

# **Multilateral Organisation Performance Assessment Network**

## **Organisational Effectiveness Assessment**

### **United Nations Relief and Works Agency for Palestine Refugees in the Near East**

**Volume II - Appendices  
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## Appendices

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# Appendix I Methodology

## 1. Introduction

This document describes the methodology used to conduct the MOPAN Common Approach in 2011. It is important to note that MOPAN continues to improve the methodology for the Common Approach from year to year. With this in mind, comparisons of this year's results with those of previous years should be handled cautiously.

### 1.1 The MOPAN Common Approach Assessment Framework

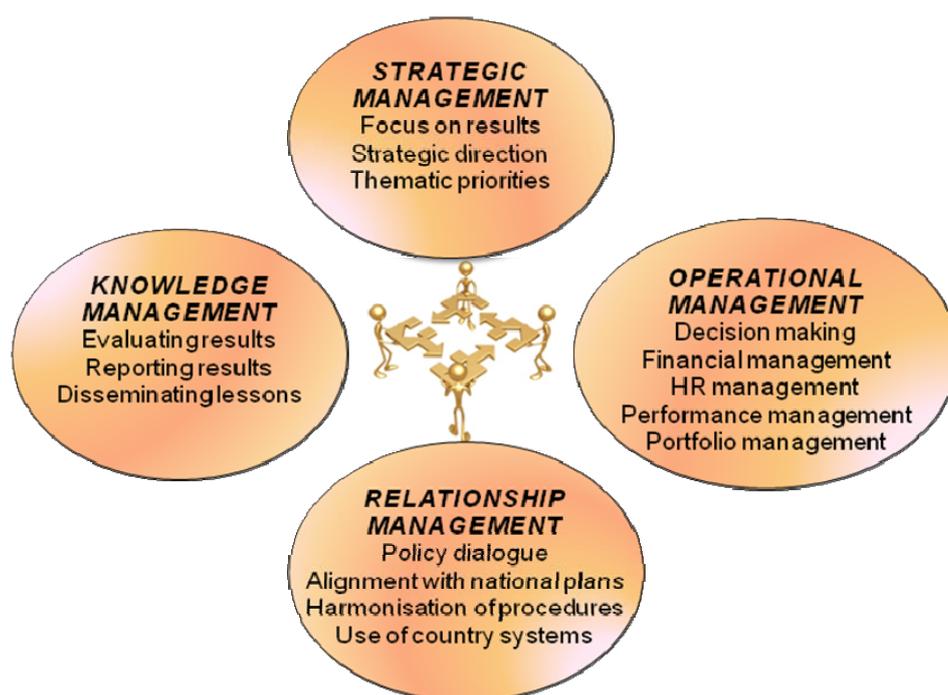
MOPAN defines organisational effectiveness as the extent to which a multilateral organisation is organised to contribute to development and/or humanitarian results in the countries where it operates.

Using a survey of stakeholders and a document review, 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 in the field. The Common Approach groups these organisational capacities in four areas of performance, which are called "quadrants":

- *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.

## Dimensions of organisational effectiveness in the MOPAN Common Approach<sup>1</sup>



### 1.2 Indicators

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

In an initial mapping exercise of existing bilateral donor assessment tools in 2007, MOPAN identified some 250 indicators, many of which were overlapping. The Common Approach reduced these to 35 key performance indicators and 120 micro-indicators. In 2008, the indicators were further refined and tested and this led to the adoption in 2009 of 19 KPIs and 63 MIs for international financial institutions and 64 MIs for UN funds and programs. These were subsequently tested and adjusted for humanitarian organisations. In 2011, the assessment included up to 20 KPIs and 75 MIs for each organisation, depending on the nature of the organisation and its mandate. The full list of MIs assessed in 2011 is provided in Appendix V (KPI and MI Data by Quadrant).

### 1.3. Multilateral Organisation Selection

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

1. Perceived importance and interest to all MOPAN members;
2. Medium-Term Strategic Planning (or equivalent) and replenishment cycles. The organisations should be assessed by the beginning of the planning process or prior to the start of the replenishment negotiation process;
3. The organisations include international financial institutions (IFI); UN funds, programs, and specialised agencies; and humanitarian organisations.

<sup>1</sup> To better reflect the mandates of organisations engaged in humanitarian work, additional dimensions are incorporated (such as adherence to humanitarian principles in their field operations) in the frameworks used to assess those organisations.

MOPAN aims to assess institutions selected on the basis of the criteria identified above on a 3 to 5 year cycle. Countries should not be surveyed by MOPAN in two consecutive years.

In 2011, MOPAN assessed the Food and Agriculture Organization (FAO) of the United Nations, the Inter-American Development Bank (IDB), the United Nations Environment Programme (UNEP), the United Nations High Commissioner for Refugees (UNHCR), and the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA).

## 1.4. Country Selection

Each year countries and territories are selected for the Common Approach assessment on the basis of:

1. The presence of the multilateral organisations being assessed;
2. The presence of MOPAN members;
3. Ensuring that no country or territory is included in the survey in two consecutive years;
4. Geographical distribution, so that developing countries in all regions are included while taking into account the regional mandates of the group of organisations to be assessed.

In 2011, the Common Approach assessment included Bangladesh, Bolivia, Brazil, Burundi, Ecuador, Nepal, Peru, Tanzania, Jordan, Lebanon, Palestinian territories (the West Bank and Gaza Strip), and the Syrian Arab Republic. However, each organisation was assessed only in the countries and territories in which it operates.

## 2. Survey

### 2.1 Overview

In 2011, the MOPAN Common Approach gathered stakeholder perceptions through a survey of MOPAN donors (at headquarters and in-country) and other key stakeholders of the multilateral organisations, which included: direct partners or clients, peer organisations, and host or recipient government representatives. The number and type of respondent groups varied for each organisation.

The main instrument for conducting the survey was an online survey based on Computer-Aided Web Interviewing (CAWI). The survey could be completed online in Arabic, English, French, Portuguese, or Spanish (depending on the organisation being assessed). All MOPAN respondents and most respondents in other groups completed the survey online.

When it was not possible for respondents to complete the survey online, off-line methods were used. Respondents could complete a paper-based survey or an electronic version of the survey in Microsoft Word that was sent by email, or they could participate in a structured interview either in person or by telephone. Paper-based versions of the survey were made available in all of the languages noted above, as well as in Bengali.

Individual responses to the survey were confidential to the independent consultants who managing the online survey or collecting data off-line in the field.

The survey data were collected over a five-week period in April and May 2011.

### Respondent Types

To gather diverse perspectives on the multilateral organisations assessed, MOPAN sought the perceptions of the following 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 field level.
- **Direct Partner/Client (DP):**<sup>2</sup> 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.
- **Peer organisation (PO):** International or regional organisations that work closely with the multilateral organisation being reviewed either at the country or field level (as in the case of UNHCR and UNRWA) or at a global or regional level (as in the case of UNEP).
- **Host or recipient government (GOV):** Representatives of the government that hosts the multilateral organisation being reviewed, usually in the context of organisations with protection and humanitarian mandates (as in the case of UNHCR and UNRWA).

## 2.2 Sampling and Response Rates

### Sampling

The Common Approach 2011 used a purposive sampling method called ‘expert sampling’ in which potential respondents were 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 involved all MOPAN members in collaboration with the multilateral organisations assessed, resulted in lists of the population (all potential respondents) for each of the multilateral organisations.

Individuals were invited to complete the survey for each organisation for which they had functional responsibility and sufficient knowledge.<sup>3</sup> This was confirmed through a screening question that asked respondents to indicate their level of familiarity with the multilateral organisation assessed, using a scale from 1 (not at all familiar) to 5 (very familiar). Respondents could continue the survey only if they indicated they were familiar with the multilateral organisation (i.e., a rating of 2, 3, 4, or 5).

The data on potential and actual respondents and their level of familiarity with the organisation are provided below.

### Response Rates

Multilateral Organisation	Potential Survey Respondents	Actual Survey Respondents	Response Rate	Percentage of Respondents who reported a good level of familiarity with the organisation <sup>4</sup>
FAO	361	284	79%	89%
IDB	188	132	70%	92%

<sup>2</sup> In the context of IFIs, these are referred to as “Clients.”

<sup>3</sup> Each individual was provided with a unique link that reflected the respondent type (HQ, CO, DP, PO, or GOV) and the multilateral organisation(s) they had been assigned to. A few individuals, particularly MOPAN members, completed surveys on more than one organisation.

<sup>4</sup> This percentage includes only those who responded 3, 4 or 5 as their level of familiarity. Also note, these are un-weighted data.

UNEP	426	215	50%	87%
UNHCR	309	206	67%	90%
UNRWA	192	130	68%	95%

MOPAN aimed to achieve a 70 per cent response rate from donors at headquarters and a 50 per cent response rate from all other target groups. Despite follow-up efforts, MOPAN was unable to meet the targets for some respondent groups in some cases. (See Section 2.2 of the organisational reports for response rates and targets by respondent group.)

## 2.3. Survey Instrument

### Survey Customisation

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

First, a set of core questions was developed for all respondents. Additional questions were designed for specific respondent groups, to reflect their functional responsibilities. For example, in some surveys, questions related to corporate issues were asked only of donors at headquarters, and questions on country-specific issues were asked only of donors in-country and clients/direct partners of multilateral organisations. Some questions were adjusted to reflect the nature of the multilateral organisation (e.g., cross-cutting thematic priorities). The final customised survey for the organisation is presented in Appendix II.

### Survey Instrument

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

The main part of the survey consisted of a series of closed-ended questions on the micro-indicators for each key performance indicator (KPI). Survey respondents were presented with statements describing an organisational practice, system, or behaviour and asked to rate the organisation's performance on a scale of 1 to 6 as shown below.

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.

## 2.4 Survey Data Analysis

SPSS Version 17.0 statistical software was used to analyse responses.

### First level data analysis

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

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

Mean Score Calculation: Mean scores were calculated on a weighted basis only. Scores were calculated based on answers to survey questions corresponding to micro-indicators. For the calculation of mean scores, 'don't know' responses were removed from the calculation. In cases where respondents left questions blank (i.e., missing data), either because they decided not to answer, or because they did not conform to required criteria (e.g. Location of work), responses were screened out. In such cases, mean scores were calculated using the number of valid responses to each question.

Mean scores were 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 was applied to each MI. For example, a KPI consisting of three micro-indicators that individually scored 2, 3, and 4 had a KPI mean of 3. In particular cases where multiple survey questions were needed to develop a concept, micro indicators were composed of multiple sub-indicators. In such cases, we took the mean score of the sub-indicators to calculate the score for that particular MI.

A weighting scheme was applied to ensure that no single respondent group or country was under-represented in the analysis.

The weighting gave equal weight to:

- The views of each respondent group <sup>5</sup>
- The countries where the survey took place
- Donors in-country, direct partners, and/or peer organisations and host governments, within each country where the survey took place.<sup>6</sup>

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<sup>5</sup> To account for the different numbers of respondents in each respondent group, individual weights were applied to each group.

<sup>6</sup> Weights for these groups were determined by the total number of respondents from each group who answered in their country, relative to the total number answering in other countries. Thus, a respondent in a country with a lower number of respondents carried a higher individual weight than the equivalent respondent from a country with a higher number of respondents.

A weight was calculated for each multilateral organisation using the following equation.

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

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

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

Weighted figures are used in all multilateral organisation reports unless otherwise stated.

### Converting Individual Scores to Group Ratings

As noted above, a mean score was calculated for each group of respondents (e.g., donors at HQ). Since the mean scores were not necessarily whole numbers (from 1 to 6) MOPAN assigned 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 examined differences in the responses among categories of respondents and other variables, as relevant for each organisation. Appropriate methods of statistical analysis were 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 was adopted ( $p \leq 0.05$ ) and these are reported where significant differences were 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.

### 3. Document Review

#### 3.1 Overview

Through an examination of publicly available documents,<sup>7</sup> the MOPAN document review explored evidence that the multilateral organisations have the systems that MOPAN considers to be important factors in an organisation's internal effectiveness.

The document review considered three types of documents:

- Multilateral organisation documents relevant to the assessment of MOPAN micro-indicators. The organisations helped to identify these documents.
- Organisational reviews or assessments (external or internal) of the organisation's performance on the dimensions of the MOPAN framework (strategic management, operational management, relationship management, and knowledge management). These studies were either found on the organisation's website or provided by the organisation.
- Other sources of data such as the Survey on Monitoring the Paris Declaration (2010), the Common Performance Assessment (COMPAS) report (2009), and previous MOPAN surveys.<sup>8</sup>

#### 3.2 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 document sampling strategy. However, the collection of documents followed a number of overall principles to ensure consistency and focus in the sampling process.

All documents, regardless of type or level within the organisation, were approved by the relevant authority (e.g., organisation-wide documents were usually approved by the multilateral organisation's Executive Management or Board).<sup>9</sup>

All documents (including policies, guidelines, strategies, thematic documents, and web site information) were selected at least in part based on the "type-specific" and "level-specific requirements" noted below.

##### a) Type-specific requirements

The following requirements apply to policies, guidelines, strategies, thematic documents, or web site information at any level of the organisation. These documents were also subject to the "level-specific requirements" listed in the following subsection.

- Policies or guidelines, at any level within the multilateral organisation, were selected only if they were currently in force as of the year of assessment.
- Strategies, regardless of level within the multilateral organisation, were generally selected only if they were being implemented in the year of assessment.

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<sup>7</sup> MOPAN aims to work within the confines of a multilateral organisation's disclosure policy. The documents used for the assessment were either on the organisation's web site, on other web sites of the UN system, or were provided by the organisation for the purposes of assessing the micro-indicators.

<sup>8</sup> If data from these sources were not available for the multilateral organisations participating in this year's assessment, either an alternate approach was developed or the micro-indicators were not assessed.

<sup>9</sup> This was intended to ensure that documents reviewed were final documents (rather than drafts) and that they were providing guidance for organisational behaviour.

- Thematic documents, including strategies, plans and reports, regardless of the level within the multilateral organisation, were selected to represent a mix of thematic areas.
- Any text from a multilateral organisation's web site (i.e., not a downloadable document available on the site) was retrieved within the year of assessment, and was assumed to be current unless the web page itself stated otherwise.

#### **b) Level-specific requirements**

All documents were selected based on the following requirements, as applicable:

- Except for policies, strategies, and guidelines, all documents were drawn from the period 2009 – May 2011.
- Documents were included from all countries assessed in the 2011 MOPAN Common Approach. However, in some cases documents from other countries or regions in which the multilateral organisation works were also considered.
- Project and program level documents were generally selected from recent projects that had the highest levels of investment and that represented different types of programming activity in the region.

### **3.3 Document Collection**

Document collection was not a linear process, but generally followed the following steps:

- Initial document research on the website of the multilateral organisation
- Collection of COMPAS and Paris Declaration Survey Data (if applicable)
- Consultation with the multilateral organisation, through the MOPAN Institutional Lead, who reviewed and refined the initial data set
- Finalisation of document list.

Once the document review commenced, further documentation needed to fill any gaps in information for certain indicators was requested from the multilateral organisation. If the documents obtained from these requests did not contain the information needed, the consultant team made the assessment based on the information available.

#### **Data from other Assessments**

As noted above, the document review included a review of other assessments, when relevant.

**Common Performance Assessment System (COMPAS) report, 2009:** COMPAS provides a framework through which the multilateral development banks (MDBs) can track their capacities to manage for development results (MfDR). The data are gathered by internal management units in the MDBs, generally those that are supporting the implementation of MfDR.

In assessing IFIs, MOPAN draws on indicators from the COMPAS report<sup>10</sup> in order to help triangulate findings and assess relevant micro-indicators. The following COMPAS indicators were used in the 2011 assessment of MOPAN micro-indicators:

- 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

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<sup>10</sup> The indicators in the COMPAS report have changed over time. In 2011, the Assessment Team reviewed the 2009 COMPAS report.

- 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, 2011.** This survey, managed by the OECD, highlights areas in which countries and organisations may be falling short of the targets established for 2010. As eight of the MOPAN indicators are based on the Paris Declaration indicators, the document review looked at the Paris survey data provided by multilateral organisations themselves or published in the OECD report. The following indicators were relevant to the MOPAN assessment:

Appendix C: Donor Data:<sup>11</sup>

- Indicator 3: Aid flows aligned on national procedures
- Indicator 4: Strengthen capacity by co-ordinated support
- Indicator 5a: Use of country public financial systems
- Indicator 5b: 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

In 2011, two organisations assessed by MOPAN (IDB and FAO) had participated in the OECD survey and contributed their data to the MOPAN assessment.

### 3.4 Document Analysis

#### Document Review Criteria

For most micro-indicators, five document review criteria were established which, taken together, were thought to represent good practice in that topic area. The criteria were based on existing standards and guidelines for each of the indicator areas when these were available (for example, UNEG or OECD-DAC guidelines) and other criteria were developed or adapted to the MOPAN Common Approach based on the following considerations:

- **Quality:** Documents were assessed in terms of their content, and in particular for the presence or absence of 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 were examined, such as evidence from budget documents that a policy or priority area was being financed, or evidence from evaluations that showed implementation of a policy or priority area.
- **Consistency:** Where possible, several documents of the same type were examined (such as country strategies in different countries) to assess the extent to which criteria were met consistently across the organisation.
- **Improvement over time:** In some cases, documents were examined over several years to assess progress over time.

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<sup>11</sup> In general, the MOPAN assessment draws on data from the “Average Country Ratio – All Countries” in the appendices of OECD Report.

## Document Review Ratings

Each criterion was designed as a yes/no alternative and each “yes” answer counted as one point in the rating. The rating on any micro-indicator was the total number of criteria met by the organisation.

As in the survey, the document review ratings ranged from 1 (very weak) to 6 (very strong). In the document review, however, the definition of “very weak” was expanded to include “the organisation has no document that provides evidence of such a system being in place.”

Rating and Descriptor	Number of criteria met	Definition
1. Very Weak	No criteria met or required document(s) do not exist	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.
2. Weak	One criterion met	The multilateral organisation has this system but there are important deficiencies.
3. Inadequate	Two criteria met	The multilateral organisation’s system in this area has deficiencies that make it less than acceptable.
4. Adequate	Three criteria met	The multilateral organisation’s system is acceptable in this area.
5. Strong	Four criteria met	The multilateral organisation’s system is more than acceptable yet without being “best practice” in this area.
6. Very Strong	All five criteria met	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, followed a different rating method. In these cases, ratings were established on a case-by-case basis through the delineation of percentage ranges. These ranges reflected the perspective of MOPAN with respect to performance in relation to the 2010 targets of by the Paris Declaration (meeting the Paris Declaration target, for example, was considered “strong”).

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

While the document review assessed most micro-indicators, it did not assign a rating to all of them (when criteria had not been established for best practice on that MI). Consequently, some charts do not show document review scores for each KPI or MI.

## 4. Basis for Judgment

In the past, the basis for judgment in MOPAN assessments was the perceptions of survey respondents. While these are still an important component of the judgments on organisational performance, the introduction of document review allows MOPAN to draw on a variety of sources that can be compared and triangulated in making judgments.

To the extent possible, MOPAN assessment standards and criteria are adjusted to reflect the differences between the multilateral organisations under review. This helps to ensure that judgements reflect the nature of the organisation.

## 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.<sup>12</sup> In the Common Approach, data are triangulated in a number of ways:

- Document review ratings are not combined with survey results, but presented separately to illustrate convergence with or divergence from survey results.
- Other evaluations or assessments of the organisations are reviewed to help to validate or question the findings.
- Findings are widely vetted within the MOPAN network and revised based on feedback from members.
- Reports are shared with the multilateral organisations and their review constitutes the final stage of the data collection process.

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

## 5. Strengths and Limitations of the Common Approach

### Strengths

- The MOPAN Common Approach is based on the core elements of existing bilateral assessment tools.
- It is derived from, and meant to replace, seven existing bilateral assessment tools. It is also meant to forestall the development of 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 and the Accra Agenda for Action regarding harmonisation, partner voice, and mutual accountability.
- It complements perceptual data with document review, thus adding an additional data source. This should enhance the analysis, provide a basis for discussion of agency effectiveness, and increase the validity of the assessment through triangulation of data sources.
- 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.

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<sup>12</sup> Miles, M. B. & Huberman, A. M. (1994). *Qualitative data analysis* (2nd ed.). Thousand Oaks, CA: Sage

## **Limitations**

While MOPAN continues to improve its methodology based on experiences in each year of implementation, the following limitations should be considered when reading MOPAN reports.

### MOPAN Framework

- The Common Approach is designed primarily 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, modifications have been made wherever possible to provide greater nuance in the analysis.

### Sources of Data

- The Common Approach is based on a perception survey and document review; it does not include interviews, focus groups, and other data collection methods that can help to analyse the current state of behaviours, systems, and procedures in the organisation.
- The Common Approach asks MOPAN members and the organisations assessed to identify the most relevant individuals to complete the survey. MOPAN does not have a way of determining if the most knowledgeable and qualified individuals are the ones completing the survey.
- Since MOPAN works within the confines of each organisation's disclosure policy, the document review was sometimes limited by the availability of documents in certain indicator areas related to the internal procedures of the organisations (e.g., on audit and human resource policies).
- Perception data has several potential limitations, one of which is 'central tendency bias' – i.e., the tendency of respondents to avoid the extreme points of a scale.

### Data Collection Instruments

- Because one of MOPAN's intentions is to merge existing bilateral assessment tools and forestall the development of others, the survey instrument is long. MOPAN might consider eliminating certain survey questions in future, as other sources of data are introduced.
- Some survey questions, particularly those referring to the internal operations of the organisations, are challenging for respondents to answer and were characterised by high levels of 'don't know' responses.

### Sampling

- The countries surveyed in the 2011 assessment, which were selected based on established MOPAN criteria,<sup>13</sup> comprise only a small proportion of most of the multilateral organisation's overall programming.

### Data Analysis

- While the document review can comment on 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).

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<sup>13</sup> MOPAN criteria for country selection include: presence and availability of MOPAN members, no recent inclusion in the survey, and the need for geographical spread. UNRWA and IDB required special considerations in 2011 because of their regional mandates.

Basis for Judgment

- For many of the MOPAN indicators there are no pre-established standards or criteria for what constitutes good practice for a multilateral organisation. As a result, some of the criteria for the document review were developed by MOPAN to meet the needs of this assessment process.
- In the document review, low ratings are sometimes due to an organisation's lack of appropriate documents that meet specific MOPAN criteria (some of which require certain aspects to be documented explicitly).
- The Common Approach assessment produces numerical scores or ratings that appear to have a high degree of precision, yet can only provide indications of how an organisation is doing and a basis for discussion among MOPAN members, the multilateral organisation, and the organisation's partners.

Despite the limitations, in general, we contend that the data presents a reasonable picture of the systems associated with the internal effectiveness of the multilateral organisations.

## Appendix II MOPAN Common Approach Survey for UNRWA 2011

Note: This is the survey used to assess UNRWA in 2011. It contains all of the possible questions, but not all questions were asked of all respondent groups.

### [Introduction]

Your time spent in participating in the MOPAN Common Approach is very much appreciated.

[1 - Samplegroup - single]

Samplegroup - Auto answered

- 1. HQ
- 2. CO
- 3. GOV
- 4. PO

### [Welcome]

Welcome to the Survey for the MOPAN Common Approach in 2011 and thank you for agreeing to participate.

In responding to the survey, feel free to base your answers on your perceptions of the United Nations Relief and Works Agency (UNRWA), as well as your knowledge. Your perceptions may be shaped by your experience with and exposure to UNRWA.

Please be assured that your answers will remain confidential. Any comments 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 these comments. Findings will be reported in aggregate form only.

The survey should take around 45 minutes to complete. Note, however, that it may take longer depending on the answers you give.

Please note: It would be ideal if you would 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 that 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 [mopan2011@epinion.dk](mailto:mopan2011@epinion.dk). At any point you can move back and forth in the questionnaire if you would like to change a response or a comment.

Your time spent in participating in the Common Approach is very much appreciated.

Please click the 'Next' button below to begin.

[2 - single]

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

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

[3 - single]

You have been identified to assess the organisational practices, systems and behaviours of UNRWA. However, before answering the questionnaire we would like to know how familiar you are with UNRWA 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

### [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.

[4 - single]

Fake

1. Fake [Filtered]

### [Overall Performance]

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

[5 - single]

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

Please type your answer into the box below:

1. Note:

[6 - single]

And still thinking about UNRWA 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:

[7 - single]

How would you rate the overall internal **effectiveness** of UNRWA?  
(SEE DEFINITION BELOW)

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]

Effectiveness = 'being organised to support beneficiaries/partners to produce and deliver expected results'.

We would like to ask you some questions about specific aspects of the performance of UNRWA. In thinking about these questions, please consider all you know about UNRWA.

### [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 UNRWA performs in those areas. You will see a scale from 1 to 6, as described below. The scale will stay the same for all statements.

### DEFINITION OF THE SCALE USED IN THE QUESTIONNAIRE:

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

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

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

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

5 - Strong = UNRWA's practice, behaviour or system is more than acceptable yet without being "best practice" in this area.

6 - Very strong = UNRWA'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, Knowledge Management.

### [Strategic Management]

First of all we would like to ask you about Strategic Management.

### [Corporate Governance]

To start with, we would like to ask you some questions related to organisational governance. According to what you know how do you think UNRWA performs in relation to the practices, systems or

behaviours described in the following statements?

All words typed in bold have definitions - see definitions below the questions.

[8 - single]

UNRWA's institutional culture supports a focus on results.

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

[9 - single]

UNRWA has an institutional culture that supports results-orientation and beneficiary focus.

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

[10 - single]

UNRWA's institutional culture is **direct beneficiary focused**

(SEE DEFINITION BELOW)

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

[11 - single]

UNRWA's senior management shows leadership on **results management**

(SEE DEFINITION BELOW)

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

[12 - single]

UNRWA makes **key documents** readily available to key partners, including the

public.

(SEE DEFINITION BELOW)

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

## [DEFINITION]

### [DEFINITION 1]

Direct beneficiary focused = Emphasis on the persons of concern to the organisation/the ultimate beneficiary of the humanitarian assistance/services provided by the organisation.

### [DEFINITION 2]

Results management = Management for results, or Results-Based Management (RBM). That is, managing and implementing programming 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.

[13 - single]

Do you have any additional comments on UNRWA's organisational governance?

- 1. Yes, note:
- 2. No

## [Corporate Strategy1]

Thinking about organisation-wide strategies, how do you think UNRWA performs in relation to the practices, systems or behaviours described in each of the following statements?

All words typed in bold have definitions - see definitions below the questions.

[14 - single]

UNRWA's organisation-wide **strategy** (MTS) is based on a clear mandate.

*(SEE DEFINITION BELOW)*

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

*[15 - single]*

UNRWA's organisation-wide strategy (MTS) is aligned with its mandate.

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

*[16 - single]*

UNRWA's organisation wide strategy (MTS) rests upon a clear understanding of its capacity to deliver.

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

*[17 - single]*

UNRWA 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

*[18 - single]*

UNRWA's organisation-wide strategy (MTS) contains explicit **management results**.

*(SEE DEFINITION BELOW)*

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

*[19 - single]*

UNRWA's strategies (MTS and HIPs) contain frameworks of expected results related to its mandate.

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

*[20 - single]*

UNRWA's results in organisation-wide strategies (MTS and HIPs) have results chains with **causal links** from inputs through to outputs/outcomes.

*(SEE DEFINITION BELOW)*

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

*[21 - single]*

UNRWA's strategies (MTS and HIPs) include measurable indicators at output and outcome levels.

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

## [DEFINITION]

### [DEFINITION 1]

Strategy = High level documents that guide and direct the operations of the multilateral organisation.

### [DEFINITION 2]

Management results = A description (in tabular, chart or narrative form) of management (in-house/business focused) results, including indicators, that are expected to be achieved from the multilateral organisation's activities.

**[DEFINITION 3]**

Causal links = A fundamental principle of results based management (RBM) is that results statements must be articulated in a framework or results chain, with clear causal linkages between each level of results. This linkage is a performance relationship between the results statements.

**[Corporate Strategy2]****Cross-cutting Priorities**

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

*[22 - single]*

UNRWA sufficiently mainstreams protection issues into its programmatic work.

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

*[23 - single]*

UNRWA sufficiently mainstreams gender equality (including gender based violence) into its programmatic work.

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

*[24 - single]*

UNRWA's strategy sufficiently addresses how it will take environmental issues into account when delivering services.

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

*[25 - single]*

UNRWA sufficiently applies human rights-based approaches in its programmatic work.

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

*[26 - single]*

UNRWA sufficiently considers other priorities (ex. disability and youth) in its programmatic work.

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

*[27 - single]*

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

- 1. Yes, note:
- 2. No

**Strategies - Fields of Operation**

Thinking about UNRWA's strategies at the level of its field of operation, how do you think UNRWA performs in relation to the practices, systems or behaviours described in each of the following statements?

All words typed in bold have definitions - see definitions below the questions.

**[Strategies-Country,Regional]**

*[28 - single]*

UNRWA links results from projects, programs and emergencies (where relevant) to Field Implementation Plans.

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

*[29 - single]*

UNRWA's results include indicators at all

levels.

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

[30 - single]

UNRWA's frameworks for emergencies (where relevant) include indicators.

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

[31 - single]

UNRWA ensures sufficient involvement of **beneficiaries** in the modification of its programs.

(SEE DEFINITION BELOW)

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

[32 - single]

UNRWA ensures sufficient involvement of **partners** (including host governments) in the modification of its programs.

(SEE DEFINITION BELOW)

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

[33 - single]

UNRWA's Field Implementation Plans include explicit results for the thematic areas it defines as cross-cutting priorities (e.g. protection, gender equality, environment, human rights, disability, youth).

- 1. Very weak
- 2. Weak

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

### [DEFINITION]

**Beneficiaries** = The term 'beneficiary' refers to individuals, groups, or organisations who have been designated as the intended recipients of services, humanitarian assistance, or protection.

**Partners** = Organisations who receive a direct transfer from the multilateral organisation or have direct interaction with them at the field of operation level. The transfer might include financial assistance, capacity building, policy advice, etc. Partners can be governmental (ministries, departments, agencies, etc.), non-governmental (associations, non-profits, co-operatives, institutes, etc.), multilateral agencies or private sector corporations.

[34 - single]

Do you have any additional comments on UNRWA's strategies at the field of implementation level?

- 1. Yes, note:
- 2. No

[35 - single]

Is there anything further you would like to say about UNRWA'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]

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

### [Financial Resources1]

We would first like to ask you some questions about financial resources and risk management within UNRWA. According to what you know about UNRWA, how do you think UNRWA performs in relation to the practices, systems or behaviours described

in each of the following statements?

[36 - single]

UNRWA 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

[37 - single]

UNRWA 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

[38 - single]

UNRWA manages available resources on the basis of needs and its own strategic priorities.

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

[39 - single]

UNRWA accesses or generates reasonably accurate overall financial estimates of demand for its services.

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

[40 - single]

UNRWA makes reasonable projections of expected donor support.

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

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

[41 - single]

UNRWA links budget allocations to expected results.

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

[42 - single]

UNRWA's reports on results include the amounts disbursed to achieve those results.

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

## Financial Resources and Risk Management

Still thinking about financial resources and risk management.

According to what you know about UNRWA, how do you think UNRWA performs in relation to the practices, systems or behaviours described in the following statement(s)?

All words typed in bold have definitions - see definitions below the questions.

## [Financial Resources2]

[43 - single]

UNRWA's financial audits are meeting the expectations of donors.

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

[44 - single]

UNRWA's programs and projects are appropriately audited at the Fields of

Operation level.

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

[45 - single]

UNRWA has appropriate systems in place to follow 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

[46 - single]

UNRWA's internal financial audits provide objective information to the governing body.

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

[47 - single]

UNRWA's procurement and contract management processes for the provision of services or goods are **usually effective** (SEE DEFINITION BELOW)

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

[48 - single]

UNRWA has appropriate strategies in place for **risk management** (identification, mitigation, contingency planning, monitoring and reporting) (SEE DEFINITION BELOW)

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

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

### [DEFINITION]

Effective procurement processes = Effective procurement or contract management processes accomplish their objectives and are carried out in a timely and efficient manner.

### [DEFINITION 1]

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

[49 - single]

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

- 1. Yes, note:
- 2. No

### [Performance Management]

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

[50 - single]

UNRWA uses project/program information on performance to revise organisational policies.

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

[51 - single]

UNRWA uses performance information to plan new initiatives, projects, programs.

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

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

[52 - single]

Poorly performing programs and projects of UNRWA are subject to proactive management.

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

[53 - single]

UNRWA appropriately tracks implementation of evaluation recommendations.

- 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 UNRWA's performance management?

- 1. Yes, note:
- 2. No

## [Human Resources Management]

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

[55 - single]

UNRWA keeps international staff in post for a sufficient time to maintain effective partnerships with host governments.

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

[56 - single]

Are you familiar with UNRWA's **code of conduct**?

(SEE DEFINITION BELOW)

- 1. Yes
- 2. No

## [DEFINITION]

Code of conduct = By Code of Conduct we mean the policies and documents that describe the rules and expected behaviors of staff of the organisation.

## [Q57-Q59]

According to what you know about UNRWA, how do you think UNRWA performs in relation to the practices, systems or behaviours described in the following statement(s)?

[57 - single]

UNRWA staff follow the code of conduct.

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

[58 - single]

UNRWA monitors compliance with the code of conduct.

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

[59 - single]

UNRWA has a system in place for reporting transparently on compliance with the code of conduct.

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

[60 - single]

Do you have any additional comments on

UNRWA's human resources management?

- 1. Yes, note:
- 2. No

### **Portfolio Management**

We would like you to think about portfolio management, which refers to the management of competing organisational priorities. According to what you know about UNRWA, how do you think UNRWA performs in relation to the practices, systems or behaviours described in each of the following statements?

All words typed in bold have definitions - see definitions below the questions.

### **[Portfolio Management]**

[61 - single]

UNRWA subjects new initiatives to impact analysis.

*(SEE DEFINITION BELOW)*

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

[62 - single]

UNRWA subjects new initiatives to **risk analysis**.

*(SEE DEFINITION BELOW)*

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

[63 - single]

UNRWA sets targets to enable monitoring of progress in its programs.

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

[64 - single]

Decision-making is delegated in a manner

appropriate to the context.

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

### **[DEFINITION]**

Impact analysis = Including environmental, social and economic impacts.

Risk analysis = Analysis that assesses the probability or likelihood of a detrimental outcome of an activity or action, and the potential humanitarian impact of the activity/action on different segments of the population.

[65 - single]

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

- 1. Yes, note:
- 2. No

### **[Humanitarian principles]**

We would like you to think about the way UNRWA ensures adherence to humanitarian principles in their emergency operations. According to what you know about UNRWA, how do you think UNRWA performs in relation to the practices, systems or behaviours described in each of the following statements?

All words typed in bold have definitions - see definitions below the questions.

[66 - single]

UNRWA has clear procedures for in-house coordination between core program and emergency operations.

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

[67 - single]

UNRWA maintains ongoing policy dialogue on the importance of observing

**humanitarian principles** in delivery of humanitarian assistance, particularly in cases of conflict.

(SEE DEFINITION BELOW)

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

[68 - single]

UNRWA respects humanitarian principles while delivering services in its emergency operations.

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

### [DEFINITION]

Humanitarian principles = Humanitarian principles are humanity, neutrality, impartiality, and operational independence.

[69 - single]

Do you have any additional comments on the way UNRWA ensures adherence to humanitarian principles?

- 1. Yes, note:
- 2. No

[70 - single]

Before moving on to the next section, is there anything further you would like to say about UNRWA'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]

We would like to ask you about some aspects of Relationship Management - that is, UNRWA's relationship with governments and other partners.

### [Ownership]

According to what you know about

UNRWA, how do you think UNRWA performs in relation to the practices, systems or behaviours described in each of the following statements?

[71 - single]

UNRWA adjusts to respond to changing circumstances.

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

[72 - single]

UNRWA adjusts its implementation of projects/programs as learning occurs.

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

[73 - single]

UNRWA is able to respond to emergency situations in a timely manner.

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

[74 - single]

UNRWA collaborates with host governments in the delivery of services.

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

[75 - single]

UNRWA's procedures facilitate collaboration with host governments.

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

[76 - single]

Do you have any additional comments on UNRWA's performance with regard to adjustment and collaboration?

- 1. Yes, note:
- 2. No

### [Alignment]

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

[77 - single]

UNRWA contributes to inter-agency plans and appeals (e.g. Consolidated Appeals, UNDAF, biennium planning, or other annual programming exercises) in a timely fashion.

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

[78 - single]

UNRWA engages fully in the CHAP (Common Humanitarian Action Plans) where this programming process is being utilised.

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

[79 - single]

UNRWA provides valuable inputs to policy dialogue.

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

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

[80 - single]

UNRWA 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

[81 - single]

### Alignment

We would like to ask a few questions about UNRWA's participation in the cluster system, which operates in Gaza and the West Bank. Are you based in the West Bank or Gaza or do you have responsibility for Gaza or the West Bank?

- 1. Yes
- 2. No

### [Q82-Q83]

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

[82 - single]

UNRWA adjusts its programs to reflect strategic priorities agreed by the UN Cluster (e.g., Cash for Work Cluster).

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

[83 - single]

UNRWA implements its programs in a manner compliant with the technical recommendations of the appropriate UN cluster group (e.g., Cash for Work Cluster).

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

7. Don't Know

[84 - single]

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

1. Yes, note:  
 2. No

[85 - single]

### Harmonisation

We would like to ask a few questions about UNRWA's participation in the cluster system, which operates in Gaza and the West Bank. Are you based in the West Bank or Gaza or do you have responsibility for Gaza or the West Bank?

1. Yes  
 2. No

### Harmonisation

Still thinking about UNRWA's work in cluster groups, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

### Harmonisation

Thinking about UNRWA's work in cluster groups, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

### [Harmonisation]

[86 - single]

UNRWA dedicates sufficient analytical resources and policy-level engagement to strategic activities within the cash for work cluster group.

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

[87 - single]

UNRWA provides dedicated staff for coordination of the cash for work cluster group.

1. Very weak  
 2. Weak  
 3. Inadequate

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

[88 - single]

UNRWA ensures that pertinent information is circulated within the cash for work cluster group.

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

[89 - single]

UNRWA generates reliable financial needs forecasts for the cash for work cluster group.

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

### [Harmonisation]

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

All words typed in bold have definitions - see definitions below the questions.

[90 - single]

UNRWA often participates in joint missions (SEE DEFINITION BELOW)

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

[91 - single]

UNRWA shares relevant information, in particular regarding needs with humanitarian and other partners.

1. Very weak  
 2. Weak

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

[92 - single]

UNRWA coordinates the implementation of its humanitarian response with other organisations.

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

[93 - single]

UNRWA contributes actively to common/joint needs assessments.

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

## [DEFINITION]

Joint missions = Joint missions are undertaken with respect to coordination, analysis, design, evaluation, etc.

[94 - single]

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

- 1. Yes, note:
- 2. No

[95 - single]

Before moving on to the next section, is there anything further you would like to say about UNRWA'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]

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

UNRWA.

## [Performance Evaluation]

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

[96 - single]

UNRWA 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

[97 - single]

UNRWA requires the involvement of key beneficiaries in evaluations.

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

[98 - single]

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

- 1. Yes, note:
- 2. No

## [Performance Reporting]

Please think now about performance reporting.

According to what you know about UNRWA, how do you think UNRWA performs in relation to the practices, systems or behaviours described in the following statement(s)?

[99 - single]

UNRWA reports to the General Assembly on performance, including on outcomes achieved.

- 1. Very weak
- 2. Weak

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

[100 - single]

UNRWA reports to the governing body on adjustments made to programming on the basis of performance information.

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

[101 - single]

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

- 1. Yes, note:
- 2. No

### [Dissemination]

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

According to what you know about UNRWA, how do you think UNRWA performs in relation to the practices, systems or behaviours described in the following statement(s)?

[102 - single]

UNRWA 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

[103 - single]

UNRWA 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

[104 - single]

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

- 1. Yes, note:
- 2. No

[105 - single]

Is there anything further you would like to say about UNRWA's Knowledge 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

### [Background Questions]

[106 - single]

#### Background Questions

What MOPAN member country do you work with?

- 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

[107 - 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

[108 - single]

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

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

[109 - single]

### **Background Questions**

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

- 1. Government - line ministry
- 2. Government - ministry of finance/statistics/planning/economics/foreign affairs
- 3. Government - other
- 4. Civil society organisation (e.g. NGO, CBO)
- 5. International organisation (e.g. UN organisation, INGO)
- 6. Other

[110 - 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

### **[ALMOST DONE]**

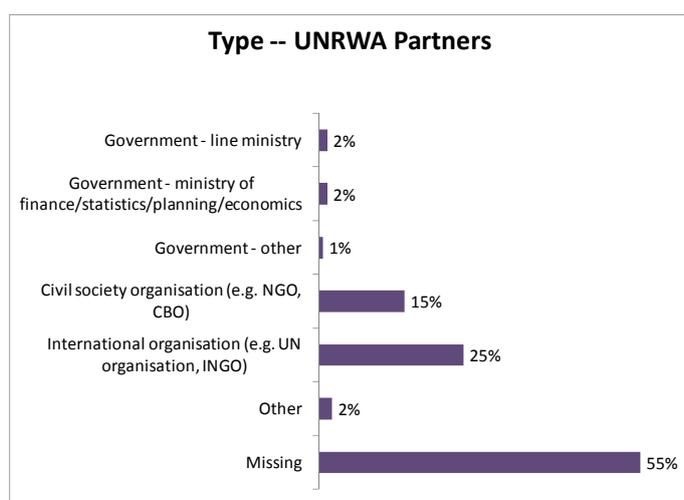
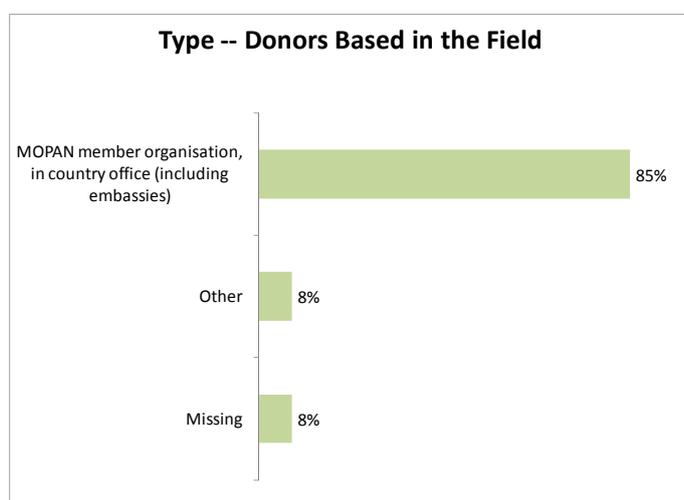
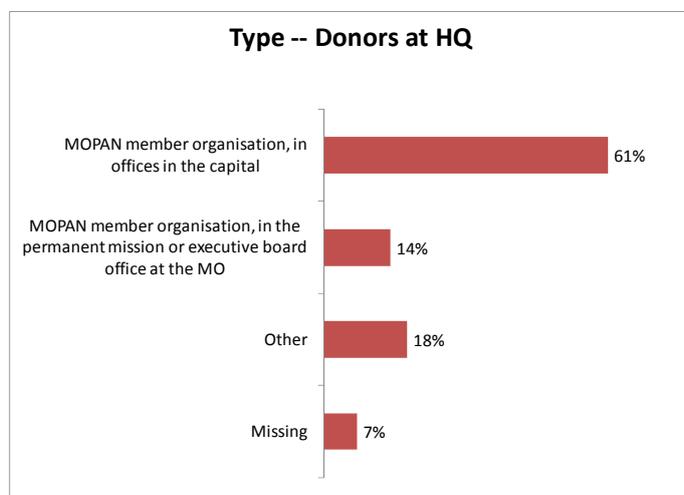
You have now answered the last question. Once you click 'Next' you cannot go back and edit your answers.

### **[End of Interview]**

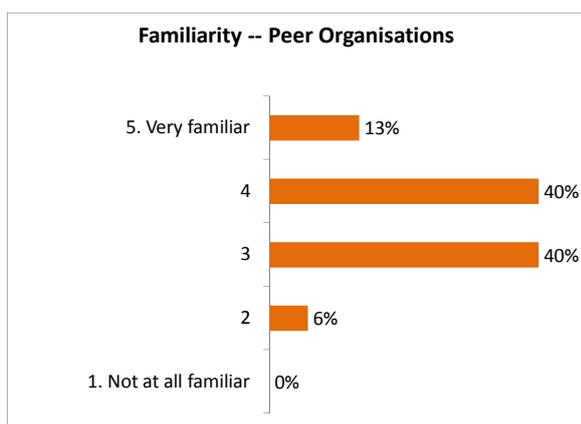
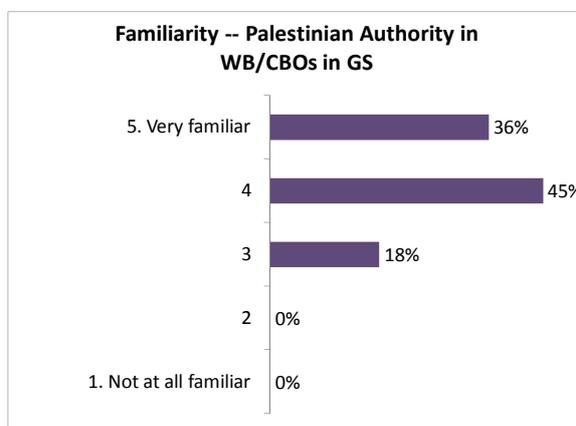
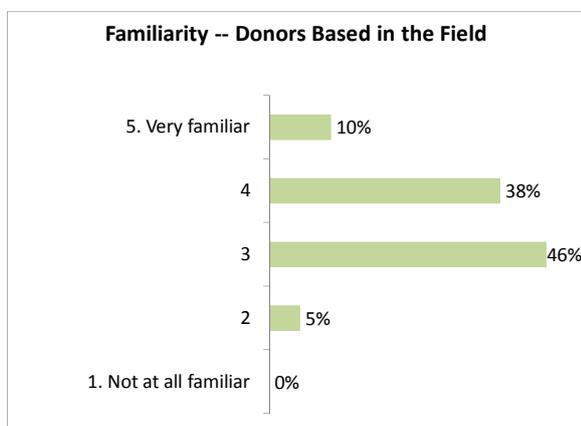
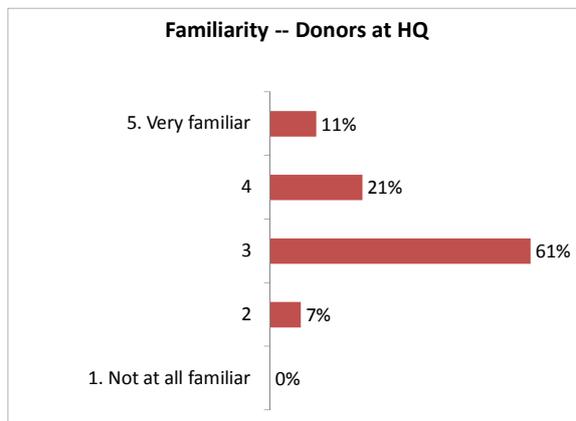
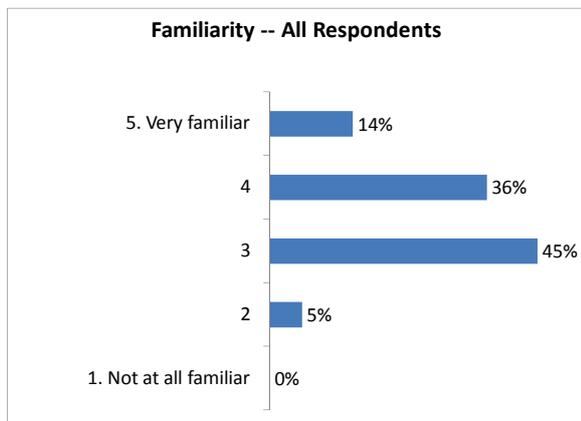
Thank you very much for sharing your insights and taking time to answer this survey, which is aimed at improving the dialogue on organisational learning and effectiveness of multilateral organisations.

## Appendix III Respondent Profile

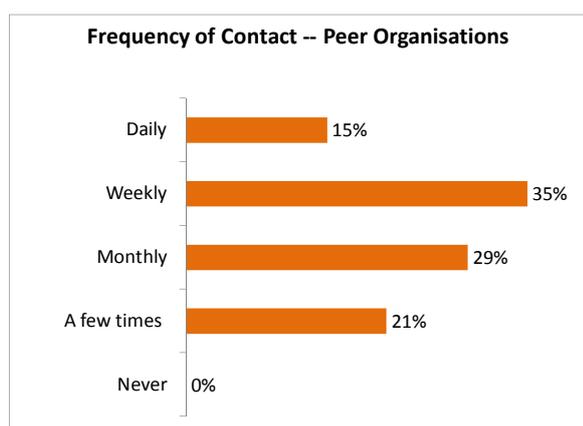
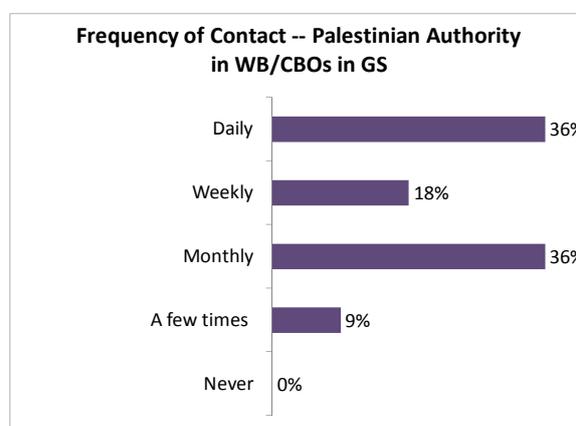
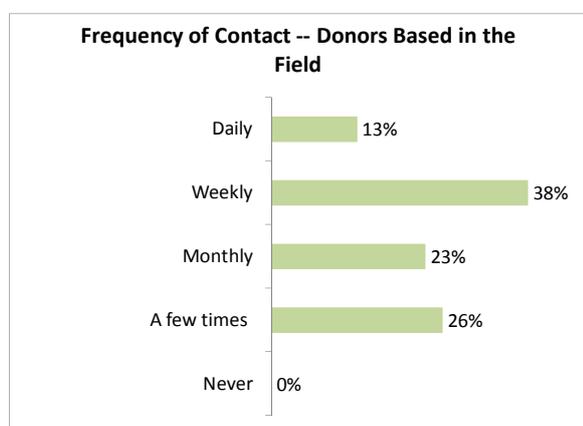
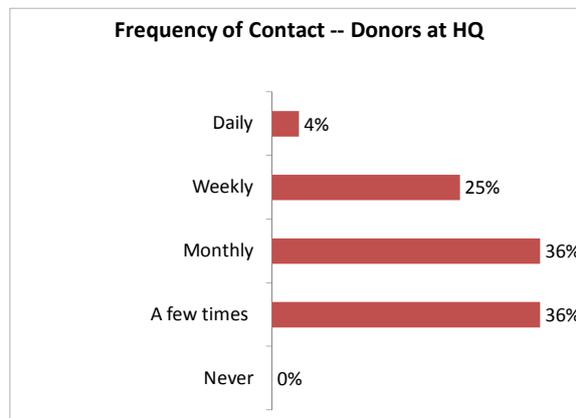
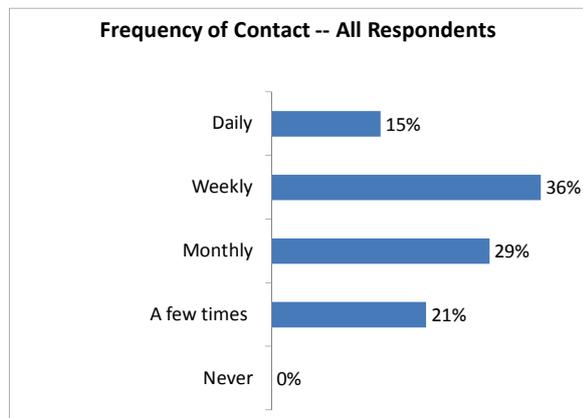
### Types of Respondents



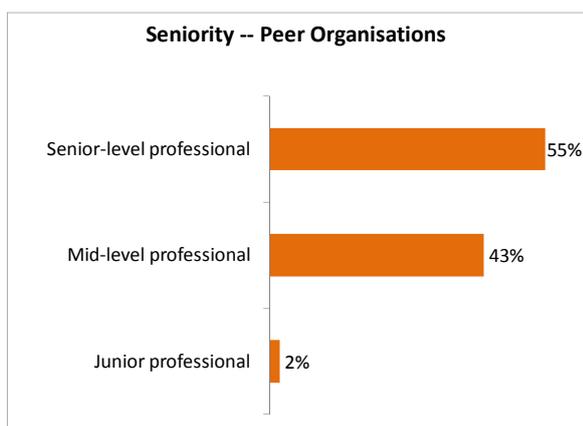
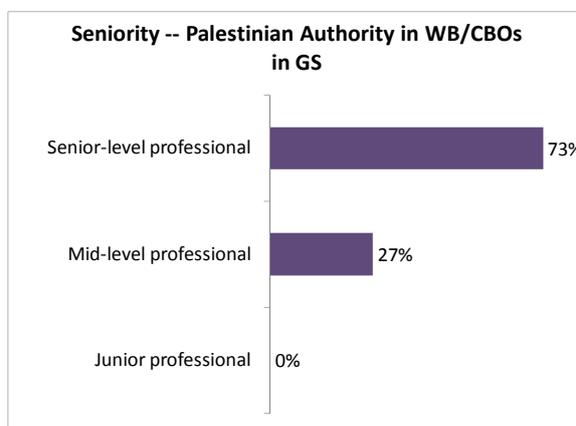
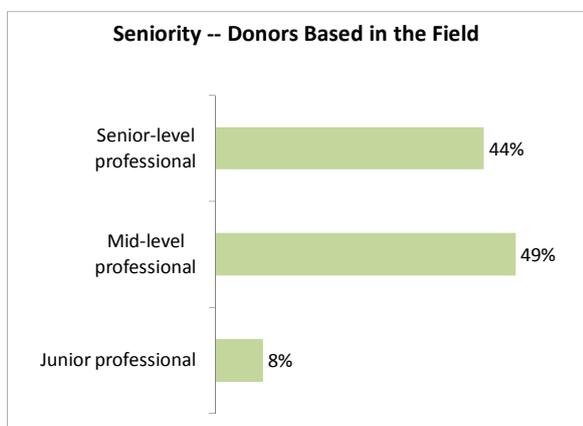
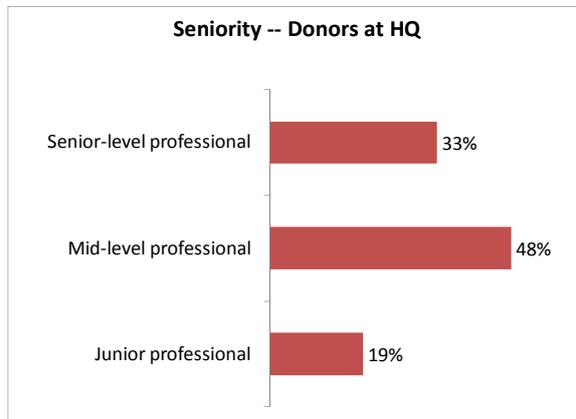
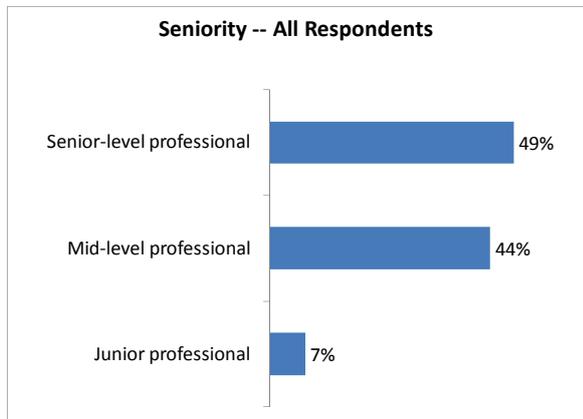
## Respondent Familiarity with Multilateral Organisation



## 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).

% 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		Peer Organisations		Palestinian Authority in WB/ CBOs in GS		Donors Based in the Field		Donors at HQ	
		N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
<b>KPI 1</b>	<b>Providing direction for results</b>	--	--	--	--	--	--	--	--	--	--
MI 1.1	Value system supports results-orientation and partner and beneficiary focus	--	--	--	--	--	--	--	--	--	--
SUB MI	i) UNRWA's institutional culture supports a focus on results	130	7	52	6	11	0	39	14	28	7
SUB MI	ii) UNRWA has an institutional culture that supports results-orientation and beneficiary focus	130	6	52	6	11	0	39	17	28	4
SUB MI	iii) UNRWA's institutional culture is direct beneficiary focused	130	3	52	3	11	0	39	10	28	0
MI 1.2	Leadership on results management	39	5	--	--	11	0	--	--	28	11
MI 1.3	Key documents available to the public	130	5	52	4	11	7	39	9	28	0
<b>KPI 2</b>	<b>Corporate focus on results</b>	--	--	--	--	--	--	--	--	--	--
MI 2.1	Organisational strategy based on clear mandate	--	--	--	--	--	--	--	--	--	--
SUB MI	i) UNRWA's organisation-wide strategy (MTS) is based on a clear mandate	130	8	52	16	11	0	39	15	28	4
SUB MI	ii) UNRWA's organisation-wide strategy (MTS) is aligned with its mandate	130	9	52	17	11	0	39	19	28	4
SUB MI	iii) UNRWA's organisation wide strategy (MTS) rests upon a clear understanding of their capacity to deliver	130	9	52	15	11	0	39	19	28	4
MI 2.2	Organisational policy on results management	67	22	--	--	--	--	39	18	28	25
MI 2.3	Plans and strategies contain results frameworks	--	--	--	--	--	--	--	--	--	--
SUB MI	i) UNRWA's organisation - wide strategy (MTS) contains explicit management results	78	20	--	--	11	7	39	35	28	21
SUB MI	ii) UNRWA's strategies (MTS and HIPs) contain frameworks of expected results related to its mandate	78	22	--	--	11	7	39	36	28	25

		Total		Peer Organisations		Palestinian Authority in WB/ CBOs in GS		Donors Based in the Field		Donors at HQ	
		N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
MI 2.4	Results frameworks link outputs to final outcomes/impacts	67	38	--	--	--	--	39	44	28	32
MI 2.5	Plans and strategies contain performance indicators	67	34	--	--	--	--	39	40	28	29
<b>KPI 3</b>	<b>Focus on thematic priorities</b>	--	--	--	--	--	--	--	--	--	--
MI 3.1	Protection	119	8	52	4	--	--	39	9	28	11
MI 3.2	Gender equality	119	5	52	5	--	--	39	9	28	4
MI 3.3	Environment	119	24	52	24	--	--	39	27	28	21
MI 3.4	Human rights based approaches	119	6	52	5	--	--	39	11	28	4
MI 3.5	Disability/Youth	119	7	52	6	--	--	39	7	28	7
<b>KPI 4</b>	<b>Field implementation plans with focus on results</b>	--	--	--	--	--	--	--	--	--	--
MI 4.1	Frameworks link results at relevant levels	102	22	52	29	11	0	39	41	--	--
MI 4.2	Frameworks include indicators at relevant levels	--	--	--	--	--	--	--	--	--	--
SUB MI	i) UNRWA's results include indicators at all levels	130	24	52	26	11	7	39	40	28	25
SUB MI	ii) UNRWA's frameworks for emergencies (where relevant) include indicators	130	37	52	47	11	7	39	60	28	39
MI 4.3	Program modifications developed in a participatory way	--	--	--	--	--	--	--	--	--	--
SUB MI	i) UNRWA ensures sufficient involvement of beneficiaries in the modification of its programs	102	17	52	25	11	7	39	20	--	--
SUB MI	ii) UNRWA ensures sufficient involvement of partners (including host governments) in the modification of its programs	102	12	52	10	11	13	39	14	--	--
MI 4.4	Results for thematic priorities included in fields of operations' frameworks	130	24	52	30	11	0	39	32	28	36

**II- Operational Management**

		Total		Peer Organisations		Palestinian Authority in WB / CBOs in GS		Donors Based in the Field		Donors at HQ	
		N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
<b>KPI 5</b>	<b>Aid allocation decisions</b>	--	--	--	--	--	--	--	--	--	--
MI 5.1	Criteria for allocating un-earmarked resources are publicly available	91	11	52	22	11	0	--	--	28	11
MI 5.2	Resources allocations follow the criteria	91	22	52	36	11	7	--	--	28	21
MI 5.3	Resources released as needed and available	130	13	52	26	11	7	39	9	28	7
MI 5.4	Reasonably accurate financial estimates of demand for services	28	7	--	--	--	--	--	--	28	7
<b>KPI 6</b>	<b>Linking aid management to performance</b>	--	--	--	--	--	--	--	--	--	--
MI 6.1	Reasonable projections of expected donor support	67	3	--	--	--	--	39	3	28	4
MI 6.2	Allocations linked to expected results	28	7	--	--	--	--	--	--	28	7
MI 6.3	Disbursements linked to reported results	67	10	--	--	--	--	39	10	28	11
<b>KPI 7</b>	<b>Financial accountability</b>	--	--	--	--	--	--	--	--	--	--
MI 7.1	External financial audits performed across the organisation	28	25	--	--	--	--	--	--	28	25
MI 7.2	External financial audits performed at field of operations or project level	28	46	--	--	--	--	--	--	28	46
MI 7.3	Systems for immediate measures against irregularities	130	27	52	29	11	7	39	44	28	32
MI 7.4	Internal financial audit processes provide objective information	28	36	--	--	--	--	--	--	28	36
MI 7.5	Effective procurement and contract management processes	80	35	52	32	--	--	--	--	28	39
MI 7.6	Strategies for risk management	28	25	--	--	--	--	--	--	28	25
<b>KPI 8</b>	<b>Using performance information</b>	--	--	--	--	--	--	--	--	--	--
MI 8.1	Revising and adjusting policies	28	25	--	--	--	--	--	--	28	25
MI 8.2	Planning new interventions	130	17	52	19	11	0	39	36	28	18
MI 8.3	Proactive management of poorly performing programs and/or projects	130	25	52	22	11	20	39	38	28	25
MI 8.4	Evaluation recommendations are acted upon	28	29	--	--	--	--	--	--	28	29
<b>KPI 9</b>	<b>Managing human resources</b>	--	--	--	--	--	--	--	--	--	--

## MOPAN 2011 Assessment of UNRWA - Appendices

		Total		Peer Organisations		Palestinian Authority in WB / CBOs in GS		Donors Based in the Field		Donors at HQ	
		N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
MI 9.1	Results-focused performance assessment for senior staff	--	--	--	--	--	--	--	--	--	--
MI 9.2	Transparent incentive/reward system for staff performance	--	--	--	--	--	--	--	--	--	--
MI 9.3	Measures to ensure staff security	--	--	--	--	--	--	--	--	--	--
MI 9.4	Staff rotation adequate for the development of effective partnerships	130	14	54	20	11	0	39	11	28	25
MI 9.5	Code of conduct followed by staff members	--	--	--	--	--	--	--	--	--	--
SUB MI	i) UNRWA staff follow the code of conduct	25	4	10	0	3	0	12	11	--	--
SUB MI	ii) UNRWA monitors compliance with the code of conduct	1	0	--	--	--	--	--	--	1	0
SUB MI	iii) UNRWA has a system in place for reporting transparently on compliance with the code of conduct	1	100	--	--	--	--	--	--	1	100
MI 9.6	Rapid personnel deployment or surge mechanisms in place	--	--	--	--	--	--	--	--	--	--
<b>KPI 10</b>	<b>Performance oriented programming</b>	--	--	--	--	--	--	--	--	--	--
MI 10.1	Initiatives subject to risk and benefits/impact analysis	--	--	--	--	--	--	--	--	--	--
SUB MI	i) UNRWA subjects new initiatives to impact analysis	91	24	52	30	11	0	--	--	28	43
SUB MI	ii) UNRWA subjects new initiatives to risk analysis	91	23	52	37	11	0	--	--	28	32
MI 10.2	Milestones / targets set to rate progress of implementation	130	16	52	26	11	0	39	15	28	21
<b>KPI 11</b>	<b>Delegating decision making</b>	--	--	--	--	--	--	--	--	--	--
MI 11.1	Key operations/ management decisions can be made locally	130	24	52	29	11	0	39	24	28	43
<b>KPI 12</b>	<b>Adherence to humanitarian principles</b>	--	--	--	--	--	--	--	--	--	--
MI 12.1	Clear procedures for in-house coordination	130	27	52	34	11	0	39	46	28	32
MI 12.2	Ongoing policy dialogue with partners on observing humanitarian principles	130	12	52	20	11	0	39	20	28	11
MI 12.3	Humanitarian principles respected while delivering humanitarian action	130	6	52	9	11	0	39	6	28	11

## III- Relationship Management

		Total		Peer Organisations		Palestinian Authority in WB / CBOs in GS		Donors Based in the Field		Donors at HQ	
		N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
<b>KPI 13</b>	<b>Adjusting procedures</b>	--	--	--	--	--	--	--	--	--	--
MI 13.1	Agility to respond quickly to changing circumstances	130	4	52	10	11	0	39	6	28	0
MI 13.2	Flexibility in implementation of projects/programs	130	6	52	8	11	0	39	7	28	11
MI 13.3	Timely response to events	130	9	52	20	11	0	39	6	28	11
MI 13.4	Collaboration in the delivery of services	130	3	52	6	11	0	39	3	28	4
MI 13.5	Procedures facilitate collaboration	130	13	52	16	11	0	39	21	28	18
<b>KPI 14</b>	<b>Supporting inter-agency plans and appeals</b>	--	--	--	--	--	--	--	--	--	--
MI 14.1	Active contribution to inter-agency plans and appeals	--	--	--	--	--	--	--	--	--	--
SUB MI	i) UNRWA contributes to inter-agency plans and appeals (e.g. Consolidated Appeals, UNDAF, biennium planning, or other annual programming exercises) in a timely fashion	130	23	52	17	11	7	39	36	28	36
SUB MI	ii) UNRWA engages fully in the CHAP (Common Humanitarian Action Plans) where this programming process is being utilised	130	34	52	29	11	7	39	64	28	43
<b>KPI 15</b>	<b>Contributing to policy dialogue</b>	--	--	--	--	--	--	--	--	--	--
MI 15.1	Reputation for high quality, valued policy dialogue inputs	130	13	52	11	11	0	39	16	28	25
MI 15.2	Policy dialogue respects partner views and perspectives	130	13	52	5	11	0	39	22	28	25
MI 15.3	Programs reflect strategic priorities agreed by the cluster	48	20	18	7	--	--	16	25	14	29
MI 15.4	Program implementation compliant with technical recommendations of cluster	48	25	18	11	--	--	16	25	14	36
<b>KPI 16</b>	<b>Managing the cluster</b>	--	--	--	--	--	--	--	--	--	--
MI 16.1	Sufficient analytical resources and policy-level engagement dedicated to cluster	43	21	18	30	9	8	16	56	--	--
MI 16.2	Dedicated staff for coordination of cluster	43	25	18	27	9	17	16	56	--	--

		Total		Peer Organisations		Palestinian Authority in WB / CBOs in GS		Donors Based in the Field		Donors at HQ	
		N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
MI 16.3	Pertinent information circulated within cluster	43	29	18	38	9	17	16	62	--	--
MI 16.4	Generation of reliable financial needs forecasts for cluster	43	29	18	38	9	17	16	62	--	--
<b>KPI 17</b>	<b>Harmonising procedures</b>	--	--	--	--	--	--	--	--	--	--
MI 17.1	Participation in joint missions	130	32	52	23	11	0	39	46	28	64
MI 17.2	Sharing relevant information with humanitarian and other partners	130	10	52	6	11	0	39	7	28	25
MI 17.3	Coordination with other organisations the implementation of humanitarian response	130	11	52	6	11	0	39	13	28	25
MI 17.4	Contribution to common/joint needs assessments at host government level	130	16	52	13	11	0	39	39	--	--

## IV- Knowledge Management

		Total		Peer Organisations		Palestinian Authority in WB / CBOs in GS		Donors Based in the Field		Donors at HQ	
		N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
<b>KPI 18</b>	<b>Evaluating external results</b>	--	--	--	--	--	--	--	--	--	--
MI 18.1	Structurally independent evaluation unit	--	--	--	--	--	--	--	--	--	--
MI 18.2	Sufficient coverage of evaluation	--	--	--	--	--	--	--	--	--	--
MI 18.3	Quality of evaluations	--	--	--	--	--	--	--	--	--	--
MI 18.4	Use of evaluation findings to inform decisions	67	24	--	--	--	--	39	24	28	25
MI 18.5	Beneficiaries and stakeholders involved in evaluation	130	21	52	25	11	0	39	22	28	39
<b>KPI 19</b>	<b>Presenting performance information</b>	--	--	--	--	--	--	--	--	--	--
MI 19.1	Reports on achievement of outcomes	39	9	--	--	11	7	--	--	28	11
MI 19.2	Reports use data from measuring indicators			--	--	--	--	--	--	--	--
MI 19.3	Reports against its organisational strategy, including results	--	--	--	--	--	--	--	--	--	--
MI 19.4	Reports on programming adjustments based on performance information	130	30	52	50	11	7	39	49	28	18
<b>KPI 20</b>	<b>Disseminating lessons learned</b>	--	--	--	--	--	--	--	--	--	--
MI 20.1	Reports on lessons learned based on performance information	130	20	52	18	11	20	39	23	28	21
MI 20.2	Lessons shared at all levels of the organisation	78	28	--	--	11	7	39	36	28	43

## 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 four respondent groups;
- b) equal weight is given to each of the fields of operation where the survey took place;
- c) equal weight is given to respondent groups within each field of operation where the survey took place

However, the base is un-weighted.<sup>14</sup>

Total – includes all respondents

“--” indicates that the question was not asked among a particular respondent group or was not asked in the survey (but is included in the table in order to maintain the sequence in the numbering of the indicators)

<b>Strong (4.5-5.49)</b>
<b>Adequate (3.5-4.49)</b>
<b>Inadequate (2.5-3.49)</b>

### I- Strategic Management

		Mean scores					
		Total	Gaza	Jordan	Lebanon	Syria	West Bank
	Base (un-weighted): <sup>15</sup>	130	30	12	26	18	32
KPI 1	Providing direction for results	3.97	3.80	3.93	3.77	4.30	4.16
MI 1.1	Value system supports results-orientation and partner and beneficiary focus	4.04	3.76	4.14	3.64	4.38	4.18
SUB MI	i) UNRWA's institutional culture supports a focus on results	3.82	3.73	4.13	3.41	4.16	3.84
SUB MI	ii) UNRWA has an institutional culture that supports results-orientation and beneficiary focus	3.94	3.73	4.00	3.48	4.26	4.16
SUB MI	iii) UNRWA's institutional culture is direct beneficiary focused	4.36	3.84	4.29	4.02	4.71	4.55
MI 1.2	Leadership on results management	3.85	3.57	--	--	--	4.00
MI 1.3	Key documents available to the public	4.02	4.07	3.71	3.91	4.22	4.31
KPI 2	Corporate focus on results	3.73	3.11	3.67	4.45	3.98	3.14
MI 2.1	Organisational strategy based on clear mandate	3.99	3.44	4.40	4.19	4.54	3.55
SUB MI	i) UNRWA's organisation-wide strategy (MTS) is based on a clear mandate	4.23	3.58	4.67	4.37	4.88	3.86
SUB MI	ii) UNRWA's organisation-wide strategy (MTS) is aligned with its mandate	3.94	3.48	4.64	4.09	4.50	3.18
SUB MI	iii) UNRWA's organisation wide strategy (MTS) rests upon a clear understanding of their capacity to deliver	3.81	3.26	3.91	4.12	4.24	3.62
MI 2.2	Organisational policy on results management	3.58	2.94	3.20	4.43	3.67	2.94
MI 2.3	Plans and strategies contain results frameworks	3.48	3.02	3.77	4.33	3.75	3.07

<sup>14</sup> For a description of weighting, please see the Methodology in Appendix I.

<sup>15</sup> Each field of operation includes different numbers of respondent groups. MOPAN donor respondents with responsibility for Palestine were included both in the respondent base for Gaza and for West Bank.

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		Mean scores					
		Total	Gaza	Jordan	Lebanon	Syria	West Bank
SUB MI	i) UNRWA's organisation - wide strategy (MTS) contains explicit management results	3.48	3.06	3.33	4.17	3.00	3.41
SUB MI	ii) UNRWA's strategies (MTS and HIPs) contain frameworks of expected results related to its mandate	3.47	2.99	4.20	4.50	4.50	2.73
MI 2.4	Results frameworks link outputs to final outcomes/impacts	3.79	2.92	3.50	4.80	--	2.92
MI 2.5	Plans and strategies contain performance indicators	3.82	3.21	3.50	4.50	--	3.21
KPI 3	Focus on thematic priorities	3.95	3.70	3.61	3.72	4.09	3.75
MI 3.1	Protection	3.97	3.57	3.50	3.60	4.08	4.00
MI 3.2	Gender equality	3.90	3.68	3.18	3.66	4.30	3.83
MI 3.3	Environment	3.35	3.07	3.38	3.46	3.40	3.07
MI 3.4	Human rights based approaches	4.17	4.10	3.80	3.95	4.09	3.81
MI 3.5	Disability/Youth	4.36	4.08	4.18	3.91	4.58	4.06
KPI 4	Field implementation plans with focus on results	3.83	3.69	4.01	3.98	3.91	3.73
MI 4.1	Frameworks link results at relevant levels	3.75	3.96	4.30	3.98	3.63	3.25
MI 4.2	Frameworks include indicators at relevant levels	3.75	3.41	3.83	3.98	4.03	3.84
SUB MI	i) UNRWA's results include indicators at all levels	3.68	3.29	4.00	4.10	3.56	3.76
SUB MI	ii) UNRWA's frameworks for emergencies (where relevant) include indicators	3.83	3.53	3.67	3.86	4.50	3.92
MI 4.3	Program modifications developed in a participatory way	4.12	3.84	3.86	3.91	4.23	4.39
SUB MI	i) UNRWA ensures sufficient involvement of beneficiaries in the modification of its programs	4.22	4.21	3.64	3.80	4.21	4.51
SUB MI	ii) UNRWA ensures sufficient involvement of partners (including host governments) in the modification of its programs	4.02	3.47	4.08	4.02	4.25	4.27
MI 4.4	Results for thematic priorities included in fields of operations' frameworks	3.71	3.55	4.29	4.03	3.75	3.43

## II- Operational Management

		Mean scores					
		Total	Gaza	Jordan	Lebanon	Syria	West Bank
	Base (un-weighted):	130	30	12	26	18	32
KPI 5	Aid allocation decisions	3.74	3.50	3.97	3.76	4.31	3.50
MI 5.1	Criteria for allocating un-earmarked resources are publicly available	3.68	3.39	4.00	3.31	4.00	3.95
MI 5.2	Resources allocations follow the criteria	3.57	3.74	4.00	3.67	4.60	2.86
MI 5.3	Resources released as needed and available	3.86	3.39	3.91	4.31	4.33	3.71
MI 5.4	Reasonably accurate financial estimates of demand for services	3.83	--	--	--	--	--
KPI 6	Linking aid management to performance	3.69	3.47	3.10	4.54	3.73	3.47
MI 6.1	Reasonable projections of expected donor support	3.78	3.75	2.80	4.50	3.67	3.75
MI 6.2	Allocations linked to expected results	3.63	--	--	--	--	--
MI 6.3	Disbursements linked to reported results	3.66	3.19	3.40	4.57	3.80	3.19
KPI 7	Financial accountability	3.84	3.42	3.93	3.35	3.78	3.25
MI 7.1	External financial audits performed across the organisation	3.95	--	--	--	--	--
MI 7.2	External financial audits performed at field of operations or project level	3.92	--	--	--	--	--
MI 7.3	Systems for immediate measures against irregularities	3.51	3.13	3.86	3.59	3.85	3.29
MI 7.4	Internal financial audit processes provide objective information	3.94	--	--	--	--	--
MI 7.5	Effective procurement and contract management processes	3.97	3.71	4.00	3.11	3.71	3.20
MI 7.6	Strategies for risk management	3.74	--	--	--	--	--
KPI 8	Using performance information	3.61	3.29	3.55	3.69	3.83	2.40
MI 8.1	Revising and adjusting policies	4.00	--	--	--	--	--
MI 8.2	Planning new interventions	3.50	3.37	3.55	3.69	3.90	2.94
MI 8.3	Proactive management of poorly performing programs and/or projects	3.16	3.20	3.55	3.69	3.75	1.85
MI 8.4	Evaluation recommendations are acted upon	3.78	--	--	--	--	--
KPI 9	Managing human resources	4.08	3.69	3.70	4.13	4.20	3.44
MI 9.1	Results-focused performance assessment for senior staff	--	--	--	--	--	--
MI 9.2	Transparent incentive/reward system for staff performance	--	--	--	--	--	--
MI 9.3	Measures to ensure staff security	--	--	--	--	--	--
MI 9.4	Staff rotation adequate for the development of effective partnerships	3.84	3.78	3.91	4.25	4.40	3.22
MI 9.5	Code of conduct followed by staff members	4.31	3.61	3.50	4.00	4.00	3.65
SUB MI	i) UNRWA staff follow the code of conduct	3.62	3.61	3.50	4.00	4.00	3.65

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		Mean scores					
		Total	Gaza	Jordan	Lebanon	Syria	West Bank
SUB MI	ii) UNRWA monitors compliance with the code of conduct	5.00	--	--	--	--	--
SUB MI	iii) UNRWA has a system in place for reporting transparently on compliance with the code of conduct	--	--	--	--	--	--
MI 9.6	Rapid personnel deployment or surge mechanisms in place	--	--	--	--	--	--
KPI 10	Performance oriented programming	3.56	3.45	3.95	3.74	4.11	3.13
MI 10.1	Initiatives subject to risk and benefits/impact analysis	3.59	3.52	4.00	3.57	3.97	3.46
SUB MI	i) UNRWA subjects new initiatives to impact analysis	3.56	3.51	3.50	3.64	3.60	3.67
SUB MI	ii) UNRWA subjects new initiatives to risk analysis	3.62	3.53	4.50	3.50	4.33	3.25
MI 10.2	Milestones / targets set to rate progress of implementation	3.53	3.37	3.90	3.91	4.26	2.81
KPI 11	Delegating decision making	3.26	3.17	3.60	3.47	4.24	2.17
MI 11.1	Key operations/ management decisions can be made locally	3.26	3.17	3.60	3.47	4.24	2.17
KPI 12	Adherence to humanitarian principles	4.13	3.54	4.09	4.02	4.40	4.27
MI 12.1	Clear procedures for in-house coordination	3.87	3.52	3.50	3.80	3.86	3.94
MI 12.2	Ongoing policy dialogue with partners on observing humanitarian principles	4.21	3.45	4.30	3.96	4.67	4.57
MI 12.3	Humanitarian principles respected while delivering humanitarian action	4.30	3.64	4.46	4.30	4.68	4.29

## III- Relationship Management

		Mean scores					
		Total	Gaza	Jordan	Lebanon	Syria	West Bank
	Base (un-weighted):	130	30	12	26	18	32
KPI 13	Adjusting procedures	4.05	3.44	3.78	4.27	4.36	4.10
MI 13.1	Agility to respond quickly to changing circumstances	3.71	3.23	3.38	4.12	3.95	3.71
MI 13.2	Flexibility in implementation of projects/programs	3.77	3.50	3.92	3.96	3.91	3.51
MI 13.3	Timely response to events	4.33	3.87	3.88	4.08	4.20	4.59
MI 13.4	Collaboration in the delivery of services	4.25	3.31	4.00	4.62	4.96	4.31
MI 13.5	Procedures facilitate collaboration	4.19	3.29	3.70	4.56	4.76	4.40
KPI 14	Supporting inter-agency plans and appeals	3.98	3.08	3.92	4.11	4.42	4.40
MI 14.1	Active contribution to inter-agency plans and appeals	3.98	3.08	3.92	4.11	4.42	4.40
SUB MI	i) UNRWA contributes to inter-agency plans and appeals (e.g. Consolidated Appeals, UNDAF, biennium planning, or other annual programming exercises) in a timely fashion	3.95	3.04	4.00	4.22	4.50	4.27
SUB MI	ii) UNRWA engages fully in the CHAP (Common Humanitarian Action Plans) where this programming process is being utilised	4.02	3.11	3.83	3.99	4.33	4.52
KPI 15	Contributing to policy dialogue	4.02	3.54	4.04	4.34	4.46	3.98
MI 15.1	Reputation for high quality, valued policy dialogue inputs	4.16	3.46	4.00	4.40	4.29	4.48
MI 15.2	Policy dialogue respects partner views and perspectives	3.94	3.37	4.17	4.27	4.63	3.72
MI 15.3	Programs reflect strategic priorities agreed by the cluster	3.96	3.63	4.00	--	--	3.87
MI 15.4	Program implementation compliant with technical recommendations of cluster	4.03	3.71	4.00	--	--	3.86
KPI 16	Managing the cluster	3.90	3.01	--	--	--	4.55
MI 16.1	Sufficient analytical resources and policy-level engagement dedicated to cluster	3.61	3.03	--	--	--	4.11
MI 16.2	Dedicated staff for coordination of cluster	3.86	3.20	--	--	--	4.40
MI 16.3	Pertinent information circulated within cluster	4.01	2.95	--	--	--	4.76
MI 16.4	Generation of reliable financial needs forecasts for cluster	4.11	2.86	--	--	--	4.92
KPI 17	Harmonising procedures	3.95	3.46	4.16	4.16	4.41	4.06
MI 17.1	Participation in joint missions	3.82	3.41	4.20	3.79	4.27	4.12
MI 17.2	Sharing relevant information with humanitarian and other partners	4.21	3.60	4.31	4.48	4.35	4.37
MI 17.3	Coordination with other organisations the implementation of humanitarian response	3.79	3.39	3.85	4.10	4.29	3.56
MI 17.4	Contribution to common/joint needs assessments at host government level	3.99	3.43	4.27	4.28	4.73	4.21

**IV- Knowledge Management**

		Mean scores					
		Total	Gaza	Jordan	Lebanon	Syria	West Bank
	Base (un-weighted):	130	30	12	26	18	32
KPI 18	Evaluating external results	3.77	3.45	3.40	3.93	4.31	3.44
MI 18.1	Structurally independent evaluation unit	--	--	--	--	--	--
MI 18.2	Sufficient coverage of evaluation	--	--	--	--	--	--
MI 18.3	Quality of evaluations	--	--	--	--	--	--
MI 18.4	Use of evaluation findings to inform decisions	3.94	3.58	3.00	4.14	4.50	3.58
MI 18.5	Beneficiaries and stakeholders involved in evaluation	3.59	3.33	3.80	3.72	4.13	3.29
KPI 19	Presenting performance information	3.29	2.44	3.63	3.38	4.50	2.60
MI 19.1	Reports on achievement of outcomes	3.37	2.33	--	--	--	2.75
MI 19.2	Reports use data from measuring indicators	--	--	--	--	--	--
MI 19.3	Reports against its organisational strategy, including results	--	--	--	--	--	--
MI 19.4	Reports on programming adjustments based on performance information	3.22	2.55	3.63	3.38	4.50	2.45
KPI 20	Disseminating lessons learned	3.31	3.01	3.31	4.16	3.67	2.97
MI 20.1	Reports on lessons learned based on performance information	3.42	3.13	3.62	3.82	3.33	3.12
MI 20.2	Lessons shared at all levels of the organisation	3.20	2.90	3.00	4.50	4.00	2.82

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

### QUADRANT I – STRATEGIC MANAGEMENT

Quad. / KPI	Micro-Indicator	Criteria	Evidence / Discussion
<b>PROVIDING DIRECTION FOR RESULTS</b>			
1.3	Key MO documents are available to key partners, including the public.	1. More than half of the documents in the sample (excluding the disclosure policy, which is identified below) are available on the website or made available to relevant stakeholders upon request.	<p><b>Met</b></p> <p><b>Governance meeting minutes</b></p> <ul style="list-style-type: none"> <li>• <a href="http://www.un.org/en/ga/meetings/">http://www.un.org/en/ga/meetings/</a></li> </ul> <p><b>Governance Decisions</b></p> <ul style="list-style-type: none"> <li>• UNGAR 65/101. Palestine refugees' properties and their revenues 10 Dec 2010 <a href="http://www.unrwa.org/userfiles/201101301262.pdf">http://www.unrwa.org/userfiles/201101301262.pdf</a></li> <li>• UNGAR 65/100. Operations of the United Nations Relief and Works Agency for Palestine Refugees in the Near East 10 Dec 2010 <a href="http://www.unrwa.org/userfiles/2011013012421.pdf">http://www.unrwa.org/userfiles/2011013012421.pdf</a></li> <li>• UNGAR 65/99. Persons displaced as a result of the June 1967 and subsequent hostilities 10 Dec. 2010 <a href="http://www.unrwa.org/userfiles/2011013012230.pdf">http://www.unrwa.org/userfiles/2011013012230.pdf</a></li> <li>• UNGAR 65/98. Assistance to Palestine refugees 10 Dec 2010 <a href="http://www.unrwa.org/userfiles/2011013011951.pdf">http://www.unrwa.org/userfiles/2011013011951.pdf</a></li> <li>• UNGAR 64/90. Palestine refugees' properties and their revenues (2009) <a href="http://unrwa.org/userfiles/2010022341320.pdf">http://unrwa.org/userfiles/2010022341320.pdf</a></li> <li>• UNGAR 64/89. Operations of the United Nations Relief and Works Agency for Palestine Refugees in the Near East (2009) <a href="http://unrwa.org/userfiles/2010022341035.pdf">http://unrwa.org/userfiles/2010022341035.pdf</a></li> <li>• UNGAR 64/88. Persons displaced as a result of the June 1967 and subsequent hostilities (2009) <a href="http://unrwa.org/userfiles/2010022342013.pdf">http://unrwa.org/userfiles/2010022342013.pdf</a></li> <li>• UNGAR 64/87. Assistance to Palestine refugees (2009) <a href="http://unrwa.org/userfiles/201002234538.pdf">http://unrwa.org/userfiles/201002234538.pdf</a></li> </ul>

Quad. / KPI	Micro- Indicator	Criteria	Evidence / Discussion
			<p><b>Performance information (Annual Reports or other)</b></p> <ul style="list-style-type: none"> <li>• Report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East (2009) <a href="http://www.unrwa.org/userfiles/2010082535613.pdf">http://www.unrwa.org/userfiles/2010082535613.pdf</a></li> <li>• Health annual report 2009 <a href="http://www.unrwa.org/userfiles/2010120351118.pdf">http://www.unrwa.org/userfiles/2010120351118.pdf</a></li> <li>• Socio-Economic Developments in the oPt 2009 <a href="http://www.unrwa.org/userfiles/201102223510.pdf">http://www.unrwa.org/userfiles/201102223510.pdf</a></li> <li>• Microfinance Department Annual Report 2009 <a href="http://www.unrwa.org/userfiles/201102084911.pdf">http://www.unrwa.org/userfiles/201102084911.pdf</a></li> </ul> <p><b>Organisation mandate</b></p> <ul style="list-style-type: none"> <li>• UNRWA Medium-Term Strategy 2010-2015 <a href="http://www.unrwa.org/userfiles/201003317746.pdf">http://www.unrwa.org/userfiles/201003317746.pdf</a></li> </ul> <p><b>Organisation structure</b></p> <ul style="list-style-type: none"> <li>• Report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East. Programme budget 2010-2011 <a href="http://www.unrwa.org/userfiles/20100118154446.pdf">http://www.unrwa.org/userfiles/20100118154446.pdf</a></li> </ul> <p><b>Key financial information (or found in Annual Report including donor funding information)</b></p> <ul style="list-style-type: none"> <li>• Report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East (2009) <a href="http://www.unrwa.org/userfiles/2010082535613.pdf">http://www.unrwa.org/userfiles/2010082535613.pdf</a></li> <li>• Financial updates - donor contributions <a href="http://www.unrwa.org/etemplate.php?id=246">http://www.unrwa.org/etemplate.php?id=246</a></li> </ul> <p><b>Thematic Reports</b></p> <ul style="list-style-type: none"> <li>• Socio-Economic Survey of Palestinian Refugees in Lebanon 2010 <a href="http://www.unrwa.org/userfiles/2011012074253.pdf">http://www.unrwa.org/userfiles/2011012074253.pdf</a></li> <li>• Food Security and Nutrition Survey of Herding Communities In Area C 2010 <a href="http://www.unrwa.org/userfiles/2010042252922.pdf">http://www.unrwa.org/userfiles/2010042252922.pdf</a></li> <li>• Microfinance in Post Conflict and Post Disaster Situations 2010 <a href="http://www.unrwa.org/userfiles/2010063033946.pdf">http://www.unrwa.org/userfiles/2010063033946.pdf</a></li> <li>• Community of practice in building referral systems for women victims of violence 2010 <a href="http://www.unrwa.org/userfiles/2010081854458.pdf">http://www.unrwa.org/userfiles/2010081854458.pdf</a></li> <li>• Health annual report 2009 <a href="http://www.unrwa.org/userfiles/2010120351118.pdf">http://www.unrwa.org/userfiles/2010120351118.pdf</a></li> </ul>

Quad. / KPI	Micro- Indicator	Criteria	Evidence / Discussion
		<p>2. (If first criterion met) <i>all</i> of the documents in the sample (excluding the disclosure policy, which is identified below) are available on the website or made available to relevant stakeholders</p>	<p><b>Met</b></p> <p><b>Governance meeting minutes</b></p> <ul style="list-style-type: none"> <li>• <a href="http://www.un.org/en/ga/meetings/">http://www.un.org/en/ga/meetings/</a></li> </ul> <p><b>Governance Decisions</b></p> <ul style="list-style-type: none"> <li>• UNGAR 65/101. Palestine refugees' properties and their revenues 10 Dec 2010 <a href="http://www.unrwa.org/userfiles/201101301262.pdf">http://www.unrwa.org/userfiles/201101301262.pdf</a></li> <li>• UNGAR 65/100. Operations of the United Nations Relief and Works Agency for Palestine Refugees in the Near East 10 Dec 2010 <a href="http://www.unrwa.org/userfiles/2011013012421.pdf">http://www.unrwa.org/userfiles/2011013012421.pdf</a></li> <li>• UNGAR 65/99. Persons displaced as a result of the June 1967 and subsequent hostilities 10 Dec. 2010 <a href="http://www.unrwa.org/userfiles/2011013012230.pdf">http://www.unrwa.org/userfiles/2011013012230.pdf</a></li> <li>• UNGAR 65/98. Assistance to Palestine refugees 10 Dec 2010 <a href="http://www.unrwa.org/userfiles/2011013011951.pdf">http://www.unrwa.org/userfiles/2011013011951.pdf</a></li> <li>• UNGAR 64/90. Palestine refugees' properties and their revenues (2009) <a href="http://unrwa.org/userfiles/2010022341320.pdf">http://unrwa.org/userfiles/2010022341320.pdf</a></li> <li>• UNGAR 64/89. Operations of the United Nations Relief and Works Agency for Palestine Refugees in the Near East (2009) <a href="http://unrwa.org/userfiles/2010022341035.pdf">http://unrwa.org/userfiles/2010022341035.pdf</a></li> <li>• UNGAR 64/88. Persons displaced as a result of the June 1967 and subsequent hostilities (2009) <a href="http://unrwa.org/userfiles/2010022342013.pdf">http://unrwa.org/userfiles/2010022342013.pdf</a></li> <li>• UNGAR 64/87. Assistance to Palestine refugees (2009) <a href="http://unrwa.org/userfiles/201002234538.pdf">http://unrwa.org/userfiles/201002234538.pdf</a></li> </ul> <p><b>Performance information (Annual Reports or other)</b></p> <ul style="list-style-type: none"> <li>• Report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East (2009) <a href="http://www.unrwa.org/userfiles/2010082535613.pdf">http://www.unrwa.org/userfiles/2010082535613.pdf</a></li> <li>• Health annual report 2009 <a href="http://www.unrwa.org/userfiles/2010120351118.pdf">http://www.unrwa.org/userfiles/2010120351118.pdf</a></li> <li>• Socio-Economic Developments in the oPt 2009 <a href="http://www.unrwa.org/userfiles/201102223510.pdf">http://www.unrwa.org/userfiles/201102223510.pdf</a></li> <li>• Microfinance Department Annual Report 2009 <a href="http://www.unrwa.org/userfiles/201102084911.pdf">http://www.unrwa.org/userfiles/201102084911.pdf</a></li> </ul> <p><b>Organisation mandate</b></p>

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			<ul style="list-style-type: none"> <li>• UNRWA Medium-Term Strategy 2010-2015 <a href="http://www.unrwa.org/userfiles/201003317746.pdf">http://www.unrwa.org/userfiles/201003317746.pdf</a></li> <li><b>Organisation structure</b></li> <li>• Report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East. Programme budget 2010-2011 <a href="http://www.unrwa.org/userfiles/20100118154446.pdf">http://www.unrwa.org/userfiles/20100118154446.pdf</a></li> <li><b>Key financial information (or found in Annual Report including donor funding information)</b></li> <li>• Report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East (2009) <a href="http://www.unrwa.org/userfiles/2010082535613.pdf">http://www.unrwa.org/userfiles/2010082535613.pdf</a></li> <li>• Financial updates - donor contributions <a href="http://www.unrwa.org/etemplate.php?id=246">http://www.unrwa.org/etemplate.php?id=246</a></li> <li><b>Thematic Reports</b></li> <li>• Socio-Economic Survey of Palestinian Refugees in Lebanon 2010 <a href="http://www.unrwa.org/userfiles/2011012074253.pdf">http://www.unrwa.org/userfiles/2011012074253.pdf</a></li> <li>• Food Security and Nutrition Survey of Herding Communities In Area C 2010 <a href="http://www.unrwa.org/userfiles/2010042252922.pdf">http://www.unrwa.org/userfiles/2010042252922.pdf</a></li> <li>• Microfinance in Post Conflict and Post Disaster Situations 2010 <a href="http://www.unrwa.org/userfiles/2010063033946.pdf">http://www.unrwa.org/userfiles/2010063033946.pdf</a></li> <li>• Community of practice in building referral systems for women victims of violence 2010 <a href="http://www.unrwa.org/userfiles/2010081854458.pdf">http://www.unrwa.org/userfiles/2010081854458.pdf</a></li> <li>• Health annual report 2009 <a href="http://www.unrwa.org/userfiles/2010120351118.pdf">http://www.unrwa.org/userfiles/2010120351118.pdf</a></li> </ul>
		<p>3. (If first criterion met) most of the documents in the sample are available <i>in languages</i> of relevance for the organisation.</p>	<p><b>Met</b></p> <p><b>Governance Decisions (only English on UNRWA's website)</b></p> <ul style="list-style-type: none"> <li>• UNGAR 65/98. Assistance to Palestine refugees 10 Dec 2010 <a href="http://www.unrwa.org/userfiles/2011013011951.pdf">http://www.unrwa.org/userfiles/2011013011951.pdf</a></li> <li>• UNGAR 65/100. Operations of the United Nations Relief and Works Agency for Palestine Refugees in the Near East 10 Dec 2010 <a href="http://www.unrwa.org/userfiles/2011013012421.pdf">http://www.unrwa.org/userfiles/2011013012421.pdf</a></li> <li>• UNGAR 65/99. Persons displaced as a result of the June 1967 and subsequent hostilities 10 Dec. 2010 <a href="http://www.unrwa.org/userfiles/2011013012230.pdf">http://www.unrwa.org/userfiles/2011013012230.pdf</a></li> <li>• UNGAR 65/101. Palestine refugees' properties and their revenues 10 Dec 2010 <a href="http://www.unrwa.org/userfiles/201101301262.pdf">http://www.unrwa.org/userfiles/201101301262.pdf</a></li> </ul>

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			<a href="http://unrwa.org/userfiles/2010082535648.pdf">http://unrwa.org/userfiles/2010082535648.pdf</a> <ul style="list-style-type: none"> <li>Financial updates - donor contributions (English) <a href="http://www.unrwa.org/etemplate.php?id=246">http://www.unrwa.org/etemplate.php?id=246</a></li> </ul> <b>Thematic Reports (only English on UNRWA's website)</b> <ul style="list-style-type: none"> <li>Socio-Economic Survey of Palestinian Refugees in Lebanon 2010 <a href="http://www.unrwa.org/userfiles/2011012074253.pdf">http://www.unrwa.org/userfiles/2011012074253.pdf</a></li> <li>Food Security and Nutrition Survey of Herding Communities In Area C 2010 <a href="http://www.unrwa.org/userfiles/2010042252922.pdf">http://www.unrwa.org/userfiles/2010042252922.pdf</a></li> <li>Microfinance in Post Conflict and Post Disaster Situations 2010 <a href="http://www.unrwa.org/userfiles/2010063033946.pdf">http://www.unrwa.org/userfiles/2010063033946.pdf</a></li> <li>Community of practice in building referral systems for women victims of violence 2010 <a href="http://www.unrwa.org/userfiles/2010081854458.pdf">http://www.unrwa.org/userfiles/2010081854458.pdf</a></li> <li>Health annual report 2009 <a href="http://www.unrwa.org/userfiles/2010120351118.pdf">http://www.unrwa.org/userfiles/2010120351118.pdf</a></li> </ul>
		4. A disclosure / privacy / access to information policy exists and is available on the MO website	<b>Not Met</b> <ul style="list-style-type: none"> <li>UNRWA website: <a href="http://www.unrwa.org/">http://www.unrwa.org/</a></li> </ul>
		5. Clear procedures exist to contact the MO	<b>Met</b> <ul style="list-style-type: none"> <li>Public information offices <a href="http://www.unrwa.org/etemplate.php?id=228">http://www.unrwa.org/etemplate.php?id=228</a></li> </ul>
<b>OVERALL SCORE MI 1.3: STRONG</b>			<b>OVERALL COMMENTS:</b>
<b>CORPORATE FOCUS ON RESULTS</b>			
<b>2.1</b>	The MOs organisation wide strategy is based on a clear definition of its mandate.	1. The necessary periodic revisions of the MO mandate are made so it has continuing relevance.	<b>Met</b> <ul style="list-style-type: none"> <li>Resolution adopted by the General Assembly [Special Political and Decolonization Committee (Fourth Committee) (A/65/422)] 65/98. Assistance to Palestine refugees <a href="http://www.unrwa.org/userfiles/2011013011951.pdf">http://www.unrwa.org/userfiles/2011013011951.pdf</a></li> <li>Frequently Asked Questions of UNRWA's website. <a href="http://www.unrwa.org/etemplate.php?id=87">http://www.unrwa.org/etemplate.php?id=87</a></li> <li>The Mandate of UNRWA at 60 (Lance Bartholomeusz) <a href="http://www.unrwa.org/userfiles/201006109246.pdf">http://www.unrwa.org/userfiles/201006109246.pdf</a></li> </ul>
		2. The organisational strategic plan articulates goals & focus priorities.	<b>Met</b> <ul style="list-style-type: none"> <li>UNRWA Medium-Term Strategy 2010-2015 <a href="http://www.unrwa.org/userfiles/201003317746.pdf">http://www.unrwa.org/userfiles/201003317746.pdf</a></li> </ul>

Quad. / KPI	Micro-Indicator	Criteria	Evidence / Discussion
		3. The organisational strategic plan gives a clear indication of how the MO will implement the mandate in a certain period.	<b>Not met</b> <ul style="list-style-type: none"> <li>UNRWA Medium-Term Strategy 2010-2015 <a href="http://www.unrwa.org/userfiles/201003317746.pdf">http://www.unrwa.org/userfiles/201003317746.pdf</a></li> <li>Resolution adopted by the General Assembly [Special Political and Decolonization Committee (Fourth Committee) (A/65/422)] 65/98. Assistance to Palestine refugees: <a href="http://www.unrwa.org/userfiles/2011013011951.pdf">http://www.unrwa.org/userfiles/2011013011951.pdf</a></li> <li>Frequently Asked Questions of UNRWA's website: <a href="http://www.unrwa.org/etemplate.php?id=87">http://www.unrwa.org/etemplate.php?id=87</a></li> <li>The Mandate of UNRWA at 60 (Lance Bartholomeusz) : <a href="http://www.unrwa.org/userfiles/201006109246.pdf">http://www.unrwa.org/userfiles/201006109246.pdf</a></li> </ul>
		4. (If criteria two and three are met) there is a link, explicit or implicit, between these goals and focus priorities to the organisation's mandate.	<b>Met</b> <ul style="list-style-type: none"> <li>UNRWA Medium-Term Strategy 2010-2015: <a href="http://www.unrwa.org/userfiles/201003317746.pdf">http://www.unrwa.org/userfiles/201003317746.pdf</a></li> </ul>
		5. (If criteria two and three are met) there is an explicit link between these goals and focus priorities to the organisation's mandate.	<b>Met</b> <ul style="list-style-type: none"> <li>UNRWA Medium-Term Strategy 2010-2015: <a href="http://www.unrwa.org/userfiles/201003317746.pdf">http://www.unrwa.org/userfiles/201003317746.pdf</a></li> </ul>
<b>OVERALL SCORE MI 2.1: STRONG</b>			<b>OVERALL COMMENTS:</b>
<b>2.2</b>	The MO promotes an organisation-wide policy on results management	1. An organisation-wide policy, strategy, framework, or plan that describes the nature and role of results based management (RBM) in the organisation is corporately approved (alternatively, the approach to RBM may be described in the context of a strategic plan and further operationalised through other documents).	<b>Not Met</b> <ul style="list-style-type: none"> <li>UNRWA Medium-Term Strategy 2010-2015: <a href="http://www.unrwa.org/userfiles/201003317746.pdf">http://www.unrwa.org/userfiles/201003317746.pdf</a></li> <li>Results-Based Monitoring. Informed Decision Making &amp; Analysis. Phase II. 24 May 2010 / v0</li> <li>Performance Management Policy. Areas staff. I. Background, Process and Procedures. 17 March 2010</li> <li>UNRWA Budget 2010-2011</li> </ul>
		2. The MO has guidelines on RBM, either in hard copies or online.	<b>Met</b> <ul style="list-style-type: none"> <li>Results-Based Monitoring. Informed Decision Making &amp; Analysis. Phase II. 24 May 2010 / v0</li> <li>Performance Management Policy. Areas staff. I. Background, Process and Procedures. 17 March 2010</li> </ul>

Quad. / KPI	Micro-Indicator	Criteria	Evidence / Discussion
		3. The MO provides training to its staff on RBM.	<b>Not Met</b>
		4. 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 to ensure its adequate implementation.	<b>Met</b> <ul style="list-style-type: none"> <li>• 2010 Results Review. 2010-11 Biennium Plans for the period ended 31 December 2010 (Programme and Resources)</li> <li>• Performance Management Policy. Areas staff. I. Background, Process and Procedures. 17 March 2010</li> </ul>
		5. There is evidence that the MO provides support on RBM to staff at all levels who are responsible for program implementation (i.e., HQ and field levels, senior managers, staff involved in evaluation, etc.)".	<b>Not Met</b> <ul style="list-style-type: none"> <li>• Research &amp; Capacity Building Officer - United Nations Relief And Works Agency For Palestine Refugees In The Near East (UNRWA) – Gaza: <a href="http://jobs.unrwa.ps/newrec/JDSC/03-06-2011.pdf">http://jobs.unrwa.ps/newrec/JDSC/03-06-2011.pdf</a></li> <li>• Headquarter Implementation Plan. UNRWA Commissioner-General's Office. 2010-2011</li> </ul>
<b>OVERALL SCORE MI 2.2: INADEQUATE</b>			<b>OVERALL COMMENTS:</b>
<b>2.3</b>	Organisation-wide plans and strategies contain frameworks of expected management, human development, and humanitarian RESULTS	1. The MO has a current results framework, including both development (program-related) results and management results.	<b>Met</b> <ul style="list-style-type: none"> <li>• UNRWA Medium-Term Strategy 2010-2015: <a href="http://www.unrwa.org/userfiles/201003317746.pdf">http://www.unrwa.org/userfiles/201003317746.pdf</a></li> <li>• Monitoring Biennium Plans. A Handbook of Common Outcomes, Outputs and Indicators. "An Agency View"</li> <li>• 2010-2011 Biennium Budget</li> </ul>
		2. The development (or program-related) results include statements of expected development and humanitarian results (as relevant to the organisation).	<b>Met</b> <ul style="list-style-type: none"> <li>• Monitoring Biennium Plans. A Handbook of Common Outcomes, Outputs and Indicators. "An Agency View"</li> </ul>
		3. (If second criterion is met) The development (or program-related) results framework include outputs and expected outcomes.	<b>Met</b> <ul style="list-style-type: none"> <li>• Monitoring Biennium Plans. A Handbook of Common Outcomes, Outputs and Indicators. "An Agency View"</li> </ul>
		4. (If third criterion met) in the development (or program-related) results framework, 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).	<b>Not Met</b> <ul style="list-style-type: none"> <li>• Monitoring Biennium Plans. A Handbook of Common Outcomes, Outputs and Indicators. "An Agency View"</li> </ul>

Quad. / KPI	Micro-Indicator	Criteria	Evidence / Discussion
		5. Criteria 3 and 4 (referring to quality of results statements) are met for the MRF.	<b>Not Met</b> • 2010-2011 Biennium Budget
<b>OVERALL SCORE MI 2.3: ADEQUATE</b>			<b>OVERALL COMMENTS:</b>
2.4	Results frameworks have causal links from inputs through to outputs/outcomes	1. At least one results framework exists at the organisation-wide level (i.e., MRF and/or DRF).	<b>Met</b> • UNRWA 2010-11 Biennium Reporting. Programmatic & Financial Performance Monitoring for the period ended 30 March 2010 • 2010-2011 Biennium Budget
		2. (If first criterion is met) there is an implicit or explicit description, in the DRF (or in the strategic plan), of how the outputs in the results framework(s) are linked to the expected outcomes (i.e. there is no big leap from outputs to outcomes)	<b>Not Met</b> • UNRWA 2010-11 Biennium Reporting. Programmatic & Financial Performance Monitoring for the period ended 30 March 2010
		3. In the DRF, there is a plausible link between outcomes and impacts (i.e. there is no big leap from outcomes to impacts).	<b>Not Met</b> • UNRWA 2010-11 Biennium Reporting. Programmatic & Financial Performance Monitoring for the period ended 30 March 2010
		4. Same as 2 for MRF	<b>Not Met</b> • 2010-2011 Biennium Budget
		5. Same as 3 for MRF	<b>Met</b> • 2010-2011 Biennium Budget
<b>OVERALL SCORE MI 2.4: INADEQUATE</b>			<b>OVERALL COMMENTS:</b>
2.5	Standard performance indicators included in organisation-wide plans and strategies at a delivery (output)	1. At least one results framework exists at the organisation-wide level (MRF and/or DRF), and contains <i>adequate</i> performance indicators at both the output and outcome levels.	<b>Not Met</b> • UNRWA 2010-11 Biennium Reporting. Programmatic & Financial Performance Monitoring for the period ended 30 March 2010
		2. More than half of the performance indicators are <i>relevant</i> to the results they are associated with in the framework(s).	<b>Met</b> • UNRWA 2010-11 Biennium Reporting. Programmatic & Financial Performance Monitoring for the period ended 30 March 2010

Quad. / KPI	Micro-Indicator	Criteria	Evidence / Discussion
	and outcome level	3. More than half of the performance indicators are <i>clear</i> (i.e. it is clear what is to be measured).	<b>Met</b> <ul style="list-style-type: none"> <li>UNRWA 2010-11 Biennium Reporting. Programmatic &amp; Financial Performance Monitoring for the period ended 30 March 2010</li> </ul>
		4. At least some of the indicators (most likely at the outcome level) are based on or make use of accepted international indices and data elements, as possible (e.g. respects the minimum standards and key indicators developed by the Sphere Project).	<b>Met</b> <ul style="list-style-type: none"> <li>UNRWA 2010-11 Biennium Reporting. Programmatic &amp; Financial Performance Monitoring for the period ended 30 March 2010</li> </ul>
		5. (If first criterion is met) more than half of the performance indicators have targets set for them, and the date(s) for target achievement is clear.	<b>Met</b> <ul style="list-style-type: none"> <li>Monitoring Biennium Plans. A Handbook of Common Outcomes, Outputs and Indicators. "An Agency View"</li> <li>UNRWA 2010-11 Biennium Reporting. Programmatic &amp; Financial Performance Monitoring for the period ended 30 March 2010</li> </ul>
<b>OVERALL SCORE MI 2.5: STRONG</b>			<b>OVERALL COMMENTS</b>
<b>Focus on Thematic priorities</b>			
3.1	Protection	1. The organisation-wide strategic plan identifies protection as a cross-cutting priority or a focus area.	<b>Met</b> <ul style="list-style-type: none"> <li>UNRWA Medium-Term Strategy 2010-2015: <a href="http://www.unrwa.org/userfiles/201003317746.pdf">HTTP://WWW.UNRWA.ORG/USERFILES/201003317746.PDF</a></li> </ul>
		2. (If the first criterion is met) the organisation commits to developing its <i>internal management/institutional capacity</i> to support protection, either in the organisation-wide strategic plan or in a separate policy document. This includes any results statements on this cross-cutting issue or focus area that are stated in its MRF.	<b>Met</b> <ul style="list-style-type: none"> <li>UNRWA Medium-Term Strategy 2010-2015: <a href="http://www.unrwa.org/userfiles/201003317746.pdf">http://www.unrwa.org/userfiles/201003317746.pdf</a></li> <li>Fundamental protection principles</li> <li>Tool for Incorporating Minimum Standards on Protection into UNRWA Programming and Service Delivery</li> </ul>

Quad. / KPI	Micro- Indicator	Criteria	Evidence / Discussion
		<p>3. (If the first criterion is met) the organisation commits to include protection strategies in its <i>programming</i>, either in the organisation-wide strategic plan or in a separate policy document. This includes any results statements on this cross-cutting issue or focus area that are stated in its DRF.</p>	<p><b>Met</b></p> <ul style="list-style-type: none"> <li>• UNRWA Medium-Term Strategy 2010-2015: <a href="http://www.unrwa.org/userfiles/201003317746.pdf">HTTP://WWW.UNRWA.ORG/USERFILES/201003317746.PDF</a></li> <li>• UNRWA 2010-11 Biennium Reporting. Programmatic &amp; Financial Performance Monitoring for the period ended 30 March 2010</li> <li>• Fundamental protection principles</li> <li>• Tool for Incorporating Minimum Standards on Protection into UNRWA Programming and Service Delivery</li> </ul>
		<p>4. (If either criterion 2 and/or 3 is met) the organisation-wide strategic plan or protection policy commits the organisation to evaluate the implementation of the protection policy/strategy.</p>	<p><b>Met</b></p> <ul style="list-style-type: none"> <li>• Tool for Incorporating Minimum Standards on Protection into UNRWA Programming and Service Delivery</li> <li>• UNRWA Medium-Term Strategy 2010-2015: <a href="http://www.unrwa.org/userfiles/201003317746.pdf">HTTP://WWW.UNRWA.ORG/USERFILES/201003317746.PDF</a></li> <li>• UNRWA 2010-11 Biennium Reporting. Programmatic &amp; Financial Performance Monitoring for the period ended 30 March 2010</li> </ul>
		<p>5. An organisation-wide evaluation or review has been undertaken and illustrates progress in implementing the commitment to protection.</p>	<p><b>Not Met</b></p> <ul style="list-style-type: none"> <li>• What protection means for UNRWA in concept and practice: <a href="http://www.unrwa.org/userfiles/20100118155412.pdf">HTTP://WWW.UNRWA.ORG/USERFILES/20100118155412.PDF</a></li> </ul>
<p><b>OVERALL SCORE MI 3.1: STRONG</b></p>			<p><b>OVERALL COMMENTS:</b></p>
<p><b>3.2</b></p>	<p>Gender equality</p>	<p>1. The organisation-wide strategic plan identifies gender equality as a cross-cutting priority or a focus area.</p>	<p><b>Met</b></p> <ul style="list-style-type: none"> <li>• UNRWA Medium-Term Strategy 2010-2015: <a href="http://www.unrwa.org/userfiles/201003317746.pdf">HTTP://WWW.UNRWA.ORG/USERFILES/201003317746.PDF</a></li> </ul>
		<p>2. (If the first criterion is met) the organisation commits to developing its <i>internal management/institutional capacity</i> to support gender mainstreaming, either in the organisation-wide strategic plan or in a separate policy document. This includes any results statements on this cross-cutting issue or focus area that are stated in its MRF.</p>	<p><b>Met</b></p> <ul style="list-style-type: none"> <li>• Towards Achieving Gender Equality. UNRWA's Policy on Gender Mainstreaming (May 2007)</li> <li>• Human Resource Management (HRM) Strategy. Serving Palestine refugees with qualified, competent and motivated staff (25 September 2006)</li> </ul>

Quad. / KPI	Micro-Indicator	Criteria	Evidence / Discussion
		3. (If the first criterion is met) the organisation commits to include gender mainstreaming strategies in its <i>programming</i> , either in the organisation-wide strategic plan or in a separate policy document. This includes any results statements on this cross-cutting issue or focus area that are stated in its DRF.	<b>Met</b> <ul style="list-style-type: none"> <li>• Towards Achieving Gender Equality. UNRWA's Policy on Gender Mainstreaming (May 2007)</li> <li>• UNRWA 2010-11 Biennium Reporting. Programmatic &amp; Financial Performance Monitoring for the period ended 30 March 2010</li> </ul>
		4. (If either criterion 2 and/or 3 is met) the organisation-wide strategic plan or gender policy commits the organisation to evaluate the implementation of the gender policy/strategy.	<b>Met</b> <ul style="list-style-type: none"> <li>• Towards Achieving Gender Equality. UNRWA's Policy on Gender Mainstreaming (May 2007)</li> </ul>
		5. An organisation-wide evaluation or review has been undertaken and illustrates progress in implementing the commitment to gender equality.	<b>Met</b> <ul style="list-style-type: none"> <li>• Office of Internal Oversight Services. Thematic evaluation of gender mainstreaming in the United Nations Secretariat. 6 August 2010</li> </ul>
<b>OVERALL SCORE MI 3.2: VERY STRONG</b>			<b>OVERALL COMMENTS:</b>
<b>3.3</b>	Environmental policy and environmental assessment practices	1. The organisation-wide strategic plan identifies environment/climate change as a cross-cutting priority.	<b>Met</b> <ul style="list-style-type: none"> <li>• UNRWA Medium-Term Strategy 2010-2015: <a href="http://www.unrwa.org/userfiles/201003317746.pdf">http://www.unrwa.org/userfiles/201003317746.pdf</a></li> </ul>
		2. (If the first criterion is met) the organisation commits to environmentally responsible practices (include environmental assessments if applicable) in its <i>internal management</i> activities, either in the organisation-wide strategic plan or in a separate policy document.	<b>Met</b> <ul style="list-style-type: none"> <li>• UNRWA Medium-Term Strategy 2010-2015: <a href="http://www.unrwa.org/userfiles/201003317746.pdf">http://www.unrwa.org/userfiles/201003317746.pdf</a></li> </ul>
		3. (If the first criterion is met) the organisation commits to environmentally responsible practices (include environmental assessments if applicable) in its <i>programming</i> , either in the organisation-wide strategic plan or in a separate policy document.	<b>Not Met</b>
		4. (If either criterion 2 and/or 3 is met) the organisation-wide strategic plan or environment policy commits the organisation to evaluate its work in the area of environment.	<b>Met</b> <ul style="list-style-type: none"> <li>• UNRWA Medium-Term Strategy 2010-2015: <a href="http://www.unrwa.org/userfiles/201003317746.pdf">http://www.unrwa.org/userfiles/201003317746.pdf</a></li> <li>• UNRWA 2010-11 Biennium Reporting. Programmatic &amp; Financial Performance Monitoring for the period ended 30 March 2010</li> </ul>

Quad. / KPI	Micro-Indicator	Criteria	Evidence / Discussion
		5. An evaluation or review has been undertaken and illustrates progress in implementing the commitment to promoting good governance. However, if the review or evaluation notes that there are still several areas for improvement, the organisation should be rated no better than adequate and the findings of this evaluation should be noted. If the review notes that the organisation is quite deficient in this area then the rating should be inadequate.	<b>Not Met</b>
<b>OVERALL SCORE MI 3.3: ADEQUATE</b>			<b>OVERALL COMMENTS:</b>
<b>3.4</b>	Human Rights based approaches	1. The organisation-wide strategic plan commits the organisation to adopt a human rights based approach to programming.	<b>Met</b> <ul style="list-style-type: none"> <li>• UNRWA Medium-Term Strategy 2010-2015: <a href="http://www.unrwa.org/userfiles/201003317746.pdf">http://www.unrwa.org/userfiles/201003317746.pdf</a></li> <li>• UNRWA 2010-11 Biennium Reporting. Programmatic &amp; Financial Performance Monitoring for the period ended 30 March 2010</li> </ul>
		2. (If the first criterion is met) The organisation commits to developing its <i>internal management/institutional capacity</i> to support human rights-based approaches (HRBA). (This refers to organisational efforts to improve staff capacity, system capacity, to be able to implement HRBA.)	<b>Not Met</b>
		3. (If the first criterion is met) the organisation commits to adopt human rights based approaches in its <i>programming</i> , either in the organisation-wide strategic plan or in a separate policy document (While there are UN system wide policy and guidelines, it is important for an organisation to outline how it will take on the HRB approach and what it means for their specific areas and ways of working).	<b>Met</b> <ul style="list-style-type: none"> <li>• Human Rights Promotion page on UNRWA website: <a href="http://www.unrwa.org/etemplate.php?id=92">http://www.unrwa.org/etemplate.php?id=92</a></li> <li>• Enjoying Human Rights to the Fullest: <a href="http://www.unrwa.org/userfiles/201008253554.pdf">http://www.unrwa.org/userfiles/201008253554.pdf</a></li> </ul>
		4. (If either criteria 2 and/or 3 are met) the organisation-wide strategic plan or HRBA policy commits the organisation to evaluate its application of HRBA.	<b>Not Met</b>
		5. (If criterion 4 is met) An organisation-wide evaluation or review illustrates progress in implementing the commitment to human rights based approaches.	<b>Not Met</b>

Quad. / KPI	Micro-Indicator	Criteria	Evidence / Discussion
<b>OVERALL SCORE MI 3.4: INADEQUATE</b>			<b>OVERALL COMMENTS:</b>
<b>3.5</b>	Disability	1. The organisation-wide strategic plan identifies disability as a cross-cutting priority or as a focus area.	<b>Met</b> <ul style="list-style-type: none"> <li>• UNRWA MEDIUM-TERM STRATEGY 2010-2015: <a href="http://www.unrwa.org/userfiles/201003317746.pdf">http://www.unrwa.org/userfiles/201003317746.pdf</a></li> <li>• UNRWA Disability Policy. Promoting the Rights of Persons with Disability. September 2010</li> <li>• UNRWA Disability Implementation Strategy 2011-2013</li> </ul>
		2. (If the first criterion is met) The organisation commits to developing its <i>internal management/institutional capacity</i> to work on disability, either in the organisation-wide strategic plan or in a separate policy document.	<b>Met</b> <ul style="list-style-type: none"> <li>• UNRWA Disability Policy. Promoting the Rights of Persons with Disability. September 2010</li> </ul>
		3. (If the first criterion is met) the organisation commits to integrating disability in its <i>programming</i> , either in the organisation-wide strategic plan or in a separate policy document.	<b>Met</b> <ul style="list-style-type: none"> <li>• UNRWA Disability Policy. Promoting the Rights of Persons with Disability. September 2010</li> </ul>
		4. (If either criterion 2 and/or 3 is met) the organisation-wide strategic plan or disability policy commits the organisation to evaluate the implementation of the disability policy/strategy.	<b>Met</b> <ul style="list-style-type: none"> <li>• UNRWA Disability Implementation Strategy 2011-2013</li> </ul>
		5. (If criterion 4 is met) An organisation-wide evaluation or review illustrates progress in implementing the commitment to disability– this may not be an evaluation of the policy or strategy per se.	<b>Met</b> <ul style="list-style-type: none"> <li>• Dr. Abdel Hamid Kabesh. UNRWA Disability Program. CBR Evaluation. Jordan, Syria and Lebanon. Final Report. May 2009.</li> <li>• UNRWA Disability Background Paper 2010</li> </ul>
<b>OVERALL SCORE MI 3.5: VERY STRONG</b>			<b>OVERALL COMMENTS</b>
<b>3.6</b>	Youth	1. The organisation-wide strategic plan identifies youth as a cross-cutting priority or a focus area.	<b>Met</b> <ul style="list-style-type: none"> <li>• UNRWA Medium-Term Strategy 2010-2015: <a href="http://www.unrwa.org/userfiles/201003317746.pdf">http://www.unrwa.org/userfiles/201003317746.pdf</a></li> </ul>

Quad. / KPI	Micro-Indicator	Criteria	Evidence / Discussion
		2. (If the first criterion is met) The organisation commits to developing its <i>internal management/institutional capacity</i> to work on youth, either in the organisation-wide strategic plan or in a separate policy document	<b>Not Met</b> <ul style="list-style-type: none"> <li>UNRWA Medium-Term Strategy 2010-2015: <a href="http://www.unrwa.org/userfiles/201003317746.pdf">http://www.unrwa.org/userfiles/201003317746.pdf</a></li> <li>Relief and Social Services Children and Youth Programme: <a href="http://www.unrwa.org/userfiles/201001193627.pdf">http://www.unrwa.org/userfiles/201001193627.pdf</a></li> </ul>
		3. (If the first criterion is met) the organisation commits to integrating youth in its <i>programming</i> , either in the organisation-wide strategic plan or in a separate policy document.	<b>Met</b> <ul style="list-style-type: none"> <li>Relief and Social Services Children and Youth Programme: <a href="http://www.unrwa.org/userfiles/201001193627.pdf">http://www.unrwa.org/userfiles/201001193627.pdf</a></li> </ul>
		4. (If either criterion 2 and/or 3 is met) the organisation-wide strategic plan or youth policy commits the organisation to evaluate the implementation of the youth policy/strategy.	<b>Met</b> <ul style="list-style-type: none"> <li>UNRWA Medium-Term Strategy 2010-2015: <a href="http://www.unrwa.org/userfiles/201003317746.pdf">http://www.unrwa.org/userfiles/201003317746.pdf</a></li> <li>Relief and Social Services Children and Youth Programme: <a href="http://www.unrwa.org/userfiles/201001193627.pdf">http://www.unrwa.org/userfiles/201001193627.pdf</a></li> </ul>
		5. (If criterion 4 is met) An organisation-wide evaluation or review illustrates progress in implementing the commitment to human rights based approaches.	<b>Not Met</b> <ul style="list-style-type: none"> <li>No evaluation or reviews were found on this commitment.</li> </ul>
<b>OVERALL SCORE MI 3.6: ADEQUATE</b>			<b>OVERALL COMMENTS</b>
<b>Field implementation plans with focus on results</b>			
<b>4.1</b>	Results frameworks that link results at relevant levels (e.g., projects, programs, and emergencies)	1. At least half of the MO's strategies at the field operations level contain statements of expected results articulated at output and outcome levels	<b>Met</b> <ul style="list-style-type: none"> <li>Field Implementation Plan. UNRWA Gaza. 2010-2011</li> <li>Field Implementation Plan. UNRWA Jordan. 2010-2011</li> <li>Field Implementation Plan. UNRWA Lebanon. 2010-2011</li> <li>Field Implementation Plan. UNRWA Syria. 2010-2011</li> <li>Field Implementation Plan. UNRWA West Bank. 2010-2011</li> </ul>
		2. (If first criterion met) in more than half of the field implementation plans 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).	<b>Not Met</b> <ul style="list-style-type: none"> <li>Monitoring Biennium Plans. A Handbook of Common Outcomes, Outputs and Indicators. "An Agency View"</li> </ul>

Quad. / KPI	Micro-Indicator	Criteria	Evidence / Discussion
		3. (If first criterion is met) more than half of the field implementation strategies sampled explicitly link expected results of the MO's projects and/or programs to the MO's expected results at field of operations level.	<b>Met</b> <ul style="list-style-type: none"> <li>• Monitoring Biennium Plans. A Handbook of Common Outcomes, Outputs and Indicators. "An Agency View"</li> <li>• Field Implementation Plan. UNRWA Gaza. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Jordan. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Lebanon. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Syria. 2010-2011</li> <li>• Field Implementation Plan. UNRWA West Bank. 2010-2011</li> </ul>
		4. (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	<b>Met</b> <ul style="list-style-type: none"> <li>• Field Implementation Plan. UNRWA Gaza. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Jordan. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Lebanon. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Syria. 2010-2011</li> <li>• Field Implementation Plan. UNRWA West Bank. 2010-2011</li> </ul>
		5. (If all above criteria are met) all of the above criteria are met for all field implementation plans sampled.	<b>Not Met</b>
<b>OVERALL SCORE MI 4.1: ADEQUATE</b>			<b>OVERALL COMMENTS</b>
<b>4.2</b>	Frameworks include indicators at relevant levels	More than half of the field implementation plans sampled have the following characteristics: <ol style="list-style-type: none"> <li>1. More than half of the performance indicators are <i>adequate</i> (i.e. provide a sufficient basis to assess performance).</li> </ol>	<b>Not Met</b> <ul style="list-style-type: none"> <li>• Field Implementation Plan. UNRWA Gaza. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Jordan. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Lebanon. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Syria. 2010-2011</li> <li>• Field Implementation Plan. UNRWA West Bank. 2010-2011</li> </ul>
		More than half of the field implementation plans sampled have the following characteristics: <ol style="list-style-type: none"> <li>2. More than half of the performance indicators are <i>relevant</i> to the results they are associated with in the field implementation plans.</li> </ol>	<b>Met</b> <ul style="list-style-type: none"> <li>• Field Implementation Plan. UNRWA Gaza. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Jordan. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Lebanon. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Syria. 2010-2011</li> <li>• Field Implementation Plan. UNRWA West Bank. 2010-2011</li> </ul>

Quad. / KPI	Micro-Indicator	Criteria	Evidence / Discussion
		<p>More than half of the field implementation plans sampled have the following characteristics:</p> <p>3. More than half of the performance indicators are <i>clear</i> (i.e. it is clear what is to be measured).</p>	<p><b>Met</b></p> <ul style="list-style-type: none"> <li>• Field Implementation Plan. UNRWA Gaza. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Jordan. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Lebanon. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Syria. 2010-2011</li> <li>• Field Implementation Plan. UNRWA West Bank. 2010-2011</li> </ul>
		<p>More than half of the field implementation plans sampled have the following characteristics:</p> <p>4. Data sources and data collection methods are clear for more than half of the performance indicators.</p>	<p><b>Met</b></p> <ul style="list-style-type: none"> <li>• Monitoring Biennium Plans. A Handbook of Common Outcomes, Outputs and Indicators. "An Agency View"</li> </ul>
		<p>More than half of the field implementation plans sampled have the following characteristics:</p> <p>5. More than half of the performance indicators are monitorable (i.e. they have targets set for them, and the date(s) for target achievement is clear).</p>	<p><b>Met</b></p> <ul style="list-style-type: none"> <li>• Field Implementation Plan. UNRWA Gaza. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Jordan. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Lebanon. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Syria. 2010-2011</li> <li>• Field Implementation Plan. UNRWA West Bank. 2010-2011</li> </ul>
<b>OVERALL SCORE MI 4.2: STRONG</b>			<b>OVERALL COMMENTS</b>
4.4	Results for cross-cutting thematic priorities are	<p>1. More than half of the field implementation plans sampled identify (at least briefly mention) at least two of the relevant cross-cutting themes (the same ones assessed in KPI 3).</p>	<p><b>Met</b></p> <ul style="list-style-type: none"> <li>• Field Implementation Plan. UNRWA Gaza. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Jordan. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Lebanon. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Syria. 2010-2011</li> <li>• Field Implementation Plan. UNRWA West Bank. 2010-2011</li> </ul>
		<p>2. More than half of the field implementation plans sampled identify (at least briefly mention) all of the key cross-cutting themes for the organisation being assessed.</p>	<p><b>Not Met</b></p> <ul style="list-style-type: none"> <li>• Field Implementation Plan. UNRWA Gaza. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Jordan. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Lebanon. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Syria. 2010-2011</li> <li>• Field Implementation Plan. UNRWA West Bank. 2010-2011</li> </ul>

Quad. / KPI	Micro- Indicator	Criteria	Evidence / Discussion
		3. (If first criterion is met) more than half of field implementation plans sampled identify results that integrate at least two of the issues / themes, as relevant.	<b>Met</b> <ul style="list-style-type: none"> <li>• Field Implementation Plan. UNRWA Gaza. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Jordan. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Lebanon. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Syria. 2010-2011</li> <li>• Field Implementation Plan. UNRWA West Bank. 2010-2011</li> </ul>
		4. If first criterion is met) more than half of field implementation plans sampled describe strategies & approaches to address or apply the issue / theme (in other words, there is evidence that the MO is trying to implement its strategic focus on the cross-cutting issue in its programming at the field of operations level)	<b>Met</b> <ul style="list-style-type: none"> <li>• Field Implementation Plan. UNRWA Gaza. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Jordan. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Syria. 2010-2011</li> </ul>
		5. (If first criterion is met) more than half of field implementation plans sampled contain reference to international agreements, treaties & conventions governing the theme /issue (when applicable).	<b>Not Met</b> <ul style="list-style-type: none"> <li>• Field Implementation Plan. UNRWA Gaza. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Jordan. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Syria. 2010-2011</li> </ul>
	<b>OVERALL SCORE MI 4.4: ADEQUATE</b>		<b>OVERALL COMMENTS</b>

**QUADRANT II – OPERATIONAL MANAGEMENT**

Quad. / KPI	Micro-Indicator	Criteria	Evidence / Discussion
<b>AID ALLOCATION DECISIONS</b>			
5.1	The MO's criteria for allocating un-earmarked resources are publicly available	1. A system for allocating resources exists. The system covers the majority of the resources that are allocated to the field of operations offices.	<b>Not Met</b> <ul style="list-style-type: none"> <li>Organisational Development in UNRWA. A Brief Overview of Progress and Outstanding Activities. June 2009</li> <li>Terms of Reference for the Resource Allocation Committee</li> <li>UNRWA Medium-Term Strategy 2010-2015: <a href="http://www.unrwa.org/userfiles/201003317746.pdf">http://www.unrwa.org/userfiles/201003317746.pdf</a></li> <li>Distribution Key – Un-earmarked funding for Emergency Appeal</li> <li>Budget Preparation Instructions, Biennium 2010-2011. 19 February 2009</li> </ul>
		2. (If first criterion is met) this model/formula is available in more than one language relevant to the MO.	<b>Met</b> <ul style="list-style-type: none"> <li>The formula used was explained by UNRWA staff during an interview</li> </ul>
		3. (If first criterion is met) this model/formula is published on the MO web site.	<b>Not Met</b> <ul style="list-style-type: none"> <li>UNRWA website.</li> </ul>
<b>OVERALL SCORE MI 5.1: INADEQUATE</b>			<b>OVERALL COMMENTS</b>
5.2	The MO's allocations of its resources follow the criteria	This MI was not rated. A contextual analysis of the MI was provided in the report. <ul style="list-style-type: none"> <li>OIOS Evaluation Report, 2010</li> </ul>	
5.3	Available resources or planned resources (financial / technical co-operation, etc) are released as needed and available	This MI was not rated. A contextual analysis of the MI was provided in the report. <ul style="list-style-type: none"> <li>UNBOA Report 2008-2009</li> <li>UNBOA Report 2006-2007</li> </ul>	

Quad. / KPI	Micro-Indicator	Criteria	Evidence / Discussion
5.4	The MO accesses or generates reasonably accurate overall financial estimates of demand for services	<p>This MI was not rated. A contextual analysis of the MI was provided in the report.</p> <ul style="list-style-type: none"> <li>• Report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East. Programme budget 2010-2011: <a href="http://www.unrwa.org/userfiles/20100118154446.pdf">http://www.unrwa.org/userfiles/20100118154446.pdf</a></li> <li>• 2009 Emergency Appeal: <a href="http://www.unrwa.org/userfiles/2010011945826.pdf">http://www.unrwa.org/userfiles/2010011945826.pdf</a></li> <li>• 2008 Emergency Appeal: <a href="http://www.unrwa.org/userfiles/2010011924341.pdf">http://www.unrwa.org/userfiles/2010011924341.pdf</a></li> <li>• 2007 Emergency Appeal: <a href="http://www.unrwa.org/userfiles/2010011814525.pdf">http://www.unrwa.org/userfiles/2010011814525.pdf</a></li> <li>• 2006 Emergency Appeal: <a href="http://www.unrwa.org/userfiles/2010011814156.pdf">http://www.unrwa.org/userfiles/2010011814156.pdf</a></li> <li>• Financial Report and audited financial statements for the biennium ended 31 December 2009 and Report of the Board of Auditors. A/63/5/Add. 3: <a href="http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N08/415/39/PDF/N0841539.pdf?OpenElement">http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N08/415/39/PDF/N0841539.pdf?OpenElement</a></li> <li>• Financial Report and audited financial statements for the biennium ended 31 December 2007 and Report of the Board of Auditors. A/65/5/Add. 3: <a href="http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N10/465/57/PDF/N1046557.pdf?OpenElement">http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N10/465/57/PDF/N1046557.pdf?OpenElement</a></li> </ul>	
<b>Linking aid management to performance</b>			
6.1	The MO makes reasonable projections of expected donor support.	<p>This MI was not rated. A contextual analysis of the MI was provided in the report.</p> <ul style="list-style-type: none"> <li>• UNRWA 2010-11 Biennium Reporting. Programmatic &amp; Financial Performance Monitoring for the period ended 30 March 2010</li> <li>• Report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East Programme budget 2008-2009</li> <li>• Report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East Programme budget 2006-2007</li> <li>• Financial Report and audited financial statements for the biennium ended 31 December 2009 and Report of the Board of Auditors. A/63/5/Add. 3: <a href="http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N08/415/39/PDF/N0841539.pdf?OpenElement">http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N08/415/39/PDF/N0841539.pdf?OpenElement</a></li> <li>• Financial Report and audited financial statements for the biennium ended 31 December 2007 and Report of the Board of Auditors. A/65/5/Add. 3: <a href="http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N10/465/57/PDF/N1046557.pdf?OpenElement">http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N10/465/57/PDF/N1046557.pdf?OpenElement</a></li> </ul>	
6.2	Aid budget allocations are linked to expected results	<p>1. In the most recent annual or multi-year organisation-wide budget, an attempt has been made to present budget information in a results-oriented way</p>	<p><b>Met</b></p> <ul style="list-style-type: none"> <li>• UNRWA 2010-2011 Biennium Budget</li> </ul>

Quad. / KPI	Micro-Indicator	Criteria	Evidence / Discussion
		2. Some outputs costs and/or outcomes costs from the DRF/humanitarian results framework and MRF are presented in the budget document	<b>Met</b> • UNRWA 2010-2011 Biennium Budget
		3. Most outputs and/or outcomes in the DRF/humanitarian results framework and MRF are presented in the budget document.	<b>Met</b> • UNRWA 2010-2011 Biennium Budget
		4. There is evidence of improvement of outputs and outcomes costing over time in budget documents reviewed (evidence of building a better system).	<b>Met</b> • UNRWA 2010-2011 Biennium Budget
		5. 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.	<b>Not Met</b> • UNRWA 2010-2011 Biennium Budget • Financial Report and audited financial statements for the biennium ended 31 December 2009 and Report of the Board of Auditors. A/63/5/Add. 3: <a href="http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N08/415/39/PDF/N0841539.pdf?OpenElement">http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N08/415/39/PDF/N0841539.pdf?OpenElement</a>
<b>OVERALL SCORE MI 6.2: STRONG</b>			<b>OVERALL COMMENTS</b>
<b>6.3</b>	Aid or lending disbursements are linked to reported results	1. The most recent annual financial report shows financial amounts aligned with achieved results (i.e., the report shows how much was spent to achieve each result).	<b>Not Met</b> • Financial Report and audited financial statements for the biennium ended 31 December 2009 and Report of the Board of Auditors. A/63/5/Add. 3: <a href="http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N08/415/39/PDF/N0841539.pdf?OpenElement">http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N08/415/39/PDF/N0841539.pdf?OpenElement</a>
		2. In the most recent annual financial report, statements of results achieved are aligned with expected results described in the organisation-wide strategic plan.	<b>Not Met</b> • Financial Report and audited financial statements for the biennium ended 31 December 2009 and Report of the Board of Auditors. A/63/5/Add. 3: <a href="http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N08/415/39/PDF/N0841539.pdf?OpenElement">http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N08/415/39/PDF/N0841539.pdf?OpenElement</a> • UNRWA Medium Term Plan (MTP) 2005-2009. A better future for Palestine refugees: <a href="http://www.unrwa.org/userfiles/2010011812234.pdf">www.unrwa.org/userfiles/2010011812234.pdf</a>

Quad. / KPI	Micro-Indicator	Criteria	Evidence / Discussion
		<p>3. In the most recent annual financial report, operational expenditure variances and variances in results achievement (i.e. differences between planned and actual operational expenditures and between planned and actual results achievements) are reported.</p>	<p><b>Not Met</b></p> <ul style="list-style-type: none"> <li>Financial Report and audited financial statements for the biennium ended 31 December 2009 and Report of the Board of Auditors. A/63/5/Add. 3: <a href="http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N08/415/39/PDF/N0841539.pdf?OpenElement">http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N08/415/39/PDF/N0841539.pdf?OpenElement</a></li> <li>Monthly UNRWA Financial Report – March 2011</li> </ul>
		<p>4. (If the third criterion is met) In the most recent annual financial report, operational expenditure variances and variances in results achievement (i.e. differences between planned and actual operational expenditures and between planned and actual results achievements) are explained.</p>	<p><b>Not Met</b></p> <ul style="list-style-type: none"> <li>By default</li> </ul>
		<p>5. There is evidence of improvement over time in financial reports reviewed.</p>	<p><b>Met</b></p> <ul style="list-style-type: none"> <li>Report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East. 1 January-31 December 2009: <a href="http://www.unrwa.org/userfiles/2010082535613.pdf">http://www.unrwa.org/userfiles/2010082535613.pdf</a></li> </ul>
<p><b>OVERALL SCORE MI 6.3: WEAK</b></p>			<p><b>OVERALL COMMENTS</b></p>
<p><b>Financial Accountability</b></p>			
<p>7.1</p>	<p>Financial audits (meeting recognised international standards) are performed across the organisation (external and UN Board of Auditors)</p>	<p>1. The MO has organisation-wide external audit reports on a regular basis. (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.)</p>	<p><b>Met</b></p> <ul style="list-style-type: none"> <li>UNRWA Financial Regulations. Revised 28 August 2005. Effective 1 August 2005</li> <li>UN Board of Auditors website: <a href="http://www.un.org/auditors/board/reports.shtml">http://www.un.org/auditors/board/reports.shtml</a></li> </ul>

Quad. / KPI	Micro-Indicator	Criteria	Evidence / Discussion
		<p>2. (If first criterion is met) the most recent external audit report reviewed 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 case of some of the UN agencies.)</p>	<p><b>Met</b></p> <ul style="list-style-type: none"> <li>Financial Report and audited financial statements for the biennium ended 31 December 2009 and Report of the Board of Auditors. A/63/5/Add. 3: <a href="http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N08/415/39/PDF/N0841539.pdf?OpenElement">http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N08/415/39/PDF/N0841539.pdf?OpenElement</a></li> </ul>
		<p>3. (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.)</p>	<p><b>Met</b></p> <ul style="list-style-type: none"> <li>Financial Report and audited financial statements for the biennium ended 31 December 2009 and Report of the Board of Auditors. A/63/5/Add. 3: <a href="http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N08/415/39/PDF/N0841539.pdf?OpenElement">http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N08/415/39/PDF/N0841539.pdf?OpenElement</a></li> </ul>
		<p>4. (If first criterion is met) <i>all</i> annual financial audit 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 case of the UN agencies)</p>	<p><b>Met</b></p> <ul style="list-style-type: none"> <li>Financial Report and audited financial statements for the biennium ended 31 December 2009 and Report of the Board of Auditors. A/63/5/Add. 3: <a href="http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N08/415/39/PDF/N0841539.pdf?OpenElement">http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N08/415/39/PDF/N0841539.pdf?OpenElement</a></li> <li>Financial Report and audited financial statements for the biennium ended 31 December 2007 and Report of the Board of Auditors. A/65/5/Add. 3: <a href="http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N10/465/57/PDF/N1046557.pdf?OpenElement">http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N10/465/57/PDF/N1046557.pdf?OpenElement</a></li> </ul>
		<p>5. (If criterion 4 is met) in all external financial audit 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)</p>	<p><b>Met</b></p> <ul style="list-style-type: none"> <li>Financial Report and audited financial statements for the biennium ended 31 December 2009 and Report of the Board of Auditors. A/63/5/Add. 3: <a href="http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N08/415/39/PDF/N0841539.pdf?OpenElement">http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N08/415/39/PDF/N0841539.pdf?OpenElement</a></li> <li>Financial Report and audited financial statements for the biennium ended 31 December 2007 and Report of the Board of Auditors. A/65/5/Add. 3: <a href="http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N10/465/57/PDF/N1046557.pdf?OpenElement">http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N10/465/57/PDF/N1046557.pdf?OpenElement</a></li> </ul>
	<p><b>OVERALL SCORE MI 7.1: VERY STRONG</b></p>	<p><b>OVERALL COMMENTS:</b></p>	

Quad. / KPI	Micro-Indicator	Criteria	Evidence / Discussion
7.2	Financial audits (meeting recognised international standards) are performed at the field of operation or project level (as appropriate).	This MI was not rated. A contextual analysis of the MI was provided in the report, <ul style="list-style-type: none"> <li>Organizational Directive 14</li> </ul>	
7.3	Systems are in place for immediate measures against irregularities identified at the country (or other) level.	1. There is a policy on external financial audit that refers to measures to be taken against irregularities.	<b>Not Met</b>
		2. Management guidelines or rules support the policy and describe the procedure for a response to irregularities identified during an external financial	<b>Not Met</b>
		3. (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	<b>Not Met</b>
		4. There is evidence (in audit reports to the Board or other documents) that audit recommendations are in fact followed up by management.	<b>Met</b> <ul style="list-style-type: none"> <li>Report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East - Programme budget 2010-2011: <a href="http://www.unrwa.org/userfiles/20100118154446.pdf">http://www.unrwa.org/userfiles/20100118154446.pdf</a></li> </ul>
		5. Major or systemic irregularities are reported to the board/governing body, as appropriate.	<b>Met</b> <ul style="list-style-type: none"> <li>Financial Report and audited financial statements for the biennium ended 31 December 2009 and Report of the Board of Auditors. A/63/5/Add. 3: <a href="http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N08/415/39/PDF/N0841539.pdf?OpenElement">http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N08/415/39/PDF/N0841539.pdf?OpenElement</a></li> </ul>
	<b>OVERALL SCORE MI 7.3: INADEQUATE</b>		<b>OVERALL COMMENTS</b>
7.4	Internal financial audit processes are used to provide management /	1. <i>There is evidence (in a suite of documents) of practice of internal financial audits in the organisation.</i>	<b>Met</b> <ul style="list-style-type: none"> <li>DIOS Annual Report 2010. March 2011</li> <li>Organisation Directive 14</li> </ul>

Quad. / KPI	Micro-Indicator	Criteria	Evidence / Discussion
	governing bodies with objective information	2. (If the first criterion is met) an organisation-wide guideline/policy for the practice of internal financial audits exists and is corporately approved.	<b>Met</b> • Organisation Directive 14
		3. (If first criterion is met) there is evidence in these documents that the internal audit function is separated enough from the programming areas to be able to provide an "independent" audit opinion (it reports to the CEO of the MO or to Finance VP).	<b>Met</b> • Organisation Directive 14 • Joint Inspection Unit. The Audit Function in The United Nations System. JIU/REP/2010/5. Geneva 2010: <a href="http://www.unjiu.org/data/reports/2010/JIU_REP_2010_05%20Final.pdf">www.unjiu.org/data/reports/2010/JIU_REP_2010_05%20Final.pdf</a>
		4. There is evidence in these documents that the internal audit function reports directly to the Board, thus providing maximum assurance of its independence from programming.	<b>Not Met</b>
		5. Reports available from the Commissioner General confirm receipt of internal audit information.	<b>Not Met</b>
<b>OVERALL SCORE MI 7.4: ADEQUATE</b>			<b>OVERALL COMMENTS</b>
<b>7.5</b>	The MO's procurement and contract management processes for the provision of services are usually effective	1. There is an organisation-wide policy, guidelines or instructions on procurement and contract management processes.	<b>Met</b> • Financial Regulations. Revised 28 August 2005. Effective 1 August 2005 • Organisation Directive 10 • UNRWA Procurement Manual 2009. February 2009
		2. (If the first criterion has been met) This/these document(s) explicitly sets targets or requirements with respect to the timeliness of these processes.	<b>Met</b> • UNRWA Procurement Manual 2009. February 2009 • Concise summary of principal findings and conclusions contained in the reports prepared by the Board of Auditors for the General Assembly at its sixty-fifth session. Note by the Secretary-General. A/65/169. 30 June 2010: <a href="http://www.unaudit.org.cn/UploadFile/NewFile/2010102619138487.pdf">www.unaudit.org.cn/UploadFile/NewFile/2010102619138487.pdf</a>
		3. (If the first criterion is met) This/these document(s) establishes requirements for the efficiency and effectiveness of these processes.	<b>Met</b> • UNRWA Procurement Manual 2009. February 2009

Quad. / KPI	Micro-Indicator	Criteria	Evidence / Discussion
		<p>4. An audit, evaluation or other review has been undertaken, at the country, regional or organisation-wide level, that examined the timeliness, efficiency and/or effectiveness of the MO's procurement and contract management processes, and found that these are satisfactory</p>	<p><b>Not met</b></p> <ul style="list-style-type: none"> <li>• DIOS Annual Report 2010</li> </ul>
		<p>5. (If the first three criteria are met) there is documentary evidence, in the policy document itself, in board meeting minutes or in some other place, that policy changes resulted at least in part from performance information</p>	<p><b>Met</b></p> <ul style="list-style-type: none"> <li>• Financial report and audited financial statements for the biennium ended 31 December 2009 and Report of the Board of Auditors: <a href="http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N10/465/57/PDF/N1046557.pdf?OpenElement">http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N10/465/57/PDF/N1046557.pdf?OpenElement</a></li> </ul>
<p><b>OVERALL SCORE MI 7.5: STRONG</b></p>			<p><b>OVERALL COMMENTS</b></p>
<p><b>7.6</b></p>	<p>The MO has strategies in place for risk management (identification, mitigation, contingency planning, monitoring and reporting).</p>	<p>1. An organisation-wide policy, strategy, framework or guidelines (or a suite of documents) on risk management exists and is corporately approved.</p>	<p><b>Met</b></p> <ul style="list-style-type: none"> <li>• Financial report and audited financial statements for the biennium ended 31 December 2009 and Report of the Board of Auditors: <a href="http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N10/465/57/PDF/N1046557.pdf?OpenElement">http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N10/465/57/PDF/N1046557.pdf?OpenElement</a></li> <li>• UNRWA Medium-Term Strategy 2010-2015: <a href="http://www.unrwa.org/userfiles/201003317746.pdf">http://www.unrwa.org/userfiles/201003317746.pdf</a></li> <li>• Integrated Risk Management Meeting. Recommendations and Action Points. 26/05/2010</li> <li>• Field Implementation Plan. UNRWA Gaza. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Jordan. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Lebanon. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Syria. 2010-2011</li> <li>• Field Implementation Plan. UNRWA West Bank. 2010-2011</li> <li>• Education Headquarter Implementation Plan 2010-2011</li> <li>• Health Headquarter Implementation Plan 2010-2011</li> <li>• Infrastructure Headquarter Implementation Plan 2010-2011</li> <li>• Microfinance Headquarter Implementation Plan 2010-2011</li> <li>• Relief &amp; Social Service Department Headquarter Implementation Plan 2010-2011</li> </ul>

Quad. / KPI	Micro-Indicator	Criteria	Evidence / Discussion
			<ul style="list-style-type: none"> <li>• Administrative Support Department Headquarter Implementation Plan 2010-2011</li> <li>• Commissioner-General's Office Headquarter Implementation Plan 2010-2011</li> <li>• DIOS Headquarter Implementation Plan 2010-2011</li> <li>• Department of Legal Affairs Headquarter Implementation Plan 2010-2011</li> <li>• Department of Human Resources Headquarter Implementation Plan 2010-2011</li> </ul>
		2. (If first criterion is met) this document follows international standards on managing risk, including a description of roles and responsibilities of key actors.	<b>Met</b> <ul style="list-style-type: none"> <li>• Integrated Risk Management Meeting. Recommendations and Action Points. 26/05/2010</li> </ul>
		3. (If first criterion is met) this document applies to field of operations and corporate activities. In other words, risk analysis is undertaken as appropriate at these different levels.	<b>Met</b>
		4. (If first criterion is met) Management and/or Board documents demonstrate utilisation of risk management policy and procedures.	<b>Not Met</b>
		5. (If first criterion is met) Management and/or Board documents demonstrate utilisation of risk management policy and procedures.	<b>Met</b> <ul style="list-style-type: none"> <li>• Human Resources Management (HRM) Strategy. Serving Palestine refugees with qualified, competent and motivated staff. 25 September 2006: <a href="http://www.unrwa.org/userfiles/od%20hrm_strategy.pdf">http://www.unrwa.org/userfiles/od%20hrm_strategy.pdf</a></li> <li>• Tertiary Education Reform. Towards a Self-Reliant Confident Youth. UNRWA West Bank Field</li> </ul>
	<b>OVERALL SCORE MI 7.6: STRONG</b>		<b>OVERALL COMMENTS</b>

Quad. / KPI	Micro-Indicator	Criteria	Evidence / Discussion
<b>PERFORMANCE MANAGEMENT</b>			
8.1	Revising and adjusting policies	<p>1. Information on organisation-wide performance (i.e., progress towards outcomes achieved) is available, for instance in annual performance reports, or from an organisation-wide evaluation.</p>	<p><b>Met</b></p> <ul style="list-style-type: none"> <li>• Report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East. 1 January-31 December 2009: <a href="http://www.unrwa.org/userfiles/2010082535613.pdf">www.unrwa.org/userfiles/2010082535613.pdf</a></li> <li>• Resolution adopted by the General Assembly [on the report of the Special Political and Decolonization Committee (Fourth Committee) (A/65/422)]. 65/100. Operations of the United Nations Relief and Works Agency for Palestine Refugees in the Near East: <a href="http://www.unrwa.org/userfiles/2011013012421.pdf">http://www.unrwa.org/userfiles/2011013012421.pdf</a></li> <li>• Assessment of UNRWA's Education Programme. April 2010.</li> <li>• Dr. Abdel Hamid Kabesh. UNRWA Disability Program. CBR Evaluation. Jordan, Syria and Lebanon. Final Report. May, 2009</li> <li>• Kevin Doran. UNRWA Review of Organisational Development Programme. June 2010</li> </ul>
		<p>2. (If first criterion is met) There is evidence that the MO analyses its performance.</p>	<p><b>Met</b></p> <ul style="list-style-type: none"> <li>• Resolution adopted by the General Assembly [on the report of the Special Political and Decolonization Committee (Fourth Committee) (A/65/422)]. 65/100. Operations of the United Nations Relief and Works Agency for Palestine Refugees in the Near East.: <a href="http://www.unrwa.org/userfiles/2011013012421.pdf">http://www.unrwa.org/userfiles/2011013012421.pdf</a></li> <li>• Resolution adopted by the General Assembly [on the report of the Special Political and Decolonization Committee (Fourth Committee) (A/65/422)] 65/101. Palestine refugees' properties and their revenues: <a href="http://www.unrwa.org/userfiles/201101301262.pdf">http://www.unrwa.org/userfiles/201101301262.pdf</a></li> <li>• Financial Report and audited financial statements for the biennium ended 31 December 2009 and Report of the Board of Auditors. A/63/5/Add. 3: <a href="http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N08/415/39/PDF/N0841539.pdf?OpenElement">http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N08/415/39/PDF/N0841539.pdf?OpenElement</a></li> <li>• Advisory Commission of the United Nations Relief and Works Agency for Palestine Refugees in the Near East. UNRWA/CN/SR/2010/???. Summary Note. 21 and 22 June 2010</li> <li>• Advisory Commission of the United Nations Relief and Works Agency for Palestine Refugees in the Near East. UNRWA/CN/SR/2010/???. Summary Note. 29 November 2010</li> </ul>

Quad. / KPI	Micro-Indicator	Criteria	Evidence / Discussion
			<ul style="list-style-type: none"> <li>Advisory Commission of the United Nations Relief and Works Agency for Palestine Refugees in the Near East. UNRWA/CN/SR/2009/???. Summary Note. 17 November 2009</li> <li>UNRWA Medium-Term Strategy 2010-2015: <a href="http://www.unrwa.org/userfiles/201003317746.pdf">http://www.unrwa.org/userfiles/201003317746.pdf</a></li> </ul>
		3. (If first two criteria are met) There is evidence that the MO is doing something to respond to the <i>specific</i> performance problems.	<b>Met</b> <ul style="list-style-type: none"> <li>Serving Palestine Refugees More Effectively. Strengthening the Management Capacity of UNRWA. UNRWA's Organizational Development Plan 2006-09</li> </ul>
		4. (If the first two criteria are met) there is evidence that the MO revises and adjusts its larger programming and policies in response to performance issues (problems and successes).	<b>Not Met</b> <ul style="list-style-type: none"> <li>Advisory Commission of the United Nations Relief and Works Agency for Palestine Refugees in the Near East. UNRWA/CN/SR/2010/???. Summary Note. 21 and 22 June 2010</li> <li>Advisory Commission of the United Nations Relief and Works Agency for Palestine Refugees in the Near East. UNRWA/CN/SR/2010/???. Summary Note. 29 November 2010</li> <li>UNRWA Medium-Term Strategy 2010-2015</li> <li>Available here: <a href="http://www.unrwa.org/userfiles/201003317746.pdf">http://www.unrwa.org/userfiles/201003317746.pdf</a></li> </ul>
		5. (If criterion 4 is met) There is evidence that the MO implements the revisions and adjustments to its programming and policies in response to any performance issues identified.	<b>Not Met</b>
<b>OVERALL SCORE MI 8.1:</b> ADEQUATE		<b>OVERALL COMMENTS:</b>	
8.2	Planning new interventions	1. Information on the MO's performance in the field of operation (i.e., progress towards outcomes) is available, for instance in annual field of operation performance reports or in field of operation planning documents (describing results from the previous cycle).	<b>Not Met</b> <ul style="list-style-type: none"> <li>Report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East. 1 January-31 December 2009. A/65/13: <a href="http://www.unrwa.org/userfiles/2010082535613.pdf">http://www.unrwa.org/userfiles/2010082535613.pdf</a></li> <li>The Gaza Labour Market in 2008. A Briefing Paper. December: <a href="http://www.unrwa.org/userfiles/2010011974016.pdf">http://www.unrwa.org/userfiles/2010011974016.pdf</a></li> </ul>

Quad. / KPI	Micro-Indicator	Criteria	Evidence / Discussion
		2. (If first criterion is met) for at least half of the fields of operation, there is evidence of an analysis of performance (problems as well as successes).	<b>Not Met</b>
		3. (If second criterion is met) There is evidence of 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 new interventions should be developed in response to the performance information).	<b>Not Met</b> <ul style="list-style-type: none"> <li>• American University of Beirut. Socio-Economic Survey of Palestinian Refugees in Lebanon. Final Draft – December 31, 2010: <a href="http://www.unrwa.org/userfiles/2011012074253.pdf">http://www.unrwa.org/userfiles/2011012074253.pdf</a></li> <li>• Field Implementation Plan. UNRWA Syrian Arab Republic 2010 - 2011</li> </ul>
		4. (If all above criteria are met) for at least half of the fields of operation, there is evidence from field implementation plans or reports that new interventions have been introduced in response to the performance information.	<b>Not Met</b> <ul style="list-style-type: none"> <li>• Field Implementation Plan. UNRWA West Bank 2010 – 2011</li> </ul>
		5. (If all above criteria are met) all criteria met for all fields of operation.	<b>Not Met</b>
<b>OVERALL SCORE MI 8.2: VERY WEAK</b>			<b>OVERALL COMMENTS</b>
<b>8.3</b>	Proactive management of poorly performing programs and/or projects	1. The MO has a process for reviewing the performance of its programs and/or projects.	<b>Met</b> <ul style="list-style-type: none"> <li>• Department of Internal Oversight Services (DIOS). Annual Report 2010</li> <li>• UNGAR 48/218B. Review of the efficiency of the administrative and financial functioning of the United Nations. 29 July 1994: <a href="http://www.un.org/documents/ga/res/48/a48r218.htm">www.un.org/documents/ga/res/48/a48r218.htm</a></li> <li>• Report of the Office of Internal Oversight Services on the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA). 19 March 2010. Assignment No. IED-09-008</li> <li>• Overall Report of the Organizational Effectiveness Survey (2008): <a href="http://www.unrwa.org/userfiles/file/publications/od%20oes_overall_report_2008.pdf">http://www.unrwa.org/userfiles/file/publications/od%20oes_overall_report_2008.pdf</a></li> </ul>

Quad. / KPI	Micro-Indicator	Criteria	Evidence / Discussion
		2. There is evidence that the MO is implementing this process.	<b>Met</b> <ul style="list-style-type: none"> <li>• Department of Internal Oversight Services (DIOS). Annual Report 2010</li> <li>• Terms of Reference. Evaluation of UNRWA's Organizational Development:</li> <li>• <a href="http://www.unrwa.org/userfiles/file/procurement/tenders/2011/RFP_PLD_CPS_GH_OD_Evaluation_01_2011_Annex_C2.pdf">http://www.unrwa.org/userfiles/file/procurement/tenders/2011/RFP_PLD_CPS_GH_OD_Evaluation_01_2011_Annex_C2.pdf</a></li> </ul>
		3. The MO has a specific process for reviewing poorly performing programs and/or projects.	<b>Not Met</b> <ul style="list-style-type: none"> <li>• Department of Internal Oversight Services (DIOS). Evaluation Work Plan 2011. March 2011.</li> </ul>
		4. The MO has a way for following up on poorly performing programs and/or projects.	<b>Not Met</b>
		5. There is evidence that changes to poorly performing programs and/or projects are being implemented.	<b>Not Met</b>
<b>OVERALL SCORE MI 8.3: INADEQUATE</b>			<b>OVERALL COMMENTS</b>
<b>8.4</b>	Evaluation recommendations reported to Executive Committee/Board/Advisory Commission are acted upon by the responsible units.	1. MO Evaluation Policy or guidelines include the requirement of a management response, action plan and/or agreement stating responsibilities and accountabilities for follow-up to evaluations (accepting recommendations).	<b>Met</b> <ul style="list-style-type: none"> <li>• Evaluation Strategic Plan</li> </ul>
		2. MO Evaluation Policy outlines a process for follow-up to evaluations (approach to presenting and tracking the implementation of accepted recommendations).	<b>Not Met</b> <ul style="list-style-type: none"> <li>• Evaluation Strategic Plan</li> </ul>

Quad. / KPI	Micro-Indicator	Criteria	Evidence / Discussion
		<p>3. 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 (UN General Assembly).</p>	<p><b>Met</b></p> <ul style="list-style-type: none"> <li>Financial Report and audited financial statements for the biennium ended 31 December 2009 and Report of the Board of Auditors. A/63/5/Add. 3: <a href="http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N08/415/39/PDF/N0841539.pdf?OpenElement">http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N08/415/39/PDF/N0841539.pdf?OpenElement</a></li> <li>Report of the Office of Internal Oversight Services on the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA). 19 March 2010. Assignment No. IED-09-008</li> </ul>
		<p>4. There is evidence of <u>periodic reports</u> on the status of the implementation of these evaluation recommendations accepted by management/governing body.</p>	<p><b>Not Met</b></p> <ul style="list-style-type: none"> <li>Department of Internal Oversight Services (DIOS). Annual Report 2010</li> <li>Summary of UNBOA Recommendations for the Biennium Ended 31 December 2005: Update as at 4 May 2008</li> <li>Report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East. Programme budget 2010-2011 <a href="http://www.unrwa.org/userfiles/20100118154446.pdf">http://www.unrwa.org/userfiles/20100118154446.pdf</a></li> </ul>
		<p>5. There is evidence of a systematic process (regularly on the agenda of the Advisory Commission; reports or presentations to Advisory Commission illustrate regular tracking of follow up) for follow-up on the evaluation of the recommendations accepted by management/governing body.</p>	<p><b>Not Met</b></p>
<p><b>OVERALL SCORE MI 8.4: INADEQUATE</b></p>			<p><b>OVERALL COMMENTS</b></p>
<p><b>MANAGING HUMAN RESOURCES</b></p>			
<p><b>9.1</b></p>	<p>Results-focused performance assessment systems are in place for senior staff</p>	<p>1. There is evidence in the suite of documents reviewed that a system is in place that requires performance assessments for at least some staff.</p>	<p><b>Met</b></p> <ul style="list-style-type: none"> <li>Performance Management Policy. Area Staff. Department of Human Resources. 17 March 2010.</li> <li>Performance Management Policy. Area Staff. Implementation Plan</li> <li>International Staff Personnel Directive no. I/112/.6/15. Effective Date: 1 April 1981</li> <li>Circular Update on Performance Management. 24 June 2010</li> </ul>

Quad. / KPI	Micro-Indicator	Criteria	Evidence / Discussion
		<p>2. The evidence suggests that this applies to senior staff (e.g., president/CEO, vice presidents, sector/program/division directors, country representatives, country directors) and/or that it has a specific performance assessment system for senior staff.</p>	<p><b>Met</b></p> <ul style="list-style-type: none"> <li>• Performance Management Policy. Area Staff. Department of Human Resources. 17 March 2010.</li> <li>• Performance Management Policy. Area staff. Implementation Plan</li> </ul>
		<p>3. The system is described in the suite of documents provided, giving an understanding of the approach to creating performance assessments and the content of those assessments.</p>	<p><b>Met</b></p> <ul style="list-style-type: none"> <li>• General Staff Circular no. 02/2008. The New Electronic Performance Evaluation Report (e-PER)</li> <li>• Performance Management Policy. Area Staff. Department of Human Resources. 17 March 2010.</li> </ul>
		<p>4. There is an explicit policy (HR or otherwise) that summarises all the aims and content of the performance assessment system for senior staff.</p>	<p><b>Met</b></p> <ul style="list-style-type: none"> <li>• International Staff Personnel Directive no. I/112/6/15. Effective Date: 1 April 1981</li> <li>• General Staff Circular no. 02/2008. The New Electronic Performance Evaluation Report (e-PER)</li> </ul>
		<p>5. (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 pay attention to 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.</p>	<p><b>Met</b></p> <ul style="list-style-type: none"> <li>• <b>UNRWA 2010-2011 BIENNIUM BUDGET</b></li> </ul>
	<p><b>OVERALL SCORE MI 9.1: VERY STRONG</b></p>		<p><b>OVERALL COMMENTS</b></p>

Quad. / KPI	Micro-Indicator	Criteria	Evidence / Discussion
9.2	There is a transparent incentive and reward system for staff performance	1. There is evidence (either in an HR policy or through a suite of documents) that the MO has a system for managing staff performance (see 9.1) that is operational.	<b>Met</b> <ul style="list-style-type: none"> <li>• Performance Management Policy. Area Staff. I. Background, Process and Procedures. Department of Human Resources. 17 March 2010.</li> <li>• Performance Management Policy. Area Staff. Implementation Plan</li> <li>• International Staff Personnel Directive no. I/112/.6/15. Effective Date: 1 April 1981</li> <li>• Circular Update on Performance Management. 24 June 2010</li> <li>• Headquarters Implementation Plan. UNRWA Department of Human Resources. 2010 - 2011</li> </ul>
		2. There is evidence that the organisation is making efforts to 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).	<b>Met</b> <ul style="list-style-type: none"> <li>• Performance Management Policy. Area Staff. I. Background, Process and Procedures. Department of Human Resources. 17 March 2010.</li> <li>• Performance Management Policy. Area Staff. II. Rewards and Recognition. 17 March 2010.</li> <li>• PD No. A/3 REV.1/Amend.3 LOT No. 276 Effective date: 1 August 2000</li> </ul>
		3. There is an explicit effort to explain how performance of staff relates to promotion (advancing from one grade to the next).	<b>Met</b> <ul style="list-style-type: none"> <li>• PD No. A/3 REV.1/Amend.3 LOT No. 276 Effective date: 1 August 2000</li> </ul>
		4. There is an explicit mention of the relationship between staff performance and rewards.	<b>Met</b> <ul style="list-style-type: none"> <li>• Performance Management Policy. Area Staff. II. Rewards and Recognition. 17 March 2010.</li> </ul>
		5. 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.	<b>Not Met</b> <ul style="list-style-type: none"> <li>• Financial report and audited financial statements for the biennium ended 31 December 2009 and Report of the Board of Auditors: <a href="http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N10/468/08/PDF/N1046808.pdf?OpenElement">http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N10/468/08/PDF/N1046808.pdf?OpenElement</a></li> <li>• Kevin Doran. UNRWA Review of Organisational Development Programme. June 2010</li> </ul>
<b>OVERALL SCORE MI 9.2: STRONG</b>	<b>OVERALL COMMENTS:</b>		

Quad. / KPI	Micro-Indicator	Criteria	Evidence / Discussion
9.3	The MO has appropriate measures in place to ensure staff security.	1. The MO has a statement about staff security in its human resources policy/strategy or any other key document.	<b>Met</b> <ul style="list-style-type: none"> <li>• Headquarters Implementation Plan. UNRWA Administrative Support Department. 2010-2011</li> <li>• UNRWA Medium Term Strategy 2010-2015: <a href="http://www.unrwa.org/userfiles/201003317746.pdf">www.unrwa.org/userfiles/201003317746.pdf</a></li> <li>• Serving Palestine Refugees Ethically. Handbook on Standards of Conduct Applicable to UNRWA Personnel (February 2011)</li> </ul>
		2. The MO has written policy/guidelines on security for both national and international staff.	<b>Not Met</b> <ul style="list-style-type: none"> <li>• Headquarters Implementation Plan. UNRWA Administrative Support Department. 2010-2011</li> </ul>
		3. The MO has security procedures/plans specific to the country or region.	<b>Met</b> <ul style="list-style-type: none"> <li>• Gaza Field Office. Emergency Response Manual. September 2010</li> <li>• UNRWA /JFO SAFETY &amp; SECURITY UNIT. Emergency Evacuation Plan 2011</li> <li>• UNRWA /JFO SAFETY &amp; SECURITY UNIT. Fire Safety Plan 2011</li> <li>• UNRWA Evacuation Contingency Plan. 2011</li> <li>• Agency MOSS Compliance Checklist – April 2011</li> </ul>
		4. There is evidence that the MO offers training to staff on security issues before deployment.	<b>Not Met</b> <ul style="list-style-type: none"> <li>• Headquarters Implementation Plan. UNRWA Department of Human Resources 2010-2011.</li> <li>• Safety and Security Unit. Staff Safety and Emergency Training Proposal.</li> </ul>
		5. There is evidence (in an evaluation or a review of the policy) that appropriate measures to ensure staff security are in place and implemented.	<b>Not Met</b> <ul style="list-style-type: none"> <li>• Financial report and audited financial statements for the biennium ended 31 December 2009 and Report of the Board of Auditors: <a href="http://www.un.org/auditors/board/">http://www.un.org/auditors/board/</a></li> <li>• Headquarters Implementation Plan. UNRWA Administrative Support Department. 2010-2011</li> </ul>
<b>OVERALL SCORE MI 9.3: INADEQUATE</b>			<b>OVERALL COMMENTS</b>
9.5	The MO has a code of conduct which is followed by staff members.	1. The MO has a code of conduct for staff members.	<b>Met</b> <ul style="list-style-type: none"> <li>• Serving Palestine Refugees Ethically. Handbook on Standards of Conduct Applicable to UNRWA Personnel (February 2011)</li> </ul>

Quad. / KPI	Micro-Indicator	Criteria	Evidence / Discussion
		2. (If first criterion is met) There is evidence that the MO offers training to all staff on the code of conduct.	<b>Met</b> <ul style="list-style-type: none"> <li>• DIOS Annual Report 2010</li> <li>• Joint Inspection Unit. Ethics in the United Nations System. 2010. JIU/REP/2010/3: <a href="http://www.unjiu.org/data/reports/2010/en2010_3.pdf">http://www.unjiu.org/data/reports/2010/en2010_3.pdf</a></li> <li>• Serving Palestine Refugees Ethically. Handbook on Standards of Conduct Applicable to UNRWA Personnel (February 2011)</li> <li>• Serving Palestine Refugees Ethically. Ethics Training</li> </ul>
		3. (If first criterion is met) The MO monitors compliance with the code of conduct.	<b>Not Met</b> <ul style="list-style-type: none"> <li>• Serving Palestine Refugees Ethically. Handbook on Standards of Conduct Applicable to UNRWA Personnel (February 2011)</li> <li>• Organisational Directive 14</li> <li>• Organisational Directive 30</li> <li>• Performance Management Policy, I. Background, Process and Procedure. Human Resources Department. 17 March 2010</li> </ul>
		4. (If first criterion is met) The MO has a system in place for reporting on compliance with the code of conduct.	<b>Met</b> <ul style="list-style-type: none"> <li>• Organisational Directive 30</li> </ul>
		5. The MO defines sanctions for not following the code of conduct.	<b>Not Met</b> <ul style="list-style-type: none"> <li>• Serving Palestine Refugees Ethically. Handbook on Standards of Conduct Applicable to UNRWA Personnel (February 2011)</li> <li>• Performance Management Policy, I. Background, Process and Procedure. Human Resources Department. 17 March 2010</li> </ul>
<b>OVERALL SCORE MI 9.5: ADEQUATE</b>			<b>OVERALL COMMENTS</b>
<b>9.6</b>	The MO has rapid personnel deployment or surge mechanisms in place.	1. The MO has a general policy on rapid personnel deployment.	<b>Met</b> <ul style="list-style-type: none"> <li>• Deputy Commissioner-General Note to MC Members. 2 September 2010</li> </ul>
		2. The MO has a general rapid deployment policy for internal personnel.	<b>Met</b> <ul style="list-style-type: none"> <li>• Deputy Commissioner-General Note to MC Members. 2 September 2010</li> </ul>

Quad. / KPI	Micro-Indicator	Criteria	Evidence / Discussion
		3. The MO has a policy for accessing external personnel that can be rapidly deployed.	<b>Not Met</b> <ul style="list-style-type: none"> <li>Deputy Commissioner-General Note to MC Members. 2 September 2010</li> <li>Emergency Staffing Plan: Concept Note. DRAFT – For Discussion</li> </ul>
		4. The MO has formal partnerships to access external personnel that can be rapidly deployed in a timely manner (e.g. MoU).	<b>Met</b> <ul style="list-style-type: none"> <li>Deputy Commissioner-General Note to MC Members. 2 September 2010</li> </ul>
		5. The MO has a review mechanism for rapid personnel deployment.	<b>Not Met</b> <ul style="list-style-type: none"> <li>Emergency Staffing Plan: Concept Note. DRAFT – For Discussion</li> </ul>
<b>OVERALL SCORE MI 9.6:</b>			<b>OVERALL COMMENTS</b>
<b>ADEQUATE</b>			
<b>PERFORMANCE ORIENTED PROGRAMMING</b>			
<b>10.1</b>	Prior to approval, initiatives are subject to risk and benefits/impact analysis (economic, social, etc)	This MI was not rated. A contextual analysis was provided. <ul style="list-style-type: none"> <li>Ramadan Camp Initiative Project Document</li> <li>UNRWA Programme Budget 2010-2011</li> </ul>	
<b>10.2</b>	Milestones / targets are set to rate the progress of (project) implementation.	1. <i>At least two of the FIPs</i> or field of operations workplans sampled contain a description of milestones and/or targets for project/program implementation.	<b>Met</b> <ul style="list-style-type: none"> <li>Field Implementation Plan. UNRWA Gaza. 2010-2011</li> <li>Field Implementation Plan. UNRWA Jordan. 2010-2011</li> <li>Field Implementation Plan. UNRWA Lebanon. 2010-2011</li> <li>Field Implementation Plan. UNRWA Syria. 2010-2011</li> <li>Field Implementation Plan. UNRWA West Bank. 2010-2011</li> </ul>
		2. (If first criterion is met) <i>in most cases</i> , baseline values have been established for each indicators used to measure the progress of project/program implementation.	<b>Met</b> <ul style="list-style-type: none"> <li>Field Implementation Plan. UNRWA Gaza. 2010-2011</li> <li>Field Implementation Plan. UNRWA Jordan. 2010-2011</li> <li>Field Implementation Plan. UNRWA Lebanon. 2010-2011</li> <li>Field Implementation Plan. UNRWA Syria. 2010-2011</li> <li>Field Implementation Plan. UNRWA West Bank. 2010-2011</li> </ul>

Quad. / KPI	Micro-Indicator	Criteria	Evidence / Discussion
		3. (If first criterion is met) in most cases, the milestones/targets provided align with activities described in the project/program implementation document.	<b>Met</b> <ul style="list-style-type: none"> <li>• Field Implementation Plan. UNRWA Gaza. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Jordan. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Lebanon. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Syria. 2010-2011</li> <li>• Field Implementation Plan. UNRWA West Bank. 2010-2011</li> </ul>
		4. (If first criterion is met) in most cases, the milestones/targets provided align with activities described in the project/program implementation document.	<b>Met</b> <ul style="list-style-type: none"> <li>• Field Implementation Plan. UNRWA Gaza. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Jordan. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Lebanon. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Syria. 2010-2011</li> <li>• Field Implementation Plan. UNRWA West Bank. 2010-2011</li> </ul>
		5. (If all above criteria are met) all above criteria met for all PIPs/field of operation or other workplans sampled.	<b>Met</b> <ul style="list-style-type: none"> <li>• Field Implementation Plan. UNRWA Gaza. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Jordan. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Lebanon. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Syria. 2010-2011</li> <li>• Field Implementation Plan. UNRWA West Bank. 2010-2011</li> </ul>
	<b>OVERALL SCORE MI 10.2: VERY STRONG</b>		<b>OVERALL COMMENTS</b>

Quad. / KPI	Micro-Indicator	Criteria	Evidence / Discussion
<b>DELEGATING DECISION MAKING</b>			
11.1	The MO key operations/management decisions can be made locally.	1. An organisation-wide policy or guidelines exists and is corporately approved that describes decision-making authorities (including operations/management decisions) at different levels within the organisation.	<p><b>Not Met</b></p> <ul style="list-style-type: none"> <li>• Organisational Directive 9</li> <li>• Organisational Directive 14</li> <li>• Organisational Directive 22</li> <li>• UN General Assembly. Resolution A/RES/302. Assistance to Palestine Refugees. 8 December 1949: <a href="http://unispal.un.org/UNISPAL.NSF/0/AF5F909791DE7FB0852560E500687282">http://unispal.un.org/UNISPAL.NSF/0/AF5F909791DE7FB0852560E500687282</a></li> <li>• Budget Technical Instructions no. 1 2010</li> <li>• Procurement Manual 2009</li> <li>• Financial Regulations. Revised June 28 August 2005. Effective 1 August 2005</li> <li>• Education Headquarter Implementation Plan 2010-2011</li> <li>• Health Headquarter Implementation Plan 2010-2011</li> <li>• Infrastructure Headquarter Implementation Plan 2010-2011</li> <li>• Microfinance Headquarter Implementation Plan 2010-2011</li> <li>• Relief &amp; Social Service Department Headquarter Implementation Plan 2010-2011</li> <li>• Administrative Support Department Headquarter Implementation Plan 2010-2011</li> <li>• Commissioner-General's Office Headquarter Implementation Plan 2010-2011</li> <li>• DIOS Headquarter Implementation Plan 2010-2011</li> <li>• Department of Legal Affairs Headquarter Implementation Plan 2010-2011</li> <li>• Department of Human Resources Headquarter Implementation Plan 2010-2011</li> <li>• Field Implementation Plan. UNRWA Gaza. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Jordan. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Lebanon. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Syria. 2010-2011</li> <li>• Field Implementation Plan. UNRWA West Bank. 2010-2011</li> <li>• Kevin Doran. UNRWA Review of Organisational Development Programme. June 2010</li> </ul>

Quad. / KPI	Micro-Indicator	Criteria	Evidence / Discussion
		2. (If first criterion is met) This policy or other documents provide sufficient evidence of the types of operations/management decisions that can be made at the field of operation level (or other local level as appropriate).	<p><b>Not Met</b></p> <ul style="list-style-type: none"> <li>• Budget Technical Instructions no. 1 2010</li> <li>• Field Implementation Plan. UNRWA West Bank. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Gaza. 2010-2011</li> </ul>
		3. (If first two criteria are met) in the suite of documents available, it is possible to identify the financial amounts or parameters within which the local level does not require central level approval prior to making decisions on operations/management.	<p><b>Met</b></p> <ul style="list-style-type: none"> <li>• Budget Technical Instructions no. 1 2010</li> <li>• Procurement Manual 2009</li> </ul>
		4. There is evidence that the organisation has made efforts to improve delegation of decision making to the country or other relevant levels (particularly relevant for those MOs with limited field presence).	<p><b>Met</b></p> <ul style="list-style-type: none"> <li>• Preliminary Assessment of the UNRWA OD programme</li> </ul>
		5. An operational review/evaluation of the MO comments positively on progress in the delegation of operations/management decisions 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.	<p><b>Met</b></p> <ul style="list-style-type: none"> <li>• OIOS. Inspection and Evaluation Division. Evaluation Report. 19 March 2010. Assignment No. IED-09-008</li> </ul>
	<b>OVERALL SCORE MI 11.1: ADEQUATE</b>		<b>OVERALL COMMENTS</b>

**QUADRANT III – RELATIONSHIP MANAGEMENT**

Quad. / KPI	Micro-Indicator	Criteria	Evidence / Discussion
<b>SUSTAINING INTER-AGENCY PLANS AND APPEALS</b>			
14.1	The MO contributes to inter-agency plans and appeals (e.g. consolidated appeals, UNDAF, biennium planning, or other annual programming exercises).	This MI was not rated. A contextual analysis of the MI was provided in the report.	<ul style="list-style-type: none"> <li>• Occupied Palestinian Territory 2011 Consolidated Appeal Process: <a href="http://www.ochaopt.org/documents/ocha_opt_consolidated_appeal_cap_2011_full_english.pdf">http://www.ochaopt.org/documents/ocha_opt_consolidated_appeal_cap_2011_full_english.pdf</a></li> </ul>
<b>HARMONISING PROCEDURES</b>			
17.1	The extent to which the MO participates in joint missions (coordination, analysis, design, evaluation, needs assessments).	This MI was not rated. A contextual analysis of the MI was provided in the report.	<ul style="list-style-type: none"> <li>• Evaluation of the Dg Echo Partnership with the United Nations Relief and Works Agency for Palestinian Refugees In the Near East (UNRWA) Evaluation Report June 2008-January 2009</li> <li>• Echo Evaluation 2008-2009</li> <li>• Emergency Appeal for Northern Lebanon. 1 September 2007 - 31 August 2008. Final Report. 30 April 2009</li> <li>• Field Implementation Plan. UNRWA Syria. 2010-2011</li> </ul>
17.4	The MO contributes actively to common/joint needs assessments at the host government level.	This MI was not rated. A contextual analysis of the MI was provided in the report.	<ul style="list-style-type: none"> <li>• Field Implementation Plan. UNRWA Gaza. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Jordan. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Lebanon. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Syria. 2010-2011</li> <li>• Field Implementation Plan. UNRWA West Bank. 2010-2011</li> </ul>

**QUADRANT IV – KNOWLEDGE MANAGEMENT**

Quad. / KPI	Micro-Indicator	Criteria	Evidence / Discussion
<b>EVALUATING EXTERNAL RESULTS</b>			
<b>18.1</b>	The MO has a structurally independent evaluation unit within its organisational structure that reports to its Commissioner General	1. An organisation-wide (central) evaluation unit or function exists.	<b>Met</b> • DIOS Annual Report 2010
		2. An organisation-wide evaluation policy exists, which includes guidance on how the MO is to do independent evaluations.	<b>Not Met</b> • UNRWA Monitoring and Evaluation Policy. May 2008
		3. (If first criterion is met) there is evidence in annual reports being provided by the organisation-wide evaluation unit or function to Executive Management (Head of Organisation) or Board of independence of evaluations.	<b>Met</b> • Organisational Directive 14. 15 April 2008 • OIOS Evaluation Report. March 2010 • Evaluation Strategic Plan
		4. (If first criterion is met) the organisation-wide evaluation unit has a direct reporting function to the Executive Management, but not the Board.	<b>Met</b> • Organisational Directive 14. 15 April 2008
		5. The central evaluation unit has a direct reporting function to the MO's Board.	<b>Not Met</b> • Organisational Directive 14. 15 April 2008
<b>OVERALL SCORE MI 18.1: ADEQUATE</b>			<b>OVERALL COMMENTS</b>
<b>18.2</b>	The evaluation function provides sufficient coverage of the MO's programming activity (projects, programs).	1. An organisation-wide evaluation policy or plan exists and is corporately approved which identifies the need for independent evaluations of projects and programs.	<b>Not Met</b> • UNRWA Monitoring and Evaluation Policy. May 2008 • DIOS. Evaluation Work Plan 2011
		2. (If first criterion is met) this policy or plan defines the evaluation coverage of projects and programs (i.e., the number or per cent of projects/programs requiring evaluations of <i>any type</i> ) or it clearly explains how evaluations are planned and prioritised.	<b>Not Met</b> • DIOS. Evaluation Work Plan 2011

Quad. / KPI	Micro-Indicator	Criteria	Evidence / Discussion
		3. (If first criterion is met) this policy or plan defines the amount or % of programming (or % of expenditures) that needs an <i>independent</i> evaluation.	<b>Not Met</b> <ul style="list-style-type: none"> <li>DIOS. Evaluation Work Plan 2011</li> </ul>
		4. Reports of independent, evaluations are available for <i>at least half of the</i> countries sampled.	<b>Not Met</b> <ul style="list-style-type: none"> <li>UNRWA Evaluation Plan 2008-2009</li> <li>Universalialia. Moving Forward After 60 Years. Synthesis of the Assessment of UNRWA's Education Programme. April 2010</li> </ul>
		5. (If fourth criterion is met) reports of independent evaluations exist for all countries sampled.	<b>Not Met</b>
<b>OVERALL SCORE MI 18.2: VERY WEAK</b>			<b>OVERALL COMMENTS</b>
<b>18.3</b>	The MO ensures quality of its evaluations	1. The MO has a policy/procedures for the quality control of their evaluations.	<b>Not Met</b> <ul style="list-style-type: none"> <li>UNRWA Monitoring and Evaluation Policy. May 2008</li> <li>DIOS. Evaluation Work Plan. March 2011</li> <li>Strategy Plan - Evaluation</li> </ul>
		2. The MO implemented the quality control procedures (i.e. reviewed its evaluations) within the past five years.	<b>Not Met</b>
		3. There is evidence (in the reports on the quality of evaluations/review of evaluations) that the MO is respecting international standards (i.e. UNEG standards, DAC standards) in its centralised and decentralised evaluations.	<b>Met</b> <ul style="list-style-type: none"> <li>OIOS Evaluation Report. Report of the Office of Internal Oversight Services on the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA). 19 March 2010</li> </ul>
		4. The reviews of the MO's evaluations (i.e. the reports on the quality of evaluations) cover organisation-wide, field of operation and project level evaluations.	<b>Met</b> <ul style="list-style-type: none"> <li>OIOS Evaluation Report. Report of the Office of Internal Oversight Services on the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA). 19 March 2010</li> </ul>

Quad. / KPI	Micro-Indicator	Criteria	Evidence / Discussion
		5. There is evidence that the MO's evaluation practices have changed as a result of the review.	<b>Not Met</b> <ul style="list-style-type: none"> <li>• OIOS Evaluation Report. Report of the Office of Internal Oversight Services on the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA). 19 March 2010</li> </ul>
<b>OVERALL SCORE MI 18.3: INADEQUATE</b>			<b>OVERALL COMMENTS</b>
<b>18.5</b>	Direct beneficiaries and stakeholder groups are involved in evaluation processes.	1. The MO has a policy/guidelines statement on involving direct beneficiaries and stakeholder groups in evaluation processes.	<b>Met</b> <ul style="list-style-type: none"> <li>• UNRWA Monitoring and Evaluation Policy. May 2008</li> <li>• DIOS. Evaluation Work Plan. March 2011</li> <li>• Evaluation Strategy Plan</li> </ul>
		2. This policy/guidelines specifies that efforts should be made to include both women and men, primary stakeholders from different socioeconomic groups and ethnicities, and girls and boys in the evaluation process.	<b>Not Met</b> <ul style="list-style-type: none"> <li>• UNRWA Monitoring and Evaluation Policy. May 2008</li> <li>• Strategy Plan-Evaluation</li> </ul>
		3. The evaluation reports sampled show evidence that relevant beneficiaries and stakeholders were involved in at least one part of the evaluation process (planning, data collection, reporting, conclusions and recommendations, initiation of lessons learned).	<b>Met</b> <ul style="list-style-type: none"> <li>• Universalialia. Moving Forward After 60 Years. Synthesis of the Assessment of UNRWA's Education Programme. April 2010</li> <li>• Delta &amp; Social Development Direct. Review of the Relief and Social Services Programme (RSSP). Final Report. February 2010</li> </ul>
		4. The evaluation reports sampled show evidence that relevant beneficiaries and stakeholders were involved in more than one part of the evaluation processes (planning, data collection, reporting, conclusions and recommendations, initiation of lessons learned).	<b>Met</b> <ul style="list-style-type: none"> <li>• Universalialia. Moving Forward After 60 Years. Synthesis of the Assessment of UNRWA's Education Programme. April 2010</li> <li>• Delta &amp; Social Development Direct. Review of the Relief and Social Services Programme (RSSP). Final Report. February 2010</li> </ul>
		5. The MO has a review process that ensures the involvement of direct beneficiaries and stakeholders in the evaluation processes (i.e. it tries to improve their involvement).	<b>Not Met</b>

Quad. / KPI	Micro-Indicator	Criteria	Evidence / Discussion
<b>OVERALL SCORE MI 18.5: ADEQUATE</b>			<b>OVERALL COMMENTS</b>
<b>Presenting Performance Information</b>			
<b>19.1</b>	Reports on the achievement of outcomes, not just inputs, activities and outputs.	1. Annual performance reports exist at the organisation-wide level.	<b>Met</b> <ul style="list-style-type: none"> <li>Report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East. 1 January-31 December 2010</li> <li>Report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East. 1 January-31 December 2009 <a href="http://unrwa.org/userfiles/2010082535613.pdf">http://unrwa.org/userfiles/2010082535613.pdf</a></li> <li>Report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East. 1 January-31 December 2008: <a href="http://www.unrwa.org/userfiles/20100118154322.pdf">http://www.unrwa.org/userfiles/20100118154322.pdf</a></li> </ul>
		2. If first criterion is met) the most recent performance report sampled describes outputs achieved.	<b>Met</b> <ul style="list-style-type: none"> <li>Report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East. 1 January-31 December 2010</li> <li></li> </ul>
		3. (If first two criteria are met) the most recent performance report sampled discusses expected outcomes achieved.	<b>Met</b> <ul style="list-style-type: none"> <li>Report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East. 1 January-31 December 2010</li> <li></li> </ul>
		4. (If first two criteria are met) the most recent performance report sampled provides evidence of the MO's contribution to outcome achievement (i.e., establishes a link between outputs and outcomes).	<b>Not Met</b> <ul style="list-style-type: none"> <li>Report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East. 1 January-31 December 2010</li> <li></li> </ul>
		5. (If all above criteria are met) all above criteria are met for <i>all</i> performance reports sampled.	<b>Not Met</b>
<b>OVERALL SCORE MI 19.1: ADEQUATE</b>			<b>OVERALL COMMENTS</b>

Quad. / KPI	Micro-Indicator	Criteria	Evidence / Discussion
19.2	Reports performance using data obtained from measuring indicators	1. Annual performance reports exist at the organisation-wide level.	<p><b>Met</b></p> <ul style="list-style-type: none"> <li>• Report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East. 1 January-31 December 2010</li> <li>• Report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East. 1 January-31 December 2009 <a href="http://unrwa.org/userfiles/2010082535613.pdf">http://unrwa.org/userfiles/2010082535613.pdf</a></li> <li>• Report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East 1 January-31 December 2008: <a href="http://www.unrwa.org/userfiles/20100118154322.pdf">http://www.unrwa.org/userfiles/20100118154322.pdf</a></li> </ul>
		2. (If first criterion is met) the most recent performance report sampled specifies indicators and associated measurement for the reporting period that respect SMART or CREAM criteria for indicators.	<p><b>Met</b></p> <ul style="list-style-type: none"> <li>• Report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East. 1 January-31 December 2010</li> <li>•</li> </ul>
		3. (If first two criteria are 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).	<p><b>Met</b></p> <ul style="list-style-type: none"> <li>• Report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East. 1 January-31 December 2010</li> <li>•</li> </ul>
		4. (If first two criteria are 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).	<p><b>Not Met</b></p> <ul style="list-style-type: none"> <li>• Report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East. 1 January-31 December 2010</li> <li>•</li> </ul>

Quad. / KPI	Micro-Indicator	Criteria	Evidence / Discussion
		5. (If all above criteria are met) all above criteria are met for all performance reports sampled.	<p><b>Not Met</b></p> <ul style="list-style-type: none"> <li>Report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East. 1 January-31 December 2010</li> <li>Report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East. 1 January-31 December 2009 <a href="http://unrwa.org/userfiles/2010082535613.pdf">http://unrwa.org/userfiles/2010082535613.pdf</a></li> <li>Report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East 1 January-31 December 2008: <a href="http://www.unrwa.org/userfiles/20100118154322.pdf">http://www.unrwa.org/userfiles/20100118154322.pdf</a></li> </ul>
<b>OVERALL SCORE MI 19.2: ADEQUATE</b>			<b>OVERALL COMMENTS</b>
<b>19.3</b>	Reports against its organisation-wide strategy, including expected results.	1. Annual performance reports exist at the organisation-wide level	<p><b>Met</b></p> <ul style="list-style-type: none"> <li>Report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East. 1 January-31 December 2010</li> <li>Report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East. 1 January-31 December 2009 <a href="http://unrwa.org/userfiles/2010082535613.pdf">http://unrwa.org/userfiles/2010082535613.pdf</a></li> <li>Report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East 1 January-31 December 2008: <a href="http://www.unrwa.org/userfiles/20100118154322.pdf">http://www.unrwa.org/userfiles/20100118154322.pdf</a></li> </ul>
		2. (If first criterion is met) the most recent performance report sampled makes reference to the expected results identified in the organisation-wide DRF framework and MRF.	<p><b>Met</b></p> <ul style="list-style-type: none"> <li>Report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East. 1 January-31 December 2010</li> <li></li> </ul>
		3. (If criterion two is met) the most recent performance report sampled describes the extent of achievement to date of results identified in the DRF and MRF, along with an explanation of any variances.	<p><b>Met</b></p> <ul style="list-style-type: none"> <li>Report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East. 1 January-31 December 2010</li> <li>Report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East. 1 January-31 December 2009 <a href="http://unrwa.org/userfiles/2010082535613.pdf">http://unrwa.org/userfiles/2010082535613.pdf</a></li> <li>Report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East 1 January-31 December 2008: <a href="http://www.unrwa.org/userfiles/20100118154322.pdf">http://www.unrwa.org/userfiles/20100118154322.pdf</a></li> </ul>

Quad. / KPI	Micro-Indicator	Criteria	Evidence / Discussion
		4. (If all above criteria are met) all above criteria are met for all performance reports sampled.	<p><b>Not Met</b></p> <ul style="list-style-type: none"> <li>• Report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East. 1 January-31 December 2010</li> <li>• Report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East. 1 January-31 December 2009 <a href="http://unrwa.org/userfiles/2010082535613.pdf">http://unrwa.org/userfiles/2010082535613.pdf</a></li> <li>• Report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East 1 January-31 December 2008: <a href="http://www.unrwa.org/userfiles/20100118154322.pdf">http://www.unrwa.org/userfiles/20100118154322.pdf</a></li> </ul>
		5. There is an independent evaluation/review confirming the quality of organisation-wide reporting on results.	<p><b>Not Met</b></p>
<b>OVERALL SCORE MI 19.3: ADEQUATE</b>			<b>OVERALL COMMENTS</b>
<b>19.4</b>	Reports on country (or other) level programming adjustments made or recommended based on performance information.	1. The MO reports to the management or governing body on performance at the field of operation level (i.e., outputs and contributions to outcomes).	<p><b>Met</b></p> <ul style="list-style-type: none"> <li>• The Annual Report of the Department of Health. 2010</li> <li>• The Annual Report of the Department of Microfinance. 2010</li> <li>• Report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East. 1 January-31 December 2010</li> <li>• Report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East. 1 January-31 December 2009 <a href="http://unrwa.org/userfiles/2010082535613.pdf">http://unrwa.org/userfiles/2010082535613.pdf</a></li> </ul>
		2. (If first criterion is met) for at least half of the field of operation reports there is a description of the implications of this performance information for planning new interventions (i.e., how new interventions in the planning stage need to be altered, or what new interventions	<p><b>Not Met</b></p> <ul style="list-style-type: none"> <li>• The Annual Report of the Department of Health. 2010</li> <li>• The Annual Report of the Department of Microfinance. 2010</li> <li>•</li> <li>• Field Implementation Plan. UNRWA Gaza. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Jordan. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Lebanon. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Syria. 2010-2011</li> <li>• Field Implementation Plan. UNRWA West Bank. 2010-2011</li> </ul>

Quad. / KPI	Micro-Indicator	Criteria	Evidence / Discussion
		3. (If first criterion is met) for at least half of the fields of operation, one of the reports describe changes made to the planning of new interventions as a result of what was learned from performance information.	<b>Not Met</b> <ul style="list-style-type: none"> <li>• The Annual Report of the Department of Health. 2010</li> <li>• The Annual Report of the Department of Microfinance. 2010</li> <li>• Field Implementation Plan. UNRWA Gaza. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Jordan. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Lebanon. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Syria. 2010-2011</li> <li>• Field Implementation Plan. UNRWA West Bank. 2010-2011</li> </ul>
		4. (If all above criteria are met) for at least half of the fields of operation, the reports or subsequent strategies confirm that new interventions have been implemented according to the required changes.	<b>Not Met</b>
		5. (If all above criteria are met) all criteria met for all fields of operations.	<b>Not Met</b>
<b>OVERALL SCORE MI 19.4:</b>			<b>OVERALL COMMENTS</b>
		<b>WEAK</b>	
<b>Disseminating Lessons Learned</b>			
<b>20.1</b>	The MO reports on lessons learned based on performance information.	1. There is some evidence that the organisation is committed to the identification of lessons learned and/or best practices.	<b>Met</b> <ul style="list-style-type: none"> <li>• UNRWA Medium-Term Strategy 2010-2015: <a href="http://www.unrwa.org/userfiles/201003317746.pdf">http://www.unrwa.org/userfiles/201003317746.pdf</a></li> <li>• Gender Bulletin. November 2010. Issue 1</li> <li>• Gender Bulletin. April 2011. Issue 6</li> <li>• Towards best practices in implementing 2010-11 gender action plans - UNRWA Gender taskforce annual meeting" (Amman 21 -22 Oct 2009)</li> <li>• URD. Evaluation of the DG ECHO Partnership with the United Nations Relief and Works Agency for Palestinian Refugees in the Near East (UNRWA). Evaluation Report. June 2008-January 2009.</li> <li>• OIOS Evaluation Report. 19 March 2010</li> <li>• DIOS Annual Report. March 2010</li> </ul>

Quad. / KPI	Micro-Indicator	Criteria	Evidence / Discussion
		2. There is a unit/coordinating group responsible for documenting and disseminating lessons learned and/or best practices.	<b>Met</b> <ul style="list-style-type: none"> <li>• DIOS Annual Report. March 2010</li> <li>• Evaluation Strategy Plan</li> </ul>
		3. The MO has a system for collecting and disseminating lessons learned and/or best practices internally.	<b>Not Met</b> <ul style="list-style-type: none"> <li>• UNRWA Medium-Term Strategy 2010-2015: <a href="http://www.unrwa.org/userfiles/201003317746.pdf">http://www.unrwa.org/userfiles/201003317746.pdf</a></li> </ul>
		4. (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.	<b>Not Met</b>
		5. There is evidence that the MO uses lessons learned and/or best practices based on performance information to change management and program practices.	<b>Not Met</b> <ul style="list-style-type: none"> <li>• UNRWA Medium-Term Strategy 2010-2015: <a href="http://www.unrwa.org/userfiles/201003317746.pdf">http://www.unrwa.org/userfiles/201003317746.pdf</a></li> <li>• Field Implementation Plan. UNRWA Gaza. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Jordan. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Lebanon. 2010-2011</li> <li>• Field Implementation Plan. UNRWA Syria. 2010-2011</li> <li>• Field Implementation Plan. UNRWA West Bank. 2010-2011</li> <li>• Education Headquarter Implementation Plan 2010-2011</li> <li>• Health Headquarter Implementation Plan 2010-2011</li> <li>• Infrastructure Headquarter Implementation Plan 2010-2011</li> <li>• Microfinance Headquarter Implementation Plan 2010-2011</li> <li>• Relief &amp; Social Service Department Headquarter Implementation Plan 2010-2011</li> <li>• Administrative Support Department Headquarter Implementation Plan 2010-2011</li> <li>• Commissioner-General's Office Headquarter Implementation Plan 2010-2011</li> <li>• DIOS Headquarter Implementation Plan 2010-2011</li> <li>• Department of Legal Affairs Headquarter Implementation Plan 2010-2011</li> <li>• Department of Human Resources Headquarter Implementation Plan 2010-2011</li> </ul>
	<b>OVERALL SCORE MI 20.1: INADEQUATE</b>		<b>OVERALL COMMENTS</b>