Score MI 19.1		STRONG	

Appendix VII UNDP – HQ and CO Interviewees

HQ Interviewees

Name	Title	Division
Bettina Woll	Policy Specialist, Capacity Development Group	Bureau for Development Policy
Bruno Lemarquis	Coordinator, Country Support Management Team	Bureau for Crisis Prevention and Recovery
Darshak Shah	Deputy Assistant Administrator, Deputy Director and Chief Finance Officer	Bureau of Management
Dasa Silovic	Senior Adviser, Resource Partnerships Cluster	Bureau for External Relations and Advocacy
Igor Garafulic	Senior Adviser	Regional Bureau for Latin America & the Caribbean
Jamshed Kazi	Practice Manager, Democratic Governance Group	Bureau for Development Policy
Judith Karl	Director, Operations Support Group	Executive Office
Juha Uitto	Deputy Director	Evaluations Office
Magdy Martinez-Solimán	Deputy Assistant Administrator and Deputy Director	Bureau for Development Policy
Margaret Thomas	Senior Adviser, Strategy and Change Implementation Group	Executive Office
Marielza Oliveira	Programme Advisor, Operations Support Group	Executive Office
Matilde Mordt	Practice Manager, Environment and Energy Group	Bureau for Development Policy
Mohammad Younus	Deputy Chief, South and West Asia Division	Regional Bureau for Asia and the Pacific
Niloy Banerjee	Senior Policy Adviser, Capacity Development Group	Bureau for Development Policy
Priya Gajraj	Chief of Country Support	Regional Bureau for Africa
Rebecca Grynspan	Associate Administrator	Executive Office
Rie Debabrata Tamas	Donor Relations Adviser, Resource Partnerships Cluster	Bureau for External Relations and Advocacy
Romesh Muttukumar	Deputy Director	Bureau for External Relations and Advocacy
Sadia Yilla	Deputy Director	Human Resources
Sally Fegan-Wyles	Director	Human Resources
Sarah Poole	Chief of Country Support	Regional Bureau for Europe and the CIS
Turhan Saleh	Chief, Country Support Team Eastern & Southern Africa	Regional Bureau for Africa
Vikram Singh	Donor Relations Adviser, Resource Partnerships Cluster	Bureau for External Relations and Advocacy

Name	Title	Division
Walid Badawi	Team Leader, Emerging Partnerships, Resources Partnerships Cluster (RPC)	Bureau for External Relations and Advocacy
Xiajun (Grace) Wang	Practice manager, Poverty Practice	Bureau for Development Policy
Yuichiro Ogino	Chief, Headquarters Audit Section	Office of Audit and Investigations
Yvonne Helle	Team Leader Donor Relations, Resource Partnerships Cluster	Bureau for External Relations and Advocacy

CO Interviewees

Name	Title	Country
Edo Stork	Deputy Resident Representative	Honduras
Dina Salinas	Management Specialist	Honduras
Jose Manuel Hermida	Resident Representative	Honduras
Elena Tischenko	Country Director	Cambodia
Sophie Baranes	Deputy Country Director (Programme)	Cambodia
Ismael Toorawa	Deputy Country Director (Operations)	Cambodia
Adama Coulibaly	Country Director	DRC
Yahya Ba	Deputy Country Director/Operations	DRC
Nick Hartmann	Deputy Country Director/Programme	DRC
Christy Ahenkorah	Sustainable Rural Livelihoods Analyst	Ghana
Fred Appiah	Partnership Advisor	Ghana
Jeremias Blaser	Deputy Country Director	Ghana
Kamil Kamaluddeen	UNDP Country Director	Ghana
Louis Kuupken	M&E	Ghana
Renaud Meyer	Country Director	Philippines

Appendix VIII Key Documents Consulted for Development Results Component

Organisation-wide strategy

- UNDP strategic plan, 2008-2011: Accelerating global progress on human development (2008): <http://www.undp.org/bz/wp-content/uploads/2011/02/UNDP-Strategic-Plan-2008-2011.pdf>

Organisation-wide reporting

Annual report of the Administrator

- Annual Report of the Administrator for 2011 (2012):
http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2012-annual.html

Mid-term review

- Midterm review of the UNDP strategic plan and annual report for 2010 (2011):
http://www.undp.org/content/undp/en/home/operations/executive_board/documents_for_sessions/adv2011-annual.html

Thematic Evaluation

- Evaluation of UNDP Contribution at the Regional Level to Development and Corporate Results (2010): <http://web.undp.org/evaluation/thematic/regionalization.shtml>
- Evaluation of UNDP Contribution to Disaster Prevention and Recovery (2010):
<http://web.undp.org/evaluation/thematic/par.shtml>
- Evaluation of UNDP Contribution to Strengthening Local Governance (2010):
<http://web.undp.org/evaluation/thematic/lg.shtml>
- Evaluation of UNDP Contribution to Environmental Management for Poverty Reduction: the Poverty-Environment Nexus (2010): <http://web.undp.org/evaluation/thematic/pen.shtml>
- Evaluation of UNDP Contribution to Strengthening National Capacities (2010):
<http://web.undp.org/evaluation/thematic/nc.shtml>
- Evaluation of UNDP Work with Least Developed Countries Fund & Special Climate Change Fund Resources (2009): <http://web.undp.org/evaluation/thematic/ldcf.html>
- Evaluation of Role and Contribution of UNDP in Environment and Energy (2009):
<http://web.undp.org/evaluation/thematic/ee.html>
- Evaluation of Results Based Management at UNDP (2008):
<http://web.undp.org/evaluation/thematic/rbm.html>
- Evaluation of UNDP Contribution to South-South Cooperation (2008):
<http://web.undp.org/evaluation/thematic/ssc.html>

Country-specific documents

Cambodia

- Assessment of Development Results (ADR): Evaluation of UNDP Contribution (2010):
<http://erc.undp.org/evaluationadmin/manageevaluation/viewevaluationdetail.html?evalid=4359>
- Capacities to Conserve Biodiversity and to Respond to Climate Change: Outcome Evaluation 2006-2010 (2010):
- <http://erc.undp.org/evaluationadmin/manageevaluation/viewevaluationdetail.html?evalid=3056>

- Checks and Balances: Outcome Evaluation 2006-2009 (2010):
 - <http://erc.undp.org/evaluationadmin/downloaddocument.html?docid=4314>
- Clearing for Results Project (2010):
 - http://www.un.org.kh/undp/what-we-do/projects/clearing-for-results-project?app_id=17
- Country Programme Action Plan (CPAP) Results Assessment 2006-2008 (2009):
 - <http://erc.undp.org/evaluationadmin/downloaddocument.html?docid=2674>
- Country Programme Action Plan between the Royal Government of Cambodia and the United Nations Development Programme 2006-2010 (2005):
 - www.undp.org/.../country_programme/.../CMB_CPAP_2006-2010.pdf
- Creative Industries Support Programme Project (2010):
 - http://www.un.org.kh/undp/what-we-do/projects/creative-industries-support-programme?app_id=17
- Draft country programme document for the Kingdom of Cambodia 2006-2010 (2005):
 - www.undp.org/asia/country_programme/CPO_CPD/CPD-CMB.pdf
- Final Evaluation of "Project to Support Democratic Development through Decentralization and Deconcentration (PSDD)" (2010):
 - <http://erc.undp.org/evaluationadmin/manageevaluation/viewevaluationdetail.html?evalid=4672>
- Human Capital Implications Of Future Economic Growth in Cambodia: Elements of a Suggested Roadmap (2011):
 - <http://www.un.org.kh/undp/knowledge/publications/human-capital-report-eng>
- Lessons from Implementing Selected UNDP Projects: Areas of Future Supports to Planning & Statistics for Poverty Reduction (2007):
 - <http://erc.undp.org/evaluationadmin/manageevaluation/viewevaluationdetail.html?evalid=3045>
- Monitoring the CMDGs: Preparatory Assistance for Cambodia Millennium Development Goals and National Strategic Development Plan (CMDG/NSDP) Monitoring and Evaluation (2010):
 - <http://www.un.org.kh/undp/knowledge/factsheets/monitoring-the-cmdgs>
- Multi-donor Support Program to Implement RGC'S Strategic Framework for Development Cooperation Management (2005):
 - <http://www.un.org.kh/undp/knowledge/publications/multi-donor-support-programme-for-aid-coordination-project-document-2>
- Partnership for Gender Equity Project (2010):
 - http://www.un.org.kh/undp/what-we-do/projects/partnership-for-gender-equity-project?app_id=17
- Pathways to Justice: access to justice with a focus on Poor, Women and Indigenous peoples (2005):
 - <http://www.un.org.kh/undp/knowledge/publications/category/pub-pathways-to-justice>
- Royal Government of Cambodia Strategic Framework for Development Cooperation Management (2005):
 - <http://www.un.org.kh/undp/knowledge/publications/multi-donor-support-programme-for-aid-coordination-strategic-framework-2>
- Strengthening Citizen Participation in Democratic Governance (SCPD) Project (2011):
 - <http://erc.undp.org/evaluationadmin/manageevaluation/viewevaluationdetail.html?evalid=5273>

- Support for Aid Coordination Multi-donor Support Program to Implement the Royal Government of Cambodia's Strategic Framework for Development Cooperation Management (2010):
- <http://www.un.org.kh/undp/knowledge/factsheets/support-for-aid-coordination-2>
- Supporting Transformational Change: The case studies - Local governance in Cambodia (n.d.):
- <http://www.un.org.kh/undp/knowledge/publications/supporting-transformational-change-case-studies-cambodia>
- Terminal Evaluation of Building Capacity and Mainstreaming Land Management in Cambodia Project (2011):
- <http://erc.undp.org/evaluationadmin/manageevaluation/viewevaluationdetail.html?evalid=5282>
- Terminal Evaluation: Strengthening Democratic and Decentralized Local Governance (DDLG) in Cambodia (2011):
- <http://erc.undp.org/evaluationadmin/manageevaluation/viewevaluationdetail.html?evalid=5283>

Democratic Republic of Congo

- Actions PNUD-Fonds mondial - Notre contribution aux efforts de développement en République démocratique du Congo: provided by UNDP
- Appui à la Décentralisation et au Développement Local (PADDL):
[http://www.cd.undp.org/projet.aspx?titre=Appui à la Décentralisation et au Développement Local \(PADDL\)&projetid=2&theme=1](http://www.cd.undp.org/projet.aspx?titre=Appui%20à%20la%20Décentralisation%20et%20au%20Développement%20Local%20(PADDL)&projetid=2&theme=1)
- Appui à la Justice:
- [http://www.cd.undp.org/projet.aspx?titre=Appui à la Justice&projetid=38&theme=1](http://www.cd.undp.org/projet.aspx?titre=Appui%20à%20la%20Justice&projetid=38&theme=1)
- Appui à la réforme de l'administration publique:
- [http://www.cd.undp.org/projet.aspx?titre=Appui à la réforme de l'administration publique&projetid=31&theme=1](http://www.cd.undp.org/projet.aspx?titre=Appui%20à%20la%20réforme%20de%20l'administration%20publique&projetid=31&theme=1)
- Appui aux opérations d'urgence du DDRRR pour la sensibilisation des FDLR et LRA à l'est de la RDC:
- [http://www.cd.undp.org/projet.aspx?titre=Appui aux opérations d'urgence du DDRRR pour la sensibilisation des FDLR et LRA à l'est de la RDC&projetid=47&theme=1](http://www.cd.undp.org/projet.aspx?titre=Appui%20aux%20opérations%20d'urgence%20du%20DDRRR%20pour%20la%20sensibilisation%20des%20FDLR%20et%20LRA%20à%20l'est%20de%20la%20RDC&projetid=47&theme=1)
- Appui aux parlements:
- [http://www.cd.undp.org/projet.aspx?titre=Appui aux parlements &projetid=15&theme=1](http://www.cd.undp.org/projet.aspx?titre=Appui%20aux%20parlements%20&projetid=15&theme=1)
- Appui à la préparation de la RDC à la REDD:
- [http://www.cd.undp.org/projet.aspx?titre=Appui à la préparation de la RDC à la REDD&projetid=5&theme=2](http://www.cd.undp.org/projet.aspx?titre=Appui%20à%20la%20préparation%20de%20la%20RDC%20à%20la%20REDD&projetid=5&theme=2)
- Armes légères dans l'est du Congo: Enquête sur la perception de l'insécurité (2011):
- [http://www.cd.undp.org/mediafile/Livre GRIP CNC PNUD juin2011.pdf](http://www.cd.undp.org/mediafile/Livre_GRIP_CNC_PNUD_juin2011.pdf)
- Étude sur la prolifération des armes légères en République démocratique du Congo (2010): <http://www.cd.undp.org/mediafile/Etude%20PNUD%20GRIP-BICC.pdf>
- Évaluation du projet «Appui aux Institutions de la Transition (AIT)» (2005) :
<http://erc.undp.org/evaluationadmin/manageevaluation/viewevaluationdetail.html?evalid=1409>
- Évaluation du projet «Appui au programme national d'urgence de renforcement des capacités» (2007):
<http://erc.undp.org/evaluationadmin/manageevaluation/viewevaluationdetail.html?evalid=3388>

- Guide méthodologique de planification du développement local (n.d.):
http://www.cd.undp.org/mediafile/GUIDE_METHODOLOGIQUE_DE_PLANIFICATION_LOCALE.pdf
- Outcome Evaluation: UNDP Country Programme 2008-2012 (2011):
<http://erc.undp.org/evaluationadmin/manageevaluation/viewevaluationdetail.html?evalid=5701>
- PNUD RDC Programme de Gouvernance: Version du 3 décembre 2007:
http://www.cd.undp.org/mediafile/PRODOC_Gouvernance.pdf
- Plan d'Action du Programme Pays: la République Démocratique du Congo 2008-2012 (2007): <http://www.cd.undp.org/mediafile/CPAP%20PNUD%202008-2012%20Section%202.pdf>
- PNUD RDC Programme de Gouvernance: Version du 3 décembre 2007 :
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