

United Nations Environment Programme (UNEP)

Institutional Report

6 March 2017 • Nairobi



What is MOPAN?

Network founded in 2002 with currently 18 members



...with a common interest in **assessing the effectiveness** of the major multilateral organisations they fund.

...committed to a **joint approach** to assessment.

... to ensure **positive impact** for beneficiaries.

MOPAN assessments - Purpose

- Generate credible information MOPAN members can use to meet domestic **accountability** requirements and fulfil their responsibilities and obligations as bilateral donors
- Provide an evidence base for MOPAN members to support **dialogue** with multilateral organisations to improve organisational performance and results over time
- Contribute to **organisational learning** within and among multilateral organisations, their direct clients/partners and other stakeholders

2015-16 Assessments

INTERNATIONAL FINANCIAL INSTITUTIONS

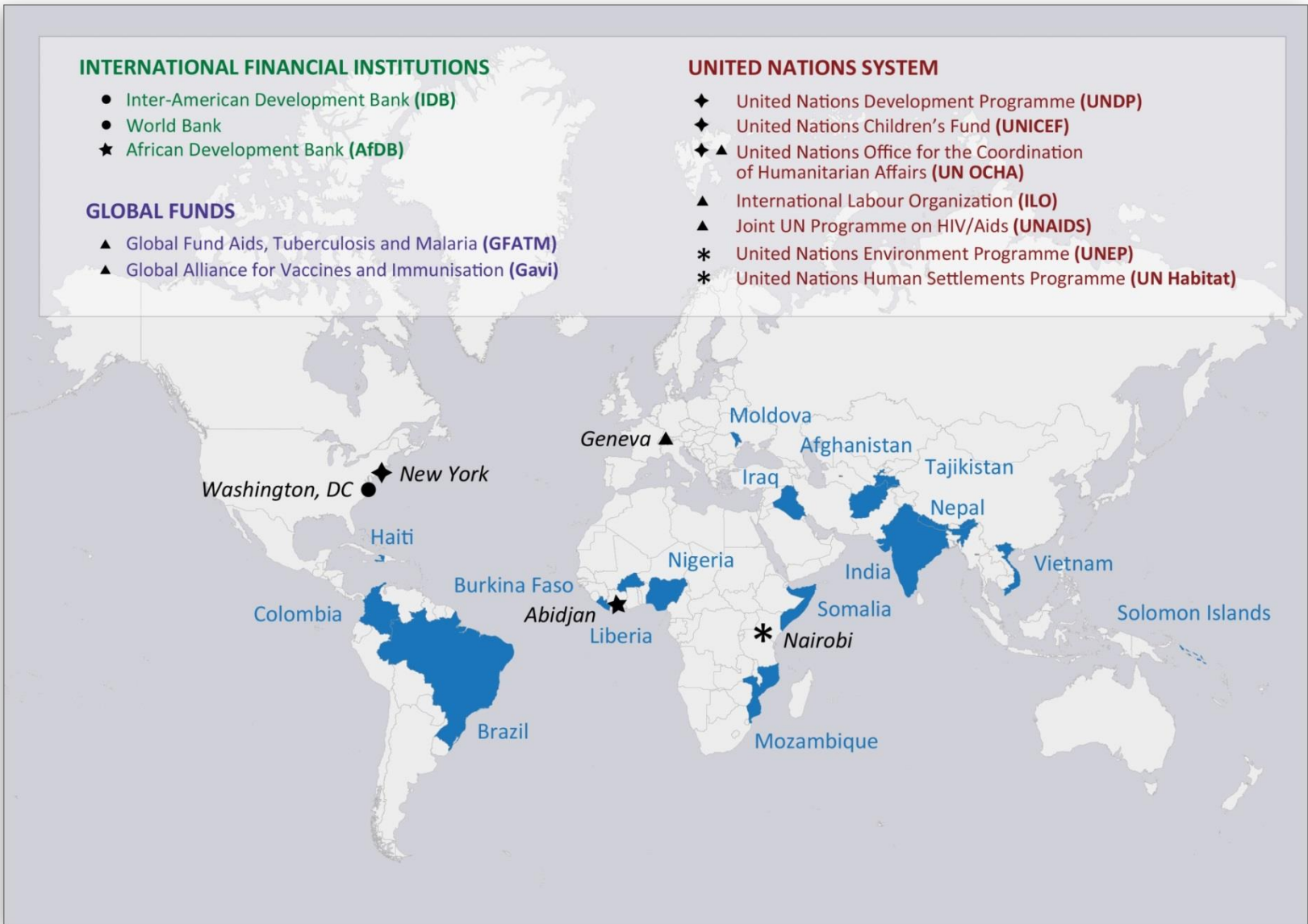
- Inter-American Development Bank (IDB)
- World Bank
- ★ African Development Bank (AfDB)

GLOBAL FUNDS

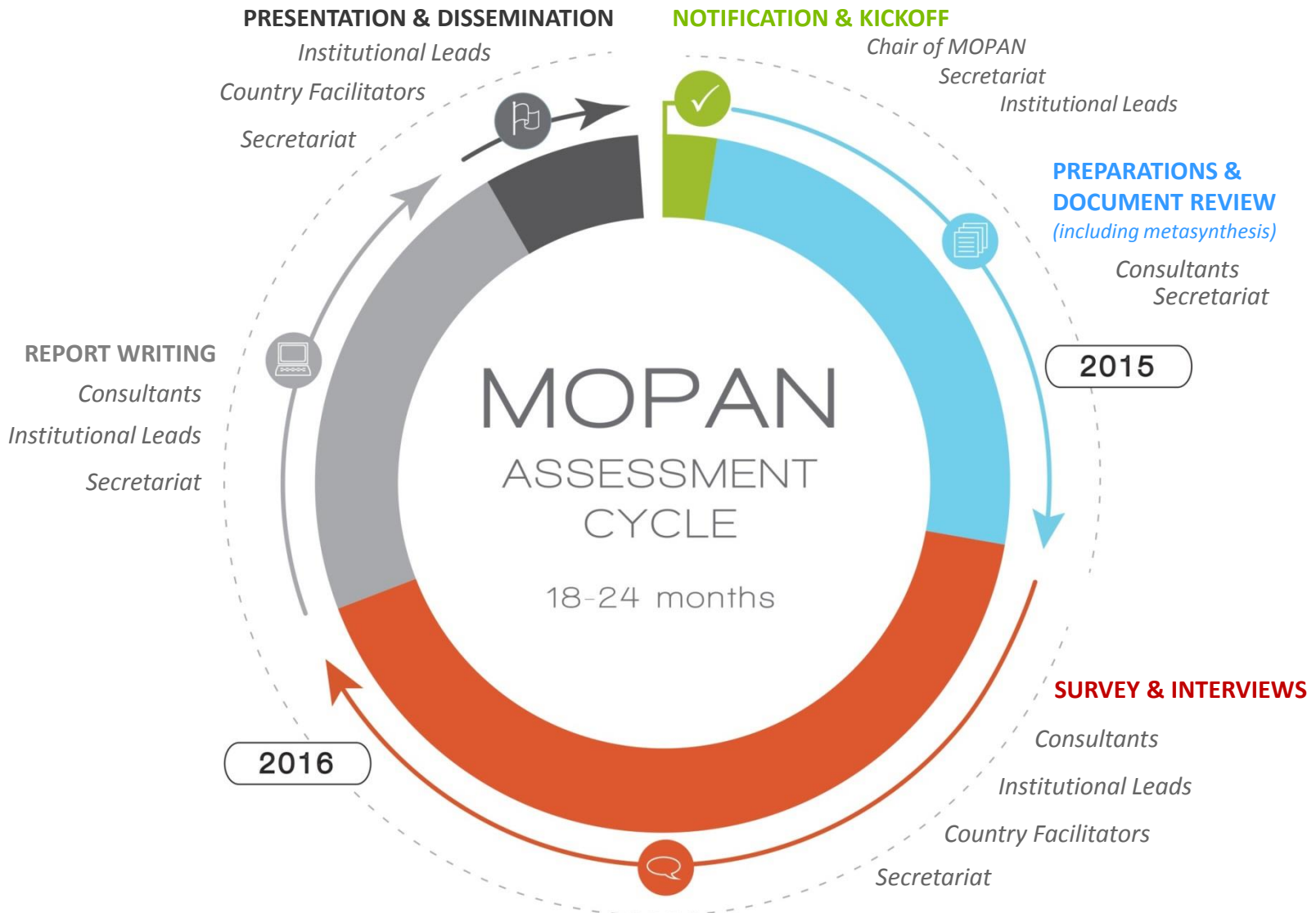
- ▲ Global Fund Aids, Tuberculosis and Malaria (GFATM)
- ▲ Global Alliance for Vaccines and Immunisation (Gavi)

UNITED NATIONS SYSTEM

- ◆ United Nations Development Programme (UNDP)
- ◆ United Nations Children's Fund (UNICEF)
- ◆▲ United Nations Office for the Coordination of Humanitarian Affairs (UN OCHA)
- ▲ International Labour Organization (ILO)
- ▲ Joint UN Programme on HIV/Aids (UNAIDS)
- * United Nations Environment Programme (UNEP)
- * United Nations Human Settlements Programme (UN Habitat)



Assessment Cycle



UNEP – Data Collection and Data Sources

DOCUMENT REVIEW



64 = **47** + **17**
Documents Internal Management Information Evaluation Material



Up to June 2016

SURVEY



16
Countries



124
Respondents



April - May 2016

INTERVIEWS & CONSULTATIONS



38 Number of interviews



May 2016



FINAL REPORT



March 2017

MOPAN Performance Assessment Approach

PERFORMANCE AREAS TO ASSESS

STRATEGIC MANAGEMENT

Clear strategic direction geared to key functions, intended results and integration of relevant cross-cutting priorities

OPERATIONAL MANAGEMENT

Assets and capacities organised behind strategic direction and intended results, to ensure relevance, agility and accountability

RELATIONSHIP MANAGEMENT

Engaging in inclusive partnerships to support relevance, to leverage effective solutions and to maximise results (in line with Busan Partnerships commitments)

PERFORMANCE MANAGEMENT

Systems geared to managing and accounting for development and humanitarian results and the use of performance information, including evaluation and lesson-learning.

RESULTS

Achievement of relevant, inclusive and sustainable contributions to humanitarian and development results in an efficient way

UNEP – Overall findings

- UNEP has a clear **strategic direction** and well-aligned organisational architecture, but uncertain future budget scenarios present a challenge.
- UNEP's policies and procedures allow for **strategic resource allocation**, and its organisational system is financially transparent and accountable.
- **Partnerships** are a key to UNEP's normative and operational work, and UNEP manages them well. Yet it can still sharpen its comparative advantages and engage more with other agencies at country level.
- UNEP has good marks on **performance management** and managing for results, and it learns from evaluations and lessons.
- UNEP performs well in relation to achieving stated objectives and **results**, and contributes to the setting of normative frameworks at global level.

UNEP – Strategic Management

UNEP has a clear strategic direction and well-aligned organisational architecture, but uncertain future budget scenarios present a challenge.

- UNEP now has a Strategy and Results Framework with a clear long-term vision and performs well in relation to strategic management.
- UNEP’s organisational architecture benefits from the strengthened regional/sub-regional presence.
- Progress on cross-cutting issues: UNEP’s strong commitment to environmental sustainability and climate change also includes clear commitment to gender equality, and it delivers results on those; yet its social governance and justice issues are rarely addressed.
- One challenge to UNEP’s strategic management is its financial framework – despite recent improvements – notably its dependency on voluntary funding.

UNEP – Operational Management

- **UNEP's policies / procedures allow resource allocation in line with strategic priorities...**
 - UNEP has operationalised a decentralised approach to programming
 - brought greater coherence to resource mobilisation and deployment
 - UNEP invested in human resources where it saw a need: evaluation, gender – but recruitment lengthy (outside UNEP's control)
- **... and its organisational system is cost-and value-conscious and enables financial transparency and accountability.**
 - Resource allocation is effective and transparent – but procedures for urgent project approval missing
 - Results-based budgeting is work in progress – need to draw a clearer link between expenditure and results achieved, and document it
 - UNEP is responsive to audit recommendations, has appropriate procedures to detect / manage fraud.

UNEP – Relationship Management

Partnerships are a key to UNEP’s normative and operational work, and UNEP manages them well. Yet it can still sharpen its comparative advantages and engage more with other agencies at country level.

- Partnerships are **central** to UNEP’s intent, its practice of service delivery, and its normative work.
- UNEP is working to **improve the fit with partner country needs**
- UNEP establishes its partnerships on the basis of its **comparative advantages** (Medium-Term Strategies). In some areas comparative advantage could be spelt out more clearly.
- UNEP could **engage more** broadly with other **UN agencies at the country level**, and could take its increased regional presence as an opportunity to better integrate its operations under the One UN umbrella.

UNEP – Performance Management

UNEP is a strong performer when it comes to performance management and managing for results, and it learns from evaluations and lessons.

- UNEP is clearly embracing **results-based management** (RBM) and planning, with strong support from senior management, though some aspects remain work in progress.
- UNEP could make steps that allow it to use its **performance data** more effectively in planning and decision-making.
- All projects must now demonstrate a clear evidence base for proposed interventions. Easier access to **information on lessons learned** during programme design would be important.
- UNEP's **evaluation office** delivers good/very good quality evaluations, but could report to governing bodies more regularly, and have its own budget line. Staffing resources remain a constraint.

UNEP – Results

UNEP performs well in relation to achieving stated objectives and results, and contributes to the setting of normative frameworks at global level.

- **Impact at global level:** UNEP substantively contributes to moving the *climate change agenda* forward at global level, and to improving *environmental governance* at global and national levels. **Impact at country level** is more difficult to measure. Better targeted indicators, and improved project reporting on actual impact achieved are needed.
- Evidence on the delivery of **gender outcomes** at project level scarce; few resources at project-level allocated to support gender-related results.
- **Relevance:** UNEP contributes to meeting the needs of targeted beneficiaries. But it could track /document this better, and collaborate more with other agencies to leverage greater development outcomes.
- UNEP's internal processes are **efficient**, i.e. translate budgets into results.
- **Sustainability** of UNEP's work has improved according to its performance reporting. Yet it lacks post-project evaluation, and needs to adopt more realistic time frames for for building national capacity.

UNEP – Overall MOPAN ratings

Scoring colour codes

Highly unsatisfactory
(0.00 – 1.00)

Unsatisfactory
(1.01 – 2.00)

Satisfactory
(2.01 – 3.00)

Highly satisfactory
(3.01 – 4.00)

Strategic Management	KPI 1: Organisational architecture and financial framework enable mandate implementation and achievement of expected results
	KPI 2: Structures and mechanisms in place and applied to support the implementation of global frameworks for cross-cutting issues at all levels
Operational Management	KPI 3: Operating model and human/financial resources support relevance and agility
	KPI 4: Organisational systems are cost- and value-conscious and enable financial transparency/accountability
Relationship Management	KPI 5: Operational planning and intervention design tools support relevance and agility (within partnerships)
	KPI 6: Works in coherent partnerships directed at leveraging and/or ensuring relevance and catalytic use of resources
Performance Management	KPI 7: Strong and transparent results focus explicitly geared to function
	KPI 8: Evidence-based planning and programming applied
Results	KPI 9: Achievement of development and humanitarian at the institutional/corporate-wide level and regional/country level, with results contributing to normative and cross-cutting goals
	KPI 10: Relevance of interventions to needs and priorities of partner countries and beneficiaries, and extent to which the organisation works towards results in areas within its mandate
	KPI 11: Results delivered efficiently
	KPI 12: Sustainability of results

UNEP – Key strengths

- **Long-term planning** horizons and its results framework provide clear vision and strategic direction.
- **Organisational architecture well aligned** with mandate and comparative advantages, with matrix management system now well-embedded; **organisational systems and processes** mostly very good and ‘fit for purpose’
- **Good compliance with audit findings**; UNEP operates in accordance with UN financial regulations
- UNEP forms **effective partnerships** which are central to service delivery model and leverage considerable additional resources
- **Results based management** now embraced and being applied across organisation, with training and appropriate guidance manuals/tools in place.
- **Independent evaluation function and quality assurance systems** operate effectively and well regarded in recent external assessments.
- **Substantial results at international level**: UNEP contributes to advancing normative frameworks on global environment and produces well received knowledge products that drive global dialogue.

UNEP – Areas for improvement

- Strengthening of **regional engagement**, and changes to delegation of authority framework should further drive decentralisation, but need to be **monitored to ensure they are effective**
- **Alignment and integration** with other UN agencies needs to be better demonstrated, especially at national level
- **Relevance** of UNEP interventions and actual results/benefits delivered to target beneficiaries could be more clearly documented. Also, **partner and capacity analysis** need improvement at national level.
- In application of **results-based budgeting**, clearer link between expenditure & results needed
- Project targets and reporting **focus more on activities and outputs than outcomes** and impact
- Greater **use of performance data and lessons learned** from past interventions would strengthen planning outcomes.
- **Post-intervention monitoring and evaluation** would substantiate sustainability of outcomes, an aspect that currently lacks clarity.
- **Cross-cutting issues:** UNEP needs to pay greater attention to **analysis and integration** of broader governance and social justice issues. **Strong gender policy/architecture** now in place, but unclear whether **gender results** are being delivered at project level.

Thank you.

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