

Multilateral Organisation Performance Assessment Network

Technical Report

United Nations Population Fund (UNFPA)

**Volume II
Methodology Appendices and
Bibliography**

2014



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Introduction

Volume II of the Technical Report presents:

- the MOPAN 2014 methodology
- the MOPAN 2014 survey instrument
- list of interviewees
- organisational effectiveness document review ratings, criteria and evidence by KPI and MI
- a full bibliography for the report.

Volume I of the Technical Report presents the detailed results of the MOPAN assessment for all micro-indicators and by country.

Appendix I MOPAN methodology 2014

1. Introduction

This document describes the MOPAN Common Approach methodology for the 2014 assessment.

Background

The Multilateral Organisation Performance Assessment Network (MOPAN) is a network of 19 donor countries¹ with a common interest in assessing the organisational effectiveness of and evidence of contribution to development and humanitarian results achieved by the multilateral organisations that they fund.

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

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

Mission

The mission of MOPAN is to support its Members in assessing the effectiveness of the multilateral organisations that receive development and humanitarian funding. Aiming to strengthen the organisations' contribution to overall greater development and humanitarian results, the network generates, collects, analyses and presents relevant and credible information on the organisational and development effectiveness of multilateral organisations. This knowledge base is intended to contribute to organisational learning within and among multilateral organisations, their direct clients/partners and other stakeholders.

The MOPAN Common Approach does not compare multilateral organisations to one another as their mandates and structures vary too much in nature and scope.

MOPAN assesses multilateral organisations at repeated intervals, which can be helpful in identifying trends in a multilateral organisation's performance over time in the areas examined by the MOPAN Common Approach. It is important to note, however, that MOPAN has adjusted the methodology from year to year, and comparisons of one year's findings with those of previous years should be handled with caution.

2. MOPAN Common Approach

2.1 Evolution

The MOPAN assessment framework and methodology were initially designed to assess the organisational effectiveness of multilateral organisations, which MOPAN defined as the extent to which a multilateral organisation is organised to contribute to development results in the countries where it operates. Given this focus, MOPAN assessments emphasised the organisational systems, practices, and behaviours that MOPAN believed were important for multilateral organisations in managing for humanitarian and development results.

In 2009, the MOPAN Common Approach replaced the Annual MOPAN Survey, which had been conducted since 2003. The MOPAN Common Approach is broader and deeper than the previous surveys and includes the following methods:

- Survey – The MOPAN survey brings in the views of MOPAN members (at both headquarters and country level), and of direct partners or clients of multilateral organisations, peer organisations, and other relevant stakeholder groups on the performance of the particular multilateral organisation
- Document review – Since 2010, survey data are complemented by a review of documents prepared by the multilateral organisations being assessed and from other sources. Evidence is analysed in detail to assess the extent to which a multilateral organisation has systems in place that MOPAN considers to be important factors that contribute to an organisation's internal effectiveness, as well as evidence of the extent of progress towards defined results at various levels
- Interviews – Since 2012, MOPAN has complemented survey data and the document review with interviews with staff of the multilateral organisations assessed. These are intended to contextualise the analysis of organisational systems and results and inform the findings.

The MOPAN methodology and assessment framework have been refined based on what has been learned from year to year and have also evolved in response to MOPAN member needs:

- In 2012, for example, MOPAN added a component to assess evidence of a multilateral organisation's contributions to development and/or humanitarian results.
- The MOPAN assessment framework has also been adapted to accommodate multilateral organisations with different mandates (e.g. development, humanitarian, normative).

In 2013, MOPAN commissioned an external evaluation of the Common Approach. On the basis of that evaluation and MOPAN member needs, certain changes are being introduced in 2014 while a broader strategic review and design of MOPAN are underway for 2015.

2.2 Performance areas and indicators

2.2.1 Overview

The MOPAN Common Approach assesses multilateral organisations in two areas: 1) organisational effectiveness and 2) development and/or humanitarian results.

2.2.2 Key performance indicators and micro-indicators used to assess organisational effectiveness

The current assessment of organisational effectiveness examines the organisational systems, practices, and behaviours that MOPAN believes are important for managing for results.ⁱⁱ

The Common Approach framework groups organisational capacities in four areas of performance:

- *Strategic management*: developing and following strategies that reflect good practices in managing for development and/or humanitarian 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 Busan Partnership for Effective Development Co-operation and previous aid effectiveness commitments; and

- *Knowledge management*: developing feedback and reporting mechanisms and learning strategies that facilitate the sharing of knowledge and performance information.

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

Organisational Effectiveness – Performance Areas



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

The 2014 assessment draws on indicators that MOPAN first applied in 2009 (see sidebar) and tailors them, as required, for each of the organisations being assessed.

Evolution of MOPAN Indicators

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

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

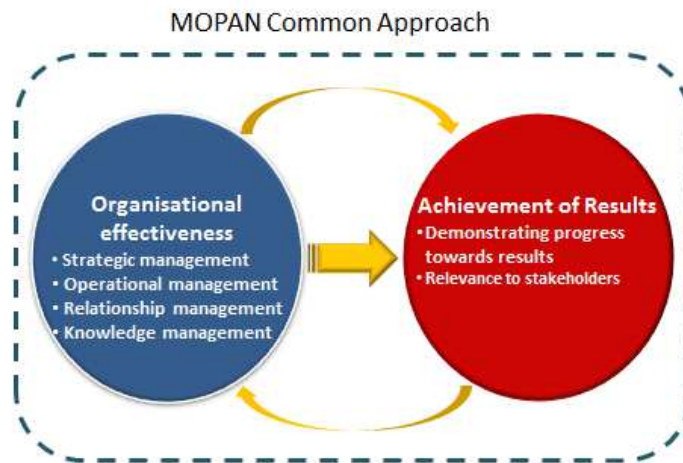
2009 – 2013: MOPAN assessments included between 18 and 21 key performance indicators and between 60 and 75 micro-indicators, depending on the nature of the organisation and its mandate.

2.2.3 Linking organisational effectiveness and progress towards development and/or humanitarian results

A key assumption in the Common Approach framework is that organisational effectiveness has an influence on an organisation's ability to achieve its strategic objectives and contribute to its proposed development or humanitarian results as illustrated in the figure below. Feedback on the achievement of objectives/results can, in turn, provide insights for further improvements in organisational practices. With a component that examines how an organisation measures and reports on concrete development and/or humanitarian results, MOPAN members can better

understand the way that organisational practices are facilitating or hindering the organisation's results on the ground. This information can then be used to enhance dialogue with the multilateral organisation.

A key assumption in the design of the methodology is that organisations provide or are moving towards evidence-based reporting on results. Thus, the assessment should also provide input for discussions between donors and multilateral organisations on how best to document and report on results.ⁱⁱⁱ



2.2.4 Key performance indicators used to assess contributions to development and/or humanitarian results

In 2012, MOPAN introduced a new element to assess evidence of a multilateral organisation's contributions to results at both the institutional/organisation-wide level and the country level, as well as stakeholder perceptions of the relevance of the organisation's work in country. This component was tested with four of the six organisations assessed in 2012^{iv} and included as an integral component of all four assessments in 2013. In 2014, this component will continue to be included in all four assessments and will examine the following key performance indicators related to effectiveness and relevance. The indicators will be adapted as required for different types of organisations, especially for humanitarian organisations.

Relevance

KPI A: Evidence of the multilateral organisation's relevance

MOPAN assesses relevance primarily as a measure of the extent to which a multilateral organisation responds to the needs and priorities of partner countries and beneficiaries and aligns with global priorities and trends in the development or humanitarian field. It also assesses relevance in terms of the extent to which the multilateral organisation works towards results in areas within its mandate.^v KPI A is assessed through survey questions addressed to respondents at the country-level and MOPAN donors at headquarters and a review of documents.

KPI A builds on other indicators in the MOPAN framework that speak to the issue of relevance (e.g., alignment between national development strategies and a multilateral organisation's expected results in that country; consultation with country partners in the development of country strategies; involvement of partners and beneficiaries in programme design and evaluation).

Effectiveness

KPI B: Evidence of the multilateral organisation's progress towards its organisation-wide results

KPI B examines the extent to which a multilateral organisation is demonstrating progress towards its strategic objectives or stated organisation-wide results. It analyses an organisation's performance reports to identify the reported results achieved and the evidence provided to support its claims. In addition, the assessment addresses the main factors affecting organisation-wide performance reporting and evidence of improvement over time that are also discussed in the key performance indicator on "presenting performance information" in the organisational effectiveness section on knowledge management. (This analysis is also carried out as part of KPI C in its examination of similar elements at the country level). The assessment of KPI B relies on the review of documents and responses to survey questions that provide perceptual evidence about the extent to which the organisation is meeting its strategic objectives or achieving stated results. Information gathered during interviews with staff from the organisation provide context and inform the analysis of data collected in the survey and document review.

KPI C: Evidence of the multilateral organisation's progress towards its stated country-level results

KPI C examines the extent to which a multilateral organisation is demonstrating progress towards its planned country-level results. Since most organisations have a large number of planned results in each country and different strategy cycles, MOPAN works with the multilateral organisations to identify a limited number of high-level objectives or outcomes associated with these objectives to be assessed in the countries sampled for the MOPAN assessment. Due to differences in planned results between countries, a separate analysis is conducted for each multilateral organisation in each country. Based on the individual country analyses, an assessment of the multilateral organisation's evidence of progress towards planned results in this sample of countries is provided. The assessment of KPI C is based on a detailed review of documents and survey data, with survey questions tailored to the organisation's stated objectives or results in each country. Information gathered during interviews with staff from the organisation's country offices provides context and informs the analysis of data collected in the survey and document review.

KPI D: Evidence of the multilateral organisation's contribution to national goals and priorities, including the Millennium Development Goals (MDGs)

KPI D recognises that multilateral organisations commit to making contributions to national goals and objectives, including the MDGs. National goals and priorities as defined in national development plans, poverty reduction strategies, and other country plans to achieve the MDGs are often referred to by multilateral organisations in their country-level strategies and results frameworks. While partner countries are responsible for making progress toward their own national goals, including the MDGs, multilateral organisations ensure that their co-operation facilitates achievement of these goals.

This KPI analyses the evidence of a multilateral organisation's contributions to relevant national goals in the work that it carries out in the sampled countries.^{vi} KPI D is assessed through a limited number of survey questions, the review of documents, and is informed by interviews with staff in a multilateral organisation's country offices. This KPI will build upon the assessment of the extent of support for national plans (usually KPI 13 in the Relationship Management performance area).

2.3 Multilateral organisation selection

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

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

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

In 2014, MOPAN assessed the following organisations: the Food and Agricultural Organisation of the United Nations (FAO), the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), the United Nations Population Fund (UNFPA), and the UN Refugee Agency (UNHCR). All of these organisations, except UN Women, were assessed by MOPAN in either 2010 or 2011.

2.4 Country selection

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

- multilateral organisation presence
- presence and availability of MOPAN members
- no inclusion in the survey in the past 2-3 years
- geographical spread
- a mix of low-income and middle-income countries (middle income countries being subdivided into lower middle and upper middle).

The assessment in 2014 will be conducted in Bangladesh, Cambodia, the Democratic Republic of Congo, Ecuador, Kenya and Tanzania. Organisations will be assessed only in those countries where they have operations.

2.5 Institutional reports

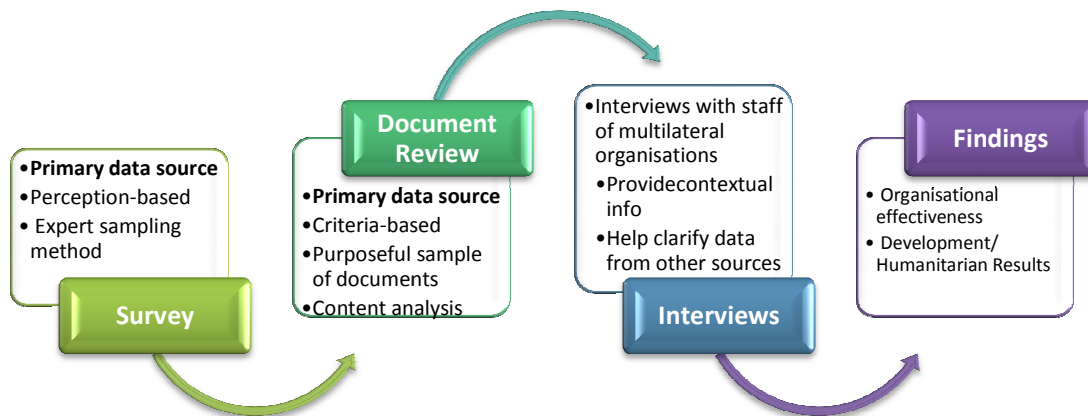
Individual institutional reports are produced for each multilateral organisation assessed. In 2014, reports include a Synthesis Report, which provides the overall findings and conclusions of the assessment, and a two-volume Technical Report: Volume I presents details on all micro-indicators and country assessments and Volume II provides the methodology and details on the sources of data that informed the overall findings.

In the past, MOPAN produced separate country-level data summaries. In 2014, data from each of the countries participating in the MOPAN survey are summarised in the Synthesis Report and details are provided in the Technical Report. The following data are reported for each country : i) a brief overview of the context for the multilateral organisation's work in that country; ii) a discussion of the evidence of results and an assessment of the quality of the results data; and, iii) an overview of the survey mean scores for the organisational effectiveness and results components.

3. Data collection methods

3.1 Introduction

The survey and document review are the two primary methods used to collect data for the MOPAN Common Approach assessments. Interviews with staff of multilateral organisations contribute to contextualising data and help clarify findings emerging from other data. While all three methods are used for both the organisational effectiveness component and the development/humanitarian results component, the data analysis and rating process is different for each one. Each method is described in the following sections.



Not all MOPAN micro-indicators (MI) are identified for rating by both survey and document review.

Prior to the MOPAN assessment each year, the MOPAN assessment teams and the Technical Working Group decide how each MI will be assessed (e.g. by survey, document review, or both). This is based on several factors: the need to keep the survey as short as possible, an analysis of past MOPAN survey responses (particularly the percentage of respondents that answered 'don't know' to specific questions), and the availability of relevant data sources. The selection of data collection methods for each MI is discussed with the Institutional Leads for each organisation being assessed each year.

- When questions in past MOPAN surveys generated high percentages of don't know responses but could be easily answered by document review alone, the approach has been to assess a micro-indicator by document review only. In the 2014 assessments, for example, this was the case for micro-indicators in the KPI on corporate focus on results and the KPI on performance-oriented programming.
- Conversely, some micro-indicators are assessed by survey only. For example, in the past, some micro-indicators in the KPIs on adjusting procedures, using country systems, and contributing to policy dialogue relied on information gathered from an organisation's reporting on the OECD Surveys on Monitoring the Paris Declaration. However, there have been challenges with using this source of data for individual UN Funds and Programmes. Therefore, the MOPAN assessment in 2014 relied on perception data only. Whenever possible, survey data is complemented by analysis derived from the review of an organisation's documents.

In the rating charts presented in the report, N/A indicates when a micro-indicator was "not assessed" by a specific data collection method (i.e. the survey or document review).

3.2 Survey

3.2.1 Overview

The MOPAN Common Approach gathers stakeholder perception data through a survey of MOPAN members (at headquarters and in-country) and of other key stakeholders of the multilateral organisations under review, including direct partners or clients, peer organisations, and host or recipient government representatives. The questions asked relate to both organisational effectiveness and the achievement of development and/or humanitarian results.

The instrument used to collect perception-based data is an online survey. In 2014, respondents are able to complete the web-based survey in English, French, or Spanish.^{vii} When it is not possible for respondents to complete the online survey, off-line methods are used; respondents may fill out a paper-based survey, complete an electronic version of the survey in Microsoft Word that is sent by email, or participate in a structured interview either in person or by telephone.

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

Respondent types

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

- **Donor Headquarters Oversight (HQ):** Professional staff, working for a MOPAN donor government, who share responsibility for overseeing / observing a multilateral organisation at the institutional level. These respondents may be based at the permanent mission of the multilateral organisation or in the donor capital.
- **Donor Country Office Oversight (CO):** Individuals who work for a MOPAN donor government and are in a position that shares responsibility for overseeing/observing a multilateral organisation at the country level.
- **Direct Partner/Client (DP):** For most of the assessments, this group will include 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 exact definition of “direct partner” varies according to the context of each organisation assessed. In some cases, direct partners include staff members from international agencies that are implementing projects in conjunction with the multilateral organisation being reviewed.

For some organisations, other respondent categories are also used, such as peer organisations, co-sponsoring agencies, technical partners and/or recipient/host governments.^{ix}

3.2.2 Sampling and response rates

Sampling

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

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

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

Response rate

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

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

- MOPAN country office and headquarter respondents will receive reminders from their MOPAN Focal Point
- Direct partners and any other respondent groups will receive reminders online and from the local survey consultant.

All responses provided through off-line methods (including paper-based surveys, surveys in MS Word provided by email, and surveys completed through structured interviews) are entered into the online instrument using a separate link to the survey. Data for online and off-line responses are merged only after quality control measures, such as confirming correct type of stakeholder, country, etc are performed.

3.2.3 Survey instrument

Survey customisation

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

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

Survey instrument

At the beginning of the survey, respondents are asked open-ended questions on their views of the organisation's overall strengths and areas for improvement. Subsequently, respondents are invited to provide comments on each of the four dimensions of organisational effectiveness and then to respond to the relevant questions related to development and/or humanitarian results.

The main part of the survey consists of a series of closed-ended questions on the micro-indicators for each key performance indicator (KPI). Respondents are presented with a statement describing an organisational practice, system, behaviour or specific result and asked

to rate the organisation's performance on a scale of 'very weak' to 'very strong' as shown below. There is also a 'don't know' option.

Band	Rating	Definitions	
		Organisational Effectiveness	Development and/or Humanitarian Results
1	Very Weak	The multilateral organisation does not have this practice, behaviour or system in place and this is a source of concern.	The multilateral organisation has not made any contribution in this area and this is a source of concern.
2	Weak	The multilateral organisation has this practice, behaviour or system but there are important deficiencies.	The multilateral organisation has made some contributions in this area, but there are still some deficiencies.
3	Inadequate	The multilateral organisation's practice, behaviour or system in this area has deficiencies that make it less than acceptable.	The multilateral organisation has made some contributions in this area but they are less than acceptable.
4	Adequate	The multilateral organisation's practice, behaviour or system is acceptable in this area.	The multilateral organisation's contributions in this area are acceptable.
5	Strong	The multilateral organisation's practice, behaviour or system is more than acceptable yet without being "best practice" in this area.	The multilateral organisation's contributions in this area are more than acceptable.
6	Very Strong	The multilateral organisation's practice, behaviour or system is "best practice" in this area.	The multilateral organisation's contributions in this area could be considered as "best practice".

3.2.4 Survey data analysis and ratings

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

First level data analysis

First level survey data analysis includes calculations of mean scores, medians, standard deviations, frequencies (including analysis of 'don't know' and missing responses), as well as content analysis of open-ended questions. This is carried out for all MIs and KPIs in both components.

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

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

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

In the development/humanitarian results component, mean scores are not aggregated at the key performance indicator level. Survey data at the micro-indicator level is presented along with evidence from the document review. These data sources, as well as information gathered during interviews with HQ and country-based MO staff, are assessed together to determine a rating.

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

- The number of individuals in each respondent group (to account for the different numbers of respondents in each respondent group, individual weights are applied to each group);
- The number of countries where the survey took place; and,
- The numbers of donors in-country, direct partners, and other respondent groups within each country where the survey took place (Weights for these groups are determined by the total number of respondents from each group who answer in their country, relative to the total number answering in other countries. Thus, a respondent in a country with a lower number of respondents carries a higher individual weight than the equivalent respondent from a country with a higher number of respondents.

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

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

Where:

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

P = total number of respondents for the multilateral organisation

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

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

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

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

Converting individual scores to group ratings

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

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

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

Second level analysis

Second level analysis examines differences in the responses among categories of respondents and other variables, as relevant for each organisation. Analyses include non-parametric statistical tests such as analysis of variance (ANOVA) for differences among multiple groups, paired t-tests and Kruskal-Wallis tests for comparisons of differences between pairs of groups. Because of the small numbers in some respondent groups, $p < .01$ was used in order to establish statistical significance. Where statistically significant differences are found, these are noted in the Technical Report.

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.

3.2.5 Quality assurance

The survey process is managed by a technical firm that specialises in survey research and is overseen by a consulting firm that implements the Common Approach assessments.^{xi} There are three steps in quality assurance for the survey data:

- the survey research firm conducts a first quality check of all the data sets
- an external expert in quantitative methods reviews all the calculations
- the teams analysing the survey data and drafting the reports for each multilateral organisation conduct reviews of the data at each stage of the process (i.e. from raw data to final data set).

3.3 Document Review

3.3.1 Overview

Through an examination of publicly available documents,^{xii} the MOPAN document review explores evidence that multilateral organisations have the systems, practices, or behaviours in place that MOPAN considers to be important factors in an organisation's effectiveness and evidence of its contributions to development and/or humanitarian results.

The document review considers various types of documents:

- Multilateral organisation documents relevant to the assessment of the MOPAN micro-indicators, such as strategic plans, results frameworks, policies and procedures in various areas of organisational effectiveness. Documents that present the results achieved at various levels of the organisation are also consulted. The organisations help to identify these documents.
- Organisational evaluations, reviews, or assessments (external or internal) about the organisation's performance on the dimensions of the MOPAN framework (strategic management, operational management, relationship management, and knowledge management). These studies are either found on the organisation's web site or are provided by the organisation.^{xiii}
- External assessments such as the International Health Partnership (IHP+Results assessments) and reviews of the Quality of Official Development Assistance conducted by the Brookings Institution and the Center for Global Development.

- Evaluations, either internal or external, of the achievement of results at the institutional/organisation-wide, thematic, or country programme levels.

3.3.2 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 sampling strategy. However, the collection of documents follows a number of overall principles to ensure consistency and focus the sampling process.

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

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

- Policies or guidelines, at any level within the multilateral organisation, are selected only if they are in force as of the year of assessment
- Strategies, regardless of level within the multilateral organisation, are selected only if they are being implemented within the year of assessment
- Thematic documents, including strategies, plans and reports, regardless of the level within the multilateral organisation, are selected in order to provide a review from a sample of thematic areas
- Any information presented on the multilateral organisation's web site (i.e. the text from a page on this site, not a downloadable document available on the site) is retrieved within the year of assessment, and is assumed to be current unless the web page itself states otherwise
- All documents (except for policies, guidelines and strategies) should be published within the following timelines, unless there is a strong rationale for reviewing older documents:
 - Project/programme level documents: the current or previous year
 - Country, regional, or organisation-wide documents: the past three years inclusive of the year of assessment
- When specific MIs require a sample of sector strategies, country strategies, or project level documentation, a specific sampling approach is developed and tailored for each multilateral organisation.

3.3.3 Document collection

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

- Initial document research on the web site of the multilateral organisation
- Preparation of a preliminary list of all documents to be reviewed, by indicator
- Consultation with the multilateral organisation to fill any gaps in the list of documents
- Multilateral organisation reviews and refines the list of documents (through the MOPAN Institutional Lead)
- Finalisation of document list.

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

information needed, the consultant team makes the assessment based on the information available.

3.3.4 Document analysis

Content analysis

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

The analysis of indicators in the organisational effectiveness component may include an examination of one or more of the following elements, depending on the nature of the indicator, criteria and sources of information:

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

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

In the development and/or humanitarian results component, both institutional and country level documents are reviewed to determine the extent to which planned results from the strategic period were achieved and to identify evidence of the multilateral organisation's relevance and contributions to national goals and priorities. The document review focuses on performance reports and thematic or programme evaluations in relevant areas to examine the data on results and issues of quality.

Rating scales

The multilateral organisations are assessed on relevant micro-indicators in the Common Approach document review framework. Not all MOPAN micro-indicators are identified for rating by document review. However, information from documents is used when relevant to provide context for some of the indicator areas that are only rated by survey respondents.

The document review ratings are defined according to two scales: a) a six-point scale for the majority of the organisational effectiveness questions (very weak, weak, inadequate, adequate, strong, very strong); b) a four-point scale for the assessment of evidence for the development and/or humanitarian results component (weak, inadequate, adequate, strong).

For the component on development results, the four-point scale was developed to facilitate judgments based on a qualitative assessment that draws on a mix of data sources. A six-point scale would require a degree of precision in the development of descriptors for each level that is not appropriate given the nature of the data. The descriptors for these four points are presented in Annex I below.

a. Organisational effectiveness component

The document review ratings determined for the majority of the MIs in the Common Approach build on the definitions and scale used in the survey, as described in Section 3.2.3 above.^{xv}

For most micro-indicators, five criteria are established which, taken together, are considered to represent 'best practice' in that topic area as defined by MOPAN members. Each criterion is designed as a 'met/not met' alternative and each 'met' counts as one point. Ratings are arrived at by totalling the number of criteria met, taking into account all the evidence in the assessment (giving special attention to evaluations that address the topic of the indicator), and the assessment team's judgment. Quality assurance processes to continuously check the ratings are described in Section 3.3.5 below.

Document review criteria descriptors and definitions

Number of criteria met	Descriptors	Definitions
No criteria met (or required document(s) do not exist)	Very Weak	The multilateral organisation does not have this practice, behaviour or system in place and this is a source of concern/ or the multilateral organisation has limited documentation of such a system being in place.
One criterion met	Weak	The multilateral organisation has this practice, behaviour or system but there are important deficiencies.
Two criteria met	Inadequate	The multilateral organisation's practice, behaviour or system in this area has deficiencies that make it less than acceptable.
Three criteria met	Adequate	The multilateral organisation's practice, behaviour or system is acceptable in this area.
Four criteria met	Strong	The multilateral organisation's practice, behaviour or system is more than acceptable yet without being "best practice" in this area.
All five criteria met	Very Strong	The multilateral organisation's practice, behaviour or system is "best practice" in this area.

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

b. Development/humanitarian results component

The assessment team reviews the documents provided to find evidence of concrete results that relate to the organisation's strategic objectives and any theory(ies) of change that may have been developed. The criteria considered in assessing the evidence of progress towards the multilateral organisation's stated results, which are rated as 'met' or 'not met', include:

- a) Evidence of an explicit theory or theories of change^{xvi}
- b) Baselines included for indicators
- c) Targets included for indicators
- d) Reports on outputs^{xvii}
- e) Reports on outcomes^{xviii}
- f) Data reliability and quality^{xix}

These criteria provide an indication of the quality of the multilateral organisation's systems specifically related to the measurement of and reporting on results at different levels.

3.3.5 Quality assurance

The consulting teams for each multilateral organisation being assessed carry out quality assurance during the document review process at various stages and at multiple levels.

At the level of individual document review criteria, the research analyst and junior consultant on each team conduct the initial document review and analysis, which is then vetted by the senior consultant leading the assessment for that multilateral organisation. As necessary, the document review ratings are also reviewed by the project manager and by the senior methodological advisor.

At the level of the micro-indicator, the assessment teams for each multilateral organisation hold regular joint meetings by topic area to help ensure consistency across reports – in conceptual interpretation of the various indicators, data sources, and the standards/criteria against which the documentation is rated. These meetings are overseen by the project manager and the senior methodological advisor.

At the level of the key performance indicator, the senior consultants leading each of the multilateral organisation assessments and the project manager review the ratings given to each of the organisations to ensure that ratings are accurate.

For the results component, each assessment team reviews all the evidence available for each KPI and comes to a preliminary judgment on the rating. The ratings are then discussed with the project manager prior to presentation of evidence and proposed ratings to a Results Panel which includes the senior methodological advisor and other experts in managing for development results and/or with knowledge of the organisation.

In the report for each organisation assessed, Volume II of the Technical Report provides the document review criteria, a list of the main documents used to assess each criterion, and any comments or explanations for the ratings.

3.4 Interviews

3.4.1 Overview

Semi-structured interviews are conducted at headquarters, regional offices,^{xx} and country offices of multilateral organisations with staff members who are knowledgeable in areas that relate to the MOPAN assessment.

In 2014, the interviews serve two main purposes: i) to provide the most accurate information about a multilateral organisation's on-going reform agenda and the key documents that explain the various systems and practices that have been established to support it; ii) to provide contextual insight to clarify, refute and/or validate observations emerging from other lines of evidence/data sources (e.g. document review, survey data analysis).

3.4.2 Identification of Interviewees

The consulting firm and the Secretariat work with each multilateral organisation to identify individuals who are most knowledgeable on particular topic areas and on the organisation's reform agenda.

3.4.3 Process

Initial consultations are conducted with the multilateral organisation to obtain background information and key documents required for the assessment. These consultations are usually carried out over the phone and often take place during the process of reviewing and tailoring the set of indicators for the organisation.

Later in the assessment process, the assessment teams conduct interviews to confirm or clarify trends or tentative findings, particularly those emerging from the review of documents. The interviews are conducted after the assessment team has conducted a preliminary review of documents and are usually scheduled between March and May. The interviews are conducted in-person during visits to the headquarters of the multilateral organisations and over the phone, Skype or via video conference with regional offices or country offices in each of the MOPAN countries.

- Interviews are conducted with a small number of staff who work in the primary units that relate to areas of the MOPAN assessment (e.g. strategy and planning, programming, human resources, RBM, and evaluation). Interviewees are identified by the multilateral organisation in conjunction with the assessment team and MOPAN.
- Interviews are semi-structured but flexible, allowing new questions to be brought up during the interview as a result of what the interviewee says. This type of interview does not follow a tightly prescribed protocol, but does require prior preparation of the key interview themes and questions – these are shaped by the MOPAN assessment framework and are tailored for each of the respondents according to his/her functional responsibility. An interview guide is prepared and interviewees are advised of the content areas beforehand.
- The interviews are conducted by a 2-person team made up of a senior and junior consultant. If timing of the assessment cycle permits, additional follow up interviews may also be conducted to clarify any outstanding gaps in information for the analysis after documents and survey data have been considered.

3.4.4 Data analysis and use

The information collected during the interviews is analysed using a ‘content analysis’ approach. It is not used as an independent line of evidence but rather to provide contextual insight and to confirm or refute observations from other data sources.

The information gathered during the interviews remains confidential. It is transcribed and used by the consulting firm solely for analytical purposes to inform the findings in the assessment reports.

4. Basis for judgement

4.1 Overview

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

- **Survey:** Survey respondent perceptions remain an important component of the ratings on multilateral organisation performance

Basis for judgement

Organisational effectiveness

- Perception-based survey scores
- Document review based on criteria and expert judgment
- Contextual interviews
- Overall survey and document review ratings use a 6-point scale (Very Strong to Very Weak) based on descriptors in Section 3.3.4 (a)

Progress towards results (“best fit” approach)

- Perception-based survey scores
- Criteria-based document review
- Expert judgement
- Contextual interviews
- Overall ratings use a 4-point scale (Strong to Weak) based on descriptors in Annex I

and now include a broader range of stakeholders.

- **Document Review:** The document review process is guided by specific criteria for assessing the content of documents in relation to the micro-indicators. These criteria draw on existing standards where available (e.g. OECD-DAC, UNEG or other standards) and are adapted to the needs of the MOPAN Common Approach. Both criteria-based judgements and expert judgements are used to determine the ratings.
- **Interviews:** The interviews are used to validate observations emerging from other lines of evidence and inform the overall findings and conclusions of the assessment.

4.2 “Best fit” approach for the determination of ratings for the evidence results achievement

The development/humanitarian results component's key performance indicators examine the concrete evidence of results achieved and the relevance of country-based activities. Unlike the methodology used to determine ratings for organisational effectiveness (which are based on a calculation of the sum of data points), the methodology for this component draws on a set of descriptors of different levels of evidence of results achievement and an assessment of where the multilateral organisation best fits within the range of these descriptors.

This is referred to as a “best fit approach”, which is a type of criteria-referenced basis for judgement that is more suitable when: criteria are multi-dimensional, there is a mix of both qualitative and quantitative data, and it is not possible to calculate a simple sum of the data points.^{xxi}

The ‘best fit’ assessment is carried out in several steps:

- The teams for each multilateral organisation first review the organisation's systems and practices for measuring and reporting on results
- They then consider the quality of the evidence that is actually presented by the organisation in its reports (drawing on the criteria presented in 3.3.4 (b))
- The teams analyse all lines of evidence (document review, survey and interviews) to determine a preliminary rating for the KPI (strong, adequate, inadequate, weak) based on the descriptors in Annex I below
- The proposed ratings are based on the recommendation of a panel of experts who review and validate the preliminary ratings and draft findings.^{xxii}

While this approach does not allow for a mathematical calculation of ratings as a sum of data points (as is the case in assessing organisational effectiveness), the assessment report and its appendices include the criteria used as a basis for judgement and the process followed to arrive at a final rating.

4.3 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^{xxiii} in the use of more than one approach to the investigation of a research question.^{xxiv} In the Common Approach, triangulation is done in a number of ways:

- Document review ratings and survey results are presented separately in order to illustrate convergence or divergence
- External evaluations and assessments of the organisations are reviewed to help validate or question information from other sources on the performance areas
- Interviews are conducted to provide contextual information and validate observations emerging from other lines of evidence, as well as to highlight additional sources of data

- The analysis and proposed ratings for the development / humanitarian results component are presented to a panel of experts for discussion and finalisation
- The findings are widely vetted within the MOPAN network and revised based on feedback from members
- The reports are then shared with the multilateral organisations and their feedback is considered in the final draft of the report.

5. Strengths and limitations of the Common Approach

MOPAN has continued to improve methodology based on experience each year. The following strengths and limitations should be considered when reading MOPAN reports.

Strengths

- The MOPAN Common Approach now includes an assessment of organisational effectiveness and an assessment of an organisation's measurement of and reporting on development and/or humanitarian results at both the organisation-wide and country levels.
- The original intent of the Common Approach was to replace or reduce the need for other assessment approaches by bilateral donors. Some donors now rely solely on MOPAN reports for their decision making, while others use the reports as input for their own bilateral assessments (see also section on limitations below).
- MOPAN assessments draw on multiple sources of data (stakeholder surveys, document review, interviews) to enhance validity of the assessment findings.
- In line with donor commitments to aid effectiveness (harmonisation, partner voice and mutual accountability), MOPAN assessments gather the perceptions of a range of stakeholders of each multilateral organisation assessed.
- MOPAN strives for consistency in survey questions and document review criteria across the organisations assessed each year, while allowing for customisation to account for differences between types of multilateral organisations.
- Although there have been changes in methodology since the Common Approach was initiated in 2009, MOPAN assessments provide indications of an organisation's progress over time.
- The findings and ratings in MOPAN reports are subject to multiple reviews by the consulting firm, MOPAN members, the multilateral organisations assessed, and the MOPAN Secretariat.

Limitations

Overall

- Despite MOPAN's efforts, a number of bilateral assessment tools are still being used to assess multilateral organisations concurrently with the MOPAN process.
- The Common Approach framework was initially designed to assess multilateral organisations that have operations in the field. The framework and data collection have been adjusted for organisations that have limited field presence or that have regional structures in addition to headquarters and country operations, but do not fully reflect regional dimensions of the organisation's practices or results.
- The Common Approach framework was initially designed to assess multilateral organisations that have a development mandate. MOPAN has tested and adapted the

framework for organisations with a humanitarian mandate but considerable adaptation is required.

- The countries selected for review each year are based on established MOPAN criteria but comprise only a small proportion of each institution's operations, thus limiting broader generalisations.
- In the assessment of organisational effectiveness, there are no indicators related to governance and financial viability of the multilateral organisations. In the section focused on development results, the emphasis is on the evidence of achievement of objectives/results and relevance, but there is no assessment of the sustainability of results.

Survey

- For the survey, the Common Approach uses a purposive sampling method called 'expert sampling' in which potential respondents are identified by MOPAN members and the multilateral organisations as having the basis for an expert opinion on the organisation being assessed. While the survey aims to gather diverse perspectives on the multilateral organisations being assessed, the collected survey responses are not representative of the entire "population" of donors, partners, etc.
- MOPAN members and the organisations assessed select the individuals to complete the survey and aim to identify respondents who are knowledgeable about the organisation being assessed. However, MOPAN has no means of determining whether the most knowledgeable and qualified individuals are selected. Some respondents may not have the knowledge to respond to all questions (e.g. on internal operations of the organisation, such as financial accountability and delegation of decision making). A significant percentage of 'don't know' responses may imply that respondents did not understand certain questions or that the question was inappropriate for certain respondent groups. Because one of MOPAN's intentions has been to merge previously existing assessment tools and forestall the development of others, the survey instrument remains quite long and respondent fatigue may affect both the quality of responses and rate of response.
- The rating choices provided in the MOPAN survey may not be used consistently by all respondents, especially across the many cultures involved in the MOPAN assessment. One potential limitation is 'central tendency bias' (i.e. a tendency in respondents to avoid extremes on a scale). Cultural differences may also contribute to this bias as respondents in some cultures may be unwilling to criticise or too eager to praise.
- MOPAN reports provide mean survey scores. The advantage is that the mean is the most commonly understood measure of central tendency; the disadvantage is that the mean is sensitive to extreme scores (outliers), particularly when samples are small, which is usually the case at the country level. The assessment teams also review the median and standard deviations for each survey question (standard deviations are provided in Volume I of the Technical Report).
- In addition, in order to ensure confidentiality, the Technical Report does not provide a breakdown by respondent group in the country section.

Document review

- While MOPAN uses recognised standards and criteria for what constitutes good or best practice for a multilateral organisation, such criteria do not exist for all MOPAN indicators and some of the criteria used in reviewing document content were developed by MOPAN in the course of the assessment process. These criteria have also evolved since 2009 to reflect MOPAN member expectations. The criteria are a work in progress and should not be considered definitive standards.

- While the document review can evaluate the contents of a document, it cannot assess the extent to which the spirit of that document has been implemented within the organisation (unless implementation is documented elsewhere).
- The document review component works within the confines of an organisation's disclosure policy. In some cases, low document review ratings may be due to unavailability of organisational documents that meet the MOPAN criteria (some of which require a sample of a type of document, such as country plans, or require certain aspects to be documented explicitly). When information is insufficient to make a rating, this is noted in the report.

Ratings and sources

- MOPAN assessments use different rating scales and different methods of assigning ratings in the organisational effectiveness and results components.
- In the organisational effectiveness component, the KPI ratings are mathematical averages of the survey and document review scores. The assessment produces numerical scores and ratings that appear to have a high degree of precision, yet can only provide general indications of how an organisation is doing. They provide a basis for discussion among MOPAN members, the multilateral organisation and its stakeholders, including direct partners.
- In the results component, the ratings are based on a "best fit" approach (see section 4.2). The methodology draws on evidence of results achieved as presented in the reports by or about a multilateral organisation. However, there is a critical difference between assessing the actual results achieved on the ground and assessing the evidence of results in evaluations and in the organisation's reports to its key stakeholders.

As MOPAN's methodology has changed considerably since 2009, comparisons of this year's assessments and previous assessments should take this into consideration.

MOPAN believes that the large amount of data and the efforts to explore convergence of the different sources help to mitigate the limitations. The reports thus provide a reasonable picture, at a particular moment in time, of both the systems associated with the organisational effectiveness of multilateral organisations and the evidence of development and/or humanitarian results achieved.

Annex I – Performance descriptors used to determine the ratings for the development/humanitarian results component KPIs

Note: In assessing humanitarian organisations, all descriptors concerning country priorities and national goals are reviewed and adjusted accordingly.

KPI A – Evidence of the multilateral organisation's relevance

Strong	There is clear evidence of the congruence/alignment between the organisation's stated results and partner country priorities, beneficiary needs and priorities, global trends and priorities in development or humanitarian field, and the organisation's mandate. Consistent data emerges from corporate (organisation-wide) and country-level sources.
Adequate	There is evidence of the congruence/alignment between the organisation's stated results and country priorities, beneficiary needs and priorities, global trends and priorities in development, and the organisation's mandate. However, the data is less consistent across country and corporate (organisation-wide) sources, with compelling evidence in some areas, and less evidence in others.
Inadequate	There is only modest evidence from country and corporate (organisation-wide) sources that the organisation's stated results are congruent/aligned with country priorities, beneficiary needs and priorities, global trends and priorities, and the organisation's mandate.
Weak	There is no evidence of congruence/alignment between the organisation's results and country priorities, beneficiary needs and priorities, global trends and priorities, and the organisation's mandate.

KPI B – Evidence of the multilateral organisation's progress towards its institutional/organisation-wide results

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

KPI C – Evidence of the multilateral organisation's progress towards its stated country-level results

Strong	The organisation provides solid evidence of its progress towards all its planned country-level results in all countries assessed (taking into account their context). The organisation is demonstrating progress or contributions towards its key country-level outcomes and clearly explains where progress has been significant or where progress has been slower, as well as the factors that have affected that progress. The description of progress is well supported by reliable, robust data from measuring indicators, evaluations, or other sources. The organisation has articulated theories of change that link the kinds of products and services that it provides to the development and/or humanitarian outcomes that it hopes to support in country. There is consistency across the different data sources, including the perceptions of the organisation's key stakeholders.
Adequate	The organisation is demonstrating progress towards most of its planned results in all countries assessed (taking into account their context). Although the organisation does not yet have a strong evidence base that describes progress or contributions towards all outcomes, it does clearly explain where progress has been significant or where progress has been slower, as well as the factors that have affected that progress. The organisation provides evidence that is supported by reliable data, of its contributions to the majority of planned outcomes. Theories of change exist in different areas and are understandable. There may be some inconsistency across data sources.
Inadequate	The organisation does not provide useful evidence that indicates that it is meeting or moving toward most of its stated results in the countries assessed. In addition, its theories of change are not well articulated. The exploration of different sources of data (including perceptions of key stakeholders) does not provide consistent evidence with regard to the achievement of results at output and outcome level. While the organisation presents some data on progress towards its expected results in the countries assessed, the evidence base is weak.
Weak	The organisation does not provide evidence that it is making progress towards key results articulated in its country strategies. The organisation does not clearly articulate theories of change and the various sources of data collected do not provide a picture of an effective MO. Data quality is questionable.

KPI D – Evidence of the multilateral organisation's contributions to national goals and priorities, including the Millennium Development Goals (MDGs)

This KPI is reviewed and adjusted as necessary in the case of humanitarian organisations. In 2014, the KPI was not included in the assessment of UNHCR.

Strong	The organisation provides clear evidence that it has contributed to the achievement of national goals and priorities, including relevant MDGs, in all countries assessed. It explains where its contributions have been significant and where its contributions have been less successful, as well as the factors that have affected that progress. The description of contribution is well supported by reliable, robust data from measuring indicators, evaluations, or other sources. The organisation's key stakeholders perceive that it is significantly contributing to the achievement of national goals and priorities, including the MDGs and that partner countries positively benefit from the organisation's work. There is consistency across the different data sources, including the perceptions of the organisation's key stakeholders.
Adequate	The organisation provides some evidence of contribution to the achievement of national goals and priorities, including relevant MDGs, in some countries assessed. It provides some evidence of contributions that have been significant and where they have been less successful, as well as the factors that have affected that contribution. The description of contribution is supported by some reliable data from measuring indicators, evaluations, or other sources. The organisation's key stakeholders perceive that it is contributing to the achievement of national goals and priorities, including the MDGs and that partner countries positively benefit from the organisation's work. There is some consistency across the different data sources, including the perceptions of the organisation's key stakeholders.
Inadequate	The organisation provides little evidence of contribution to the achievement of national goals and priorities, including relevant MDGs, in some countries assessed. Little evidence of its contributions or the factors that have affected that contribution is provided. Unreliable data sources are used to justify contributions. The perceptions of the organisation's key stakeholders are inconsistent on the extent to which the organisation is contributing to the achievement of national goals and priorities, including the MDGs. Perceptions vary on the extent to which partner countries positively benefit from the organisation's work. There is little consistency across the different data sources, including the perceptions of the organisation's key stakeholders.

Weak

The organisation provides no evidence of contribution to the achievement of national goals and priorities, including relevant MDGs, in all countries assessed. No evidence of its contributions or the factors that have affected that contribution is provided. Data sources used are unreliable. The organisation's key stakeholders perceive that it is not contributing meaningfully to the achievement of national goals and priorities, including the MDGs, and that partner countries do not benefit meaningfully from the organisation's work. There is no consistency across the different data sources, including the perceptions of the organisation's key stakeholders.

ⁱ MOPAN members in 2014: Australia, Austria, Belgium, Canada, Denmark, Finland, France, Germany, Ireland, Japan, Luxembourg, the Netherlands, Norway, Republic of Korea, Spain, Sweden, Switzerland, the United Kingdom and the United States.

ⁱⁱ It is important to note that the presence of a system or practice does not always mean that it is being used effectively. In addition, organisational practices may not be the only facilitating/hindering factor with respect to the achievement of results. The country context or environment, for example, also plays an important role.

ⁱⁱⁱ MOPAN assessments examine how an organisation measures and reports on its planned results and the relevance of its work. The assessments do not examine the sustainability of results or the efficiency with which they are achieved.

^{iv} AfDB, UNDP, UNICEF, and the World Bank – These organisations were selected because they had been assessed by MOPAN in 2009. The 2009 assessment focused on organisational effectiveness and was based only on survey data.

^v The relevance of the multilateral organisation's work to donor priorities is also of interest to MOPAN, but the relevance to donor development policy is assessed separately by each individual MOPAN member.

^{vi} Only those national goals or priorities that relate directly to the multilateral organisation's approved programme or strategy in that country will be considered. If there are no references to national goals or the MDGs in the approved programme of the organisations, this will be noted in the assessment report.

^{vii} A paper version of the questionnaire is translated into local languages, as required.

^{viii} The number and type of respondent groups may vary for each organisation and additional respondent types may be included.

^{ix} The exact definitions vary for each organisation. Peer organisations may include: UN organisations or international NGOs that have collaborated with the MO in its thematic area of work in the countries included in the assessment. These organisations collaborate with but do not receive any direct funding from the organisation assessed. Recipient governments normally refer to: governments in the countries selected for the assessment that receive assistance from or host the activities of the organisation assessed.

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

^{xi} In 2014, Universal Management Group is the consulting firm hired to support the MOPAN Secretariat in conducting the MOPAN assessments. Epinion is the technical firm that manages the on-line survey.

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

^{xiii} The review of documents excludes bilateral assessments of the multilateral organisations.

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

^{xv} For document review, however, the definition of “Very Weak” is expanded to mean that “the multilateral organisation does not have this system in place and this is a source of concern / or the organisation has limited documentation of such a system being in place.”

^{xvi} ‘Theory of change’ is understood in the sense defined by Rist and Morra Imas (2009) as, “a representation of how an intervention is expected to lead to desired results” and in the sense defined by Michael Quinn Patton who has stated that a theory of change is more than the sequential order of results statements presented in a logic model; it requires key assumptions related to the results chain and context (e.g. policy and environment), and important influences and risks to be made explicit - *Qualitative Research and Evaluation Methods* (2002).

^{xvii} This refers to the OECD definition of outputs (i.e. lower level results). Some MOs use different terminology for the various levels of results.

^{xviii} This refers to the OECD definition of outcomes (i.e. higher level results). Some MOs use different terminology for the various levels of results. Evidence of reporting according to a theory or theories of change will be sought as a way of substantiating the reported higher-level results.

^{xix} According to Rist and Morra Imas, *The Road to Results* – “Reliability is the term used to describe the stability of the measurement – the degree to which it measures the same thing, in the same way, in repeated tests.” Attention is also given to the quality of the evidence – specifically, whether or not it has been derived from or validated by an external and/or independent source.

^{xx} In 2014, UNFPA, FAO, and UN Women asked that we speak with the regional offices.

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

^{xxii} The panel is composed of the Senior Methodological Advisor, the senior consultants involved in each of the assessments, and external peer reviewers with knowledge of the particular agency or expertise in MfDR.

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

^{xxiv} For example, Denzin, N. K. (1970). *The Research Act in Sociology*. Chicago: Aldine.

Appendix II MOPAN Common Approach survey 2014

Welcome to the Survey for the 2014 MOPAN Common Approach and thank you for agreeing to participate. In responding to the survey, please base your answers on your perceptions and knowledge of the United Nations Population Fund (UNFPA). Your perceptions may be shaped by your experience with and exposure to UNFPA. Please rest assured that your answers will remain confidential. Any comment you make will not be attributable to you, or be used in a way which might identify you or your organisation as the author of this comment. Findings will be reported in aggregate form only. The survey should take approximately 45 minutes to complete.

Please note that it would be ideal if you could complete the survey in one session. However, if you would like to continue the survey later, you can do this at any point by closing the internet browser that displays the survey (i.e. this window). When you are ready to continue, you can return to the point where you left off by clicking on the original link to the survey included in the email you received from us. If at any point you have questions about this survey please contact mopan@epinion.dk. You can move back and forth in the questionnaire if you would like to change a response or a comment. Your time spent contributing to the MOPAN Common Approach is very much appreciated. Please click the 'Next' button below to begin.

You have been identified as a key respondent to assess the organisational practices, results, and relevance of UNFPA. However, before answering the questionnaire, we would like to know how familiar you are with UNFPA 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) 1 - Not at all familiar
- (_2) 2
- (_3) 3
- (_4) 4
- (_5) 5 - Very familiar

Which of the following best describes how often you have contact with UNFPA?

- (_1) Daily
- (_2) Weekly
- (_3) Monthly
- (_4) A few times per year or less
- (_5) Never

If you have indicated that you are not at all familiar with or that you never have contact with this organisation, you will be screened out of the survey.

Overall performance

We would now like to ask you a few questions about UNFPA's strengths and areas for improvement.

Thinking about UNFPA and the way it operates, what do you consider to be its greatest strength? Please type your answer into the box below:

Still thinking about UNFPA 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:

Results component

Results achievement and relevance of the organisation

You will see a series of statements related to the extent to which UNFPA has made progress towards meeting its stated organisation-wide results and its stated country-level results, and on the extent to which it has contributed to national goals and priorities, including the Millennium Development Goals (MDGs). You will also be asked questions that pertain to the relevance of the organisation. Please rate how you think UNFPA performs in these areas using the six-point scale described below, which ranges from "very weak" to "very strong". The scale will remain the same for all statements pertaining to UNFPA's development results and relevance.

DEFINITION OF THE SCALE USED IN THE QUESTIONNAIRE:

- 1 - Very weak = UNFPA has not made any contribution in this area and this is a source of concern.
- 2 - Weak = UNFPA has made some contributions in this area, but there are still some deficiencies.
- 3 - Inadequate = UNFPA has made some contributions in this area but they are less than acceptable.
- 4 - Adequate = UNFPA's contributions in this area are acceptable.
- 5 - Strong = UNFPA's contributions in this area are more than acceptable.
- 6 - Very strong = UNFPA's contributions in this area could be considered as "best practice".

Results achievement at the organisational level

We would like to ask you some questions on the extent to which UNFPA is demonstrating progress towards its planned organisation-wide results. In thinking about these questions, please consider all that you know about UNFPA and its main contributions to development results mentioned in its 2008-2013 Strategic Plan.

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UNFPA has demonstrated progress toward its stated objective of increasing the use of reliable population dynamics data in national and sectoral development plans and strategies.							
UNFPA has demonstrated progress toward its stated objective of increasing <u>access</u> to maternal and newborn health services.							
UNFPA has demonstrated progress toward its stated objective of increasing the <u>utilisation</u> of quality maternal and newborn health services.							
UNFPA has demonstrated progress toward its stated objective of increasing <u>access</u> to quality family planning services for individuals and couples.							
UNFPA has demonstrated progress toward its stated objective of increasing the <u>utilisation</u> of quality family planning services for individuals and couples.							
UNFPA has demonstrated progress toward its stated objective of increasing <u>access</u> to quality HIV and STI-prevention services especially for young people (including adolescents) and other key populations at risk.							

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UNFPA has demonstrated progress toward its stated objective of increasing the <u>utilisation</u> of quality HIV and STI-prevention services especially for young people (including adolescents) and other key populations at risk.							
UNFPA has demonstrated progress toward its stated objective of advancing <u>gender equality</u> through advocacy and implementation of laws and policies.							
UNFPA has demonstrated progress toward its stated objective of advancing <u>reproductive rights</u> through advocacy and implementation of laws and policies.							
UNFPA has demonstrated progress toward its stated objective of improving young people's access to sexually reproductive health (SRH) services.							
UNFPA has demonstrated progress toward its stated objective of improving young people's access to sexuality education.							
UNFPA has demonstrated progress toward its stated objective of improving the <u>availability</u> of data around population dynamics, SRH (including family planning) and gender equality.							
UNFPA has demonstrated progress toward its stated objective of improving the <u>analysis</u> of data around population dynamics, SRH (including family planning) and gender equality.							

Achievement of results in Bangladesh

We would like to ask you some questions on the extent to which UNFPA is demonstrating progress towards its stated development results in Bangladesh. In thinking about these questions, please consider all that you know about UNFPA's activities in the country (as highlighted in UNFPA's Country Programme Documents or Country Programme Action Plans developed for Bangladesh).

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UNFPA has demonstrated progress towards its stated objective of increasing equitable access to high-quality HIV and sexual and reproductive health services in Bangladesh.							
UNFPA has demonstrated progress towards its stated objective of increasing the availability of high-quality reproductive health services in times of emergencies and early-recovery from emergencies in Bangladesh.							

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UNFPA has demonstrated progress towards its stated objective of increasing the availability of high-quality services to combat gender-based violence in Bangladesh, including during emergencies and in early-recovery settings.							
UNFPA has demonstrated progress towards its stated objective of strengthening national capacities to collect, analyse and integrate population data in national development strategies.							
UNFPA has demonstrated progress towards its stated objective of reducing the vulnerabilities of women in Bangladesh, specifically survivors of gender-based violence.							

Contribution to Bangladesh's goals and priorities

We would like to ask you some questions about the extent to which the programme of work of UNFPA is contributing to Bangladesh's national goals and priorities, including the Millennium Development Goals (MDGs). In thinking about these questions, please consider all that you know about UNFPA's activities in Bangladesh.

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UNFPA contributes to development results that support the achievement of national priorities.							
UNFPA is making effective contributions to relevant Millennium Development Goals (MDGs) in the country.							
UNFPA programming has resulted in positive benefits for Bangladesh.							

Achievement of results in Cambodia

We would like to ask you some questions on the extent to which UNFPA is demonstrating progress towards its planned development results in Cambodia. In thinking about these questions, please consider all that you know about UNFPA's activities in the country (as highlighted in UNFPA's Country Programme Documents or Country Programme Action Plans developed for Cambodia).

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UNFPA has demonstrated progress towards its stated objective of increasing access to high-quality reproductive, maternal, newborn and child health and nutrition services in Cambodia.							
UNFPA has demonstrated progress towards its stated objective of increasing young people's access to core life-skills training (e.g. on HIV) in Cambodia.							

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UNFPA has demonstrated progress towards its stated objective of increasing young people's access to technical and vocational training in Cambodia.							
UNFPA has demonstrated progress towards its stated objective of strengthening the capacity of Cambodian actors in multiple sectors to respond to HIV.							
UNFPA has demonstrated progress towards its stated objective of increasing the capacity of Cambodian national and sub-national actors to provide affordable and effective social protection services.							
UNFPA has demonstrated progress towards its stated objective of increasing the participation and representation of youth and women in decision making mechanisms in Cambodia.							
UNFPA has demonstrated progress towards its stated objective of strengthening national and sub-national capacities for collecting, accessing and utilizing data disaggregated by sex, age, target population and region in Cambodia.							
UNFPA has demonstrated progress towards its stated objective of promoting gender equality and the empowerment of women in Cambodia.							
UNFPA has demonstrated progress towards its stated objective of strengthening national and sub-national gender-mainstreaming mechanisms in Cambodia.							
UNFPA has demonstrated progress towards its stated objective of increasing women's participation in Cambodia's public sphere.							
UNFPA has demonstrated progress towards its stated objective of improving societal attitudes to gender-based violence in Cambodia.							
UNFPA has demonstrated progress towards its stated objective of improving preventive and holistic responses to gender-based violence in Cambodia.							

Contribution to Cambodia's goals and priorities

We would like to ask you some questions about the extent to which the programme of work of UNFPA is contributing to Cambodia's national goals and priorities, including the Millennium Development Goals (MDGs). In thinking about these questions, please consider all that you know about UNFPA's activities in Cambodia.

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UNFPA contributes to development results that support the achievement of national priorities.							
UNFPA is making effective contributions to relevant Millennium Development Goals (MDGs) in the country.							
UNFPA programming has resulted in positive benefits for Cambodia.							

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

We would like to ask you some questions on the extent to which UNFPA is demonstrating progress towards its planned development results in the DRC. In thinking about these questions, please consider all that you know about UNFPA's activities in the country (as highlighted in UNFPA's Country Programme Documents or Country Programme Action Plans developed for the DRC).

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UNFPA has demonstrated progress towards its stated objective of integrating family planning targeting young people (including adolescents) in the HIV prevention programme in the DRC.							
UNFPA has demonstrated progress towards its stated objective of improving the quality of childbirths attended by skilled personnel, and obstetric and neonatal emergency care in DRC's health zones.							
UNFPA has demonstrated progress towards its stated objective of increasing access to reproductive health services for displaced persons and victims of humanitarian crises in the DRC.							
UNFPA has demonstrated progress towards its stated objective of strengthening DRC's technical and institutional capacities for the implementation of a procurement system for reproductive health commodities.							
UNFPA has demonstrated progress towards its stated objective of increasing the availability of socio-demographic data, aggregated by age and gender, in the DRC.							
UNFPA has demonstrated progress towards its stated objective of strengthening the technical and institutional capacities of ministries and partners to integrate population, sexual and reproductive health, gender, and sexual and gender-based violence issues into development policies and programmes in the DRC.							

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UNFPA has demonstrated progress towards its stated objective of strengthening the institutional capacities of ministries and Parliament to promote women's economic and political participation in the DRC.							
UNFPA has demonstrated progress towards its stated objective of strengthening the technical and institutional capacities of community-based networks and organisations to prevent sexual and gender-based violence in the DRC.							

Contribution to the Democratic Republic of Congo's goals and priorities

We would like to ask you some questions about the extent to which the programme of work of UNFPA is contributing to the DRC's national goals and priorities, including the Millennium Development Goals (MDGs). In thinking about these questions, please consider all that you know about UNFPA's activities in the DRC.

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UNFPA contributes to development results that support the achievement of national priorities.							
UNFPA is making effective contributions to relevant Millennium Development Goals (MDGs) in the country.							
UNFPA programming has resulted in positive benefits for the DRC.							

Achievement of results in Ecuador

We would like to ask you some questions on the extent to which UNFPA is demonstrating progress towards its planned development results in Ecuador. In thinking about these questions, please consider all that you know about UNFPA's activities in the country (as highlighted in UNFPA's Country Programme Documents or Country Programme Action Plans developed for Ecuador).

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UNFPA has demonstrated progress towards its stated objective of improving the management of the national health system in Ecuador.							
UNFPA has demonstrated progress towards its stated objective of improving women, adolescents and young people's access to sexual and reproductive health services in Ecuador.							

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UNFPA has demonstrated progress towards its stated objective of strengthening national capacities in the availability and use of social and demographic information to formulate, implement, monitor and evaluate public policies in Ecuador.							
UNFPA has demonstrated progress towards its stated objective of improving national partners' knowledge of and promotion of gender equality in Ecuador.							
UNFPA has demonstrated progress towards its stated objective of strengthening national capacities to prevent gender-based violence and address gender equality concerns in Ecuador.							

Contribution to Ecuador's goals and priorities

We would like to ask you some questions about the extent to which the programme of work of UNFPA is contributing to Ecuador's national goals and priorities, including the Millennium Development Goals (MDGs). In thinking about these questions, please consider all that you know about UNFPA's activities in Ecuador.

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UNFPA contributes to development results that support the achievement of national priorities.							
UNFPA is making effective contributions to relevant Millennium Development Goals (MDGs) in the country.							
UNFPA programming has resulted in positive benefits for Ecuador.							

Achievement of results in Kenya

We would like to ask you some questions on the extent to which UNFPA is demonstrating progress towards its planned development results in Kenya. In thinking about these questions, please consider all that you know about UNFPA's activities in the country (as highlighted in UNFPA's and Country Programme Documents or Country Programme Action Plans developed for Kenya).

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UNFPA has demonstrated progress towards its stated objective of increasing the utilization of equitable, efficient and effective health services for vulnerable populations in Kenya.							
UNFPA has demonstrated progress towards its stated objective of improving access to high-quality prevention, treatment, care and support services for people living with HIV in Kenya.							

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UNFPA has demonstrated progress towards its stated objective of promoting the use of gender-disaggregated data on sexual and reproductive health in Kenya's national poverty reduction plans and expenditure frameworks.							
UNFPA has demonstrated progress towards its stated objective of promoting the use of gender-disaggregated data on HIV/AIDS in Kenya's national poverty reduction plans and expenditure frameworks.							
UNFPA has demonstrated progress towards its stated objective of promoting gender equality and the empowerment of women in Kenya.							
UNFPA has demonstrated progress towards its stated objective of promoting human rights in Kenya.							

Contribution to Kenya's goals and priorities

We would like to ask you some questions about the extent to which the programme of work of UNFPA is contributing to Kenya's national goals and priorities, including the Millennium Development Goals (MDGs). In thinking about these questions, please consider all that you know about UNFPA's activities in Kenya.

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UNFPA contributes to development results that support the achievement of national priorities.							
UNFPA is making effective contributions to relevant Millennium Development Goals (MDGs) in the country.							
UNFPA programming has resulted in positive benefits for Kenya.							

Achievement of results in Tanzania

We would like to ask you some questions on the extent to which UNFPA is demonstrating progress towards its planned development results in Tanzania, as part of the One UN system. In thinking about these questions, please consider all that you know about UNFPA's activities in the country (as highlighted in UNFPA's Common Country Programme developed in collaboration with UNDP, UNICEF, and WFP for Tanzania).

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UNFPA has effectively contributed to helping the government develop, implement and monitor policies, plans and budgets for the effective delivery of health services in Tanzania.							

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UNFPA has effectively contributed to helping tertiary and district health facilities in Zanzibar increase the coverage of quality emergency obstetric care, newborn, child and post-natal services.							
UNFPA has effectively contributed to helping ministries of Health and Social Welfare, local government administrations and shehias (villages) strengthen community health structures and communication strategies for promoting health and nutrition behaviour in Tanzania.							
UNFPA has effectively contributed to helping Ministries of Health and Social Welfare and local government administrations develop human resources for health policy and plans in Tanzania.							
UNFPA has effectively contributed to operationalizing an effective national integrated supply chain and management system for medical supplies in Tanzania.							
UNFPA has effectively contributed to supporting the Tanzania AIDS Commission and Zanzibar AIDS Commission to provide effective guidance to the national HIV/AIDS response, based on evidence and per agreed human rights standards.							
UNFPA has effectively contributed to helping selected ministries, departments and agencies, local government administrations and non-state actors implement evidence-based HIV prevention programmes in Tanzania.							
UNFPA has effectively contributed to enabling ministries, departments and agencies and civil society organizations reach and mobilize most-at-risk populations to utilize appropriate user-friendly HIV/AIDS services in Tanzania.							
UNFPA has effectively contributed to helping departments of the Prime Minister's Office and the Chief Minister's Office effectively lead emergency preparedness and response, with a focus on areas most susceptible to disasters in Tanzania.							
UNFPA has effectively contributed to developing the capacities of state and non-state actors to ensure that they are prepared, have adequate capacity, and provide an effective and coordinated response to health related issues in emergency situations.							
UNFPA has effectively contributed to increasing refugees' access to basic services and protection in line with international norms and standards.							

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UNFPA has effectively contributed to the development of evidence-based, pro-poor economic development policies and strategies in Tanzania.							
UNFPA has effectively contributed to helping the government address priority gaps in legislation, strategies and guidelines to protect children and women from abuse, violence and exploitation.							
UNFPA has effectively contributed to helping the Government advance the fulfilment of its international treaty obligations.							
UNFPA has effectively contributed to strengthening the Government justice system so it can better protect the rights of women and children in contact or in conflict with the law and respond to their needs.							

Contribution to Tanzania's goals and priorities

We would like to ask you some questions about the extent to which the programme of work of UNFPA is contributing to Tanzania's national goals and priorities, including the Millennium Development Goals (MDGs). In thinking about these questions, please consider all that you know about UNFPA's activities in Tanzania.

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UNFPA contributes to development results that support the achievement of national priorities.							
UNFPA is making effective contributions to relevant Millennium Development Goals (MDGs) in the country.							
UNFPA programming has resulted in positive benefits for Tanzania.							

Relevance of UNFPA's work

We would like to ask you some questions about the extent to which the objectives and programme of work of UNFPA are relevant at the global and/or national levels. In thinking about these questions, please consider all that you know about UNFPA's ability to meet priority stakeholders' needs and pursue relevant results.

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UNFPA is pursuing results in areas within its mandate.							
UNFPA's results are in line with global trends and priorities in the development field.							

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UNFPA's results respond to the needs/priorities of its target group (beneficiaries).							
UNFPA adapts its work to the changing needs and priorities of the country.							

Is there anything you would like to say about UNFPA's progress towards its stated development results and/or its relevance? 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

Organisational effectiveness

We would now like to ask you some questions regarding specific aspects of UNFPA's organisational effectiveness. In thinking about these questions, please consider all that you know about UNFPA.

Performance areas

You will see a series of statements that describe the practices, systems or behaviours in any multilateral organisation. Please rate how you consider UNFPA performs in these areas using the six-point scale described below, which ranges from "very weak" to "very strong". The scale will remain the same for all statements pertaining to UNFPA's organisational effectiveness.

DEFINITION OF THE SCALE USED IN THE QUESTIONNAIRE:

- 1 - Very weak = UNFPA does not have this practice, behaviour or system in place and this is a source of concern.
- 2 - Weak = UNFPA has this practice, behaviour or system in place but there are important deficiencies.
- 3 - Inadequate = UNFPA's practice, behaviour or system in this area has deficiencies that make it less than acceptable.
- 4 - Adequate = UNFPA's practice, behaviour or system is acceptable in this area.
- 5 - Strong = UNFPA's practice, behaviour or system is more than acceptable yet without being "best practice" in this area.
- 6 - Very strong = UNFPA's practice, behaviour or system is "best practice" in this area.

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

Strategic management

We would like to obtain your views on specific aspects of UNFPA's strategic management.

Providing direction for the achievement of results

To start with, we would like to ask you some questions on UNFPA's ability to provide direction for the achievement of results. According to what you know about UNFPA, how do you think it performs in relation to the practices, systems or behaviours described in the following statement(s)?

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UNFPA's institutional culture reinforces a focus on results.							
UNFPA's senior management shows leadership on results management. (SEE DEFINITION BELOW)							
UNFPA applies results-based management in its work. (SEE DEFINITION BELOW)							

DEFINITION:

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

Organisation-wide strategy

Still thinking about strategic management, but now focusing on organisation-wide strategies, how do you think UNFPA performs in relation to the practices, systems or behaviours described in the following statements?

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UNFPA has a clear mandate.							
UNFPA's organisation-wide strategy (2014-2017 Strategic Plan) is aligned with its mandate. (SEE DEFINITION BELOW)							

DEFINITION:

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

Cross-cutting priorities

We would like you to think about how UNFPA approaches 'cross-cutting' thematic priorities identified by UNFPA and/or considered important by MOPAN. According to what you know about UNFPA, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UNFPA sufficiently mainstreams gender equality in its work. (SEE DEFINITION BELOW)							
UNFPA sufficiently promotes environmental sustainability in its work.							
UNFPA sufficiently promotes the principles of good governance in its work.							
UNFPA sufficiently mainstreams human rights-based approaches in its work. (SEE DEFINITION BELOW)							
UNFPA sufficiently mainstreams HIV/AIDS in its work. (SEE DEFINITION BELOW)							

DEFINITION:

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

Country strategies

We would like to ask you about UNFPA's strategies in countries as highlighted in its Country Programme Documents or Country Programme Action Plans. How do you think UNFPA performs in relation to the practices, systems or behaviours described in the following statement?

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UNFPA consults with direct partners to develop its country strategy. (SEE DEFINITION BELOW)							

DEFINITION:

Direct partners = Organisations who receive a direct transfer from the multilateral organisation (e.g. financial assistance, capacity building, policy advice, etc.). Partners can be governmental (ministries, departments, agencies, etc.), non-governmental (associations, non-profits, co-operatives, institutes, etc.), or private sector corporations.

Is there anything you would like to say about UNFPA'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 UNFPA.

Financial resources management

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

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UNFPA makes readily available its criteria for allocating resources.							
UNFPA allocates resources according to the criteria mentioned above.							
UNFPA is adopting measures to make its funding more predictable.							
UNFPA provides its funding to countries and other partners according to schedule.							
UNFPA sufficiently links its budget to expected results.							
UNFPA's reports on results include the expenditures that are linked to achievement of those results.							
UNFPA's internal audits provide credible information to its management/governing bodies.							
UNFPA implements its policy on anti-corruption.							

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UNFPA quickly follows up on financial irregularities identified in audits, including suspicion or allegations of corruption and fraud.							
UNFPA's procurement procedures provide effective control on purchases of goods and services.							

Performance management

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

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UNFPA uses performance information to revise organisational policies and strategies.							
UNFPA uses information on the performance of its projects/programmes to plan new areas of cooperation at the country level.							
UNFPA regularly identifies poorly performing programmes and projects.							
UNFPA proactively addresses performance issues identified in poorly performing programmes and projects.							
UNFPA appropriately tracks the implementation of evaluation recommendations reported to its Executive Board.							

Human resources management

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

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UNFPA uses information on staff performance to make human resource decisions.							
UNFPA uses a transparent system to manage staff performance.							

Portfolio management

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

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UNFPA's country office staffing is sufficient for maintaining effective partnerships at country level.							
UNFPA country offices have sufficient delegated authority to make decisions on aid reallocation at a country level.							
UNFPA can approve funding for new areas of cooperation locally.							

Humanitarian preparedness, response and recovery

We would now like you to think about the way(s) that UNFPA mainstreams humanitarian programming into its programmes and operations. According to what you know about UNFPA, how do you think it performs in relation to the practices, systems or behaviours described in the following statement(s)?

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UNFPA has policies and processes to support the mainstreaming of humanitarian programming.							
UNFPA has adequate human resources (e.g. skills, knowledge and experience) to engage in humanitarian and emergency settings.							
UNFPA dedicates sufficient financial resources to engage in humanitarian and emergency settings.							
UNFPA is effective in its coordination of efforts to ensure the prevention of gender-based violence (GBV) in humanitarian and emergency settings.							
UNFPA is effective in advocating for women's reproductive health and rights in humanitarian and emergency settings.							
UNFPA respects humanitarian principles while working in emergencies.							

Before moving on to the next section, is there anything you would like to say about UNFPA'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 obtain your views on specific aspects of UNFPA's relationship management.

Ownership

We would like you to consider the extent to which UNFPA promotes national ownership through its work. According to what you know about the organisation, how do you think UNFPA performs in relation to the practices, systems or behaviours described in each of the following statements?

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UNFPA funds proposals designed and developed by the national government or other direct partners.							
UNFPA's country programme documents (CPDs/CPAPs) are aligned with national development strategies. (SEE DEFINITION BELOW)							
UNFPA uses procedures that can be easily understood and followed by its partners.							
The length of time it takes to complete UNFPA procedures does not affect implementation.							
UNFPA adjusts its work in the country quickly, to respond to changing circumstances.							
UNFPA flexibly adjusts its implementation of individual projects/programmes as learning occurs.							

DEFINITION:

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

Alignment

We would like you to think about the extent to which UNFPA aligns its work with that of its partners. According to what you know about UNFPA, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UNFPA sufficiently uses country systems (financial and non-financial) in its work with partners.							
UNFPA participates in mutual assessments of progress in implementing agreed commitments with national partners (government and civil society).							
UNFPA provides valuable inputs to policy dialogue.							
UNFPA respects the views of partners when it undertakes policy dialogue.							

Harmonisation

We would like to ask you questions on the extent to which UNFPA harmonises its work with that of its partners. According to what you know about UNFPA, how do you think it performs in

relation to the practices, systems or behaviours described in each of the following statement(s)?

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UNFPA sufficiently coordinates planning, programming, monitoring and reporting with bilateral and multilateral partners.							
UNFPA sufficiently builds on the initiatives of other actors to avoid duplication.							
UNFPA's work reflects its particular area of comparative advantage.							

Before moving on to the next section, is there anything you would like to mention about UNFPA'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 UNFPA.

Performance evaluation

First, we would like to ask you about performance evaluation within the organisation. According to what you know about UNFPA, how do you think it performs in relation to the practices, systems or behaviours described in the following statements?

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UNFPA ensures the independence of its evaluation unit.							
UNFPA uses evaluation findings in its decisions on programming, policy and strategy.							
UNFPA involves key partners in evaluations of its projects or programmes.							
UNFPA involves key beneficiaries in evaluations of its projects or programmes.							

Performance reporting

Now please consider performance reporting within UNFPA. According to what you know about UNFPA, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UNFPA's reporting against its organisational strategy is useful.							
UNFPA reports to the Executive Board provide clear measures of contribution to outcomes.							

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UNFPA reports appropriately against its country strategies.							

Dissemination of lessons learned

We would like you to think about how UNFPA disseminates lessons learned. According to what you know about UNFPA, how do you think it performs in relation to the practices, systems or behaviours described in the following statements?

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't Know
UNFPA identifies and disseminates lessons learned from performance information.							
UNFPA provides opportunities at all levels of the organisation to share lessons from practical experience.							

Is there anything you would like to mention regarding UNFPA'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

What MOPAN member country do you work for?

- (_1) Australia
- (_2) Austria
- (_3) Belgium
- (_4) Canada
- (_5) Denmark
- (_6) Finland
- (_7) France
- (_8) Germany
- (_9) Ireland
- (_10) Luxembourg
- (_11) Republic of Korea
- (_12) The Netherlands
- (_13) Norway
- (_14) Spain
- (_15) Sweden
- (_16) Switzerland
- (_17) United Kingdom
- (_18) United States

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

- (_1) MOPAN member organisation, based in offices in the MOPAN country
- (_2) MOPAN member organisation, based in the permanent mission or executive board office of the multilateral organisation
- (_3) Other:

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

- (_1) MOPAN member organisation, based in country/regional offices (including embassies)
- (_2) Other:

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

- (_1) National parliament or legislature
- (_2) Government - line ministry
- (_3) Government - ministry of finance/statistics/planning/economics
- (_4) Government - other
- (_5) NGO or other civil society organisation
- (_6) International non-governmental organisation (INGO)
- (_7) Academic institution
- (_8) Other:

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

- (_1) Multilateral organisation
- (_2) International non-governmental organisation (INGO)
- (_3) Other:

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

- (_1) Senior-level professional
- (_2) Mid-level professional
- (_3) Junior professional

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

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

Appendix III List of interviewees at headquarters, in regional offices, and in country offices

Headquarters interviewees

Name	Title	Division
Alexander Pak	UN Reform Co-ordinator	Programme Division
Andrea E. Cook	Director	Evaluation Office
Anne-Brigitte Albrechtsen	Deputy Executive Director (management)	
Ann Pawliczko	Officer in Charge	Population and Development Branch
Björn Andersson	Senior Political Adviser	Office of the Executive Director
Bruce B. Campbell	Director	Technical Division
Charles Katende	Chief	Strategic Information and Knowledge Management Branch, Programme Division
Dianne Stewart	Director	Information and External Relations Division
Elizabeth Benomar	Officer in Charge	HIV and AIDS Branch
Eric Dupont	Chief	Procurement Services Branch
Fabienne Lambert	Director	Division for Oversight Services (internal audit, investigation, evaluation) Evaluation Office (July 2013/ January 2014 when evaluation was separated from DOS, until the arrival of Ms. Cook) Office of Audit and Investigation Services (current)
Farah Usmani	Chief	Operational Support and Quality Assurance, Strategic Information and Knowledge Management Branch, Programme Division
Dr. Henia Dakkak	Programme Advisor	Humanitarian and Fragile Contexts Branch, Programme Division
Ida Thyregod	Resource Mobilization Specialist	Resource Mobilization Branch, Information and External Relations Division
Ida Krogh Mikkelsen	Programme Analyst	UNFPA-Gender, Culture, Human Rights Branch
Kanako Mabushi	UN Reform Specialist	Programme Division
Kate Gilmore	Deputy Executive Director (programme)	
Klaus Simoni-Pederson	Resource Mobilization Adviser	Resource Mobilization Branch, Information and External Relations Division
Leyla Sharafi	Gender Specialist	UNFPA-Gender, Culture, Human Rights Branch

Name	Title	Division
Lynn Collins	Technical Advisor	HIV and AIDS Branch
Mabingue Ngom	Director	Programme Division
Michael Emery	Director	Division for Human Resources
Mona M. Kaidbey	Deputy Director	Technical Division
Raj Gakhar	Audit Monitoring Specialist	Executive Office
Rune Froseth	Chief, Strategy	Policy and Standards Branch, Programme Division
Subhash K. Gupta	Director	Division for Management Services
Yanming Lin	Desk Advisor – Asia and Pacific	Programme Division

Regional office interviewees

Name	Title	Country
Hicham Nahro	Regional Operations Manager	East and Southern Africa Regional Office (ESARO)
Julitta Onabanjo	Regional Director	East and Southern Africa Regional Office (ESARO)
Lina Mousa	Deputy Regional Director	East and Southern Africa Regional Office (ESARO)
Margaret Anyetei	Regional Technical Advisor SRHR and HIV	East and Southern Africa Regional Office (ESARO)
Reginald Chima	Regional Monitoring and Evaluation advisor	East and Southern Africa Regional Office (ESARO)
Marcela Suazo	Regional Director	Latin America and the Caribbean Regional Office (LACRO)
Nobuko Horibe	Regional Director	Asia and the Pacific Regional Office (APRO)

Country office interviewees

Name	Title	Country
Argentina Matavel Piccin	Country Representative	Bangladesh
Marc Derveuw	Country Representative	Cambodia
Keita Ohashi	Deputy Country Representative	Democratic Republic of Congo
Ngoy Kishimba	Assistant to Country Representative	Democratic Republic of Congo
Thierno Diouf	Monitoring and Evaluation Programme Officer	Democratic Republic of Congo
Jorge Parra	Country Representative	Ecuador
Gift Malunga	Deputy Country Representative	Kenya
Mariam Khan	Country Representative	Tanzania

Appendix IV Organisational effectiveness: Document review ratings, criteria and key documents consulted by KPI and MI

PERFORMANCE AREA I – STRATEGIC MANAGEMENT

KPI 1. The MO provides direction for the achievement of development results

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 1.3 The MO ensures application of 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) and/or management for development results (MfDR) in the organisation is corporately approved (alternatively, the approach to RBM/MfDR may be described in the context of a strategic plan and further operationalised through other documents).	Met	UNFPA. (2011 [20]). <i>Results based management policy</i> . New York: United Nations Population Fund. Retrieved from Provided by UNFPA
	2. The MO has guidelines on RBM/MfDR, either in hard copies or online.	Met	UNFPA. (2011 [21]). <i>Evidence-based programming guidance note</i> . New York: United Nations Population Fund. Retrieved from Provided by UNFPA UNFPA. (2011 [22]). <i>Guide for developing robust results frameworks for effective programmes</i> . New York: United Nations Population Fund. Retrieved from Provided by UNFPA UNDG. (2011 [02]). <i>Result-Based Management handbook – Harmonizing RBM concepts and approaches for improved development results at country level</i> . New York: United Nations Development Group. Retrieved from http://www.undg.org/docs/12316/UNDG-RBM%20Handbook-2012.pdf UNFPA. (2011 [23]). <i>Framework for Assessment of UNFPA Country Programme Documents For Results-Based and Evidence-Based Programming</i> . New York: United Nations Population Fund. Retrieved from Provided by UNFPA

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	3. The MO provides opportunities for capacity building of staff on RBM/MfDR.	Met	UNFPA. (N/D [05]). <i>Optimizing results-based management</i>. New York: United Nations Population Fund. Retrieved from Provided by UNFPA UNFPA. (2011 [21]). <i>Evidence-based programming guidance note</i>. New York: United Nations Population Fund. Provided by UNFPA UNFPA. (2012 [04]). <i>Report of the Executive Director for 2011: Progress in implementation of the UNFPA Strategic Plan, 2008-2013 - Annex 7 Data supplement on management results (DP/FPA/2012/6 (Part I))</i>. New York: United Nations Population Fund. Provided by UNFPA UNFPA. (2013 [11]). <i>Report of the director of the division for oversight services on UNFPA internal audit and oversight activities in 2012 (DP/FPA/2013/6)</i>. New York: United Nations Population Fund. Retrieved from http://unfpa.org/webdav/site/global/shared/executive-board/2013/final%20un%20version%20dos%20internal%20audit%20%20and%20oversight%20report%202012.pdf
	4. There is evidence (e.g. in the policy itself, in the MO's general reform agenda, etc.) that the MO regularly reviews the implementation of its policy on RBM/MfDR.	Met	UNFPA. (2011 [20]). <i>Results based management policy</i>. New York: United Nations Population Fund. Retrieved from Provided by UNFPA UNFPA. (2011 [02]). <i>Midterm Review for the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2011/11)</i>. New York: United Nations Population Fund. Retrieved from http://profiles.unfpa.org/uploads/documents/1338318759-1334690582-mtr-unfpa-strategic-plan-eng.doc
	5. There is evidence that the MO is ensuring application of RBM/MfDR in practice.	Met	UNFPA. (2013 [04]). <i>The UNFPA Strategic Plan 2014-2017 (DP/FPA/2013/12)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Strategic%20Plan,%202014-2017.docx UNFPA. (2013 [26]). <i>The UNFPA Strategic Plan 2014-2017 - Annex 5 Alignment of the Strategic Plan with the QCPR (DP/FPA/2013/12)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Annex%205%20%28implementation%20of%20the%20QCPR%20in%20the%20Strategic%20Plan%29.docx UNFPA. (2012 [28]). <i>Policy and procedure for development and approval of the country programme document</i>. New York: United Nations Population Fund. Provided by UNFPA UNFPA. (2014 [25]). <i>Report of the Director of the Division for oversight services on UNFPA internal audit and investigation activities in 2013 (DP/FPA/2014/6)</i>. New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=DP.FPA.2014.6ReportoftheDirectorDOS.2013.pdf~04-06-2014-14-06-55-682 UNFPA. (2013 [11]). <i>Report of the director of the division for oversight services on UNFPA internal audit and oversight activities in 2012 (DP/FPA/2013/6)</i>. New York: United Nations Population Fund. Retrieved from http://unfpa.org/webdav/site/global/shared/executive-board/2013/FINAL%20UN%20VERSION%20DOS%20Internal%20Audit%20%20and%20Oversight%20Report

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			%202012.pdf UNFPA. (2012 [09]). <i>Report of the director of the division for oversight services on UNFPA internal audit and oversight activities in 2011 (DP/FPA/2012/9)</i>. New York: United Nations Population Fund. Retrieved from https://www.unfpa.org/webdav/site/global/shared/executive-board/2012/FINALIZED%20%20Report%20on%20Internal%20Audit%20and%20Oversight%20Activities%20in%202011,%20single-spaced,%20with%20corrections.doc UNFPA. (2014 [23]). <i>2008-2013 (DP/FPA/2014/5 (Part I))</i>. New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=DP.FPA.2014.5PartI.Report%20of%20the%20Executive%20Director%20for%202013.pdf~15-08-2014-19-08-45-552 Bester, A. (2012 [01]). <i>Results-Based Management in the United Nations Development System: Progress and Challenges</i>. New York: United Nations Department of Economic and Social Affairs. Retrieved from http://www.un.org/esa/coordination/pdf/rbm_report_10_july.pdf
	Overall Score MI 1.3	Adequate (4)	Strictly adhering to the criteria, the organisation would be rated “very strong”. UNFPA was rated “adequate” however based on the review of the 2014 and 2013 reports of the ED which noted that “results monitoring had yet to be fully embedded in UNFPA programming.” (UNFPA, 2013 [02], p. 23), and indicated that systems aimed to capture and strengthen results measurement had just begun and remained a work in progress. (UNFPA, 2014 [23], p. 27) Furthermore, findings from 2014, 2013 and 2012 internal audit and oversight activities also highlighted gaps in M&E capacities at country level highlighting the need in strengthening M&E capacities in UNFPA country offices.

KPI 2. The MO's corporate/organisation-wide strategies are clearly focused on the mandate

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 2.1 The MO's corporate/organisation-wide strategy is based on a clear definition of mandate.	1. The necessary periodic revisions of the MO mandate/mission statement are made so it has continuing relevance.	Met	UNFPA. (2014 [20]). <i>What is the UNFPA mandate?</i> Retrieved 03 25, 2014, from United Nations Population Fund: http://www.unfpa.org/public/about/faqs#mandate UNFPA. (2014 [08]). <i>About UNFPA</i>. Retrieved 01 14, 2014, from United Nations Population Fund: http://www.unfpa.org/public/about
	2. The organisational strategic plan articulates goals & focus priorities.	Met	UNFPA. (2007 [01]). <i>Strategic plan 2008-2011: Accelerating progress and national ownership of the ICPD Programme of Action (DP/FPA/2007/17)</i>. New York: United Nations Population Fund. Retrieved from https://www.unfpa.org/webdav/site/global/shared/documents/exbrd/2007/second_regular_session/strategic_plan.doc UNFPA. (2011 [02]). <i>Midterm Review for the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2011/11)</i>. New York: United Nations Population Fund. Retrieved from http://profiles.unfpa.org/uploads/documents/1338318759-1334690582-mtr-unfpa-strategic-plan-eng.doc

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			UNFPA. (2013 [04]). <i>The UNFPA Strategic Plan 2014-2017 (DP/FPA/2013/12)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Strategic%20Plan,%202014-2017.docx UNFPA. (2013 [23]). <i>The UNFPA Strategic Plan 2014-2017 - Annex 2 outcome theories of change (DP/FPA/2013/12)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Annex%20%20%28outcome%20theories%20of%20change%29.docx
	3. The organisational strategic plan gives a clear indication of how the MO will implement the mandate in a certain period.	Met	UNFPA. (2013 [23]). <i>The UNFPA Strategic Plan 2014-2017 - Annex 2 outcome theories of change (DP/FPA/2013/12)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Annex%20%20%28outcome%20theories%20of%20change%29.docx UNFPA. (2013 [24]). <i>The UNFPA Strategic Plan 2014-2017 - Annex 3 business model (DP/FPA/2013/12)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Annex%203%20%28business%20model%29.docx UNFPA. (2013 [04]). <i>The UNFPA Strategic Plan 2014-2017 (DP/FPA/2013/12)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Strategic%20Plan,%202014-2017.docx
	4. There is evidence that the organisational strategic plan is monitored to ensure it is focused on the MO's mandate.	Met	UNFPA. (2013 [04]). <i>The UNFPA Strategic Plan 2014-2017 (DP/FPA/2013/12)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Strategic%20Plan,%202014-2017.docx UNFPA. (2012 [04]). <i>Report of the Executive Director for 2011: Progress in implementation of the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2012/6 (Part I))</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2012/Corrected%20FINALIZED%20version%20Report%20of%20the%20Executive%20Director%20for%202011,%20single-spaced.doc UNFPA. (2011 [02]). <i>Midterm Review for the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2011/11)</i>. New York: United Nations Population Fund. Retrieved from http://profiles.unfpa.org/uploads/documents/1338318759-1334690582-mtr-unfpa-strategic-plan-eng.doc
	5. There is evidence that any discrepancy between the organisational strategic plan and the MO's mandate has been	Met	UNFPA. (2013 [23]). <i>The UNFPA Strategic Plan 2014-2017 - Annex 2 outcome theories of change (DP/FPA/2013/12)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Annex%20%20%28outcome%20theories%20of%20change%29.docx UNFPA. (2013 [22]). <i>The UNFPA Strategic Plan 2014-2017 - Annex 1 integrated results framework (DP/FPA/2013/12)</i>. New York: United Nations Population Fund. Retrieved from

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	addressed (i.e. the organisational strategic plan and the mandate have been realigned).		http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Annex%201%20%28integrated%20results%20framework%29.docx UNFPA. (2013 [04]). <i>The UNFPA Strategic Plan 2014-2017 (DP/FPA/2013/12)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Strategic%20Plan,%202014-2017.docx
Overall Score MI 2.1		Very strong (6)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 2.2 The MO aligns its strategic plan to the quadrennial comprehensive policy review (QCPR) guidance and priorities.	The MO refers to QCPR directives and their implications for strategy and operations (in strategy or other policy documents).	Met	UNFPA. (2013 [04]). <i>The UNFPA Strategic Plan 2014-2017 (DP/FPA/2013/12)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Strategic%20Plan,%202014-2017.docx UNFPA. (2013 [22]). <i>The UNFPA Strategic Plan 2014-2017 - Annex 1 integrated results framework (DP/FPA/2013/12)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Annex%201%20%28integrated%20results%20framework%29.docx UNFPA. (2013 [26]). <i>The UNFPA Strategic Plan 2014-2017 - Annex 5 Alignment of the Strategic Plan with the QCPR (DP/FPA/2013/12)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Annex%205%20%28implementation%20of%20the%20QCPR%20in%20the%20Strategic%20Plan%29.docx
	The most recent strategic plan adopts directives of the QCPR or mid-term reviews of strategies recommend ways of aligning with QCPR in cases when strategy cycle is not aligned with QCPR.	Met	UNFPA. (2013 [26]). <i>The UNFPA Strategic Plan 2014-2017 - Annex 5 Alignment of the Strategic Plan with the QCPR (DP/FPA/2013/12)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Annex%205%20%28implementation%20of%20the%20QCPR%20in%20the%20Strategic%20Plan%29.docx UNFPA. (2013 [04]). <i>The UNFPA Strategic Plan 2014-2017 (DP/FPA/2013/12)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Strategic%20Plan,%202014-2017.docx
	The strategic plan, DRF and MRF reflect elements of the QCPR.	Met	UNFPA. (2013 [04]). <i>The UNFPA Strategic Plan 2014-2017 (DP/FPA/2013/12)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Strategic%20Plan,%202014-2017.docx
	At least half of the new	Met	ECOSOC. (2014). <i>Quadrennial Comprehensive Policy Review-QCPR</i> . Retrieved 03 26, 2014, from United

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	country strategies sampled reflect QCPR directives.		Nations Economic and Social Council: http://www.un.org/en/ecosoc/about/qcpr.shtml UNFPA. (2013 [04]). <i>The UNFPA Strategic Plan 2014-2017 (DP/FPA/2013/12)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Strategic%20Plan,%202014-2017.docx
	There is evidence of progress in implementing QCPR resolutions.	Met	UNFPA. (2013 [26]). <i>The UNFPA Strategic Plan 2014-2017 - Annex 5 Alignment of the Strategic Plan with the QCPR (DP/FPA/2013/12)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Annex%205%20%28implementation%20of%20the%20QCPR%20in%20the%20Strategic%20Plan%29.docx UNFPA. (2013 [22]). <i>The UNFPA Strategic Plan 2014-2017 - Annex 1 integrated results framework (DP/FPA/2013/12)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Annex%201%20%28integrated%20results%20framework%29.docx Executive Board of the UNDP, UNFPA, UNOPS. (2014 [01]). <i>Decisions adopted by the Executive Board in 2013 - Decision 2013/9 Road map towards an integrated budget, beginning 2014, and update on cost recovery (DP/2014/2)</i> . New York: United Nations Development Programme. Retrieved from http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2014/first-regular-session/English/dp2014-2e.pdf
Overall Score MI 2.2		Very strong (6)	

KPI 3. The MO's corporate/organisation-wide strategies are results-focused

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 3.1 Results frameworks have causal links from outputs through to outcomes and impact.	1. At least one organisation-wide level results framework (i.e. MRF and/or DRF) exists, either contained within the strategic plan or as a separate document which is referred to by the strategic plan.	Met	UNFPA. (2013). <i>The UNFPA Strategic Plan, 2014-2017 - Report of the Executive Director</i> . Retrieved from: www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Strategic%20Plan,%202014-2017.docx UNFPA. (2013). <i>The UNFPA Strategic Plan, 2014-2017 – Annex 1 Integrated Result Framework</i> . Retrieved from: http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Annex%201%20%28integrated%20results%20framework%29.docx UNFPA. (2011 [02]). <i>Midterm Review for the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2011/11)</i> . New York: United Nations Population Fund. Retrieved from http://profiles.unfpa.org/uploads/documents/1338318759-1334690582-mtr-unfpa-strategic-plan-eng.doc
	2. The DRF contains both statements of outputs and expected outcomes appropriate	Met	Ibidem

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	to their results level (i.e., what are called outputs are actually outputs; what are called outcomes are actually outcomes).		
	3. There is either an <i>implicit or explicit</i> description in the DRF (or in the strategic plan) of the results chain – that is, how the outputs in the results framework(s) are linked to the expected outcomes.	Met	UNFPA. (2013 [23]). <i>The UNFPA Strategic Plan 2014-2017 - Annex 2 outcome theories of change (DP/FPA/2013/12)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Annex%20%20%28outcome%20theories%20of%20change%29.docx
	4. In the DRF, there is a clear and logical progression from outcomes to impact.	Met	Ibidem
	5. All above criteria are met in both a management results framework and programme results framework.	Not met	UNFPA. (2013 [22]). <i>The UNFPA Strategic Plan 2014-2017 - Annex 1 integrated results framework (DP/FPA/2013/12)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Annex%20%20%28integrated%20results%20framework%29.docx
Overall Score MI 3.1		Strong (5)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 3.2 Standard performance indicators are included in organisation-wide plans and strategies at a	1. In the development results framework, few of the performance indicators at the outcome level and output level are SMART."	Met	UNFPA. (2013 [04]). <i>The UNFPA Strategic Plan 2014-2017 (DP/FPA/2013/12)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Strategic%20Plan.%202014-2017.docx UNFPA. (2013 [22]). <i>The UNFPA Strategic Plan 2014-2017 - Annex 1 integrated results framework (DP/FPA/2013/12)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Annex%20%20%28integrated%20r

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
delivery (output) and development results level.			esults%20framework%29.docx UNFPA. (2011 [02]). <i>Midterm Review for the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2011/11)</i> . New York: United Nations Population Fund. Retrieved from http://profiles.unfpa.org/uploads/documents/1338318759-1334690582-mtr-unfpa-strategic-plan-eng.doc
	2. In the DRF, some of the performance indicators at the outcome level and output level are SMART	Met	Ibidem
	3. In the DRF, most of the performance indicators at the outcome level and output level are SMART.	Met	Ibidem
	4. In the DRF, all of the performance indicators at the outcome level and output level are SMART.	Not met	Ibidem
	5. All above criteria are also met in the MRF.	Not met	Ibidem
Overall Score MI 3.2		Adequate (4)	

KPI 4. The MO maintains focus on the cross-cutting thematic priorities identified in its strategic framework, and/or considered important by MOPAN

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 4.1 Gender equality	1 . The organisation has a policy or strategic framework on the mainstreaming of gender or has clearly stated gender equality results as part of its organisational strategic plan.	Met	UNFPA. (2013 [04]). <i>The UNFPA Strategic Plan 2014-2017 (DP/FPA/2013/12)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Strategic%20Plan,%202014-2017.docx UNFPA. (2013 [22]). <i>The UNFPA Strategic Plan 2014-2017 - Annex 1 integrated results framework (DP/FPA/2013/12)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Annex%201%20%28integrated%20results%20framework%29.docx

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			UNFPA. (2011 [02]). <i>Midterm Review for the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2011/11)</i>. New York: United Nations Population Fund. Retrieved from http://profiles.unfpa.org/uploads/documents/1338318759-1334690582-mtr-unfpa-strategic-plan-eng.doc UNFPA. (2011 [03]). <i>Gender at the heart of ICDP: The UNFPA Strategic Framework on Gender Mainstreaming and Women's Empowerment</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/publications/2011/Gender_Equality%20Strategy_2011.pdf Joint Meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP. (2012 [01]). <i>Transition</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2013/B-11722E-2013%20JMB-Agenda.pdf
	2 . Country strategy/programming documents also articulate gender equality/mainstreaming as a priority. More than half of the country-level strategies and results frameworks sampled include results that integrate gender equality.	Met	UNFPA. (2011 [04]). <i>Final country programme document for Bangladesh (DP/FPA/CPD/BGD/8)</i>. New York: United Nations Population Fund. Retrieved from https://data.unfpa.org/downloadDoc.unfpa?docId=73 UNFPA. (2010 [04]). <i>Final Country Programme Document for Cambodia (DP/FPA/CPD/KHM/4)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/exbrd/2010/second_session/dpfpa_cpd_khm4.doc UNFPA. (2012 [07]). <i>Final Country Programme Document for the Democratic Republic of the Congo (DP/FPA/CPD/COD/4)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2013/Final%20CPD%20for%20the%20Democratic%20Republic%20of%20the%20Congo.doc UNFPA. (2009 [02]). <i>Final Country Programme Document for Ecuador (DP/FPA/CPD/ECU/5)</i>. New York: United Nations Population Fund. Retrieved from https://data.unfpa.org/downloadDoc.unfpa?docId=107 UNFPA. (2008 [03]). <i>Final Country Programme Document for Kenya (DP/DPC/KEN/7)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/exbrd/2009/first_regular_session/country_programme_kenya.doc UNFPA. (2011 [07]). <i>Final Common Country Programme Document for the United Republic of Tanzania (DP/FPA-ICEF-WFP/CCPD/2011/TAZ/1)</i>. New York: United Nations Population Fund. Retrieved from https://data.unfpa.org/downloadDoc.unfpa?docId=208
	3 . The organisation has clearly defined roles and responsibilities with regard to the mainstreaming of gender.	Met	UNFPA. (2011 [03]). <i>Gender at the heart of ICDP: The UNFPA Strategic Framework on Gender Mainstreaming and Women's Empowerment</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/publications/2011/Gender_Equality%20Strategy_2011.pdf UNFPA. (2013 [04]). <i>The UNFPA Strategic Plan 2014-2017 (DP/FPA/2013/12)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Strategic%20Plan,%202014-2017.docx
	4 . There is evidence that the organisation has	Met	UNFPA. (2011 [03]). <i>Gender at the heart of ICDP: The UNFPA Strategic Framework on Gender Mainstreaming and Women's Empowerment</i>. New York: United Nations Population Fund. Retrieved from

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	resourced its policy/strategy for gender mainstreaming (in terms of staffing, funding, and technical expertise).		http://www.unfpa.org/webdav/site/global/shared/documents/publications/2011/Gender_Equality%20Strategy_2011.pdf UNFPA. (2013 [04]). <i>The UNFPA Strategic Plan 2014-2017 (DP/FPA/2013/12)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Strategic%20Plan,%202014-2017.docx UNFPA. (2007 [06]). <i>Delivering on the Promise of Equality UNFPA's Strategic Framework on Gender Mainstreaming & Women's Empowerment 2008-2011</i>. New York: United Nations Population Fund. Retrieved from https://www.unfpa.org/webdav/site/global/shared/documents/publications/2007/gender_report_2007.pdf Promundo, UNFPA, MenEngage. (2010 [01]). <i>Engaging Men and Boys in Gender Equality and Health - A global toolkit for action</i>. Rio de Janeiro : United Nations Population Fund. Retrieved from http://www.unfpa.org/public/home/publications/pid/6815 UNFPA, UNIFEM. (2006 [01]). <i>Gender Responsive Budgeting and Women's Reproductive Rights: A Resource Pack</i>. New York: United Nations Population Fund, United Nations Development Fund for Women. Retrieved from http://www.unfpa.org/public/publications/pid/371 UNFPA. (2014 [23]). <i>Report of the Executive Director for 2013: Progress in implementing the UNFPA strategic plan, 2008-2013 (DP/FPA/2014/5 (Part I))</i>. New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=DP.FPA.2014.5PartI.Report%20of%20the%20Executive%20Director%20for%202013.pdf~15-08-2014-19-08-45-552
	5. There is evidence that the organisation monitors its progress in mainstreaming gender in order to take actions to correct any identified issues.	Met	UNFPA. (2013 [02]). <i>Report of the Executive Director for 2012: Cumulative Analysis of Progress in Implementation of the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2013/3 (Part I))</i>. New York: United Nations Population Fund. Retrieved from http://unfpa.org/webdav/site/global/shared/executive-board/2013/FINAL%20UN%20VERSION%20Annual%20Report%20of%20the%20ED.docx UNFPA. (2012 [04]). <i>Report of the Executive Director for 2011: Progress in implementation of the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2012/6 (Part I))</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2012/Corrected%20FINALIZED%20version%20Report%20of%20the%20Executive%20Director%20for%202011.%20single-spaced.doc UNFPA. (2013 [04]). <i>The UNFPA Strategic Plan 2014-2017 (DP/FPA/2013/12)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Strategic%20Plan,%202014-2017.docx UNFPA. (2011 [02]). <i>Midterm Review for the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2011/11)</i>. New York: United Nations Population Fund. Retrieved from http://profiles.unfpa.org/uploads/documents/1338318759-1334690582-mtr-unfpa-strategic-plan-eng.doc Universalia. (2010 [01]). <i>Mid Term Evaluation of UNFPA Strategic Plan Organizational Goal 3 - Gender Equality</i>. New York: United Nations Population Fund. Retrieved from http://web2.unfpa.org/public/about/oversight/evaluations/docDownload.unfpa?docId=67

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			UNFPA. (2014 [23]). <i>Report of the Executive Director for 2013: Progress in implementing the UNFPA strategic plan, 2008-2013 (DP/FPA/2014/5 (Part I))</i>. New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=DP.FPA.2014.5PartI.Report%20of%20the%20Executive%20Director%20for%202013.pdf~15-08-2014-19-08-45-552 UNFPA. (2014 [35]). <i>Annexes to the report of the Executive Director for 2013: Progress in implementing the UNFPA strategic plan, 2008-2013 (DP/FPA/2014/5 (Part I))</i>. New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=Report%20of%20UNFPA%20Executive%20Director%20for%202013%20-%20Annexes%201-12%20-%20FINAL%20-%202013Jun14.pdf~18-31-2014-11-31-11-587
	Overall Score MI 4.1	Strong (5)	Strictly adhering to the criteria, the organisation would be rated "very strong". However, while a review of the organisation's reports indicates that UNFPA monitors and reports on results stated in its strategic plan; the extent to which it systematically reports on commitments made under the 2011 Strategic Framework (i.e. expected results for 2008-2013) is unclear. Also, while at the time of the assessment, the organisation indicated to have been in the process of developing a new gender strategy to cover the 2014-2017 strategic period, it is unclear whether the new strategy drew from findings of previous assessments /evaluations related to the 2011 gender mainstreaming framework. At the time of the assessment, the Fund had not conducted any assessments related to the operationalisation and implementation of its 2011 gender strategy.

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 4.2 Environmental policy and environmental assessment practices	1 . The organisation has a policy or strategic framework on the mainstreaming/promotion of environmental sustainability or has clearly stated environmental sustainability results as part of its organisational strategic plan.	Met	Greening the Blue. (2014 [01]). <i>United Nations Population Fund</i>. Retrieved 03 24, 2014, from Greening the Blue: http://www.greeningtheblue.org/what-the-un-is-doing/united-nations-population-fund-unfpa UNFPA. (2013 [03]). <i>UNFPA Green Procurement Strategy</i>. New York: United Nations Population Fund. Retrieved from http://unfpa.org/webdav/site/global/shared/procurement/08_QA/Green%20Procurement%20Strategy_NOV%202013%20last_compressed.pdf UNFPA. (2013 [23]). <i>The UNFPA Strategic Plan 2014-2017 - Annex 2 outcome theories of change (DP/FPA/2013/12)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Annex%202%20%28outcome%20theories%20of%20change%29.docx UNFPA. (2014 [61]). <i>Linking Population, Poverty and Development - Climate change</i>. Retrieved 11 19, 2014, from United Nations Population Fund: http://www.unfpa.org/pds/climate/ Schensul, D., Mkwambisi, D., & al., e. (2013 [01]). Adapting Urban Settlements to Climate Change: local Vulnerability and Adaptive Capacity in the Urban Areas of Malawi. In Martine, George, & D. Schensul, <i>The Demography of Adaptation To Climate Change</i> (pp. 115-137). New York, London and Mexico City: UNFPA, IIED and El Colegio de México. Retrieved from

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			https://www.unfpa.org/webdav/site/global/shared/images/publications/2013/The%20Demography%20of%20Adaptation%20to%20Climate%20Change.pdf Hayes, A. C. (2011 [01]). <i>Population Dynamics and Climate Change in Indonesia: Mobilizing for a Sustainable Future</i> . Jakarta: United Nations Population Fund Indonesia. Retrieved from http://indonesia.unfpa.org/application/assets/publications/UNFPA_Population_Dynamics_Climate_Change_Book_FINAL.pdf UNFPA. (2014 [62]). <i>Demographic Explorer for Climate Adaptation (DECA)</i> . Retrieved from POP Climate: http://www.popclimate.net/deca
	2 . Country strategy/programming documents also articulate environmental sustainability as a priority. More than half of the country-level strategies and results frameworks sampled include results that integrate environmental sustainability.	Not met	
	3 . The organisation has clearly defined roles and responsibilities with regard to the promotion of environmental sustainability.	Met	<i>Ibid.</i>
	4 . There is evidence that the organisation has resourced its policy/strategy for the promotion of environmental sustainability (in terms of staffing, funding, and technical expertise).	Not met	<i>Ibid.</i>

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	5 . There is evidence that the organisation monitors its progress in promoting environmental sustainability and takes actions to correct any identified issues.	Not met	<i>Ibid.</i>
Overall Score MI 4.2		Inadequate (3)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 4.3 Good governance	1 . The organisation has a policy or strategic framework on the mainstreaming/promotion of the principles of good governance or has clearly stated good governance results as part of its organisational strategic plan.	Met	UNFPA. (2013 [04]). <i>The UNFPA Strategic Plan 2014-2017 (DP/FPA/2013/12)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Strategic%20Plan.%202014-2017.docx UNFPA. (2014 [48]). <i>Linking population, poverty and development - Influencing policy</i>. Retrieved 07 30, 2014, from United Nations Population Fund: http://www.unfpa.org/pds/policy.htm UNFPA. (2014 [49]). <i>Linking population, poverty and development</i>. Retrieved 07 30, 2014, from United Nations Population Fund: http://www.unfpa.org/pds/ UNFPA. (2012 [41]). <i>Marrying too Young - End Child Marriage</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/publications/2012/MarryingTooYoung.pdf
	2 . Country strategy/programming documents also articulate good governance as a priority. More than half of the country-level strategies and results frameworks sampled include results that integrate the principles of good governance.	Met	UNFPA. (2010 [04]). <i>Final Country Programme Document for Cambodia (DP/FPA/CPD/KHM/4)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/exbrd/2010/second_session/dpfpa_cpd_khm4.doc UNFPA. (2008 [03]). <i>Final Country Programme Document for Kenya (DP/DPC/KEN/7)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/exbrd/2009/first_regular_session/country_programme_kenya.doc UNFPA. (2011 [07]). <i>Final Common Country Programme Document for the United Republic of Tanzania (DP/FPA-ICEF-WFP/CCPD/2011/TAZ/1)</i>. New York: United Nations Population Fund. Retrieved from https://data.unfpa.org/downloadDoc.unfpa?docId=208

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	3 . The organisation has clearly defined roles and responsibilities with regard to the promotion of the principles of good governance.	Not met	
	4 . There is evidence that the organisation has resourced its policy/strategy for the promotion of the principles of good governance (in terms of staffing, funding, and technical expertise).	Not met	UNFPA. (2011 [02]). <i>Midterm Review for the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2011/11)</i>. New York: United Nations Population Fund. Retrieved from http://profiles.unfpa.org/uploads/documents/1338318759-1334690582-mtr-unfpa-strategic-plan-eng.doc UNFPA. (2014 [23]). <i>Report of the Executive Director for 2013: Progress in implementing the UNFPA strategic plan, 2008-2013 (DP/FPA/2014/5 (Part I))</i>. New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=DP.FPA.2014.5PartI.Report%20of%20the%20Executive%20Director%20for%202013.pdf~15-08-2014-19-08-45-552 UNFPA. (2013 [02]). <i>Report of the Executive Director for 2012: Cumulative Analysis of Progress in Implementation of the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2013/3 (Part I))</i>. New York: United Nations Population Fund. Retrieved from http://unfpa.org/webdav/site/global/shared/executive-board/2013/FINAL%20UN%20VERSION%20Annual%20Report%20of%20the%20ED.docx
	5 . There is evidence that the organisation monitors its progress in promoting the principles of good governance and takes actions to correct any identified issues.	Met	
Overall Score MI 4.3		Adequate (4)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 4.4 Human rights-based approaches	1. The organisation has a policy or strategic framework on the mainstreaming of human rights-based approaches or has clearly stated human	Met	UNDG. (2003 [01]). <i>The Human Rights Based Approach to Development Cooperation: Towards a Common Understanding Among UN Agencies</i>. New York: United Nations Development Group. Retrieved from http://www.undg.org/archive_docs/6959-The_Human_Rights_Based_Approach_to_Development_Cooperation_Towards_a_Common_Understanding_among_UN.pdf UNFPA. (2014 [19]). <i>Human Rights</i>. Retrieved 03 25, 2014, from United Nations Population Fund:

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	rights results as part of its organisational strategic plan.		http://www.unfpa.org/rights/approaches.htm UNFPA. (2013 [04]). <i>The UNFPA Strategic Plan 2014-2017 (DP/FPA/2013/12)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Strategic%20Plan,%202014-2017.docx UNFPA. (2013 [22]). <i>The UNFPA Strategic Plan 2014-2017 - Annex 1 integrated results framework (DP/FPA/2013/12)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Annex%201%20%28integrated%20results%20framework%29.docx UNFPA. (2010 [01]). <i>A Human Rights-based Approach to Programming: practical Implementation Manual and Training Materials</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/publications/2010/hrba/hrba_manual_in%20full.pdf UNFPA. (2011 [02]). <i>Midterm Review for the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2011/11)</i> . New York: United Nations Population Fund. Retrieved from http://profiles.unfpa.org/uploads/documents/1338318759-1334690582-mtr-unfpa-strategic-plan-eng.doc UNFPA. (2014 [50]). <i>Human rights: the foundation for UNFPA's work - Putting Rights into Practice: Making Motherhood Safer</i> . Retrieved 07 2014, 30, from http://www.unfpa.org/rights/motherhood.htm UNFPA. (2014 [51]). <i>Human Rights - Putting Rights into Practice: Promoting Gender Equality</i> . Retrieved 07 30, 2014, from United Nations Population Fund: http://www.unfpa.org/rights/gender.htm UNFPA. (2014 [52]). <i>Human Rights: the foundation for UNFPA's work - Putting Rights into Practice</i> . Retrieved 07 30, 2014, from United Nations Population Fund: http://www.unfpa.org/rights/practice.htm
	2 . Country strategy/programming documents also articulate human rights-based approaches as a priority. More than half of the country-level strategies and results frameworks sampled include results that integrate human rights-based approaches.	Met	
	3 . The organisation has clearly defined roles and responsibilities with regard to the mainstreaming of	Met	UNFPA. (2010 [01]). <i>A Human Rights-based Approach to Programming: practical Implementation Manual and Training Materials</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/publications/2010/hrba/hrba_manual_in%20full.pdf (UNFPA, 2010 [01])

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	human rights-based approaches.		
	4. There is evidence that the organisation has resourced its policy/strategy for mainstreaming human rights-based approaches (in terms of staffing, funding, and technical expertise).	Met	UNFPA. (2010 [01]). <i>A Human Rights-based Approach to Programming: practical Implementation Manual and Training Materials</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/publications/2010/hrba/hrba_manual_in%20full.pdf (UNFPA, 2010 [01]) UNFPA. (2014 [52]). <i>Human Rights: the foundation for UNFPA's work - Putting Rights into Practice</i>. Retrieved 07 30, 2014, from United Nations Population Fund: http://www.unfpa.org/rights/practice.htm
	5. There is evidence that the organisation monitors its progress in mainstreaming human rights-based approaches and takes actions to correct any identified issues.	Met	UNFPA. (2014 [23]). Report of the Executive Director for 2013: Progress in implementing the UNFPA strategic plan, 2008-2013 (DP/FPA/2014/5 (Part I)). New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=DP.FPA.2014.5PartI.Report%20of%20the%20Executive%20Director%20for%202013.pdf~15-08-2014-19-08-45-552 UNFPA. (2013 [02]). Report of the Executive Director for 2012: Cumulative Analysis of Progress in Implementation of the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2013/3 (Part I)). New York: United Nations Population Fund. Retrieved from http://unfpa.org/webdav/site/global/shared/executive-board/2013/FINAL%20UN%20VERSION%20Annual%20Report%20of%20the%20ED.docx Universalia. (2010 [01]). <i>Mid Term Evaluation of UNFPA Strategic Plan Organizational Goal 3 - Gender Equality</i>. New York: United Nations Population Fund. Retrieved from http://web2.unfpa.org UNFPA, UNICEF Evaluation Office. (2013 [01]). <i>UNFPA-UNICEF Joint Programme on Female Genital Mutilation/Cutting: Accelerating Change</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/public/home/about/Evaluation/EBIER/TE/pid/10103/public/about/oversight/evaluations/docDownload.unfpa?docId=67
Overall Score MI 4.4		Strong (5)	Strictly adhering to the criteria, the organisation would be rated "very strong". However while the organisation seems to have been involved in numerous initiatives aimed to put forth the integration of HRBA into programming, it is unclear whether it has resourced its Rights into Action policy for mainstreaming human rights-based approaches (in terms of staffing, funding, and technical expertise); thus the rating of "strong".

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 4.5 HIV/AIDS	1. The organisation has a policy or strategic framework on HIV/AIDS or has clearly	Met	UNFPA. (2013 [04]). <i>The UNFPA Strategic Plan 2014-2017 (DP/FPA/2013/12)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Strategic%20Plan.%202014-2017.docx

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	stated HIV/AIDS results as part of its organisational strategic plan.		UNAIDS. (2010 [01]). <i>Getting to zero 2011-2015 Strategy</i>. Geneva: Joint United Nations Programme on HIV/AIDS. Retrieved from http://www.unaids.org/en/media/unaids/contentassets/documents/unaidspublication/2010/jc2034_unaids_strategy_en.pdf UNFPA, UNDP. (2013 [01]). <i>Report on the implementation of the decisions and recommendations of the Programme Coordinating Board of the Joint United Nations Programme on HIV/AIDS (DP/2013/46-DP/FPA/2013/16)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/FINAL%20UN%20Version%20Joint%20UNDP%20and%20UNFPA%20report%20on%20PCB%20UNAI DS,%2012%20JULY%202013%20submitted.docx
	2. Country strategy/programming documents also articulate HIV/AIDS as a priority. More than half of the country-level strategies and results frameworks sampled include results that integrate HIV/AIDS.	Met	UNFPA. (2011 [04]). <i>Final country programme document for Bangladesh (DP/FPA/CPD/BGD/8)</i>. New York: United Nations Population Fund. Retrieved from https://data.unfpa.org/downloadDoc.unfpa?docId=73 UNFPA. (2010 [04]). <i>Final Country Programme Document for Cambodia (DP/FPA/CPD/KHM/4)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/exbrd/2010/second_session/dpfpa_cpd_khm4.doc UNFPA. (2012 [07]). <i>Final Country Programme Document for the Democratic Republic of the Congo (DP/FPA/CPD/COD/4)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2013/Final%20CPD%20for%20the%20Democratic%20Republic%20of%20the%20Congo.doc UNFPA. (2009 [02]). <i>Final Country Programme Document for Ecuador (DP/FPA/CPD/ECU/5)</i>. New York: United Nations Population Fund. Retrieved from https://data.unfpa.org/downloadDoc.unfpa?docId=107 UNFPA. (2008 [03]). <i>Final Country Programme Document for Kenya (DP/DPC/KEN/7)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/exbrd/2009/first_regular_session/country_programme_kenya.doc UNFPA. (2011 [07]). <i>Final Common Country Programme Document for the United Republic of Tanzania (DP/FPA-ICEF-WFP/CCPD/2011/TAZ/1)</i>. New York: United Nations Population Fund. Retrieved from https://data.unfpa.org/downloadDoc.unfpa?docId=208
	3. The organisation has clearly defined roles and responsibilities with regard to the support of HIV/AIDS activities/programming.	Met	UNFPA. (2011 [01]). <i>Comprehensive Condom Programming - A guide for resource mobilization and country programming</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/publications/2011/CCP.pdf UNFPA. (2013 [04]). <i>The UNFPA Strategic Plan 2014-2017 (DP/FPA/2013/12)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Strategic%20Plan.%202014-2017.docx UNAIDS. (2010 [02]). <i>UNAIDS division of labour</i>. Geneva: Joint United Nations Programme on HIV/AIDS. Retrieved from http://www.unaids.org/en/media/unaids/contentassets/documents/unaidspublication/2011/JC2063_DivisionOfLa

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			bour_en.pdf
	4. There is evidence that the organisation has resourced its policy/strategy on HIV/AIDS (in terms of staffing, funding, and technical expertise).	Met	UNFPA. (2013 [04]). <i>The UNFPA Strategic Plan 2014-2017 (DP/FPA/2013/12)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Strategic%20Plan,%202014-2017.docx UNFPA, UNDP. (2013 [01]). <i>Report on the implementation of the decisions and recommendations of the Programme Coordinating Board of the Joint United Nations Programme on HIV/AIDS (DP/2013/46-DP/FPA/2013/16)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/FINAL%20UN%20Version%20Joint%20UNDP%20and%20UNFPA%20report%20on%20PCB%20UNAI DS.%2012%20JULY%202013%20submitted.docx UNFPA. (2012 [27]). <i>Report of the Executive Director for 2011: Progress in implementation of the UNFPA Strategic Plan, 2008-2013 - Annex 7 Data supplement on management results (DP/FPA/2012/6 (Part I))</i>. New York: United Nations Population Fund. Provided by UNFPA IASC. (2010 [01]). <i>Guidelines for Addressing HIV in Humanitarian Settings</i>. Geneva: Inter-Agency Standing Committee. Retrieved from http://www.globalprotectioncluster.org/assets/files/tools_and_guidance/IASC_HIV_Guidelines_2010_En.pdf
	5. There is evidence that the organisation monitors its progress in addressing HIV/AIDS in order to take action to correct any identified issues.	Met	UNFPA. (2013 [04]). <i>The UNFPA Strategic Plan 2014-2017 (DP/FPA/2013/12)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Strategic%20Plan,%202014-2017.docx UNFPA. (2011 [02]). <i>Midterm Review for the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2011/11)</i>. New York: United Nations Population Fund. Retrieved from http://profiles.unfpa.org/uploads/documents/1338318759-1334690582-mtr-unfpa-strategic-plan-eng.doc UNFPA, UNDP. (2013 [01]). <i>Report on the implementation of the decisions and recommendations of the Programme Coordinating Board of the Joint United Nations Programme on HIV/AIDS (DP/2013/46-DP/FPA/2013/16)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/FINAL%20UN%20Version%20Joint%20UNDP%20and%20UNFPA%20report%20on%20PCB%20UNAI DS.%2012%20JULY%202013%20submitted.docx UNFPA. (2013 [02]). <i>Report of the Executive Director for 2012: Cumulative Analysis of Progress in Implementation of the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2013/3 (Part I))</i>. New York: United Nations Population Fund. Retrieved from http://unfpa.org/webdav/site/global/shared/executive-board/2013/FINAL%20UN%20VERSION%20Annual%20Report%20of%20the%20ED.docx UNFPA. (2012 [04]). <i>Report of the Executive Director for 2011: Progress in implementation of the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2012/6 (Part I))</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2012/Corrected%20FINALIZED%20version%20Report%20of%20the%20Executive%20Director%20for%20

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			202011.%20single-spaced.doc UNAIDS. (2013 [02]). <i>UNAIDS Performance Monitoring Report 2012</i> . Geneva: United Nations Joint Programme on AIDS. Retrieved from http://www.unaids.org/en/media/unaids/contentassets/documents/pcb/2013/pcb32/agendaitems/20131706_Performance%20Monitoring%20report_En.pdf
Overall Score MI 4.5		Very strong (6)	

KPI 5. The MO's country strategies are results-focused

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 5.1 Country results frameworks have causal links from outputs through to outcomes and impact.	1. At least half of the countries sampled have results framework(s), either contained within the country strategies or as a separate document, which is referred to by the strategic plan.	Met	UNFPA. (2011 [04]). <i>Final country programme document for Bangladesh (DP/FPA/CPD/BGD/8)</i>. New York: United Nations Population Fund. Retrieved from https://data.unfpa.org/downloadDoc.unfpa?docId=73 UNFPA. (2010 [04]). <i>Final Country Programme Document for Cambodia (DP/FPA/CPD/KHM/4)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/exbrd/2010/second_session/dpfpa_cpd_khm4.doc UNFPA. (2012 [07]). <i>Final Country Programme Document for the Democratic Republic of the Congo (DP/FPA/CPD/COD/4)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2013/Final%20CPD%20for%20the%20Democratic%20Republic%20of%20the%20Congo.doc UNFPA. (2009 [02]). <i>Final Country Programme Document for Ecuador (DP/FPA/CPD/ECU/5)</i>. New York: United Nations Population Fund. Retrieved from https://data.unfpa.org/downloadDoc.unfpa?docId=107 UNFPA. (2008 [03]). <i>Final Country Programme Document for Kenya (DP/DPC/KEN/7)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/exbrd/2009/first_regular_session/country_programme_kenya.doc UNFPA. (2011 [07]). <i>Final Common Country Programme Document for the United Republic of Tanzania (DP/FPA-ICEF-WFP/CCPD/2011/TAZ/1)</i>. New York: United Nations Population Fund. Retrieved from https://data.unfpa.org/downloadDoc.unfpa?docId=208
	2. More than half of the country strategies/results frameworks contain both statements of outputs and expected outcomes appropriate to their results level (i.e., what are called outputs are actually outputs; what are called outcomes are actually outcomes).	Met	UNFPA. (2011 [04]). <i>Final country programme document for Bangladesh (DP/FPA/CPD/BGD/8)</i>. New York: United Nations Population Fund. Retrieved from https://data.unfpa.org/downloadDoc.unfpa?docId=73 UNFPA. (2010 [04]). <i>Final Country Programme Document for Cambodia (DP/FPA/CPD/KHM/4)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/exbrd/2010/second_session/dpfpa_cpd_khm4.doc UNFPA. (2012 [07]). <i>Final Country Programme Document for the Democratic Republic of the Congo (DP/FPA/CPD/COD/4)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2013/Final%20CPD%20for%20the%20Democratic%20Republic%20of%20the%20Congo.doc UNFPA. (2009 [02]). <i>Final Country Programme Document for Ecuador (DP/FPA/CPD/ECU/5)</i>. New York: United Nations Population Fund. Retrieved from https://data.unfpa.org/downloadDoc.unfpa?docId=107 UNFPA. (2008 [03]). <i>Final Country Programme Document for Kenya (DP/DPC/KEN/7)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/exbrd/2009/first_regular_session/country_programme_kenya.doc UNFPA. (2011 [07]). <i>Final Common Country Programme Document for the United Republic of Tanzania (DP/FPA-ICEF-WFP/CCPD/2011/TAZ/1)</i>. New York: United Nations Population Fund. Retrieved from https://data.unfpa.org/downloadDoc.unfpa?docId=208

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			UNDG. (2011 [02]). <i>Result-Based Management handbook – Harmonizing RBM concepts and approaches for improved development results at country level</i>. New York: United Nations Development Group. Retrieved from http://www.undg.org/docs/12316/UNDG-RBM%20Handbook-2012.pdf
	3. More than half of the country strategies/results frameworks sampled implicitly or explicitly describe the results chain – that is, how the outputs in the results framework(s) are linked to the expected outcomes.	Not Met	UNFPA. (2011 [04]). <i>Final country programme document for Bangladesh (DP/FPA/CPD/BGD/8)</i>. New York: United Nations Population Fund. Retrieved from https://data.unfpa.org/downloadDoc.unfpa?docId=73 UNFPA. (2010 [04]). <i>Final Country Programme Document for Cambodia (DP/FPA/CPD/KHM/4)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/exbrd/2010/second_session/dpfpa_cpd_khm4.doc UNFPA. (2012 [07]). <i>Final Country Programme Document for the Democratic Republic of the Congo (DP/FPA/CPD/COD/4)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2013/Final%20CPD%20for%20the%20Democratic%20Republic%20of%20the%20Congo.doc UNFPA. (2009 [02]). <i>Final Country Programme Document for Ecuador (DP/FPA/CPD/ECU/5)</i>. New York: United Nations Population Fund. Retrieved from https://data.unfpa.org/downloadDoc.unfpa?docId=107 UNFPA. (2008 [03]). <i>Final Country Programme Document for Kenya (DP/DPC/KEN/7)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/exbrd/2009/first_regular_session/country_programme_kenya.doc UNFPA. (2011 [07]). <i>Final Common Country Programme Document for the United Republic of Tanzania (DP/FPA-ICEF-WFP/CCPD/2011/TAZ/1)</i>. New York: United Nations Population Fund. Retrieved from https://data.unfpa.org/downloadDoc.unfpa?docId=208
	4. In more than half of the country strategies/results frameworks there is a clear and logical progression from outcomes to impact.	Met	Ibidem
	5. All above criteria are met for all country strategies/results frameworks sampled.	Not met	
Overall Score MI 5.1		Adequate (4)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 5.2 Performance indicators are included in country plans and strategies at a delivery (output) and development results level.	1. In all the country strategies sampled, few of the performance indicators at the outcome level and output level are SMART.	Met	UNDG. (2005 [01]). <i>MDF Tool: indicators</i>. United Nations Development Group. Retrieved from http://www.undg.org/docs/11652/MDF-Indicators-Brief-(2005).pdf UNFPA. (2011 [22]). <i>Guide for developing robust results frameworks for effective programmes</i>. New York: United Nations Population Fund. Provided by UNFPA UNFPA. (2011 [04]). <i>Final country programme document for Bangladesh (DP/FPA/CPD/BGD/8)</i>. New York: United Nations Population Fund. Retrieved from https://data.unfpa.org/downloadDoc.unfpa?docId=73 UNFPA. (2010 [04]). <i>Final Country Programme Document for Cambodia (DP/FPA/CPD/KHM/4)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/exbrd/2010/second_session/dpfpa_cpd_khm4.doc UNFPA. (2012 [07]). <i>Final Country Programme Document for the Democratic Republic of the Congo (DP/FPA/CPD/COD/4)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2013/Final%20CPD%20for%20the%20Democratic%20Republic%20of%20the%20Congo.doc UNFPA. (2009 [02]). <i>Final Country Programme Document for Ecuador (DP/FPA/CPD/ECU/5)</i>. New York: United Nations Population Fund. Retrieved from https://data.unfpa.org/downloadDoc.unfpa?docId=107 UNFPA. (2008 [03]). <i>Final Country Programme Document for Kenya (DP/DPC/KEN/7)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/exbrd/2009/first_regular_session/country_programme_kenya.doc UNFPA. (2011 [07]). <i>Final Common Country Programme Document for the United Republic of Tanzania (DP/FPA-ICEF-WFP/CCPD/2011/TAZ/1)</i>. New York: United Nations Population Fund. Retrieved from https://data.unfpa.org/downloadDoc.unfpa?docId=208 UNFPA. (N/D [02]). <i>7th Country Programme Action Plan (CPAP) 2006-2010 for the Programme of Cooperation between The Government of the People's Republic of Bangladesh and United Nations Population Fund</i>. New York: United Nations Population Fund. Retrieved from http://profiles.unfpa.org/uploads/documents/1340533228-cpap-7cp-final-december.pdf UNFPA, RGC. (2011 [01]). <i>Country Programme Action Plan 2011-2015 for the programme of cooperation between the Royal Government of Cambodia and UNFPA</i>. New York: United Nations Population Fund / Royal Government of Cambodia. Retrieved from https://data.unfpa.org/downloadDoc.unfpa?docId=15 UNFPA, RDC. (2013 [01]). <i>Quatrième Programme de Coopération RDC-UNFPA - Plan d'Actions du Programme Pays 2013-2017</i>. Kinshasa: United Nations Population Fund, République Démocratique du Congo. Retrieved from https://data.unfpa.org/downloadDoc.unfpa?docId=17 UNFPA. (2011 [06]). <i>Plan de Accion del Programa del Pais entre el Gobierno de la Republica del Ecuador y el UNFPA 2010-2014</i>. New York: United Nations Population Fund. Retrieved from https://data.unfpa.org/downloadDoc.unfpa?docId=299 UNFPA, GOK. (2008 [01]). <i>Country Programme Action Plan 2009-2013 between the Government of Kenya and UNFPA</i>. New York: United Nations Population Fund / Government of Kenya. Retrieved from https://data.unfpa.org/downloadDoc.unfpa?docId=435

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			UNFPA. (2012 [32]). <i>Alineacion del Programa de Pais y Plan de Accion del Programa de Pais 2010-2014 al Plan Estrategico Revisado 2012-2013</i> . Quito: United Nations Population Fund. Provided by CO Nasreen M., I. S. (2011 [02]). <i>Evaluation of the 7th Country Programme UNFPA Bangladesh - Annex 5 results and resource framework for Bangladesh (revised after MTR)</i> . Dhaka: United Nations Population Fund. Provided by UNFPA
	2. In all the country strategies sampled, some of the performance indicators at the outcome level and output level are SMART.	Met	Ibidem
	3. In all the country strategies sampled, most of the performance indicators at the outcome level and output level are SMART.	Met	Ibidem
	4. In at least half of the country strategies sampled, all performance indicators at the outcome level and output level are SMART.	Not met	Ibidem
	5. In all the country strategies sampled, all performance indicators at the outcome level and output level are SMART.	Not met	Ibidem
Overall Score MI 5.2		Adequate (4)	

PERFORMANCE AREA II – OPERATIONAL MANAGEMENT

KPI 6. The MO's development co-operation funding is transparent and predictable

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 6.1 The MO's criteria for allocating resources are transparent.	1. A policy for the allocation of resources to country programmes clearly describes how resources are allocated to countries during a planning cycle.	Met	UNFPA. (2013 [25]). <i>The UNFPA Strategic Plan 2014-2017 - Annex 4 funding arrangements</i> (DP/FPA/2013/12). New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Annex%204%20%28funding%20arrangements%29.docx UNFPA. (2013 [07]). <i>UNFPA Integrated budget estimates, 2014-2017</i> (DP/FPA/2013/14). New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/FINAL%20UN%20VERSION%20integrated%20budget%20estimates,%202014-2017.docx
	2. The policy is periodically reviewed by Executive Board as necessary.	Met	UNFPA. (2013 [04]). <i>The UNFPA Strategic Plan 2014-2017</i> (DP/FPA/2013/12). New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Strategic%20Plan,%202014-2017.docx UNFPA. (2013 [25]). <i>The UNFPA Strategic Plan 2014-2017 - Annex 4 funding arrangements</i> (DP/FPA/2013/12). New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Annex%204%20%28funding%20arrangements%29.docx UNFPA. (2007 [08]). <i>Review of the system for the allocation of UNFPA resources to country programmes</i> (DP/FPA/2007/18). New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/exbrd/2007/secondsession/dpfp_2007_18.doc
	3. There is evidence of the application of this policy.	Met	UNFPA. (2013 [07]). <i>UNFPA Integrated budget estimates, 2014-2017</i> (DP/FPA/2013/14). New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/FINAL%20UN%20VERSION%20integrated%20budget%20estimates,%202014-2017.docx UNFPA. (2013 [25]). <i>The UNFPA Strategic Plan 2014-2017 - Annex 4 funding arrangements</i> (DP/FPA/2013/12). New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Annex%204%20%28funding%20arrangements%29.docx UNFPA. (2014 [53]). <i>Annexes to the report on audit and investigation for 2013 - Annex 4</i>. New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=SUPPDOC.DP.FPA.2014.%206%20-%20Annex%205%20%20Status%20of%20the%2015%20strategic%20recommendations%20-%20FINAL%20(1).pdf~23-26-2014-14-26-53-351 UNFPA. (2014 [26]). <i>Annexes to the report on audit and investigation for 2013 - Annex 5</i> (DP/FPA/2014/6). New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=SUPPDOC.DP.FPA.2014.%206%20-%20Annex%205%20%20Status%20of%20the%2015%20strategic%20recommendations%20-%20FINAL%20(1).pdf~23-26-2014-14-26-53-351

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			%20FINAL%20(1).pdf~23-26-2014-14-26-53-351
	4. The policy is available on the agency's public website.	Met	UNFPA. (2014 [16]). <i>New Strategic Direction: Strategic Plan: 2014-2017</i> . Retrieved 02 28, 2014, from United Nations Population Fund: http://www.unfpa.org/public/home/about/strategic-direction
	5. The policy is available in more than one of the UN official languages.	Met	UNFPA. (2014 [16]). <i>New Strategic Direction: Strategic Plan: 2014-2017</i> . Retrieved 02 28, 2014, from United Nations Population Fund: http://www.unfpa.org/public/home/about/strategic-direction
Overall Score MI 6.1		Strong (5)	Detailed information on the resource distribution system (RDS) aimed to serve as a supplement to the RAS was not found to be readily available to the public. Evidence of the application of such system could not be found either. Furthermore, while this MI focuses on the transparency of processes for allocation of resources to countries, it is worth noting that the findings of 2013 audit of the Global and Regional Programmes conducted by KPMG, highlighted a lack of clarity of the mechanisms and processes in place for allocation of resources for global and regional interventions overall. The organisation reports that this is an issue it has attempted to address in the revised RAS, but that it remains a work in progress. (UNFPA, 2013 [25], p. 6)

KPI 7. The MO engages in results-based budgeting

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 7.1 Budget allocations are linked to results.	1. In the most recent annual or multi-year organisation-wide budget, budget information illustrates how resources are distributed across strategic objectives or higher-level results.	Met	UNFPA. (2013 [07]). <i>UNFPA Integrated budget estimates, 2014-2017 (DP/FPA/2013/14)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/FINAL%20UN%20VERSION%20integrated%20budget%20estimates,%202014-2017.docx UNFPA. (2013 [25]). <i>The UNFPA Strategic Plan 2014-2017 - Annex 4 funding arrangements (DP/FPA/2013/12)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Annex%204%20%28funding%20arrangements%29.docx UNFPA. (2014 [18]). <i>UNFPA global and regional interventions, 2014-2017 - Proposed Strategic Framework (DP/FPA/2014/CRP.1)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2014/Final%20version%20of%20UNFPA%20global%20and%20regional%20interventions.pdf UNFPA. (2013 [22]). <i>The UNFPA Strategic Plan 2014-2017 - Annex 1 integrated results framework (DP/FPA/2013/12)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Annex%201%20%28integrated%20results%20framework%29.docx
	2. Some output costs and/or outcome costs in both the DRF and	Met	UNFPA. (2013 [07]). <i>UNFPA Integrated budget estimates, 2014-2017 (DP/FPA/2013/14)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/FINAL%20UN%20VERSION%20integrated%20budget%20estimates,%202014-2017.docx

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	MRF are presented in the budget document.		UNFPA. (2013 [22]). <i>The UNFPA Strategic Plan 2014-2017 - Annex 1 integrated results framework (DP/FPA/2013/12)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Annex%201%20%28integrated%20results%20framework%29.docx
	3. Most output costs and/or outcome costs in both the DRF and MRF are presented in the budget document.	Not met	UNFPA. (2013 [07]). <i>UNFPA Integrated budget estimates, 2014-2017 (DP/FPA/2013/14)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/FINAL%20UN%20VERSION%20integrated%20budget%20estimates,%202014-2017.docx UNFPA. (2013 [22]). <i>The UNFPA Strategic Plan 2014-2017 - Annex 1 integrated results framework (DP/FPA/2013/12)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Annex%201%20%28integrated%20results%20framework%29.docx
	4. There is evidence of improvement of outputs and outcomes costing over time in budget documents reviewed (evidence of building a better system).	Met	Executive Board of the UNDP, UNFPA, UNOPS. (2012 [02]). <i>Roadmap to the integrated budget: Joint UNDP, UNFPA and UNICEF review on the impact of cost definitions and classification of activities on harmonized cost-recovery rates (DP-FPA/2012/1)</i> . New York: United Nations Population Fund. Retrieved from http://www.unops.org/SiteCollectionDocuments/EB%20documents/2012/Second%20regular%20session%202012/DPFPA2012-1.pdf Executive Board of the UNDP, UNFPA, UNOPS. (2013 [05]). <i>The road map to an integrated budget: joint review of the impact of cost definitions and classifications of activities on the harmonized cost recovery rates (DP-FPA/2013/1)</i> . New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=DP-FPA.2013.1-E.ICEF.2013.8RoadmapIntegBudgetEng.pdf~05-38-2013-16-38-27-984 UNFPA. (2012 [25]). <i>Institutional budget estimates for 2012-2013 (DP/FPA/2012/1)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2012/FINAL%20UN%20VERSION%20of%20edited%20UNFPA%20institutional%20budget,%202012-2013,%20single-spaced.doc UNFPA. (2012 [26]). <i>Institutional Budget Estimates for 2012-2013 and Revision of Financial Regulations and Rules - Report of the Advisory Committee on Administrative and Budgetary Questions (DP/FPA/2012/2)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2012/Final%20ACABQ%20report%20-%20single-spaced.doc UNFPA. (2013 [08]). <i>UNFPA Integrated budget for 2014-2017 - Report of the Advisory Committee on Administrative and Budgetary Questions (DP/FPA/2013/15)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2013/FINAL%20UN%20version%20ACABQ%20report%20for%202013,%20single-spaced UNFPA. (2007 [05]). <i>Estimates for the biennial support budget, 2008-2009 (DP/FPA/2008/1)</i> . New York: United Nations Population Fund. Retrieved from http://web.unfpa.org/exbrd/2008/firstsession/dpfpa_2008_1.doc UNFPA. (2013 [08]). <i>UNFPA Integrated budget for 2014-2017 - Report of the Advisory Committee on Administrative and Budgetary Questions (DP/FPA/2013/15)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	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.	Not Met	board/2013/FINAL%20UN%20version%20ACABQ%20report%20for%202013.%20single-spaced
Overall Score MI 7.1		Adequate (4)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 7.2 Expenditures are linked to results	1. In recent reports to the governing bodies, statements of results achieved are aligned with expected results described in the organisation-wide strategic plan.	Met	UNFPA. (2013 [02]). <i>Report of the Executive Director for 2012: Cumulative Analysis of Progress in Implementation of the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2013/3 (Part I))</i>. New York: United Nations Population Fund. Retrieved from http://unfpa.org/webdav/site/global/shared/executive-board/2013/FINAL%20UN%20VERSION%20Annual%20Report%20of%20the%20ED.docx UNFPA. (2011 [02]). <i>Midterm Review for the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2011/11)</i>. New York: United Nations Population Fund. Retrieved from http://profiles.unfpa.org/uploads/documents/1338318759-1334690582-mtr-unfpa-strategic-plan-eng.doc UNFPA. (2014 [23]). <i>Report of the Executive Director for 2013: Progress in implementing the UNFPA strategic plan, 2008-2013 (DP/FPA/2014/5 (Part I))</i>. New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=DP.FPA.2014.5PartI.Report%20of%20the%20Executive%20Director%20for%202013.pdf~15-08-2014-19-08-45-552 UNFPA. (2014 [44]). <i>Statistical and Financial Review, 2013 (DP/FPA/2014/5/(Part I)/Add.1)</i>. New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=DP.FPA.2014.5.PartI.Add.1Statistical%20and%20financial%20review.pdf~27-59-2014-09-59-43-872
	2. Recent reports to the governing bodies align expenditures with organisation-wide results (i.e., the reports show how much was spent to achieve outputs or	Met	UNFPA. (2013 [37]). <i>Report of the Executive Director for 2012: Cumulative Analysis of Progress in Implementation of the UNFPA Strategic Plan, 2008-2013 - Annex 2 Integrated financial resources framework 2012 (DP/FPA/2013/3 (Part I))</i>. New York: United Nations Population Fund. Retrieved from http://unfpa.org/webdav/site/global/shared/executive-board/2013/Report%20of%20the%20UNFPA%20Executive%20Director%202012%20Annexes.docx UNFPA. (2013 [09]). <i>Statistical and Financial Review, 2012 (DP/FPA/2013/3 (part I)/Add.1)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	make progress towards outcomes).		board/2013/FINAL%20UN%20VERSION%20Statistical%20and%20Financial%20Review%202012.doc UNFPA. (2014 [23]). <i>Report of the Executive Director for 2013: Progress in implementing the UNFPA strategic plan, 2008-2013 (DP/FPA/2014/5 (Part I))</i> . New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=DP.FPA.2014.5PartI.Report%20of%20the%20Executive%20Director%20for%202013.pdf ~15-08-2014-19-08-45-552
	3. In recent reports to the governing bodies, variances in organisation-wide expenditures and results achievement (i.e. differences between planned and actual expenditures and between planned and actual results achievements) are reported.	Not met	UNFPA. (2012 [25]). <i>Institutional budget estimates for 2012-2013 (DP/FPA/2012/1)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2012/FINAL%20UN%20VERSION%20of%20edited%20UNFPA%20institutional%20budget,%202012-2013,%20single-spaced.doc UNFPA. (2013 [37]). <i>Report of the Executive Director for 2012: Cumulative Analysis of Progress in Implementation of the UNFPA Strategic Plan, 2008-2013 - Annex 2 Integrated financial resources framework 2012 (DP/FPA/2013/3 (Part I))</i> . New York: United Nations Population Fund. Retrieved from http://unfpa.org/webdav/site/global/shared/executive-board/2013/Report%20of%20the%20UNFPA%20Executive%20Director%202012%20Annexes.docx UNFPA. (2012 [04]). <i>Report of the Executive Director for 2011: Progress in implementation of the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2012/6 (Part I))</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2012/Corrected%20FINALIZED%20version%20Report%20of%20the%20Executive%20Director%20for%202011,%20single-spaced.doc UNBOA. (2013 [01]). <i>UNFPA Financial report and audited financial statements for the year ended 31 December 2012 and Report of the Board of Auditors (A/68/5/Add.7)</i> . New York: United Nations Board of Auditors. Retrieved from http://www.un.org/en/ga/search/view_doc.asp?symbol=A/68/5/ADD.7 UNFPA. (2013 [02]). <i>Report of the Executive Director for 2012: Cumulative Analysis of Progress in Implementation of the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2013/3 (Part I))</i> . New York: United Nations Population Fund. Retrieved from http://unfpa.org/webdav/site/global/shared/executive-board/2013/FINAL%20UN%20VERSION%20Annual%20Report%20of%20the%20ED.docx UNFPA. (2014 [23]). <i>Report of the Executive Director for 2013: Progress in implementing the UNFPA strategic plan, 2008-2013 (DP/FPA/2014/5 (Part I))</i> . New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=DP.FPA.2014.5PartI.Report%20of%20the%20Executive%20Director%20for%202013.pdf ~15-08-2014-19-08-45-552
	4. If the third criterion is met , variances in organisation-wide expenditure and results achievement (i.e. differences between planned and actual expenditures and between planned	Not met	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	and actual results achievements) are explained.		
	5. In the documents consulted, there is evidence of consistent improvement over time in the way that expenditures are linked to organisation-wide results.	Not met	UNFPA. (2013 [08]). <i>UNFPA Integrated budget for 2014-2017 - Report of the Advisory Committee on Administrative and Budgetary Questions (DP/FPA/2013/15)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2013/FINAL%20UN%20version%20ACABQ%20report%20for%202013,%20single-spaced UNFPA. (2012 [26]). <i>Institutional Budget Estimates for 2012-2013 and Revision of Financial Regulations and Rules - Report of the Advisory Committee on Administrative and Budgetary Questions (DP/FPA/2012/2)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2012/Final%20ACABQ%20report%20-%20single-spaced.doc UNFPA. (2014 [23]). <i>Report of the Executive Director for 2013: Progress in implementing the UNFPA strategic plan, 2008-2013 (DP/FPA/2014/5 (Part I))</i>. New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=DP.FPA.2014.5PartI.Report%20of%20the%20Executive%20Director%20for%202013.pdf~15-08-2014-19-08-45-552
Overall Score MI 7.2		Inadequate (3)	

KPI 8. The MO has policies and processes for financial accountability (audit, risk management, anti-corruption)

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 8.1 External financial audits meeting recognised international standards are performed across the organisation (External or UN Board of Auditors)	1. Annual or biennial organisation-wide reports on financial performance exist.	Met	UNBOA. (2012 [01]). <i>UNFPA Financial report and audited financial statements for the biennium ended 31 December 2011 and Report of the Board of Auditors (A/67/5/Add.7)</i>. New York: United Nations Board of Auditors. Retrieved from http://www.un.org/en/ga/search/view_doc.asp?symbol=A/67/5/ADD.7 UNBOA. (2013 [01]). <i>UNFPA Financial report and audited financial statements for the year ended 31 December 2012 and Report of the Board of Auditors (A/68/5/Add.7)</i>. New York: United Nations Board of Auditors. Retrieved from http://www.un.org/en/ga/search/view_doc.asp?symbol=A/68/5/ADD.7 UNBOA. (2014 [01]). <i>Published Reports of the Board of Auditors</i>. Retrieved 02 14, 2014, from United Nations Board of Auditors: http://www.un.org/en/auditors/board/reports.shtml UNFPA. (2011 [09]). <i>UNFPA Financial Regulations and Rules (UNFPA/FIN/REG/Rev.9)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/procurement/03_proc_procedures_policies/FRR.pdf UNBOA. (2014 [03]). <i>Mandate, Appointments and Tenure</i>. Retrieved 03 03, 2014, from United Nations Board of Auditors: http://www.un.org/en/auditors/board/mandate.shtml
	2. If the first criterion is met , the most recent	Met	UNBOA. (2013 [01]). <i>UNFPA Financial report and audited financial statements for the year ended 31 December 2012 and Report of the Board of Auditors (A/68/5/Add.7)</i> . New York: United Nations Board of Auditors.

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	annual financial report reviewed includes an audit opinion or is accompanied by a letter from an external auditor confirming an external financial audit was undertaken at the organisation-wide level.		Auditors. Retrieved from http://www.un.org/en/ga/search/view_doc.asp?symbol=A/68/5/ADD.7
	3. If the first two criteria are met , the letter or audit opinion from the external auditor confirms that the external financial audit was undertaken in accordance with international standards (GAAP or equivalent).	Met	UNBOA. (2013 [01]). <i>UNFPA Financial report and audited financial statements for the year ended 31 December 2012 and Report of the Board of Auditors (A/68/5/Add.7)</i> . New York: United Nations Board of Auditors. Retrieved from http://www.un.org/en/ga/search/view_doc.asp?symbol=A/68/5/ADD.7
	4. If the first criterion is met , all financial reports reviewed include an audit opinion or are accompanied by a letter from the external auditor confirming the external financial audit was undertaken in accordance with international standards (GAAP or equivalent).	Met	UNBOA. (2013 [01]). <i>UNFPA Financial report and audited financial statements for the year ended 31 December 2012 and Report of the Board of Auditors (A/68/5/Add.7)</i> . New York: United Nations Board of Auditors. Retrieved from http://www.un.org/en/ga/search/view_doc.asp?symbol=A/68/5/ADD.7 UNBOA. (2012 [01]). <i>UNFPA Financial report and audited financial statements for the biennium ended 31 December 2011 and Report of the Board of Auditors (A/67/5/Add.7)</i> . New York: United Nations Board of Auditors. Retrieved from http://www.un.org/en/ga/search/view_doc.asp?symbol=A/67/5/ADD.7
	5. The organisation's external audit reports are made available to the public, either by request or on line.	Met	UNBOA. (2012 [01]). <i>UNFPA Financial report and audited financial statements for the biennium ended 31 December 2011 and Report of the Board of Auditors (A/67/5/Add.7)</i> . New York: United Nations Board of Auditors. Retrieved from http://www.un.org/en/ga/search/view_doc.asp?symbol=A/67/5/ADD.7
Overall Score MI 8.1		Very Strong (6)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 8.2 External financial audits meeting recognized international standards are performed at the regional, country or project level (as appropriate).	1. The documents available provide evidence that external financial audits are performed at regional, country, or project levels (as appropriate).	Met	UNBOA. (2013 [01]). <i>UNFPA Financial report and audited financial statements for the year ended 31 December 2012 and Report of the Board of Auditors (A/68/5/Add.7)</i> . New York: United Nations Board of Auditors. Retrieved from http://www.un.org/en/ga/search/view_doc.asp?symbol=A/68/5/ADD.7 UNBOA. (2012 [01]). <i>UNFPA Financial report and audited financial statements for the biennium ended 31 December 2011 and Report of the Board of Auditors (A/67/5/Add.7)</i> . New York: United Nations Board of Auditors. Retrieved from http://www.un.org/en/ga/search/view_doc.asp?symbol=A/67/5/ADD.7
	2. There are established rules/procedures for the conduct of external financial audits in the organisation.	Met	UNFPA. (2011 [09]). <i>UNFPA Financial Regulations and Rules (UNFPA/FIN/REG/Rev.9)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/procurement/03_proc_procedures_policies/FRR.pdf UNSG. (2003 [01]). <i>Financial Regulations and Rules of the United Nations (ST/SGB/2003/7)</i> . New York: United Nations Secretary-General's Bulletin. Retrieved from http://daccess-ods.un.org/access.nsf/Get?OpenAgent&DS=ST/SGB/2003/7&Lang=E UNBOA. (2013 [01]). <i>UNFPA Financial report and audited financial statements for the year ended 31 December 2012 and Report of the Board of Auditors (A/68/5/Add.7)</i> . New York: United Nations Board of Auditors. Retrieved from http://www.un.org/en/ga/search/view_doc.asp?symbol=A/68/5/ADD.7 UNBOA. (2012 [01]). <i>UNFPA Financial report and audited financial statements for the biennium ended 31 December 2011 and Report of the Board of Auditors (A/67/5/Add.7)</i> . New York: United Nations Board of Auditors. Retrieved from http://www.un.org/en/ga/search/view_doc.asp?symbol=A/67/5/ADD.7
	3. The rules/procedures ensure ample external audit coverage of the organisation's programmes and operations.	Met	UNSG. (2003 [01]). <i>Financial Regulations and Rules of the United Nations (ST/SGB/2003/7)</i> . New York: United Nations Secretary-General's Bulletin. Retrieved from http://daccess-ods.un.org/access.nsf/Get?OpenAgent&DS=ST/SGB/2003/7&Lang=E UNFPA. (2014 [45]). <i>Annexes to thereport on audit and investigation for 2013 - Annex 6 (DP/FPA/2014/6)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/DOS/Executive%20Board/2014%20EB%20Docs/DP.FPA.2014_6%20-%20annexes%20
	4. The evidence also indicates that the external financial audits are carried out using international standards, or provides an indication that the MO uses national audit systems and procedures.	Met	UNBOA. (2014 [02]). <i>Modus Operandi of the Board</i> . Retrieved 02 14, 2014, from United Nations Board of Auditors: http://www.un.org/en/auditors/board/modusop.shtml UNBOA. (2012 [01]). <i>UNFPA Financial report and audited financial statements for the biennium ended 31 December 2011 and Report of the Board of Auditors (A/67/5/Add.7)</i> . New York: United Nations Board of Auditors. Retrieved from http://www.un.org/en/ga/search/view_doc.asp?symbol=A/67/5/ADD.7 UNBOA. (2013 [01]). <i>UNFPA Financial report and audited financial statements for the year ended 31 December 2012 and Report of the Board of Auditors (A/68/5/Add.7)</i> . New York: United Nations Board of Auditors. Retrieved from http://www.un.org/en/ga/search/view_doc.asp?symbol=A/68/5/ADD.7 UNFPA. (2011 [09]). <i>UNFPA Financial Regulations and Rules (UNFPA/FIN/REG/Rev.9)</i> . New York: United Nations Population Fund. Retrieved from

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	5. External financial audit reports at the country, project, and/or regional level are made available to the public by the MO either by request or on line.	Not met	http://www.unfpa.org/webdav/site/global/shared/procurement/03_proc_procedures_policies/FRR.pdf
Overall Score MI 8.2		Strong (5)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 8.3 Internal audit processes are used to provide management/ governing bodies with credible information.	1. There is evidence of practice of internal audits in the organisation.	Met	UNFPA. (2014 [58]). <i>Annexes to the report on audit and investigation for 2013 - Annex 8 (DP/FPA/2014/6)</i>. New York: United Nations population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/DOS/Executive%20Board/2014%20EB%20Docs/SUPPDOCD.P.FPA.2014.6%20-%20annex%208%20-%20UNFPA%20OASIS%20Draft%20Charter.pdf UNFPA. (2013 [12]). <i>Revised UNFPA Evaluation Policy (DP/FPA/2013/5)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2013/FINAL%20UN%20VERSION%20of%20revised%20UNFPA%20evaluation%20policy.doc UNFPA. (2008 [04]). <i>UNFPA Oversight Policy</i>. New York: united Nations Population Fund. Retrieved from https://www.unfpa.org/monitoring/documents/oversight_policy.doc UNFPA. (2009 [05]). <i>UNFPA Charter of the Division for Oversight Services</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/DOS/Policies%20Rules%20Regulations/DOS%20Charter.pdf UNFPA. (2012 [09]). <i>Report of the director of the division for oversight services on UNFPA internal audit and oversight activities in 2012 (DP/FPA/2012/9)</i>. New York: United Nations Population Fund. Retrieved from https://www.unfpa.org/webdav/site/global/shared/executive-board/2012/FINALIZED%20%20Report%20on%20Internal%20Audit%20and%20Oversight%20Activities%20in%202011.%20single-spaced.%20with%20corrections.doc UNFPA. (2013 [11]). <i>Report of the director of the division for oversight services on UNFPA internal audit and oversight activities in 2012 (DP/FPA/2013/6)</i>. New York: United Nations Population Fund. Retrieved from http://unfpa.org/webdav/site/global/shared/executive-board/2013/FINAL%20UN%20VERSION%20DOS%20Internal%20Audit%20%20and%20Oversight%20Report%202012.pdf
	There is evidence that the internal audit function is	Met	UNFPA. (2009 [05]). <i>UNFPA Charter of the Division for Oversight Services</i> . New York: United Nations Population Fund. Retrieved from

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	separate from the programming areas, enabling it to provide an "independent" audit opinion. (The key is that internal auditors are not influenced by the programs they are auditing.)		http://www.unfpa.org/webdav/site/global/shared/DOS/Policies%20Rules%20Regulations/DOS%20Charter.pdf
	There is evidence that the internal audit function reports directly at least to the Chief Executive Officer/Executive Director, thus providing maximum assurance of its independence from programming.	Met	UNFPA. (2014 [58]). <i>Annexes to the report on audit and investigation for 2013 - Annex 8 (DP/FPA/2014/6)</i>. New York: United Nations population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/DOS/Executive%20Board/2014%20EB%20Docs/SUPPDOCD.P.FPA.2014.6%20-%20annex%208%20-%20UNFPA%20OAS%20Draft%20Charter.pdf UNFPA. (2009 [05]). <i>UNFPA Charter of the Division for Oversight Services</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/DOS/Policies%20Rules%20Regulations/DOS%20Charter.pdf IIA. (2010 [01]). <i>External Quality Assessment of the Internal Audit Activity at the UNFPA</i>. The Institute of Internal Auditors. Retrieved from http://www.unfpa.org/webdav/site/global/shared/DOS/IIA%20QA%20Report_%20UNFPA.pdf IIA. (2012 [01]). <i>International Standards for the Professional Practice of Internal Auditing</i>. The Institute for Internal Auditors. Retrieved from https://global.theiia.org/standards-guidance/Public%20Documents/IPPF%202013%20English.pdf
	Reports available from the audit committee (or equivalent) of the Executive Board confirm receipt of internal audit information.	Met	UNFPA. (2013 [21]). <i>United Nations Population Fund Audit Advisory Committee Terms of Reference</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/DOS/AAC%20Documents/2013-01-15%20AAC%20TOR.pdf Executive Board of the UNDP, UNFPA, UNOPS. (2013 [01]). <i>Decisions adopted by the Executive Board at its annual session 2013 (DP/2013/39)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2013/Overview%20AS%202013%20-%20FINAL.doc Executive Board of the UNDP, UNFPA, UNOPS. (2012 [01]). <i>Decisions adopted by the Executive Board at its annual session 2012 (DP/2012/16)</i>. New York: United Nations Population Fund. Retrieved from https://www.unfpa.org/webdav/site/global/shared/executive-board/2012/Rev%201%20draft%20%20compendium%20of%20decisions%20annual%20session%202012.doc UNFPA. (2008 [04]). <i>UNFPA Oversight Policy</i>. New York: United Nations Population Fund. Retrieved from https://www.unfpa.org/monitoring/documents/oversight_policy.doc
	There is evidence of Management and	Met	UNFPA. (2009 [05]). <i>UNFPA Charter of the Division for Oversight Services</i> . New York: United Nations Population Fund. Retrieved from

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	Executive Board use of internal audit information.		http://www.unfpa.org/webdav/site/global/shared/dos/policies%20rules%20regulations/dos%20charter.pdf UNFPA. (2014 [01]). <i>UNFPA report on the follow-up to the report of the United Nations Board of Auditors for 2012: status of implementation (DP/FPA/2014/1)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2014/final%20un%20version%20of%20report%20on%20the%20recommendations%20of%20the%20board%20of%20auditors%20-%20dp%20fpa%202014%201.doc UNFPA. (2014 [25]). <i>Report of the Director of the Division for oversight services on UNFPA internal audit and investigation activities in 2013 (DP/FPA/2014/6)</i> . New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadaddoc.unfpa?filename=dp.fpa.2014.6reportofthedirectordos.2013.pdf~04-06-2014-14-06-55-682
Overall Score MI 8.3		Strong (5)	The recent review of the Charter of the Office of Audit and Investigation Services strengthens credibility of internal audit function.

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 8.4 The MO implements its policy on anti-corruption.	1. Policy, framework and/or guidelines on anti-corruption are corporately approved (i.e., not in draft form).	Met	UNFPA. (2009 [05]). <i>UNFPA Charter of the Division for Oversight Services</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/DOS/Policies%20Rules%20Regulations/DOS%20Charter.pdf UNFPA. (2014 [02]). <i>Fraud & Corruption</i> . Retrieved 01 16, 2014, from United Nations Population Fund: http://www.unfpa.org/public/home/procurement/pid/8864 UNFPA. (2009 [07]). <i>Policies and Procedures Manual: Human Resources - Personnel Policies and Procedures - Fraud Policy</i> . New York: United Nations Population Fund. UNFPA. (2014 [59]). <i>Policies and Procedures Manual: Human Resources - Disciplinary Framework</i> . New York: United Nations Population Fund. UNFPA. (2014 [25]). <i>Report of the Director of the Division for oversight services on UNFPA internal audit and investigation activities in 2013 (DP/FPA/2014/6)</i> . New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=DP.FPA.2014.6ReportoftheDirectorDOS.2013.pdf~04-06-2014-14-06-55-682
	2. If the first criterion is met , the policy or framework defines the roles and responsibilities of management, staff and experts/specialists in implementing and complying with the	Met	UNFPA. (2009 [07]). <i>Policies and Procedures Manual: Human Resources - Personnel Policies and Procedures - Fraud Policy</i> . New York: United Nations Population Fund.

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	policy.		
	3. There is evidence that the policy or framework is being operationalised (e.g., training for staff, incentive and reward structures for staff, complaint and advocacy mechanisms, whistle blowing mechanisms).	Met	UNFPA. (2009 [05]). <i>UNFPA Charter of the Division for Oversight Services</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/DOS/Policies%20Rules%20Regulations/DOS%20Charter.pdf UNFPA. (2008 [04]). <i>UNFPA Oversight Policy</i>. New York: United Nations Population Fund. Retrieved from https://www.unfpa.org/monitoring/documents/oversight_policy.doc
	4. There is evidence that the implementation of the policy or framework is being monitored.	Met	UNFPA. (2014 [25]). <i>Report of the Director of the Division for oversight services on UNFPA internal audit and investigation activities in 2013 (DP/FPA/2014/6)</i>. New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=DP.FPA.2014.6ReportoftheDirectorDOS.2013.pdf~04-06-2014-14-06-55-682
	5. There is evidence that problematic practices identified in the monitoring process are being changed.	Met	UNFPA. (2013 [11]). <i>Report of the director of the division for oversight services on UNFPA internal audit and oversight activities in 2012 (DP/FPA/2013/6)</i>. New York: United Nations Population Fund. Retrieved from http://unfpa.org/webdav/site/global/shared/executive-board/2013/FINAL%20UN%20VERSION%20DOS%20Internal%20Audit%20%20and%20Oversight%20Report%202012.pdf UNFPA. (2014 [25]). <i>Report of the Director of the Division for oversight services on UNFPA internal audit and investigation activities in 2013 (DP/FPA/2014/6)</i>. New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=DP.FPA.2014.6ReportoftheDirectorDOS.2013.pdf~04-06-2014-14-06-55-682 UNFPA. (2014 [47]). <i>Annual report of the Audit and Advisory Committee and the Management Response (DP/FPA/2014/6 (Add.1))</i>. New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=DP.FPA.2014.6.Add.1Audit%20Advisory%20Committee%20report%20and%20the%20management%20response.pdf~12-26-2014-19-26-11-376
Overall Score MI 8.4		Strong (5)	Strictly adhering to the criteria the organisation would be rated “very strong”. UNFPA is very close to establishing a fully functional policy on anti-corruption and has introduced numerous tools, practices and systems that could eventually lead to it being rated as best practice. However all of the tools and systems identified – including a revised policy on fraud, – had, at the time of this assessment, not been implemented.

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 8.5 Processes are	1. There is a policy on audit that refers to	Met	UNFPA. (2009 [05]). <i>UNFPA Charter of the Division for Oversight Services</i> . New York: United Nations Population Fund. Retrieved from

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
in place to quickly follow through any irregularities identified in audits at the country (or other) level.	measures to be taken against irregularities identified in audits.		http://www.unfpa.org/webdav/site/global/shared/DOS/Policies%20Rules%20Regulations/DOS%20Charter.pdf UNFPA. (2014 [57]). <i>Charter of the Office of Audit and Investigation Services</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/DOS/Policies%20Rules%20Regulations/2014-07-17%20UNFPA%20OAS%20Charter.pdf UNFPA. (2013 [10]). <i>Follow-up to the report of the United Nations Board of Auditors for 2010-2011: status of implementation of the recommendations (DP/FPA/2013/1)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2013/DP-FPA-2013-1%20English.doc
	2. Management guidelines or rules support the policy and describe the procedure for a response to irregularities identified during audits.	Met	UNFPA. (2009 [05]). <i>UNFPA Charter of the Division for Oversight Services</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/DOS/Policies%20Rules%20Regulations/DOS%20Charter.pdf UNFPA. (2014 [57]). <i>Charter of the Office of Audit and Investigation Services</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/DOS/Policies%20Rules%20Regulations/2014-07-17%20UNFPA%20OAS%20Charter.pdf
	3. If the second criterion is met , these guidelines set timelines for the response to irregularities identified during an audit, including any suspicion or allegations of corruption and fraud (i.e., the managers have to respond to audit findings within a certain period of time).	Not Met	UNFPA. (2009 [05]). <i>UNFPA Charter of the Division for Oversight Services</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/DOS/Policies%20Rules%20Regulations/DOS%20Charter.pdf UNFPA. (2014 [57]). <i>Charter of the Office of Audit and Investigation Services</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/DOS/Policies%20Rules%20Regulations/2014-07-17%20UNFPA%20OAS%20Charter.pdf
	4. There is evidence in audit reports to the Board or other documents that audit recommendations are followed up by management.	Met	UNFPA. (2013 [10]). <i>UNFPA report on the follow-up to the report of the United Nations Board of Auditors for 2010-2011: status of implementation of recommendations (DP/2013/L.1)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2013/N1262528%20english.pdf UNFPA. (2014 [01]). <i>UNFPA report on the follow-up to the report of the United Nations Board of Auditors for 2012: status of implementation (DP/FPA/2014/1)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			board/2014/FINAL%20UN%20version%20of%20report%20on%20the%20recommendations%20of%20the%20Board%20of%20Auditors%20-%20DP%20FPA%202014%201.doc UNBOA. (2012 [01]). <i>UNFPA Financial report and audited financial statements for the biennium ended 31 December 2011 and Report of the Board of Auditors (A/67/5/Add.7)</i>. New York: United Nations Board of Auditors. Retrieved from http://www.un.org/en/ga/search/view_doc.asp?symbol=A/67/5/ADD.7 UNBOA. (2013 [01]). <i>UNFPA Financial report and audited financial statements for the year ended 31 December 2012 and Report of the Board of Auditors (A/68/5/Add.7)</i>. New York: United Nations Board of Auditors. Retrieved from http://www.un.org/en/ga/search/view_doc.asp?symbol=A/68/5/ADD.7
	5. Major or systemic irregularities are reported to the board/governing body, as appropriate.	Met	UNFPA. (2012 [09]). <i>Report of the director of the division for oversight services on UNFPA internal audit and oversight activities in 2012 (DP/FPA/2012/9)</i>. New York: United Nations Population Fund. Retrieved from https://www.unfpa.org/webdav/site/global/shared/executive-board/2012/FINALIZED%20%20Report%20on%20Internal%20Audit%20and%20Oversight%20Activities%20in%202011.%20single-spaced.%20with%20corrections.doc UNFPA. (2013 [11]). <i>Report of the director of the division for oversight services on UNFPA internal audit and oversight activities in 2012 (DP/FPA/2013/6)</i>. New York: United Nations Population Fund. Retrieved from http://unfpa.org/webdav/site/global/shared/executive-board/2013/FINAL%20UN%20VERSION%20DOS%20Internal%20Audit%20%20and%20Oversight%20Report%202012.pdf
Overall Score MI 8.5		Strong (5)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
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MI 8.6 The MO's procurement procedures provide effective control on purchases of goods and services.	1. There is a policy, and/or guidelines on procurement procedures.	Met	UNFPA. (2012 [10]). <i>Policies and Procedures Manual - Procurement Procedures</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/procurement/03_proc_procedures_policies/Procurement%20Procedures%20English%20Oct12%20%5B241012-Rev03%5D.pdf UNFPA. (2011 [09]). <i>UNFPA Financial Regulations and Rules (UNFPA/FIN/REG/Rev.9)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/procurement/03_proc_procedures_policies/FRR.pdf UNFPA. (2013 [03]). <i>UNFPA Green Procurement Strategy</i>. New York: United Nations Population Fund. Retrieved from http://unfpa.org/webdav/site/global/shared/procurement/08_QA/Green%20Procurement%20Strategy_NOV%202013%20last_compressed.pdf Executive Board of the UNDP, UNFPA, UNOPS. (2013 [02]). <i>Report of UNDP, UNFPA and UNOPS on joint procurement activities</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/Report%20of%20UNDP,UNFPA%20and%20UNOPS%20on%20Procurement%20Activities%20DPFPAO PS2013-1.doc UNFPA. (2014 [15]). <i>Procurement plans</i>. Retrieved 02 24, 2014, from United Nations Population Fund: http://www.unfpa.org/public/home/procurement/pid/8623
	2. These procedures take into account both price/cost and quality considerations	Met	UNFPA. (2011 [09]). <i>UNFPA Financial Regulations and Rules (UNFPA/FIN/REG/Rev.9)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/procurement/03_proc_procedures_policies/FRR.pdf
	3. The policy/guidelines lay out a transparent process for making procurement decisions.	Met	UNFPA. (2014 [05]). <i>Quality Assurance</i>. Retrieved 01 15, 2014, from United Nations Population Fund: http://www.unfpa.org/public/home/procurement/pid/10863 WHO. (2007 [01]). <i>A model quality assurance system for procurement agencies (WHO/PSM/PAR/2007.3)</i>. Geneva: World Health Organization. Retrieved from http://www.myaccessrh.org/documents/10157/37547/ModelQualityAssurance.pdf UNFPA. (2011 [09]). <i>UNFPA Financial Regulations and Rules (UNFPA/FIN/REG/Rev.9)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/procurement/03_proc_procedures_policies/FRR.pdf
	4. Evidence in documents suggests that the MO regularly reviews its procurement practice to introduce improvements in the system.	Met	UNBOA. (2012 [01]). <i>UNFPA Financial report and audited financial statements for the biennium ended 31 December 2011 and Report of the Board of Auditors (A/67/5/Add.7)</i>. New York: United Nations Board of Auditors. Retrieved from http://www.un.org/en/ga/search/view_doc.asp?symbol=A/67/5/ADD.7 UNBOA. (2013 [01]). <i>UNFPA Financial report and audited financial statements for the year ended 31 December 2012 and Report of the Board of Auditors (A/68/5/Add.7)</i>. New York: United Nations Board of Auditors. Retrieved from http://www.un.org/en/ga/search/view_doc.asp?symbol=A/68/5/ADD.7 UNFPA. (2012 [09]). <i>Report of the director of the division for oversight services on UNFPA internal audit and oversight activities in 2012 (DP/FPA/2012/9)</i>. New York: United Nations Population Fund. Retrieved from https://www.unfpa.org/webdav/site/global/shared/executive-board/2012/FINALIZED%20Report%20on%20Internal%20Audit%20and%20Oversight%20Activities%20in

			%202011,%20single-spaced,%20with%20corrections.doc UNFPA. (2013 [11]). <i>Report of the director of the division for oversight services on UNFPA internal audit and oversight activities in 2012 (DP/FPA/2013/6)</i>. New York: United Nations Population Fund. Retrieved from http://unfpa.org/webdav/site/global/shared/executive-board/2013/FINAL%20UN%20VERSION%20DOS%20Internal%20Audit%20and%20Oversight%20Report%202012.pdf
	5. An audit, evaluation or other review has been undertaken of the MO's procurement processes and finds that these are effective, generally ensuring accountability and control.	Not met	UNBOA. (2012 [01]). <i>UNFPA Financial report and audited financial statements for the biennium ended 31 December 2011 and Report of the Board of Auditors (A/67/5/Add.7)</i>. New York: United Nations Board of Auditors. Retrieved from http://www.un.org/en/ga/search/view_doc.asp?symbol=A/67/5/ADD.7 UNBOA. (2013 [01]). <i>UNFPA Financial report and audited financial statements for the year ended 31 December 2012 and Report of the Board of Auditors (A/68/5/Add.7)</i>. New York: United Nations Board of Auditors. Retrieved from http://www.un.org/en/ga/search/view_doc.asp?symbol=A/68/5/ADD.7 UNFPA. (2012 [09]). <i>Report of the director of the division for oversight services on UNFPA internal audit and oversight activities in 2012 (DP/FPA/2012/9)</i>. New York: United Nations Population Fund. Retrieved from https://www.unfpa.org/webdav/site/global/shared/executive-board/2012/FINALIZED%20%20Report%20on%20Internal%20Audit%20and%20Oversight%20Activities%20in%202011,%20single-spaced,%20with%20corrections.doc UNFPA. (2013 [11]). <i>Report of the director of the division for oversight services on UNFPA internal audit and oversight activities in 2012 (DP/FPA/2013/6)</i>. New York: United Nations Population Fund. Retrieved from http://unfpa.org/webdav/site/global/shared/executive-board/2013/FINAL%20UN%20VERSION%20DOS%20Internal%20Audit%20and%20Oversight%20Report%202012.pdf UNFPA. (2014 [25]). <i>Report of the Director of the Division for oversight services on UNFPA internal audit and investigation activities in 2013 (DP/FPA/2014/6)</i>. New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=DP.FPA.2014.6ReportoftheDirectorDOS.2013.pdf~04-06-2014-14-06-55-682
Overall Score MI 8.6		Adequate (4)	Although good policies and systems are in place, there are concerns about compliance. The UN Board of Auditors noted several instances of non-compliance with procurement procedures, which "increases risk that procurement and contracts will not be fair and transparent and may not deliver good value for money". (UNBOA, 2013 [01], p. 15)

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 8.7 The MO has strategies in place for risk identification, mitigation, monitoring and reporting	1. The MO has an organisation-wide policy, strategy, framework and/or guidelines on risk management.	Not met	UNFPA. (2013 [20]). <i>Annual report of the Audit Advisory Committee and Management response to the annual report of the Audit Advisory Committee (DP/FPA/2013/6 Add.1)</i>. New York: United Nations Population Fund. Retrieved from http://unfpa.org/webdav/site/global/shared/executive-board/2013/FINAL%20UN%20VERSION%20%20Report%20of%20AAC%20and%20Management%20Response.pdf Joint Inspection Unit. (2010 [01]). <i>Review of the enterprise risk management in the United Nations System - Benchmarking Framework (JIU/REP/2010/4)</i>. Geneva: United Nations Joint Inspection Unit. Retrieved from

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			http://www.unjiu.org/en/reports-notes/archive/Review%20of%20enterprise%20risk%20management%20in%20the%20United%20Nations%20system.pdf UNFPA. (2008 [04]). <i>UNFPA Oversight Policy</i> . New York: United Nations Population Fund. Retrieved from https://www.unfpa.org/monitoring/documents/oversight_policy.doc UNFPA. (2009 [05]). <i>UNFPA Charter of the Division for Oversight Services</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/DOS/Policies%20Rules%20Regulations/DOS%20Charter.pdf
	If the first criterion is met , these documents follow international standards on managing risk, including a description of roles and responsibilities of key actors.	Not met	Joint Inspection Unit. (2010 [01]). <i>Review of the enterprise risk management in the United Nations System - Benchmarking Framework (JIU/REP/2010/4)</i> . Geneva: United Nations Joint Inspection Unit. Retrieved from http://www.unjiu.org/en/reports-notes/archive/Review%20of%20enterprise%20risk%20management%20in%20the%20United%20Nations%20system.pdf
	If the first criterion is met , there is evidence that the risk management policy guidance applies to country, regional and corporate activities. In other words, risk analysis is undertaken as appropriate at these different levels.	Not met	UNFPA. (2014 [13]). <i>Internal Audit Reports</i> . Retrieved 02 17, 2014, from United Nations Population Fund: http://unfpa.org/public/home/about/oversight/auditreports
	If the first criterion is met , major risk analysis (significant programs, projects, etc) is presented to the Board.	Not met	
	If the first criterion is met , management and/or Board documents demonstrate utilisation of risk management	Not met	UNFPA. (2014 [13]). <i>Internal Audit Reports</i> . Retrieved 02 17, 2014, from United Nations Population Fund: http://unfpa.org/public/home/about/oversight/auditreports

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	policy and procedures.		
	Overall Score MI 8.7	Weak (2)	Strictly adhering to the criteria, the Fund would be rated "very weak". UNFPA has lagged behind other agencies in introducing ERM, however, there is evidence that an ERM framework is being developed since 2013. Despite absence of ERM, UNFPA does have in place several risk assessment tools, including with regard to implementing partners. Therefore, the organisation was rated weak.

KPI 9. The MO demonstrates the use of performance information for decision-making

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 9.1 Performance information is used by the MO for revising policies and strategies.	1. Information on organisation-wide performance (i.e., progress towards objectives or key result areas) is available, for instance in annual performance reports, organisation-wide evaluations or audits.	Met	UNFPA. (2014 [23]). <i>Report of the Executive Director for 2013: Progress in implementing the UNFPA strategic plan, 2008-2013 (DP/FPA/2014/5 (Part I))</i>. New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=DP.FPA.2014.5PartI.Report%20of%20the%20Executive%20Director%20for%202013.pdf~15-08-2014-19-08-45-552 UNFPA. (2013 [02]). <i>Report of the Executive Director for 2012: Cumulative Analysis of Progress in Implementation of the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2013/3 (Part I))</i>. New York: United Nations Population Fund. Retrieved from http://unfpa.org/webdav/site/global/shared/executive-board/2013/FINAL%20UN%20VERSION%20Annual%20Report%20of%20the%20ED.docx UNFPA. (2012 [04]). <i>Report of the Executive Director for 2011: Progress in implementation of the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2012/6 (Part I))</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2012/Corrected%20FINALIZED%20version%20Report%20of%20the%20Executive%20Director%20for%202011.%20single-spaced.doc UNFPA. (2014 [24]). <i>Annual report on evaluation (DP/FPA/2014/7)</i>. New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=DP.FPA.2014.7Annualreportonevaluation.pdf~04-15-2014-14-15-41-713 UNFPA. (2014 [25]). <i>Report of the Director of the Division for oversight services on UNFPA internal audit and investigation activities in 2013 (DP/FPA/2014/6)</i>. New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=DP.FPA.2014.6ReportoftheDirectorDOS.2013.pdf~04-06-2014-14-06-55-682 UNFPA. (2013 [11]). <i>Report of the director of the division for oversight services on UNFPA internal audit and oversight activities in 2012 (DP/FPA/2013/6)</i>. New York: United Nations Population Fund. Retrieved from http://unfpa.org/webdav/site/global/shared/executive-board/2013/FINAL%20UN%20VERSION%20DOS%20Internal%20Audit%20%20and%20Oversight%20Report%202012.pdf UNFPA. (2012 [09]). <i>Report of the director of the division for oversight services on UNFPA internal audit and oversight activities in 2011 (DP/FPA/2012/9)</i>. New York: United Nations Population Fund. Retrieved from https://www.unfpa.org/webdav/site/global/shared/executive-

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			board/2012/FINALIZED%20%20Report%20on%20Internal%20Audit%20and%20Oversight%20Activities%20in%202011.%20single-spaced.%20with%20corrections.doc UNFPA. (2011 [26]). Report of the director of the Division of Oversight Services on UNFPA internal audit and oversight activities in 2010 (DP/FPA/2011/5). New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=DP.FPA.2011.5.ReportofDOSonUNFPAInternalAuditEng.pdf~18-34-2013-17-34-58-264
	2. There is evidence that the MO analyses/assesses its performance through regular reviews of progress on strategies and key policies.	Met	UNFPA. (2011 [02]). <i>Midterm Review for the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2011/11)</i>. New York: United Nations Population Fund. Retrieved from http://profiles.unfpa.org/uploads/documents/1338318759-1334690582-mtr-unfpa-strategic-plan-eng.doc UNFPA. (2013 [04]). <i>The UNFPA Strategic Plan 2014-2017 (DP/FPA/2013/12)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Strategic%20Plan,%202014-2017.docx
	3. There is evidence that the MO adopts recommendations from organisation-wide audits, performance reports and/or evaluations.	Met	UNFPA. (2011 [02]). <i>Midterm Review for the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2011/11)</i>. New York: United Nations Population Fund. Retrieved from http://profiles.unfpa.org/uploads/documents/1338318759-1334690582-mtr-unfpa-strategic-plan-eng.doc UNFPA. (2009 [05]). <i>UNFPA Charter of the Division for Oversight Services</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/dos/policies%20rules%20regulations/dos%20charter.pdf UNFPA. (2014 [01]). <i>UNFPA report on the follow-up to the report of the United Nations Board of Auditors for 2012: status of implementation (DP/FPA/2014/1)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2014/final%20un%20version%20of%20report%20on%20the%20recommendations%20of%20the%20board%20of%20auditors%20-%20dp%20fpa%202014%201.doc UNFPA. (2014 [25]). <i>Report of the Director of the Division for oversight services on UNFPA internal audit and investigation activities in 2013 (DP/FPA/2014/6)</i>. New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadaddoc.unfpa?filename=dp.fpa.2014.6reportofthedirectordos.2013.pdf~04-06-2014-14-06-55-682
	4. There is evidence that the MO revises and adjusts its policies and strategies in response to performance issues (problems and successes) raised in audits, performance reports and/or evaluations.	Met	UNFPA. (2014 [18]). <i>UNFPA global and regional interventions, 2014-2017 - Proposed Strategic Framework (DP/FPA/2014/CRP.1)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2014/Final%20version%20of%20UNFPA%20global%20and%20regional%20interventions.pdf UNFPA. (2014 [60]). <i>Strategic framework for UNFPA global and regional interventions, 2014-2017</i>. New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=DP.FPA.2014.8Strategicframeworkforglobalandregionalinterventions.2014-2017.pdf~15-58-2014-18-58-07-874 UNFPA. (2014 [25]). <i>Report of the Director of the Division for oversight services on UNFPA internal audit and investigation activities in 2013 (DP/FPA/2014/6)</i>. New York: United Nations Population Fund. Retrieved from

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			https://executiveboard.unfpa.org/downloadaddoc.unfpa?filename=dp.fpa.2014.6reportofthedirectordos.2013.pdf~04-06-2014-14-06-55-682 UNFPA. (2014 [26]). <i>Report of the Director of the Division for oversight services on UNFPA internal audit and investigation activities in 2013 - Annex 5 (DP/FPA/2014/6)</i>. New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadaddoc.unfpa?filename=suppdoc.dp.fpa.2014.%206%20-%20annex%205%20%20status%20of%20the%2015%20strategic%20recommendations%20-%20final%20(1).pdf~23-26-2014-14-26-53-351 UNFPA. (2011 [26]). <i>Report of the director of the Division of Oversight Services on UNFPA internal audit and oversight activities in 2010 (DF/FPA/2011/5)</i>. New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadaddoc.unfpa?filename=dp.fpa.2011.5.reportofdosonunfpainternalaudit.eng.pdf~18-34-2013-17-34-58-264 UNFPA. (2011 [02]). <i>Midterm Review for the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2011/11)</i>. New York: United Nations Population Fund. Retrieved from http://profiles.unfpa.org/uploads/documents/1338318759-1334690582-mtr-unfpa-strategic-plan-eng.doc UNFPA. (2013 [12]). <i>Revised UNFPA Evaluation Policy (DP/FPA/2013/5)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2013/FINAL%20UN%20VERSION%20of%20revised%20UNFPA%20evaluation%20policy.doc UNFPA. (2010 [03]). <i>Thematic Evaluation of UNFPA's Humanitarian Response</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/exbrd/2010/second_session/evaluation_humanitarian_response.pdf UNFPA. (2012 [06]). <i>Humanitarian Response Strategy "Second Generation"</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/publications/2012/UNFPA_Humanit_Strategy_20120416.pdf
	5. If the fourth criterion is met , there is evidence that the organisation is making systematic use of performance information for improvement of processes and performance and continuous learning.	Not Met	
Overall Score MI 9.1		Strong (5)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 9.2 Performance information is used by the MO for planning new interventions at the country level.	1. Information on the MO's performance in the country (i.e., progress towards outcomes) is available.	Met	UNFPA. (2012 [28]). <i>Policy and procedure for development and approval of the country programme document</i>. New York: United Nations Population Fund. Provided by UNFPA UNFPA. (2013 [19]). <i>Handbook - How to design and conduct a country programme evaluation at UNFPA</i>. New York: United Nations Population Fund. Retrieved from http://unfpa.org/webdav/site/global/shared/documents/Evaluation_branch/Methodology%20-%20September%202013/Handbook%20entire%20document%20final%2011.29.2013.pdf UNFPA. (2008 [04]). <i>UNFPA Oversight Policy</i>. New York: United Nations Population Fund. Retrieved from https://www.unfpa.org/monitoring/documents/oversight_policy.doc UNFPA. (2008 [04]). <i>UNFPA Oversight Policy</i>. New York: United Nations Population Fund. Retrieved from https://www.unfpa.org/monitoring/documents/oversight_policy.doc
	2. If the first criterion is met , for at least half of the countries reviewed, there is evidence of an analysis/assessment of performance (problems as well as successes).	Met	UNFPA. (2011 [16]). <i>Country Programme Performance Summary Bangladesh</i>. United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2011/BGD%207th%20Country%20programme%20performance%20summary.doc Nasreen M., I. S. (2011 [01]). <i>Evaluation of the 7th Country Programme UNFPA Bangladesh</i>. United Nations Population Fund. Retrieved from http://web2.unfpa.org/public/about/oversight/evaluations/docDownload.unfpa?docId=71 UNFPA. (2014 [27]). <i>Consolidated Annual Progress Report 2013 - Draft</i>. Dhaka: United Nations Population Fund. Retrieved from Provided by MO UNFPA. (2013 [44]). <i>2013 Country Office Annual Report Cambodia</i>. Phnom Penh: United Nations Population Fund. Retrieved from Provided by MO UNFPA. (2012 [31]). <i>Standard Progress Report - Cambodia (KHM4U505)</i>. Phnom Penh: United Nations Population Fund. Retrieved from Provided by UNFPA UNFPA. (2010 [07]). <i>Country Programme Performance Summary Cambodia</i>. United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2010/Cambodia%20-%20country%20programme%20performance%20summary.doc Tobin R., T. U. (2011 [01]). <i>Evaluation of UNFPA/Cambodia's 3rd Country Programme, 2006–2010</i>. Phnom Penh: United Nations Population Fund. Retrieved from http://web2.unfpa.org/public/about/oversight/evaluations/docDownload.unfpa?docId=106 UNFPA Evaluation Branch. (2012 [06]). <i>Evaluation of UNFPA Support to Maternal Health Mid-Term Evaluation of the Maternal Health Thematic Fund - Country report: Cambodia</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/Evaluation_branch/Maternal%20Health%20reports%20-%20Sept%202013/Country%20Reports%20-%20Sept%202013/UNFPA_layout3_Cambodia_En%20_20130724.pdf UNFPA. (2013 [45]). <i>2013 Country Office Annual Report Dem Rep Congo</i>. Kinshasa: United Nations Population Fund. Retrieved from Provided by MO UNFPA. (2012 [20]). <i>Democratic Republic of Congo Country Programme Performance Summary</i>. United

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			Nations Population Fund. Retrieved from https://www.unfpa.org/webdav/site/global/shared/executive-board/2012/DR%20CONGO%20CPPS.%20final%20version%2024%20July%202012.doc UNFPA. (2010 [08]). <i>Revue à mi-parcours du Programme d'assistance de l'UNFPA en RDC pour la période de 2008 - 2012</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpardc.org/docs/Revue%20%C3%A0%20mi-parcours%20UNFPA%20-%20MTR%202010.pdf Kalambayi, B. (2012 [01]). <i>Evaluation du 3e programme pays de l'UNFPA en République Démocratique du Congo</i>. Département de Démographie de l'Université de Kinshasa. Kinshasa: United Nations Population Fund. Retrieved from http://web2.unfpa.org/public/about/oversight/evaluations/docDownload.unfpa?docId=122 UNFPA Evaluation Branch. (2012 [05]). <i>Évaluation de l'appui à la santé maternelle - Évaluation à mi-parcours du Fonds thématique pour la santé maternelle - Rapport de pays: République Démocratique du Congo</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/Evaluation_branch/Maternal%20Health%20reports%20-%20Sept%202013/Country%20Reports%20-%20Sept%202013/UNFPA_layout3_DR Congo_Fr_20130724.pdf Rodríguez M., I., Miranda G., J., & Álvarez R., C. (2013 [01]). <i>Evaluación Independiente del Programa País Ecuador 2010-2014</i>. Quito: United Nations Population Fund. Retrieved from Provided by UNFPA Ecuador UNFPA. (2013 [46]). <i>GOK/UNFPA 7th Country Programme Performance Summary</i>. United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=Kenya%20-%20Country%20Programme%20Performance%20Summary.pdf-23-51-2014-14-51-54-888 Olenja, J., Gor, S., & Okoth-Juma, R. (2013 [01]). <i>GOK/UNFPA 7th Country Programme Evaluation</i>. Nairobi: United Nations Population Fund. Retrieved from http://web2.unfpa.org/public/about/oversight/evaluations/docDownload.unfpa?docId=130 Oucho, J., Oyore, J., Kiragu, J., & Mubiala, L. (2011 [01]). <i>GOK/UNFPA 7th country programme report for mid-term review</i>. Nairobi: United Nations Population Fund. Retrieved from Provided by UNFPA CO UNFPA. (2013 [47]). <i>2013 Country Office Annual Report Tanzania</i>. Dar es Salaam: United Nations Population Fund. Retrieved from Provided by MO UNFPA. (2010 [09]). <i>United Republic of Tanzania Country Programme Performance Summary</i>. United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2011/CP%20performancesummaryforTanzania.docx UN Tanzania DaO. (2014 [01]). <i>Reports</i>. Retrieved 05 20, 2014, from UNDP Results Monitoring System: http://dad.synisys.com/undaprms/ Arowolo, O., Dungumaro, E., Mosha, A., & Urrio, T. N. (2010 [01]). <i>Report on the Evaluation of the UNFPA 6th Country Programme of Assistance to the Government of the United Republic of Tanzania</i>. Dar es Salaam: United Nations Population Fund. Retrieved from http://web2.unfpa.org/public/about/oversight/evaluations/docDownload.unfpa?docId=58 Internal Audit Services. (2012 [01]). <i>Report on the joint audit of the United Nations Delivering as One Programme in Tanzania</i>. United Nations Delivering as One Programme in Tanzania. Retrieved from http://www.unfpa.org/webdav/site/global/shared/DOS/DOS%20Internal%20Audit%20Reports/Exec%20Sum%20

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			OTAN%20DaO%20FINAL%20report%20No.%20886%206Nov2012.pdf
	3. If the second criterion is met , there is evidence of an analysis of the implications of this performance information on the planning of 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).	Met	UNFPA. (2013 [12]). <i>Revised UNFPA Evaluation Policy (DP/FPA/2013/5)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2013/final%20un%20version%20of%20revised%20unfpa%20evaluation%20policy.doc UNFPA. (2012 [28]). <i>Policy and procedure for development and approval of the country programme document</i>. New York: United Nations Population Fund. Provided by UNFPA UNFPA. (2013 [19]). <i>Handbook - How to design and conduct a country programme evaluation at UNFPA</i>. New York: United Nations Population Fund. Retrieved from http://unfpa.org/webdav/site/global/shared/documents/Evaluation_branch/Methodology%20-%20September%202013/Handbook%20entire%20document%20final%2011.29.2013.pdf UNFPA. (2005 [01]). <i>Country Programme Document for Bangladesh (DP/FPA/CPD/BGD/7)</i>. New York: United Nations Population Fund. Retrieved from http://profiles.unfpa.org/uploads/documents/1340531822-cpd-2006-2010.doc UNFPA. (2010 [04]). <i>Final Country Programme Document for Cambodia (DP/FPA/CPD/KHM/4)</i>. New York: United Nations Population Fund. Retrieved from http://countryoffice.unfpa.org/cambodia/drive/UNFPACambodiaCPD2006-2010.pdf UNFPA. (2012 [07]). <i>Final Country Programme Document for the Democratic Republic of the Congo (DP/FPA/CPD/COD/4)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2013/Final%20CPD%20for%20the%20Democratic%20Republic%20of%20the%20Congo.doc UNFPA. (2009 [02]). <i>Final Country Programme Document for Ecuador (DP/FPA/CPD/ECU/5)</i>. New York: United Nations Population Fund. Retrieved from https://data.unfpa.org/downloadDoc.unfpa?docId=107 UNFPA. (2008 [03]). <i>Final Country Programme Document for Kenya (DP/DPC/KEN/7)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/exbrd/2009/first_regular_session/country_programme_kenya.doc UNFPA. (2014 [28]). <i>Draft country programme document for Kenya (DP/FPA/DCP/KEN/8)</i>. New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=final%20un%20version%20kenya%20draft%20country%20programme.pdf-02-40-2014-16-40-32-840 UNFPA. (2011 [04]). <i>Final country programme document for Bangladesh (DP/FPA/CPD/BGD/8)</i>. New York: United Nations Population Fund. Retrieved from https://data.unfpa.org/downloadDoc.unfpa?docId=73 UNFPA. (2014 [28]). <i>Draft country programme document for Kenya (DP/FPA/DCP/KEN/8)</i>. New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=FINAL%20UN%20VERSION%20Kenya%20draft%20country%20programme.pdf-02-40-2014-16-40-32-840
	4. If all above criteria are met , for at least half of	Met	UNFPA. (2011 [24]). <i>UNFPA management response to 7th CP final Evaluation</i> . Dhaka: United Nations

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	the countries reviewed, there is evidence from country strategies or reports that new interventions have been introduced in response to performance information.		Population Fund. Provided by CO UNFPA. (2012 [29]). <i>UNFPA Management Response to Evaluation - Evaluation of UNFPA/Cambodia's 3rd Country Programme</i>. Phnom Penh : United Nations Population Fund. Retrieved from http://web2.unfpa.org/public/about/oversight/evaluations/downloadcomprsp.unfpa.jsessionid=3c074c839fba6d0d0136bdc65f8aba6c?docid=106&docrespid=47 UNFPA. (2014 [29]). <i>UNFPA Management Response to Evaluation - Évaluation du 3e programme pays DRC</i>. Kinshasa: United Nations Population Fund. Retrieved from http://web2.unfpa.org/public/about/oversight/evaluations/downloadcomprsp.unfpa.jsessionid=3C074C839FBA6D0D0136BDC65F8ABA6C?docId=122&docRespld=87 UNFPA. (2014 [30]). <i>UNFPA Management Response to Evaluation - GOK/UNFPA 7th Country Programme</i>. Nairobi: United Nations Population Fund. Retrieved from http://web2.unfpa.org/public/about/oversight/evaluations/downloadcomprsp.unfpa.jsessionid=3C074C839FBA6D0D0136BDC65F8ABA6C?docId=130&docRespld=78 UNFPA, RGC. (2011 [01]). <i>Country Programme Action Plan 2011-2015 for the programme of cooperation between the Royal Government of Cambodia and UNFPA</i>. New York: United Nations Population Fund / Royal Government of Cambodia. Retrieved from https://data.unfpa.org/downloadDoc.unfpa?docId=15
	5. If all above criteria are met , they are met for all countries reviewed.	Not Met	
Overall Score MI 9.2		Adequate (4)	Given that there are concerns about the quality of the performance information that is available at the time of planning a new country programme, UNFPA is rated adequate.

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 9.3 Poorly performing programmes, projects and/or initiatives are addressed proactively so as to improve performance.	1. The MO has a process for reviewing the performance of its programmes, projects or initiatives.	Met	UNFPA. (2011 [27]). <i>Evaluation process guidelines: Guidance for evaluation managers on how to commission and manage evaluations</i> . New York: United Nations Population Fund. Provided by MO
	2. There is evidence that the MO is implementing this process.	Not met	
	3. The MO has a specific process for reviewing poorly performing programmes, projects or initiatives.	Met	UNFPA. (2012 [30]). <i>Policies and procedures for preparation and management of Annual Work Plans (AWPs)</i> . New York: United Nations Population Fund. Provided by UNFPA UNFPA Evaluation Office. (2013 [01]). <i>Handbook - How to design and conduct a country programme evaluation at UNFPA</i> . New York: United Nations Population Fund. Retrieved from http://unfpa.org/webdav/site/global/shared/documents/Evaluation_branch/Methodology%20-%20September%202013/Handbook%20entire%20document%20final%2011.29.2013.pdf UNFPA Evaluation Office. (2013 [01]). <i>Handbook - How to design and conduct a country programme evaluation at UNFPA</i> . New York: United Nations Population Fund. Retrieved from http://unfpa.org/webdav/site/global/shared/documents/Evaluation_branch/Methodology%20-%20September%202013/Handbook%20entire%20document%20final%2011.29.2013.pdf
	4. The MO has a way for following up on poorly performing programmes, projects or initiatives.	Met	UNFPA. (2012 [30]). <i>Policies and procedures for preparation and management of Annual Work Plans (AWPs)</i> . New York: United Nations Population Fund. Retrieved from Provided by UNFPA
	5. There is evidence that changes to poorly performing programmes, projects or initiatives are being implemented.	Not met	UNFPA. (2012 [31]). <i>Standard Progress Report - Cambodia (KHM4U505)</i> . Phnom Penh: United Nations Population Fund. Retrieved from Provided by UNFPA
Overall Score MI 9.3		Adequate (4)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 9.4 Evaluation recommendations reported to Executive Committee/Board are acted upon by the responsible units.	1. A policy or guidelines on evaluation in the MO exist and include the requirement that a management response, action plan and/or agreement be produced to identify accepted recommendations and state responsibilities and accountabilities for follow-up action.	Met	UNFPA. (2013 [12]). <i>Revised UNFPA Evaluation Policy (DP/FPA/2013/5)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2013/FINAL%20UN%20VERSION%20of%20revised%20UNFPA%20evaluation%20policy.doc UNFPA. (2009 [04]). <i>UNFPA Evaluation Policy</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/exbrd/2009/annual_session/eval_policy.doc
	2. The MO's evaluation policy/guidelines outline a process for tracking the implementation of accepted evaluation recommendations.	Met	UNFPA. (2013 [12]). <i>Revised UNFPA Evaluation Policy (DP/FPA/2013/5)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2013/FINAL%20UN%20VERSION%20of%20revised%20UNFPA%20evaluation%20policy.doc UNFPA. (2013 [34]). <i>Revised UNFPA Evaluation Policy - Annex: Overview of the Roles and Responsibilities in Evaluation at UNFPA (DP/FPA/2013/5)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2013/FINAL%20UN%20VERSION%20annex%20of%20the%20revised%20UNFPA%20evaluation%20policy.doc UNFPA. (2011 [27]). <i>Evaluation process guidelines: Guidance for evaluation managers on how to commission and manage evaluations</i> . New York: United Nations Population Fund. Provided by MO
	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 body (Executive Board).	Met	UNFPA. (2013 [48]). <i>Draft report of the first regular session 2013 (DP/2013/9)</i> . New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=DP20139Report%201RS%202013Eng.pdf~05-20-2013-17-20-06-528 UNFPA. (2014 [31]). <i>Report of the first regular session 2014 (DP/2014/9)</i> . New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=FINAL%20UN%20VERSION%20Report%20FRS%202014DP.2014.9.pdf~02-51-2014-16-51-39-532 Executive Board of UNDP, UNFPA, UNOPS. (2014 [05]). <i>Annual workplan 2014 of the Executive Board of UNDP, UNFPA and UNOPS (DP/2014/CRP.1)</i> . New York: United Nations Development Programme. Retrieved from http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2014/first-regular-session/English/dp2014crp1.doc UNFPA. (2013 [49]). <i>Report of the second regular session 2012 (DP/2013/1)</i> . New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=DP20131Report%20of%202012SRSEng.pdf~05-05-2013-15-05-45-999

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	4. There is evidence that periodic reports on the status of implementation of these evaluation recommendations are presented and accepted by the MO's management or governing body.	Met	UNFPA. (2014 [32]). <i>UNFPA management response - Annual report on evaluation (DP/FPA/2014/7)</i> . New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=SUPP.DOC.%20Management%20response%20to%20Evaluation%20report%20-HR-%20LF-FINAL%20-%205Jun2014.pdf-06-14-2014-16-14-28-794 UNFPA. (2014 [24]). <i>Annual report on evaluation (DP/FPA/2014/7)</i> . New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=DP.FPA.2014.7Annualreportonevaluation.pdf-04-15-2014-14-15-41-713
	5. There is evidence that responsible units have taken the actions they committed to in the management response.	Not Met	Ibidem
Overall Score MI 9.4		Strong (5)	

KPI 10. The MO manages human resources using methods to improve organisational performance

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 10.1 The MO uses results focused performance assessment systems (that also apply to senior staff) to make decisions on human resources.	1. There is evidence in the documents reviewed that a system is in place that requires performance assessments for all staff (including senior staff).	Met	UNFPA. (2007 [03]). <i>UNFPA Accountability framework (DP/FPA/2007/20)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/exbrd/2007/secondsession/dpfpa_2007_20.doc UNFPA. (2011 [12]). <i>Report on human resources management in UNFPA (DP/FPA/2011/2)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2011/ReportonHRManagementinUNFPA.doc UNFPA. (2003 [01]). <i>Competency Framework</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org.gt/sites/default/files/Marco%20de%20competencias.pdf UNFPA. (2014 [55]). <i>Revised competency framework - Long version</i> . New York: United Nations Population Fund. Provided by UNFPA UNFPA. (2014 [54]). <i>Human Resources Strategy 2014-2017</i> . New York: United Nations Population Fund. Provided by UNFPA
	2. There is evidence of compliance with the performance assessment system. In other words, there are	Met	UNFPA. (2011 [12]). <i>Report on human resources management in UNFPA (DP/FPA/2011/2)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2011/ReportonHRManagementinUNFPA.doc UNFPA. (2011 [02]). <i>Midterm Review for the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2011/11)</i> . New York: United Nations Population Fund. Retrieved from http://profiles.unfpa.org/uploads/documents/1338318759-

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	management indicators or documents (e.g. newsletters, reports, etc.) that monitor/comment on the application of the performance assessment system.		1334690582-mtr-unfpa-strategic-plan-eng.doc UNFPA. (2012 [43]). <i>Performance matters at UNFPA</i>. New York: United Nations Population Fund. Provided by UNFPA UNFPA. (2014 [54]). <i>Human Resources Strategy 2014-2017</i>. New York: United Nations Population Fund. Provided by UNFPA UNFPA. (2014 [56]). <i>Effective Performance Management - Relevant challenges and the UNFPA response</i>. New York: United Nations Population Fund. Provided by UNFPA
	3. There is evidence that the results of staff performance assessment are codified and stored in personnel files	Met	UNFPA. (2011 [12]). <i>Report on human resources management in UNFPA (DP/FPA/2011/2)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2011/ReportonHRManagementinUNFPA.doc
	4. There is evidence that the performance assessment of staff is used to make decisions on staff, for instance with regard to promotion (i.e., advancing from one grade to the next) or dismissal, incentives, rewards, etc.	Not met	UNFPA. (2011 [12]). <i>Report on human resources management in UNFPA (DP/FPA/2011/2)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2011/ReportonHRManagementinUNFPA.doc UNFPA. (2011 [02]). <i>Midterm Review for the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2011/11)</i>. New York: United Nations Population Fund. Retrieved from http://profiles.unfpa.org/uploads/documents/1338318759-1334690582-mtr-unfpa-strategic-plan-eng.doc CEB. (2013 [01]). <i>Performance Management – How Can the United Nations Improve? (CEB/2013/HLCM/HR/11)</i>. New York: UN System Chief Executives Board for Coordination. Provided by MO UNFPA. (2012 [43]). <i>Performance matters at UNFPA</i>. New York: United Nations Population Fund. Provided by UNFPA Agenda Consulting. (2012 [01]). <i>UNFPA Global Staff Survey 2012 - Whole Organisation Report</i>. New York: UNited Nations Population Fund. Retrieved from Provided by UNFPA
	5. A review or evaluation that comments positively on the performance assessment system and use of that system for decision-making	Not met	UNFPA. (2011 [02]). <i>Midterm Review for the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2011/11)</i>. New York: United Nations Population Fund. Retrieved from http://profiles.unfpa.org/uploads/documents/1338318759-1334690582-mtr-unfpa-strategic-plan-eng.doc UNFPA. (2011 [12]). <i>Report on human resources management in UNFPA (DP/FPA/2011/2)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2011/ReportonHRManagementinUNFPA.doc UNFPA. (2013 [66]). <i>How to address performance issues constructively</i>. New York: United Nations Population Fund. Provided by UNFPA UNFPA. (2012 [43]). <i>Performance matters at UNFPA</i>. New York: United Nations Population Fund. Retrieved from Provided by UNFPA UNFPA. (2014 [54]). <i>Human Resources Strategy 2014-2017</i>. New York: United Nations Population Fund.

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			Retrieved from Provided by UNFPA Agenda Consulting. (2012 [01]). <i>UNFPA Global Staff Survey 2012 - Whole Organisation Report</i> . New York: UNited Nations Population Fund. Retrieved from Provided by UNFPA
	Overall Score MI 10.1	Inadequate (3)	Although UNFPA meets several of the criteria for having the systems in place, there is also information that indicates that there still is limited use of these systems to make decisions about exceptional performance or under performance. Given that "use" is the focus of the indicator, UNFPA is rated inadequate.

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 10.2 There is a transparent system in place to manage staff performance	1. There is evidence either in a human resources policy or through other documents that the MO has a system for managing staff performance (see MI 10.1) that is operational.	Met	UNFPA. (2007 [03]). <i>UNFPA Accountability framework (DP/FPA/2007/20)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/exbrd/2007/secondsession/dpfpa_2007_20.doc UNFPA. (2011 [12]). <i>Report on human resources management in UNFPA (DP/FPA/2011/2)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2011/ReportonHRManagementinUNFPA.doc UNFPA. (2003 [01]). <i>Competency Framework</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org.gt/sites/default/files/Marco%20de%20competencias.pdf
	2. If the first criterion is met , documents describe the approach to creating performance assessments and the content of those assessments.	Met	UNFPA. (2011 [12]). <i>Report on human resources management in UNFPA (DP/FPA/2011/2)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2011/ReportonHRManagementinUNFPA.doc UNFPA. (2003 [01]). <i>Competency Framework</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org.gt/sites/default/files/Marco%20de%20competencias.pdf
	3. If the first criterion is met , there is an explicit policy or strategy (HR or otherwise) that summarises the aims of the performance assessment system.	Met	UNFPA. (2007 [03]). <i>UNFPA Accountability framework (DP/FPA/2007/20)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/exbrd/2007/secondsession/dpfpa_2007_20.doc UNFPA. (2003 [01]). <i>Competency Framework</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org.gt/sites/default/files/Marco%20de%20competencias.pdf
	4. There is a clear reference in a policy or strategy to the way that the MO motivates staff	Not met	UNFPA. (2003 [02]). <i>Policies and Procedures Manual: Human Resources Standards of Conduct - Personnel Policies and Procedures</i> . New York: UNFPA. Retrieved from http://www.un.org/en/pseataforce/docs/standards_of_conduct_policies_and_procedures_manual_human.pdf UNFPA. (2011 [02]). <i>Midterm Review for the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2011/11)</i> . New York:

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	to improve their performance.		United Nations Population Fund. Retrieved from http://profiles.unfpa.org/uploads/documents/1338318759-1334690582-mtr-unfpa-strategic-plan-eng.doc
	5. There is a review or evaluation that comments positively on the performance management system and MO transparency in human resources decisions, specifically with regards to incentives.	Not met	UNFPA. (2011 [02]). <i>Midterm Review for the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2011/11)</i>. New York: United Nations Population Fund. Retrieved from http://profiles.unfpa.org/uploads/documents/1338318759-1334690582-mtr-unfpa-strategic-plan-eng.doc UNFPA. (2011 [12]). <i>Report on human resources management in UNFPA (DP/FPA/2011/2)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2011/ReportonHRManagementinUNFPA.doc CEB. (2013 [01]). <i>Performance Management – How Can the United Nations Improve? (CEB/2013/HLCM/HR/11)</i>. New York: UN System Chief Executives Board for Coordination. Provided by MO UNFPA. (2014 [54]). <i>Human Resources Strategy 2014-2017</i>. New York: United Nations Population Fund. Retrieved from Provided by UNFPA UNFPA. (2013 [66]). <i>How to address performance issues constructively</i>. New York: United Nations Population Fund. Retrieved from Provided by UNFPA
Overall Score MI 10.2		Adequate (4)	

KPI 11. Country/regional programming processes are performance oriented

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 11.1 Prior to approval, new initiatives are subject to appropriate analysis (gender, environmental, cost-benefit, risk etc.)	1. There is a policy that requires appropriate analysis (e.g. gender, environmental, cost-benefit, risk analysis, etc.) to be conducted prior to initiating new programmes/projects/initiatives.	Met	UNFPA. (2012 [28]). <i>Policy and procedure for development and approval of the country programme document</i>. New York: United Nations Population Fund. Provided by UNFPA UNDG. (2010 [01]). <i>How to prepare an UNDAF Part (I) - Guidelines for UN Country Teams</i>. United Nations Development Group. Retrieved from http://www.undg.org/docs/11096/How-to-Prepare-an-UNDAF-(Part-I).pdf UNDG. (2010 [02]). <i>How to prepare an UNDAF Part (II) - Technical Guidance for UN Country Teams</i>. United Nations Development Group. Retrieved from http://www.undg.org/docs/11096/How-to-Prepare-an-UNDAF-(Part-II)----Technical-Guidance-for-UN-Country-Teams1.pdf UNFPA. (2011 [21]). <i>Evidence-based programming guidance note</i>. New York: United Nations Population Fund. Provided by UNFPA
	2. There are guidelines for staff on the types of analysis to be carried out.	Met	UNFPA Technical Division. (2011 [01]). <i>Population Situation Analysis: A conceptual and methodological guide</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/publications/2011/PSA_Guide.pdf UNFPA. (2012 [28]). <i>Policy and procedure for development and approval of the country programme document</i>. New York: United Nations Population Fund. Provided by UNFPA http://www.undg.org/docs/11096/How-to-Prepare-an-UNDAF-(Part-II)----Technical-Guidance-for-UN-Country-Teams1.pdf

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			UNFPA. (2011 [21]). <i>Evidence-based programming guidance note</i> . New York: United Nations Population Fund. Provided by UNFPA
	3. There is evidence that the MO's staff are informed about and trained on the guidelines.	Not met	UNFPA. (2012 [28]). <i>Policy and procedure for development and approval of the country programme document</i> . New York: United Nations Population Fund. Provided by UNFPA
	4. There is evidence that the guidelines are implemented.	Met	UNFPA. (2005 [01]). <i>Country Programme Document for Bangladesh (DP/FPA/CPD/BGD/7)</i>. New York: United Nations Population Fund. Retrieved from http://profiles.unfpa.org/uploads/documents/1340531822-cpd-2006-2010.doc UNFPA. (2010 [04]). <i>Final Country Programme Document for Cambodia (DP/FPA/CPD/KHM/4)</i>. New York: United Nations Population Fund. Retrieved from http://countryoffice.unfpa.org/cambodia/drive/UNFPACambodiaCPD2006-2010.pdf UNRHC Kenya. (2009 [01]). <i>United Nations Development Assistance Framework for Kenya 2009-2013</i>. Nairobi: Office of the United Nations Resident and Humanitarian Coordinator in Kenya. Retrieved from http://www.undg.org/docs/11551/KEN-UNDAF-2009-13.pdf UNRC DRC. (2013 [01]). <i>Plan-cadre des Nations Unies pour l'Assistance au Développement - UNDAF 2013-2017</i>. Kinshasa: United Nations Resident Coordinator's Office in DRC. Retrieved from http://www.undg.org/docs/13029/Congo-DRC-UNDAF-2013-2017-FR-unsgn.pdf UNFPA Technical Division. (2011 [01]). <i>Population Situation Analysis: A conceptual and methodological guide</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/publications/2011/PSA_Guide.pdf
	5. There is evidence that appropriate analyses are used for decision-making in the sample of projects/initiatives reviewed.	Not met	UNFPA Technical Division. (2011 [01]). <i>Population Situation Analysis: A conceptual and methodological guide</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/publications/2011/PSA_Guide.pdf Nasreen M., I. S. (2011 [01]). <i>Evaluation of the 7th Country Programme UNFPA Bangladesh</i>. United Nations Population Fund. Retrieved from http://web2.unfpa.org/public/about/oversight/evaluations/docDownload.unfpa?docId=71 Tobin R., T. U. (2011 [01]). <i>Evaluation of UNFPA/Cambodia's 3rd Country Programme, 2006–2010</i>. Phnom Penh: United Nations Population Fund. Retrieved from http://web2.unfpa.org/public/about/oversight/evaluations/docDownload.unfpa?docId=106
Overall Score MI 11.1		Adequate (4)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 11.2 Milestones / targets are set to rate the progress of (project) implementation	1. At least two of the project implementation plans or other work plans sampled in each of the six assessed countries contain a description of milestones and/or targets for project/programme implementation.	Met	UNRC Bangladesh. (2011 [02]). <i>United Nations Development Assistance Framework 2012 - 2016 Bangladesh Action Plan</i>. Dhaka: United Nations Resident Coordinator's Office in Bangladesh. Retrieved from http://www.undg.org/docs/12382/UNDAF-Action-Plan--FINAL_12-Jan-2012.pdf UNFPA, RGC. (2011 [01]). <i>Country Programme Action Plan 2011-2015 for the programme of cooperation between the Royal Government of Cambodia and UNFPA</i>. New York: United Nations Population Fund / Royal Government of Cambodia. Retrieved from https://data.unfpa.org/downloadDoc.unfpa?docId=15 UNFPA, RDC. (2013 [01]). <i>Quatrième Programme de Coopération RDC-UNFPA - Plan d'Actions du Programme Pays 2013-2017</i>. Kinshasa: United Nations Population Fund, République Démocratique du Congo. Retrieved from https://data.unfpa.org/downloadDoc.unfpa?docId=17 UNFPA. (2011 [06]). <i>Plan de Accion del Programa del Pais entre el Gobierno de la Republica del Ecuador y el UNFPA 2010-2014</i>. New York: United Nations Population Fund. Retrieved from https://data.unfpa.org/downloadDoc.unfpa?docId=299 UNFPA, GOK. (2008 [01]). <i>Country Programme Action Plan 2009-2013 between the Government of Kenya and UNFPA</i>. New York: United Nations Population Fund / Government of Kenya. Retrieved from https://data.unfpa.org/downloadDoc.unfpa?docId=435 UNRC Tanzania. (2011 [01]). <i>United Nations Development Assistance Plan (UNDAP) 2011-2015</i>. Dar es Salaam: Office of the United Nations Resident Coordinator in Tanzania. Retrieved from http://www.undg.org/docs/12138/UNDAP-2011-2015.pdf United Nations Tanzania Delivering as One . (2014 [01]). <i>Report</i>. Retrieved 05 20, 2014, from UNDAF Results Monitoring System: http://dad.synisys.com/undaprms/ Nasreen M., I. S. (2011 [01]). <i>Evaluation of the 7th Country Programme UNFPA Bangladesh</i>. United Nations Population Fund. Retrieved from http://web2.unfpa.org/public/about/oversight/evaluations/docDownload.unfpa?docId=71
	2. If the first criterion is met , baseline values have been established for each indicator used to measure the progress of project/programme implementation in most of these plans.	Not met	Ibidem
	3. If the first criterion is met , the milestones/targets provided are appropriate to the activities described in	Met	Ibidem.

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	most of these plans.		
	4. If the first criterion is met , dates are established for the milestones/targets in more than half of these plans.	Met	Ibidem
	5. If all above criteria are met , they are met for all project implementation plans or other work plans sampled.	Not met	
Overall Score MI 11.2		Adequate (4)	

KPI 12. The MO delegates decision-making authority and staff accordingly (to the country or other levels)

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 12.2 Aid reallocation decisions can be made locally.	1. An organisation-wide policy or guidelines exist, are corporately approved, and describe decision-making authorities at different levels within the organisation.	Met	UNFPA. (2011 [09]). <i>UNFPA Financial Regulations and Rules (UNFPA/FIN/REG/Rev.9)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/procurement/03_proc_procedures_policies/FRR.pdf UNFPA. (2013 [24]). <i>The UNFPA Strategic Plan 2014-2017 - Annex 3 business model (DP/FPA/2013/12)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Annex%203%20%28business%20model%29.docx UNFPA. (2013 [04]). <i>The UNFPA Strategic Plan 2014-2017 (DP/FPA/2013/12)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Strategic%20Plan,%202014-2017.docx UNFPA. (2013 [24]). <i>The UNFPA Strategic Plan 2014-2017 - Annex 3 business model (DP/FPA/2013/12)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Annex%203%20%28business%20model%29.docx
	2. If the first criterion is met , this policy/ guidelines or other	Met	UNFPA. (2011 [09]). <i>UNFPA Financial Regulations and Rules (UNFPA/FIN/REG/Rev.9)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/procurement/03_proc_procedures_policies/FRR.pdf

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	documents provide sufficient evidence of the level of autonomy available at the country level (or other local level as appropriate) regarding project-related decision making processes, and the staffing arrangements to support that, as appropriate.		
	3. If the first two criteria are met , in the documents available, it is possible to identify the parameters within which the local level, project/programming-related decisions do not require central level approval.	Not met	UNFPA. (2011 [09]). <i>UNFPA Financial Regulations and Rules (UNFPA/FIN/REG/Rev.9)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/procurement/03_proc_procedures_policies/FRR.pdf
	4. There is evidence that the organisation has made efforts to improve delegation of decision-making on aid reallocation to the country or other relevant levels.	Met	UNFPA. (2007 [01]). <i>Strategic plan 2008-2011: Accelerating progress and national ownership of the ICPD Programme of Action (DP/FPA/2007/17)</i> . New York: United Nations Population Fund. Retrieved from https://www.unfpa.org/webdav/site/global/shared/documents/exbrd/2007/second_regular_session/strategic_plan.doc UNFPA. (2013 [24]). <i>The UNFPA Strategic Plan 2014-2017 - Annex 3 business model (DP/FPA/2013/12)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Annex%203%20%28business%20model%29.docx
	5. An operational review/evaluation of the MO comments positively on progress in the delegation of aid reallocation decision making authority to the country or other	Not met	UNFPA. (2013 [24]). <i>The UNFPA Strategic Plan 2014-2017 - Annex 3 business model (DP/FPA/2013/12)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Annex%203%20%28business%20model%29.docx UNFPA. (2013 [04]). <i>The UNFPA Strategic Plan 2014-2017 (DP/FPA/2013/12)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Strategic%20Plan.%202014-2017.docx

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	relevant level.		
Overall Score MI 12.2		Adequate (4)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 12.3 New programmes/projects can be approved locally within a budget cap.	1. An organisation-wide policy or guidelines exist, are corporately approved, and describe decision-making authorities for new programmes/projects.		UNFPA. (2011 [09]). <i>UNFPA Financial Regulations and Rules (UNFPA/FIN/REG/Rev.9)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/procurement/03_proc_procedures_policies/FRR.pdf
	2. If the first criterion is met , this policy or other documents provide sufficient evidence of the types of decisions about new initiatives (plans, projects, programs) that can be made at the country level (or other local level as appropriate).		UNFPA. (2011 [09]). <i>UNFPA Financial Regulations and Rules (UNFPA/FIN/REG/Rev.9)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/procurement/03_proc_procedures_policies/FRR.pdf
	3. If the first two criteria are met , in the documents available, it is possible to identify the parameters (e.g. budget ceilings or allocations) within which the local level does not require central level approval prior to making decisions on new initiatives		UNFPA. (2013 [25]). <i>The UNFPA Strategic Plan 2014-2017 - Annex 4 funding arrangements (DP/FPA/2013/12)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Annex%204%20%28funding%20arrangements%29.docx UNFPA. (2013 [25]). <i>The UNFPA Strategic Plan 2014-2017 - Annex 4 funding arrangements (DP/FPA/2013/12)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Annex%204%20%28funding%20arrangements%29.docx
	4. The organisation has		UNFPA. (2013 [24]). <i>The UNFPA Strategic Plan 2014-2017 - Annex 3 business model (DP/FPA/2013/12)</i> . New

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	made efforts to improve delegation of decision-making to the country or other relevant levels.		York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Annex%203%20%28business%20model%29.docx UNFPA. (2012 [06]). <i>Humanitarian Response Strategy "Second Generation"</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/publications/2012/UNFPA_Humanit_Strategy_2012_0416.pdf
	5. An operational review/evaluation of the MO comments positively on progress in the delegation of authority to the country or other relevant level.		
Overall Score MI 12.3		White diamond (◊)	

KPI 13. Mainstreaming humanitarian programming into programmes and operations

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 13.1 The MO has necessary policies and practices to support mainstreaming of humanitarian programming.	1. The organisation-wide strategic plan identifies emergency preparedness and humanitarian response as an area of focus.	Met	UNFPA. (2013 [04]). <i>The UNFPA Strategic Plan 2014-2017 (DP/FPA/2013/12)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Strategic%20Plan,%202014-2017.docx UNFPA. (2013 [14]). <i>Report of the Executive Director for 2012: Cumulative Analysis of Progress in Implementation of the UNFPA Strategic Plan, 2008-2013 - Annex 6 UNFPA humanitarian Action (DP/FPA/2013/3 (Part I))</i> . New York: United Nations Population Fund. Retrieved from http://unfpa.org/webdav/site/global/shared/executive-board/2013/Report%20of%20the%20UNFPA%20Executive%20Director%202012%20Annexes.docx UNFPA. (2013 [02]). <i>Report of the Executive Director for 2012: Cumulative Analysis of Progress in Implementation of the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2013/3 (Part I))</i> . New York: United Nations Population Fund. Retrieved from http://unfpa.org/webdav/site/global/shared/executive-board/2013/FINAL%20UN%20VERSION%20Annual%20Report%20of%20the%20ED.docx
	2. If criterion 1 is met, the organisation-wide strategic framework contains results	Met	UNFPA. (2013 [22]). <i>The UNFPA Strategic Plan 2014-2017 - Annex 1 integrated results framework (DP/FPA/2013/12)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Annex%201%20%28integrated%20results%20framework%29.docx

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	statements on emergency preparedness and humanitarian response.		UNFPA. (2011 [02]). <i>Midterm Review for the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2011/11)</i>. New York: United Nations Population Fund. Retrieved from http://profiles.unfpa.org/uploads/documents/1338318759-1334690582-mtr-unfpa-strategic-plan-eng.doc UNFPA. (2012 [06]). <i>Humanitarian Response Strategy "Second Generation"</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/publications/2012/UNFPA_Humanit_Strategy_20120416.pdf
	3. The organisation has a policy /strategy on the mainstreaming of humanitarian response	Met	
	4. The organisation has guidance in place to support emergency preparedness and humanitarian response activities.	Met	IAWG. (2010 [01]). <i>Inter-Agency Field Manual on reproductive Health in Humanitarian Settings</i>. New York: Inter-agency Working Group on Reproductive Health in Crises. Retrieved from http://iawg.net/iawg-resources/tools-and-guidelines/field-manual/ UNFPA / Save the Children. (2012 [01]). <i>E-learning course on adolescent sexual and reproductive health in humanitarian settings</i>. Retrieved 01 31, 2014, from Inter-agency Working Group on Reproductive Health in Crises: http://www.iawg.net/resources/arhtoolkit.html UNFPA / Save the Children. (2009 [01]). <i>Adolescent Sexual and Reproductive Health Toolkit for Humanitarian Settings</i>. New York: United Nations Population Fund / Save the Children USA. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/publications/2009/UNFPA_ASRHtoolkit_english.pdf UNFPA. (2010 [05]). <i>Guidelines on Data Issues in Humanitarian Crisis Situations</i>. New York: United Nations Population Fund. Retrieved from https://www.unfpa.org/webdav/site/global/shared/documents/publications/2010/guidelines_dataissues.pdf IASC. (2004 [01]). <i>Guidelines for HIV/AIDS Interventions in Emergency Settings</i>. Geneva: Inter-Agency Standing Committee. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/publications/2004/guidelines-hiv-emergencies.pdf IASC. (2010 [01]). <i>Guidelines for Addressing HIV in Humanitarian Settings</i>. Geneva: Inter-Agency Standing Committee. Retrieved from http://www.globalprotectioncluster.org/assets/files/tools_and_guidance/IASC_HIV_Guidelines_2010_En.pdf IASC. (2005 [01]). <i>Guidelines for Gender-based Violence Interventions in Humanitarian Emergencies: Focusing on Prevention of and Response to Sexual Violence in Emergencies</i>. Geneva: Inter-Agency Standing Committee. Retrieved from https://docs.unocha.org/sites/dms/Documents/GBV%20Guidelines%20(English).pdf UNFPA. (2012 [15]). <i>Managing Gender-based Violence Programmes in Emergencies E-learning companion guide</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/publications/2012/GBV%20E-Learning%20Companion%20Guide_ENGLISH.pdf IASC. (2006 [01]). <i>Women, Girls, Boys and Men Different, Needs - Equal Opportunities</i>. New York: Inter-

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			Agency Standing Committee. Retrieved from http://www.humanitarianinfo.org/iasc/documents/subsidi/tf_gender/IASC%20Gender%20Handbook%20(Feb%202007).pdf GBV AoR. (2010 [01]). <i>Handbook for Coordinating Gender-based Violence Interventions in Humanitarian Settings</i>. Geneva: Gender-based Violence Area of Responsibility Working Group. Retrieved from http://www.globalprotectioncluster.org/assets/files/tools_and_guidance/gender_based_violence/GBV_Handbook_Long_Version_EN.pdf
	5. There is evidence that the organisation monitors its progress in mainstreaming humanitarian programming and takes actions to correct any identified issues.	Not met	UNFPA. (2006 [02]). <i>Integrating the Programme of Action of the International Conference on Population and Development into emergency preparedness, humanitarian response, and transition and recovery programmes: a strategy to build commitment and capacity (DP/FPA/2006/14)</i>. New York: United Nations Population Fund. Retrieved from https://www.unfpa.org/webdav/site/global/shared/documents/exbrd/2006/second_regular_session/dpfpa_2006-14-hru_eng.doc UNFPA. (2010 [03]). <i>Thematic Evaluation of UNFPA's Humanitarian Response</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/exbrd/2010/second_session/evaluation_humanitarian_response.pdf UNFPA. (2011 [02]). <i>Midterm Review for the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2011/11)</i>. New York: United Nations Population Fund. Retrieved from http://profiles.unfpa.org/uploads/documents/1338318759-1334690582-mtr-unfpa-strategic-plan-eng.doc UNFPA. (2012 [06]). <i>Humanitarian Response Strategy "Second Generation"</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/publications/2012/UNFPA_Humanit_Strategy_20120416.pdf UNFPA. (2013 [02]). <i>Report of the Executive Director for 2012: Cumulative Analysis of Progress in Implementation of the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2013/3 (Part I))</i>. New York: United Nations Population Fund. Retrieved from http://unfpa.org/webdav/site/global/shared/executive-board/2013/FINAL%20UN%20VERSION%20Annual%20Report%20of%20the%20ED.docx UNFPA. (2013 [12]). <i>Revised UNFPA Evaluation Policy (DP/FPA/2013/5)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2013/FINAL%20UN%20VERSION%20of%20revised%20UNFPA%20evaluation%20policy.doc
Overall Score MI 13.1		Strong (5)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 13.2 The MO has the necessary resources to engage in humanitarian settings	1. There is evidence that the MO is undertaking emergency preparedness and humanitarian response activities.	Met	
	2. The organisation has clearly defined roles and responsibilities with regard to the mainstreaming of humanitarian programming.	Met	UNFPA. (2012 [06]). <i>Humanitarian Response Strategy "Second Generation"</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/publications/2012/UNFPA_Humanit_Strategy_20120416.pdf
	3. The organisation has carried out an expenditure review/costing and budgetary allocation for the implementation of humanitarian programming mainstreaming activities.	Not met	UNFPA. (2013 [04]). <i>The UNFPA Strategic Plan 2014-2017 (DP/FPA/2013/12)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Strategic%20Plan,%202014-2017.docx UNFPA. (2013 [25]). <i>The UNFPA Strategic Plan 2014-2017 - Annex 4 funding arrangements (DP/FPA/2013/12)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Annex%204%20%28funding%20arrangements%29.docx UNFPA. (2013 [22]). <i>The UNFPA Strategic Plan 2014-2017 - Annex 1 integrated results framework (DP/FPA/2013/12)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Annex%201%20%28integrated%20results%20framework%29.docx UNFPA. (2013 [07]). <i>UNFPA Integrated budget estimates, 2014-2017 (DP/FPA/2013/14)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/FINAL%20UN%20VERSION%20integrated%20budget%20estimates,%202014-2017.docx UNFPA. (2013 [06]). <i>UNFPA global and regional interventions (DP/FPA/2013/CRP.1)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2013/dpfpa2013crp1.doc UNFPA. (2014 [18]). <i>UNFPA global and regional interventions, 2014-2017 - Proposed Strategic Framework (DP/FPA/2014/CRP.1)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2014/Final%20version%20of%20UNFPA%20global%20and%20regional%20interventions.pdf
	4. There is evidence that the organisation has resourced its	Met	UNFPA. (2013 [25]). <i>The UNFPA Strategic Plan 2014-2017 - Annex 4 funding arrangements (DP/FPA/2013/12)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Annex%204%20%28funding%20arr

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	policy/strategy for humanitarian programming mainstreaming (in terms of staffing, funding, and technical expertise).		angements%29.docx UNFPA. (2013 [24]). <i>The UNFPA Strategic Plan 2014-2017 - Annex 3 business model (DP/FPA/2013/12)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Annex%203%20%28business%20model%29.docx
	5. An organisation-wide evaluation or review has been undertaken and illustrates progress in implementing the commitment to promoting emergency preparedness and humanitarian response.	Not met	UNFPA. (2013 [14]). <i>Report of the Executive Director for 2012: Cumulative Analysis of Progress in Implementation of the UNFPA Strategic Plan, 2008-2013 - Annex 6 UNFPA humanitarian Action (DP/FPA/2013/3 (Part I))</i> . New York: United Nations Population Fund. Retrieved from http://unfpa.org/webdav/site/global/shared/executive-board/2013/Report%20of%20the%20UNFPA%20Executive%20Director%202012%20Annexes.docx
Overall Score MI 13.2		Adequate (4)	

PERFORMANCE AREA III – RELATIONSHIP MANAGEMENT

KPI 14. The MO co-ordinates and directs its development co-operation at the country level in support of agreed national plans or partner plans

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 14.2 Statements of expected results consistent with those in national development strategies and UNDAF, as appropriate.	1. At least half of the country strategies make reference to the country's national development strategies, as applicable.	Met	UNFPA. (2011 [04]). <i>Final country programme document for Bangladesh (DP/FPA/CPD/BGD/8)</i> . New York: United Nations Population Fund. Retrieved from https://data.unfpa.org/downloadDoc.unfpa?docId=73 UNFPA. (2010 [04]). <i>Final Country Programme Document for Cambodia (DP/FPA/CPD/KHM/4)</i> . New York: United Nations Population Fund. Retrieved from http://countryoffice.unfpa.org/cambodia/drive/UNFPAcambodiaCPD2006-2010.pdf UNFPA. (2012 [07]). <i>Final Country Programme Document for the Democratic Republic of the Congo (DP/FPA/CPD/COD/4)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2013/Final%20CPD%20for%20the%20Democratic%20Republic%20of%20the%20Congo.doc UNFPA. (2009 [02]). <i>Final Country Programme Document for Ecuador (DP/FPA/CPD/ECU/5)</i> . New York: United Nations Population Fund. Retrieved from https://data.unfpa.org/downloadDoc.unfpa?docId=107

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			UNFPA. (2008 [03]). <i>Final Country Programme Document for Kenya (DP/DPC/KEN/7)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/exbrd/2009/first_regular_session/country_programme_kenya.doc UNFPA. (2011 [07]). <i>Final Common Country Programme Document for the United Republic of Tanzania (DP/FPA-ICEF-WFP/CCPD/2011/TAZ/1)</i>. New York: United Nations Population Fund. Retrieved from https://data.unfpa.org/downloadDoc.unfpa?docId=208 UNFPA. (2006 [01]). <i>Country Programme for the United republic of Tanzania (DP/FPA/CPD/TZA/6)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/exbrd/2007/first_regular_session/dpfpa_tza_6_eng.doc
	2. At least half of the country strategies make reference to the UNDAF, as applicable.	Met	Ibidem
	3. At least half of the country strategies link the results statements to national goals and/or UNDAF objectives as applicable	Met	Ibidem
	4. All the country strategies note how the intended results are aligned with national development strategies and UNDAF as appropriate.	Met	Ibidem
	5. Evidence from country-level evaluations or external reviews confirms that the MO's strategy is aligned or consistent with national development strategies and UNDAF, as	Met	Nasreen M., I. S. (2011 [01]). <i>Evaluation of the 7th Country Programme UNFPA Bangladesh</i>. United Nations Population Fund. Retrieved from http://web2.unfpa.org/public/about/oversight/evaluations/docDownload.unfpa?docId=71 Tobin R., T. U. (2011 [01]). <i>Evaluation of UNFPA/Cambodia's 3rd Country Programme, 2006–2010</i>. Phnom Penh: United Nations Population Fund. Retrieved from http://web2.unfpa.org/public/about/oversight/evaluations/docDownload.unfpa?docId=106 Kalambayi, B. (2012 [01]). <i>Evaluation du 3e programme pays de l'UNFPA en République Démocratique du Congo</i>. Département de Démographie de l'Université de Kinshasa. Kinshasa: United Nations Population Fund. Retrieved from http://web2.unfpa.org/public/about/oversight/evaluations/docDownload.unfpa?docId=122

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	appropriate.		Rodríguez M., I., Miranda G., J., & Álvarez R., C. (2013 [01]). <i>Evaluación Independiente del Programa País Ecuador 2010-2014</i> . Quito: United Nations Population Fund. Retrieved from Provided by UNFPA Ecuador Olenja, J., Gor, S., & Okoth-Juma, R. (2013 [01]). <i>GOK/UNFPA 7th Country Programme Evaluation</i> . Nairobi: United Nations Population Fund. Retrieved from http://web2.unfpa.org/public/about/oversight/evaluations/docDownload.unfpa?docId=130 Arowolo, O., Dungumaro, E., Mosha, A., & Urrio, T. N. (2010 [01]). <i>Report on the Evaluation of the UNFPA 6th Country Programme of Assistance to the Government of the United Republic of United Republic of Tanzania</i> . Dar es Salaam: United Nations Population Fund. Retrieved from http://web2.unfpa.org/public/about/oversight/evaluations/docDownload.unfpa?docId=58
Overall Score MI 14.2		Very strong (6)	

KPI 18. The MO harmonises arrangements and procedures with other programming partners (donors, UN agencies, etc), as appropriate

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 18.1 The MO co-ordinates planning, programming, monitoring and reporting with other partners.	1. In the sample of countries under review, country strategies, UNDAF, or other documents provide evidence of the MO's joint planning with other development partners (such as other members of UNCT).	Met	UNRC Bangladesh. (2011 [01]). <i>United Nations Development Assistance Framework for Bangladesh 2012 - 2016</i> . Dhaka: United Nations Resident Coordinator's Office in Bangladesh. Retrieved from http://www.undg.org/docs/12364/Bangladesh-UNDAF-2012-2016.pdf UNRC Cambodia. (2010 [01]). <i>United Nations Development Assistance Framework 2011-2015</i> . Phnom Penh: United Nations Resident Coordinator's Office in Cambodia. Retrieved from http://countryoffice.unfpa.org/cambodia/drive/cambodia_undaf2011-2015_final_signed_version_part_1_narrative_26_jan_2010.pdf UNRC DRC. (2013 [01]). <i>Plan-cadre des Nations Unies pour l'Assistance au Développement □ UNDAF 2013-2017</i> . Kinshasa: United Nations Resident Coordinator's Office in DRC. Retrieved from http://www.undg.org/docs/13029/Congo-DRC-UNDAF-2013-2017-FR-unsgn.pdf UNRC Ecuador. (2009 [01]). <i>Marco de Cooperación de la Naciones Unidas para el Desarrollo - Ecuador, 2010-2014</i> . Quito: Oficina del Coordinador Residenten en Ecuador. Retrieved from https://data.unfpa.org/downloadDoc.unfpa?docId=105 UNRHC Kenya. (2009 [01]). <i>United Nations Development Assistance Framework for Kenya 2009-2013</i> . Nairobi: Office of the United Nations Resident and Humanitarian Coordinator in Kenya. Retrieved from http://www.undg.org/docs/11551/KEN-UNDAF-2009-13.pdf UNRC Tanzania. (2011 [01]). <i>United Nations Development Assistance Plan (UNDAP) 2011-2015</i> . Dar es Salaam: Office of the United Nations Resident Coordinator in Tanzania. Retrieved from http://www.undg.org/docs/12138/UNDAP-2011-2015.pdf
	2. In the sample of countries under	Met	Nasreen M., I. S. (2011 [01]). <i>Evaluation of the 7th Country Programme UNFPA Bangladesh</i> . United Nations Population Fund. Retrieved from

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	review, country strategies, UNDAF or other documents provide evidence of the organisation's participation in joint programmes with other development partners (such as other members of UNCT).		http://web2.unfpa.org/public/about/oversight/evaluations/docDownload.unfpa?docId=71 UNESCO. (2014 [01]). <i>HIV Prevention and Health Promotion</i>. Retrieved 04 02, 2014, from United Nations Educational, Scientific and Cultural Organization: http://www.unescobkk.org/education/hivaid/news/article/unesco-and-unfpa-jointly-support-national-training-of-trainers-for-connections-sexuality-education-p/ UNDP, UNFPA. (2013 [01]). <i>Programme conjoint de lutte contre l'impunité, d'appui aux victimes de violences basées sur le genre, et d'autonomisation des femmes à l'Est de la République démocratique du Congo 03/2013-02/2018</i>. Kinshasa: United Nations Development Programme. Retrieved from http://mptf.undp.org/document/download/10856 UNFPA. (2012 [07]). <i>Final Country Programme Document for the Democratic Republic of the Congo (DP/FPA/CPD/COD/4)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2013/Final%20CPD%20for%20the%20Democratic%20Republic%20of%20the%20Congo.doc Rodríguez M., I., Miranda G., J., & Álvarez R., C. (2013 [01]). <i>Evaluación Independiente del Programa País Ecuador 2010-2014</i>. Quito: United Nations Population Fund. Retrieved from Provided by UNFPA Ecuador Olenja, J., Gor, S., & Okoth-Juma, R. (2013 [01]). <i>GOK/UNFPA 7th Country Programme Evaluation</i>. Nairobi: United Nations Population Fund. Retrieved from http://web2.unfpa.org/public/about/oversight/evaluations/docDownload.unfpa?docId=130 UNFPA. (2008 [03]). <i>Final Country Programme Document for Kenya (DP/DPC/KEN/7)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/exbrd/2009/first_regular_session/country_programme_kenya.doc UNRC Tanzania. (2011 [01]). <i>United Nations Development Assistance Plan (UNDAP) 2011-2015</i>. Dar es Salaam: Office of the United Nations Resident Coordinator in Tanzania. Retrieved from http://www.undg.org/docs/12138/UNDAP-2011-2015.pdf UNDP Tanzania. (2012 [01]). <i>Delivering as One in Tanzania: Annual Report 2011</i>. The Office of the UN Resident Coordinator in Tanzania. Retrieved from http://tz.one.un.org/images/PDF/Tanzania%20One%20UN%20Annual%20Progress%20Report%202011.pdf
	3. The MO's organisation-wide strategies, workplans, reports, or other documents provide evidence that it monitors efforts to co-ordinate and/or harmonise with other partners at the organisation-wide	Not met	UNFPA. (2014 [23]). <i>Report of the Executive Director for 2013: Progress in implementing the UNFPA strategic plan, 2008-2013 (DP/FPA/2014/5 (Part I))</i>. New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=DP.FPA.2014.5PartI.Report%20of%20the%20Executive%20Director%20for%202013.pdf~15-08-2014-19-08-45-552 Tobin R., T. U. (2011 [01]). <i>Evaluation of UNFPA/Cambodia's 3rd Country Programme, 2006–2010</i>. Phnom Penh: United Nations Population Fund. Retrieved from http://web2.unfpa.org/public/about/oversight/evaluations/docDownload.unfpa?docId=106 Executive Board of the UNDP, UNFPA, UNOPS. (2013 [05]). <i>The road map to an integrated budget: joint review of the impact of cost definitions and classifications of activities on the harmonized cost recovery rates (DP-FPA/2013/1)</i>. New York: United Nations Population Fund. Retrieved from

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	level.		https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=DP-FPA.2013.1-E.ICEF.2013.8RoadmapInteqBudgetEng.pdf-05-38-2013-16-38-27-9 Executive Board of UNDP, UNFPA, UNOPS. (2014 [06]). <i>Report of UNDP, UNFPA and UNOPS on joint procurement activities (DP-FPA-OPS/2014/1)</i> . New York: United Nations Office for project Services. Retrieved from https://www.unops.org/SiteCollectionDocuments/Executive-board/EB%20documents/2014/Second_session/DPFPAOPS2014-1-Jointprocurementactivities.pdf
	4. The MO's country strategies, workplans, reports, or other documents provide evidence that it monitors efforts to coordinate and/or harmonise with other partners at the country level.	Met	UNRC Bangladesh. (2011 [01]). <i>United Nations Development Assistance Framework for Bangladesh 2012 - 2016</i> . Dhaka: United Nations Resident Coordinator's Office in Bangladesh. Retrieved from http://www.undg.org/docs/12364/Bangladesh-UNDAF-2012-2016.pdf UNRC Bangladesh. (2011 [02]). <i>United Nations Development Assistance Framework 2012 - 2016 Bangladesh Action Plan</i> . Dhaka: United Nations Resident Coordinator's Office in Bangladesh. Retrieved from http://www.undg.org/docs/12382/UNDAF-Action-Plan--FINAL_12-Jan-2012.pdf UNFPA. (2010 [04]). <i>Final Country Programme Document for Cambodia (DP/FPA/CPD/KHM/4)</i> . New York: United Nations Population Fund. Retrieved from http://countryoffice.unfpa.org/cambodia/drive/UNFPACambodiaCPD2006-2010.pdf UNFPA, RGC. (2011 [01]). <i>Country Programme Action Plan 2011-2015 for the programme of cooperation between the Royal Government of Cambodia and UNFPA</i> . New York: United Nations Population Fund / Royal Government of Cambodia. Retrieved from https://data.unfpa.org/downloadDoc.unfpa?docId=15 UNRC Cambodia. (2010 [01]). <i>United Nations Development Assistance Framework 2011-2015</i> . Phnom Penh: United Nations Resident Coordinator's Office in Cambodia. Retrieved from http://countryoffice.unfpa.org/cambodia/drive/cambodia_undaf2011-2015_final_signed_version_part_1_narrative_26_jan_2010.pdf UNRC DRC. (2013 [01]). <i>Plan-cadre des Nations Unies pour l'Assistance au Développement - UNDAF 2013-2017</i> . Kinshasa: United Nations Resident Coordinator's Office in DRC. Retrieved from http://www.undg.org/docs/13029/Congo-DRC-UNDAF-2013-2017-FR-unsgn.pdf UNFPA, RDC. (2013 [01]). <i>Quatrième Programme de Coopération RDC-UNFPA - Plan d'Actions du Programme Pays 2013-2017</i> . Kinshasa: United Nations Population Fund, République Démocratique du Congo. Retrieved from https://data.unfpa.org/downloadDoc.unfpa?docId=17 UNFPA. (2011 [06]). <i>Plan de Accion del Programa del Pais entre el Gobierno de la Republica del Ecuador y el UNFPA 2010-2014</i> . New York: United Nations Population Fund. Retrieved from https://data.unfpa.org/downloadDoc.unfpa?docId=299 UNRC Ecuador. (2009 [01]). <i>Marco de Cooperacion de la Naciones Unidas para el Desarrollo - Ecuador, 2010-2014</i> . Quito: Oficina del Coordinador Residenten en Ecuador. Retrieved from https://data.unfpa.org/downloadDoc.unfpa?docId=105 UNFPA. (2008 [03]). <i>Final Country Programme Document for Kenya (DP/DPC/KEN/7)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/exbrd/2009/first_regular_session/country_programme_kenya.doc

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			UNFPA. (2011 [07]). <i>Final Common Country Programme Document for the United Republic of Tanzania (DP/FPA-ICEF-WFP/CCPD/2011/TAZ/1)</i> . New York: United Nations Population Fund. Retrieved from https://data.unfpa.org/downloadDoc.unfpa?docId=208
	5. Evaluations or reviews of the MO's work (corporate and country levels) tend to comment favourably on the organisation's efforts to co-ordinate and harmonise efforts with others.	Met	Nasreen M., I. S. (2011 [01]). <i>Evaluation of the 7th Country Programme UNFPA Bangladesh</i>. United Nations Population Fund. Retrieved from http://web2.unfpa.org/public/about/oversight/evaluations/docDownload.unfpa?docId=71 Tobin R., T. U. (2011 [01]). <i>Evaluation of UNFPA/Cambodia's 3rd Country Programme, 2006–2010</i>. Phnom Penh: United Nations Population Fund. Retrieved from http://web2.unfpa.org/public/about/oversight/evaluations/docDownload.unfpa?docId=106 Kalambayi, B. (2012 [01]). <i>Evaluation du 3e programme pays de l'UNFPA en République Démocratique du Congo</i>. Département de Démographie de l'Université de Kinshasa. Kinshasa: United Nations Population Fund. Retrieved from http://web2.unfpa.org/public/about/oversight/evaluations/docDownload.unfpa?docId=122 Rodríguez M., I., Miranda G., J., & Álvarez R., C. (2013 [01]). <i>Evaluación Independiente del Programa País Ecuador 2010-2014</i>. Quito: United Nations Population Fund. Retrieved from Provided by UNFPA Ecuador Olenja, J., Gor, S., & Okoth-Juma, R. (2013 [01]). <i>GOK/UNFPA 7th Country Programme Evaluation</i>. Nairobi: United Nations Population Fund. Retrieved from http://web2.unfpa.org/public/about/oversight/evaluations/docDownload.unfpa?docId=130 Nordic Consulting Group. (2010 [01]). <i>Country-Led Evaluation of the Delivering as One UN Pilot Initiative in Tanzania</i>. New York: United Nations Population Fund. Retrieved from http://www.undg.org/docs/11341/country-led-evaluation-of-the-delivering-as-one-un-pilot-initiative-in-tanzania-final-report.pdf Arowolo, O., Dungumaro, E., Mosha, A., & Urrio, T. N. (2010 [01]). <i>Report on the Evaluation of the UNFPA 6th Country Programme of Assistance to the Government of the United Republic of Tanzania</i>. Dar es Salaam: United Nations Population Fund. Retrieved from http://web2.unfpa.org/public/about/oversight/evaluations/docDownload.unfpa?docId=58
Overall Score MI 18.1		Strong (5)	

PERFORMANCE AREA IV – KNOWLEDGE MANAGEMENT

KPI 19. The MO consistently evaluates its results

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 19.1 The MO has a structurally independent evaluation unit within its	1. An organisation-wide (central) evaluation unit or function exists.	Met	UNFPA. (2014 [06], 01 17). <i>Evaluation</i>. Retrieved from United Nations Population Fund: http://www.unfpa.org/public/home/about/Evaluation/EBIER UNFPA. (2009 [04]). <i>UNFPA Evaluation Policy</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/exbrd/2009/annual_session/eval_policy.doc UNFPA. (2013 [12]). <i>Revised UNFPA Evaluation Policy</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
organisational structure that reports to senior management or the Executive Board.			board/2013/FINAL%20UN%20VERSION%20of%20revised%20UNFPA%20evaluation%20policy.doc
	2. An organisation-wide evaluation policy exists, which includes guidance on how the MO ensures independence of evaluations and evaluation systems.	Met	UNFPA. (2009 [04]). <i>UNFPA Evaluation Policy</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/exbrd/2009/annual_session/eval_policy.doc OIOS. (2012 [01]). <i>Review of the UNFPA evaluation policy</i> . New York: Office of Internal Oversight Services. Retrieved from https://www.unfpa.org/webdav/site/global/shared/executive-board/2012/DP%20FPA%202012%2017%20-%20Review%20of%20the%20UNFPA%20evaluation%20policy,%20single-spaced.doc UNFPA. (2012 [17]). <i>Biennial report on evaluation</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2012/Biennial%20report%20on%20evaluation%20EvB%20changed%20footnotes%2017%20July%202012.doc UNFPA. (2013 [12]). <i>Revised UNFPA Evaluation Policy</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2013/FINAL%20UN%20VERSION%20of%20revised%20UNFPA%20evaluation%20policy.doc
	3. If the first criterion is met , there is evidence of the independent nature of evaluations in reports being submitted by the organisation-wide evaluation unit or function to senior management (Head of the Organisation), to the Executive Board or to the committee responsible for independent evaluations.	Met	OIOS. (2012 [01]). <i>Review of the UNFPA evaluation policy</i> . New York: Office of Internal Oversight Services. Retrieved from https://www.unfpa.org/webdav/site/global/shared/executive-board/2012/DP%20FPA%202012%2017%20-%20Review%20of%20the%20UNFPA%20evaluation%20policy,%20single-spaced.doc UNFPA. (2012 [17]). <i>Biennial report on evaluation</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2012/Biennial%20report%20on%20evaluation%20EvB%20changed%20footnotes%2017%20July%202012.doc
	4. If the first criterion is met , the organisation-wide evaluation unit has a direct reporting function to the senior management.	Met	UNFPA. (2013 [12]). <i>Revised UNFPA Evaluation Policy</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2013/FINAL%20UN%20VERSION%20of%20revised%20UNFPA%20evaluation%20policy.doc
	5. The organisation-wide (central) evaluation unit has a direct reporting	Met	UNFPA. (2013 [12]). <i>Revised UNFPA Evaluation Policy</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2013/FINAL%20UN%20VERSION%20of%20revised%20UNFPA%20evaluation%20policy.doc

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	function to the MO's Executive Board		
Overall Score MI 19.1		Strong (5)	Strictly adhering to the criteria the organisation would be rated "very strong". The Fund cannot however be considered as best practice yet given the fairly recent measures taken by the organisation to improve evaluation practices, including the structural "independence" of the EO.

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 19.2 The evaluation function provides sufficient coverage of the MO's programming activity (projects, programmes, etc.)	1. An organisation-wide evaluation policy or plan exists and is corporately approved which identifies the need for independent evaluations of projects and programmes.	Met	OIOS. (2012 [01]). <i>Review of the UNFPA evaluation policy</i> . New York: Office of Internal Oversight Services. Retrieved from https://www.unfpa.org/webdav/site/global/shared/executive-board/2012/DP%20FPA%202012%2017%20-%20Review%20of%20the%20UNFPA%20evaluation%20policy.%20single-spaced.doc UNFPA. (2008 [04]). <i>UNFPA Oversight Policy</i> . New York: United Nations Population Fund. Retrieved from https://www.unfpa.org/monitoring/documents/oversight_policy.doc UNFPA. (2013 [12]). <i>Revised UNFPA Evaluation Policy</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2013/FINAL%20UN%20VERSION%20of%20revised%20UNFPA%20evaluation%20policy.doc
	2. If the first criterion is met , this policy or plan clearly explains how evaluations are planned and prioritised.	Met	UNFPA. (2013 [12]). <i>Revised UNFPA Evaluation Policy</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2013/FINAL%20UN%20VERSION%20of%20revised%20UNFPA%20evaluation%20policy.doc UNFPA. (2013 [07]). <i>UNFPA Integrated budget estimates, 2014-2017</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/FINAL%20UN%20VERSION%20integrated%20budget%20estimates,%202014-2017.docx UNFPA. (2013 [17]). <i>Transitional biennial budgeted evaluation plan, 2014-2015</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2014/FINAL%20UN%20VERSION%20of%20the%20transitional%20biennial%20budgeted%20evaluation%20plan%202014-2015%20-%20DP-FPA-2014-2.docx OIOS. (2012 [01]). <i>Review of the UNFPA evaluation policy</i> . New York: Office of Internal Oversight Services. Retrieved from https://www.unfpa.org/webdav/site/global/shared/executive-board/2012/DP%20FPA%202012%2017%20-%20Review%20of%20the%20UNFPA%20evaluation%20policy.%20single-spaced.doc
	3. The organisation-wide policy defines expectations for coverage with regard to thematic areas, country programmes, or other	Met	UNFPA. (2013 [12]). <i>Revised UNFPA Evaluation Policy</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2013/FINAL%20UN%20VERSION%20of%20revised%20UNFPA%20evaluation%20policy.doc UNFPA. (2013 [17]). <i>Transitional biennial budgeted evaluation plan, 2014-2015</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2014/FINAL%20UN%20VERSION%20of%20the%20transitional%20biennial%20budgeted%20evaluation

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	relevant dimension (for example, may identify the frequency of certain types of evaluations, the percentage of projects and programs etc)		n%20plan%202014-2015%20%20-%20DP-FPA-2014-2.docx
	4. There is evidence that the organisation implements its policy (evidence of annual evaluation plans, with appropriate resourcing, evidence of monitoring of its coverage, etc)	Met	UNFPA. (2013 [17]). <i>Transitional biennial budgeted evaluation plan, 2014-2015</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2014/FINAL%20UN%20VERSION%20of%20the%20transitional%20biennial%20budgeted%20evaluation%20plan%202014-2015%20%20-%20DP-FPA-2014-2.docx UNFPA. (2014 [24]). <i>Annual report on evaluation (DP/FPA/2014/7)</i>. New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=DP.FPA.2014.7Annualreportonevaluation.pdf-04-15-2014-14-15-41-713 UNFPA. (2012 [17]). <i>Biennial report on evaluation (DP/FPA/2012/8)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2012/Biennial%20report%20on%20evaluation%20EvB%20changed%20footnotes%2017%20July%202012.doc
	5 . Recent independent evaluation reports are available for all countries sampled.	Met	UNFPA Evaluation Office. (2010 [01]). <i>The Evaluation of the UNFPA 6th Country Programme of Assistance to the Government of the United Republic of Tanzania</i>. Dar es Salaam: United Nations Population Fund. Retrieved from http://web2.unfpa.org/public/about/oversight/evaluations/docDownload.unfpa?docId=58 UNFPA Evaluation Office. (2011 [01]). <i>Evaluation of UNFPA/Cambodia's 3rd Country Programme, 2006–2010</i>. United Nations Population Fund. Retrieved from http://web2.unfpa.org/public/about/oversight/evaluations/docDownload.unfpa?docId=106 UNFPA Evaluation Office. (2011 [02]). <i>Evaluation of the 7th Country Programme UNFPA Bangladesh</i>. New York: United Nations Population Fund. Retrieved from http://web2.unfpa.org/public/about/oversight/evaluations/docDownload.unfpa?docId=71 UNFPA Evaluation Office. (2012 [01]). <i>Evaluation du 3e programme pays de l'UNFPA en République Démocratique du Congo</i>. New York: United Nations Population Fund. Retrieved from http://web2.unfpa.org/public/about/oversight/evaluations/docDownload.unfpa?docId=122 UNFPA Evaluation Office. (2013 [01]). <i>GOK/UNFPA 7th Country Programme Evaluation</i>. New York: United Nations Population Fund. Retrieved from http://web2.unfpa.org/public/about/oversight/evaluations/docDownload.unfpa?docId=130 UNFPA Evaluation Office. (N/D [01]). <i>EQA for UNFPA Cambodia Country</i>. New York: United Nations Population Fund. Retrieved from http://web2.unfpa.org/public/about/oversight/evaluations/docDownload.unfpa?docId=107&eqa Arbulú, A., & Ali, M. (2013 [01]). <i>Final Evaluation - Joint Programme to address violence against women in</i>

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			Bangladesh. Dhaka: United Nations Resident Coordinator's office in Bangladesh. Retrieved from http://www.mdgfund.org/sites/default/files/Bangladesh%20-%20Gender%20-%20Final%20Evaluation%20Report.pdf UNFPA Evaluation Branch. (2012 [06]). <i>Evaluation of UNFPA Support to Maternal Health Mid-Term Evaluation of the Maternal Health Thematic Fund - Country report: Cambodia</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/Evaluation_branch/Maternal%20Health%20reports%20-%20Sept%202013/Country%20Reports%20-%20Sept%202013/UNFPA_layout3_Cambodia_En%20_20130724.pdf UNFPA Evaluation Branch. (2012 [05]). <i>Évaluation de l'appui à la santé maternelle - Évaluation à mi-parcours du Fonds thématique pour la santé maternelle - Rapport de pays: République Démocratique du Congo</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/Evaluation_branch/Maternal%20Health%20reports%20-%20Sept%202013/Country%20Reports%20-%20Sept%202013/UNFPA_layout3_DRCongo_Fr_20130724.pdf UNFPA Evaluation Branch. (2012 [04]). <i>Evaluation of UNFPA support to maternal health mid-term evaluation of the maternal health thematic fund - Country report: Kenya</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/Evaluation_branch/Maternal%20Health%20reports%20-%20Sept%202013/Country%20Reports%20-%20Sept%202013/UNFPA_layout3_Kenya_En_20130724.pdf Chikoore, C., & M'mboyi, F. (2012 [01]). <i>Mid-term Evaluation Report Joint Programme on Gender Equality and Women's Empowerment</i>. Nairobi: United Nations & Government of Kenya. Retrieved from http://gate.unwomen.org/unifem/evaluationadmin/downloaddocument.html?docid=3514 IOD PARC. (2013 [01]). <i>Joint Evaluation of Joint Programmes on Gender Equality in the United Nations System</i>. New York: United Nations Entity for Gender Equality and the Empowerment of Women. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/Evaluation_branch/Joint%20UN%20Gender%20Programme%20Evaluation/Reports/JGP%20Evaluation%20Synthesis%20Report.pdf
	Overall Score MI 19.2	Adequate (4)	Strictly adhering to the criteria, the organisation would be rated "very strong". However there remain some concerns overall with regards to clarity of coverage and resourcing of some types of programme-level evaluations conducted at UNFPA.

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 19.3 The MO ensures quality of its evaluations.	1 . The MO has a policy/procedures for the quality control of its evaluations.	Met	OIOS. (2012 [01]). <i>Review of the UNFPA evaluation policy</i>. New York: Office of Internal Oversight Services. Retrieved from https://www.unfpa.org/webdav/site/global/shared/executive-board/2012/DP%20FPA%202012%2017%20-%20Review%20of%20the%20UNFPA%20evaluation%20policy,%20single-spaced.doc UNFPA. (2013 [12]). <i>Revised UNFPA Evaluation Policy</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2013/FINAL%20UN%20VERSION%20of%20revised%20UNFPA%20evaluation%20policy.doc UNFPA. (2013 [18]). <i>Assessing the country office M&E system Guide</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/Evaluation_branch/Methodology%20-%20September%202013/Handbook%20entire%20document%20final%20M%26E%20system%2010.31.2013.pdf UNFPA Evaluation Office. (2013 [01]). <i>Handbook - How to design and conduct a country programme evaluation at UNFPA</i>. New York: United Nations Population Fund. Retrieved from http://unfpa.org/webdav/site/global/shared/documents/Evaluation_branch/Methodology%20-%20September%202013/Handbook%20entire%20document%20final%2011.29.2013.pdf UNFPA. (2014 [07]). <i>Quality Assurance</i>. Retrieved 01 17, 2014, from United Nations Population Fund: http://www.unfpa.org/public/home/about/Evaluation/pid/9137
	2 . The MO implemented the quality control procedures (i.e. reviewed its evaluations) within the past five years.	Met	UNFPA Evaluation Branch. (N/D [01]). <i>EQA for UNFPA Cambodia Country</i>. New York: United Nations Population Fund. Retrieved from http://web2.unfpa.org/public/about/oversight/evaluations/docDownload.unfpa?docId=107&eqa UNFPA Evaluation Branch. (N/D [02]). <i>EQA for UNFPA Bangladesh 7th Country</i>. New York: United Nations Population Fund. Retrieved from http://web2.unfpa.org/public/about/oversight/evaluations/docDownload.unfpa?docId=71&eqa UNFPA Evaluation Branch. (N/D [03]). <i>EQA for UNFPA Tanzania Sixth Country Programme 2007-2011</i>. New York: United Nations Population Fund. Retrieved from http://web2.unfpa.org/public/about/oversight/evaluations/docDownload.unfpa?docId=58&eqa UNFPA. (2012 [14]). <i>Quality Assessment of UNFPA Decentralised Country Programme Evaluations</i>. New York: United Nations Population Fund. Retrieved from http://unfpa.org/webdav/site/global/shared/documents/Evaluation_branch/Quality%20Assurance/2012%20EQA%20report%20FINAL.pdf
	3 . There is evidence (in the reports on the quality of evaluations/review of evaluations) that the MO is respecting relevant evaluation	Not met	OIOS. (2012 [01]). <i>Review of the UNFPA evaluation policy (DP/FPA/2012/17)</i>. New York: Office of Internal Oversight Services. Retrieved from https://www.unfpa.org/webdav/site/global/shared/executive-board/2012/DP%20FPA%202012%2017%20-%20Review%20of%20the%20UNFPA%20evaluation%20policy,%20single-spaced.doc UNFPA. (2012 [17]). <i>Biennial report on evaluation (DP/FPA/2012/8)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2012/Biennial%20report%20on%20evaluation%20EvB%20changed%20footnotes%2017%20July%2020

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	standards (e.g. UNEG standards and DAC standards) in its centralised and decentralised evaluations.		12.doc UNFPA Evaluation Office. (N/D [01]). <i>EQA for UNFPA Cambodia Country</i>. New York: United Nations Population Fund. Retrieved from http://web2.unfpa.org/public/about/oversight/evaluations/docDownload.unfpa?docId=107&eqa UNFPA. (N/D [03]). <i>Management Response - Maternal Health Thematic Evaluation</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/MHTF%20Management_Response_%20Final.pdf UNFPA. (2012 [14]). <i>Quality Assessment of UNFPA Decentralised Country Programme Evaluations</i>. New York: United Nations Population Fund. Retrieved from http://unfpa.org/webdav/site/global/shared/documents/Evaluation_branch/Quality%20Assurance/2012%20EQA%20report%20FINAL.pdf UNFPA. (2014 [12]). <i>Document List</i>. Retrieved 02 13, 2014, from UNFPA evaluation database: http://web2.unfpa.org/public/about/oversight/evaluations/documentList.unfpa UNFPA. (2014 [24]). <i>Annual report on evaluation (DP/FPA/2014/7)</i>. New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=DP.FPA.2014.7Annualreportonevaluation.pdf~04-15-2014-14-15-41-713
	4 . The reports on the quality of evaluations cover organisation-wide, country and project level evaluations.	Not met	UNFPA. (2014 [12]). <i>Document List</i>. Retrieved 02 13, 2014, from UNFPA evaluation database: http://web2.unfpa.org/public/about/oversight/evaluations/documentList.unfpa UNFPA. (2012 [14]). <i>Quality Assessment of UNFPA Decentralised Country Programme Evaluations</i>. New York: United Nations Population Fund. Retrieved from http://unfpa.org/webdav/site/global/shared/documents/Evaluation_branch/Quality%20Assurance/2012%20EQA%20report%20FINAL.pdf UNFPA. (2012 [17]). <i>Biennial report on evaluation (DP/FPA/2012/8)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2012/Biennial%20report%20on%20evaluation%20EvB%20changed%20footnotes%2017%20July%202012.doc UNFPA. (2014 [24]). <i>Annual report on evaluation (DP/FPA/2014/7)</i>. New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=DP.FPA.2014.7Annualreportonevaluation.pdf~04-15-2014-14-15-41-713
	5. There is evidence that the MO's evaluation practices have changed as a result of the review of evaluations.	Met	UNFPA. (2013 [12]). <i>Revised UNFPA Evaluation Policy</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2013/final%20un%20version%20of%20revised%20unfpa%20evaluation%20policy.doc UNFPA. (2012 [12]). <i>UNFPA Management Response to the Biennial Report on Evaluation Item 6: Evaluation</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2012/Management%20response%20to%20biennial%20report%20on%20evaluation,%20WEBPOSTING

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			%20Version%2024%20AUGUST%202012.doc UNFPA. (2014 [07]). <i>Quality Assurance</i> . Retrieved 01 17, 2014, from United Nations Population Fund: http://www.unfpa.org/public/home/about/Evaluation/pid/9137
Overall Score MI 19.3		Adequate (4)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 19.5 Direct beneficiaries and stakeholder groups are involved in evaluation processes.	1. The MO has a policy or guidelines for involving direct beneficiaries and stakeholder groups in evaluation processes.	Met	UNFPA. (2013 [12]). <i>Revised UNFPA Evaluation Policy</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2013/FINAL%20UN%20VERSION%20of%20revised%20UNFPA%20evaluation%20policy.doc UNFPA. (2009 [04]). <i>UNFPA Evaluation Policy</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/exbrd/2009/annual_session/eval_policy.doc UNFPA Evaluation Office. (2013 [01]). <i>Handbook - How to design and conduct a country programme evaluation at UNFPA</i> . New York: United Nations Population Fund. Retrieved from http://unfpa.org/webdav/site/global/shared/documents/Evaluation_branch/Methodology%20-%20September%202013/Handbook%20entire%20document%20final%2011.29.2013.pdf
	2. This document 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.	Met	UNFPA Evaluation Office. (2013 [01]). <i>Handbook - How to design and conduct a country programme evaluation at UNFPA</i> . New York: United Nations Population Fund. Retrieved from http://unfpa.org/webdav/site/global/shared/documents/Evaluation_branch/Methodology%20-%20September%202013/Handbook%20entire%20document%20final%2011.29.2013.pdf UNFPA. (2013 [12]). <i>Revised UNFPA Evaluation Policy</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2013/FINAL%20UN%20VERSION%20of%20revised%20UNFPA%20evaluation%20policy.doc UNFPA. (2009 [04]). <i>UNFPA Evaluation Policy</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/exbrd/2009/annual_session/eval_policy.doc
	3. The evaluation reports sampled show evidence that relevant beneficiaries and stakeholders were involved in at least one part of the evaluation process (e.g., planning, data collection, reporting, conclusions and recommendations,	Met	UNFPA Evaluation Office. (2010 [01]). <i>The Evaluation of the UNFPA 6th Country Programme of Assistance to the Government of the United Republic of Tanzania</i> . Dar es Salaam: United Nations Population Fund. Retrieved from http://web2.unfpa.org/public/about/oversight/evaluations/docDownload.unfpa?docId=58 UNFPA Evaluation Office. (2011 [01]). <i>Evaluation of UNFPA/Cambodia's 3rd Country Programme, 2006–2010</i> . United Nations Population Fund. Retrieved from http://web2.unfpa.org/public/about/oversight/evaluations/docDownload.unfpa?docId=106 UNFPA Evaluation Office. (2011 [02]). <i>Evaluation of the 7th Country Programme UNFPA Bangladesh</i> . New York: United Nations Population Fund. Retrieved from http://web2.unfpa.org/public/about/oversight/evaluations/docDownload.unfpa?docId=71 UNFPA Evaluation Office. (2012 [01]). <i>Evaluation du 3e programme pays de l'UNFPA en République</i>

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	and initiation of lessons learned).		<i>Démocratique du Congo</i>. New York: United Nations Population Fund. Retrieved from http://web2.unfpa.org/public/about/oversight/evaluations/docDownload.unfpa?docId=122 UNFPA Evaluation Office. (2013 [01]). <i>GOK/UNFPA 7th Country Programme Evaluation</i>. New York: United Nations Population Fund. Retrieved from http://web2.unfpa.org/public/about/oversight/evaluations/docDownload.unfpa?docId=130 UNFPA Evaluation Office. (N/D [01]). <i>EQA for UNFPA Cambodia Country</i>. New York: United Nations Population Fund. Retrieved from http://web2.unfpa.org/public/about/oversight/evaluations/docDownload.unfpa?docId=107&eqa UNFPA, UNICEF Evaluation Office. (2013 [01]). <i>UNFPA-UNICEF Joint Programme on Female Genital Mutilation/Cutting: Accelerating Change</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/public/home/about/Evaluation/EBIER/TE/pid/10103
	4. The evaluation reports sampled show evidence that relevant beneficiaries and stakeholders were involved in more than one part of the evaluation processes (e.g., planning, data collection, reporting, conclusions and recommendations, and initiation of lessons learned).	Not met	Ibid
	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).	Not met	
Overall Score MI 19.5		Adequate (4)	

KPI 20. The MO presents performance information on its effectiveness

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 20.1 The MO reports against its organisation-wide strategy, including contribution to outcomes.	1. There is an annual report (performance report) provided by the MO to its Board and other stakeholders on the progress being made toward the organisation-wide strategy.	Met	UNFPA. (2011 [17]). <i>Report of the Executive Director for 2010: Cumulative Analysis of Progress in Implementation of the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2011/3 (Part I))</i>. New York: United Nations Population Fund. Retrieved from http://profiles.unfpa.org/uploads/documents/1338318710-1334690441-dp-fpa-2011-3-part-i.doc UNFPA. (2012 [04]). <i>Report of the Executive Director for 2011: Progress in implementation of the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2012/6 (Part I))</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2012/Corrected%20FINALIZED%20version%20Report%20of%20the%20Executive%20Director%20for%202011.%20single-spaced.doc UNFPA. (2013 [02]). <i>Report of the Executive Director for 2012: Cumulative Analysis of Progress in Implementation of the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2013/3 (Part I))</i>. New York: United Nations Population Fund. Retrieved from http://unfpa.org/webdav/site/global/shared/executive-board/2013/FINAL%20UN%20VERSION%20Annual%20Report%20of%20the%20ED.docx UNFPA. (2014 [23]). <i>Report of the Executive Director for 2013: Progress in implementing the UNFPA strategic plan, 2008-2013 (DP/FPA/2014/5 (Part I))</i>. New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=DP.FPA.2014.5PartI.Report%20of%20the%20Executive%20Director%20for%202013.pdf~15-08-2014-19-08-45-552
	2. The annual organisation-wide report provides evidence (through monitoring data, evaluations, assessments, field reports, etc) with respect to the delivery of outputs as identified in its strategy.	Met	UNFPA. (2012 [04]). <i>Report of the Executive Director for 2011: Progress in implementation of the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2012/6 (Part I))</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2012/Corrected%20FINALIZED%20version%20Report%20of%20the%20Executive%20Director%20for%202011.%20single-spaced.doc UNFPA. (2013 [02]). <i>Report of the Executive Director for 2012: Cumulative Analysis of Progress in Implementation of the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2013/3 (Part I))</i>. New York: United Nations Population Fund. Retrieved from http://unfpa.org/webdav/site/global/shared/executive-board/2013/FINAL%20UN%20VERSION%20Annual%20Report%20of%20the%20ED.docx UNFPA. (2014 [23]). <i>Report of the Executive Director for 2013: Progress in implementing the UNFPA strategic plan, 2008-2013 (DP/FPA/2014/5 (Part I))</i>. New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=DP.FPA.2014.5PartI.Report%20of%20the%20Executive%20Director%20for%202013.pdf~15-08-2014-19-08-45-552
	3. The annual organisation-wide report provides evidence (not only through monitoring data, but also through evaluations, assessments, field reports, etc) with	Met	UNFPA. (2012 [04]). <i>Report of the Executive Director for 2011: Progress in implementation of the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2012/6 (Part I))</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2012/Corrected%20FINALIZED%20version%20Report%20of%20the%20Executive%20Director%20for%202011.%20single-spaced.doc UNFPA. (2013 [02]). <i>Report of the Executive Director for 2012: Cumulative Analysis of Progress in Implementation of the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2013/3 (Part I))</i>. New York: United Nations Population Fund. Retrieved from http://unfpa.org/webdav/site/global/shared/executive-

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Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	respect to the organisation's contribution to outcomes.		board/2013/FINAL%20UN%20VERSION%20Annual%20Report%20of%20the%20ED.docx UNFPA. (2014 [35]). <i>Annexes to the report of the Executive Director for 2013: Progress in implementing the UNFPA strategic plan, 2008-2013 (DP/FPA/2014/5 (Part I))</i> . New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=Report%20of%20UNFPA%20Executive%20Director%20for%202013%20-%20Annexes%201-12%20-%20FINAL%20-%202013Jun14.pdf-18-31-2014-11-31-11-587
	4. The annual report presents variances between planned and actual organisation-wide results and explains the reasons for the variance.	Not met	UNFPA. (2013 [02]). <i>Report of the Executive Director for 2012: Cumulative Analysis of Progress in Implementation of the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2013/3 (Part I))</i> . New York: United Nations Population Fund. Retrieved from http://unfpa.org/webdav/site/global/shared/executive-board/2013/FINAL%20UN%20VERSION%20Annual%20Report%20of%20the%20ED.docx UNFPA. (2013 [41]). <i>Report of the Executive Director for 2012: Cumulative Analysis of Progress in Implementation of the UNFPA Strategic Plan, 2008-2013 - Annex 1 Indicator Update (DP/FPA/2013/3 (Part I))</i> . United Nations Population Fund: New York. Retrieved from http://unfpa.org/webdav/site/global/shared/executive-board/2013/Report%20of%20the%20UNFPA%20Executive%20Director%202012%20Annexes.docx UNFPA. (2014 [35]). <i>Annexes to the report of the Executive Director for 2013: Progress in implementing the UNFPA strategic plan, 2008-2013 (DP/FPA/2014/5 (Part I))</i> . New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=Report%20of%20UNFPA%20Executive%20Director%20for%202013%20-%20Annexes%201-12%20-%20FINAL%20-%202013Jun14.pdf-18-31-2014-11-31-11-587
	5. All above criteria are met for <i>all</i> performance reports sampled.	Not met	
Overall Score MI 20.1		Adequate (4)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 20.2 The MO reports performance using data obtained from measuring	1. Annual performance reports exist at the organisation-wide level.	Met	UNFPA. (2011 [17]). <i>Report of the Executive Director for 2010: Cumulative Analysis of Progress in Implementation of the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2011/3 (Part I))</i> . New York: United Nations Population Fund. Retrieved from http://profiles.unfpa.org/uploads/documents/1338318710-1334690441-dp-fpa-2011-3-part-i.doc UNFPA. (2012 [04]). <i>Report of the Executive Director for 2011: Progress in implementation of the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2012/6 (Part I))</i> . New York: United Nations Population Fund. Retrieved

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
indicators.			from http://www.unfpa.org/webdav/site/global/shared/executive-board/2012/Corrected%20FINALIZED%20version%20Report%20of%20the%20Executive%20Director%20for%202011.%20single-spaced.doc UNFPA. (2013 [02]). <i>Report of the Executive Director for 2012: Cumulative Analysis of Progress in Implementation of the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2013/3 (Part I))</i>. New York: United Nations Population Fund. Retrieved from http://unfpa.org/webdav/site/global/shared/executive-board/2013/final%20un%20version%20annual%20report%20of%20the%20ed.docx UNFPA. (2014 [23]). <i>Report of the Executive Director for 2013: Progress in implementing the UNFPA strategic plan, 2008-2013 (DP/FPA/2014/5 (Part I))</i>. New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=DP.FPA.2014.5PartI.Report%20of%20the%20Executive%20Director%20for%202013.pdf~15-08-2014-19-08-45-552
	2. If the first criterion is met , the most recent performance report sampled specifies indicators for the reporting period that respect SMART criteria for indicators.	Not met	UNFPA. (2013 [02]). <i>Report of the Executive Director for 2012: Cumulative Analysis of Progress in Implementation of the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2013/3 (Part I))</i>. New York: United Nations Population Fund. Retrieved from http://unfpa.org/webdav/site/global/shared/executive-board/2013/final%20un%20version%20annual%20report%20of%20the%20ed.docx UNFPA. (2013 [41]). <i>Report of the Executive Director for 2012: Cumulative Analysis of Progress in Implementation of the UNFPA Strategic Plan, 2008-2013 - Annex 1 Indicator Update (DP/FPA/2013/3 (Part I))</i>. United Nations Population Fund: New York. Retrieved from http://unfpa.org/webdav/site/global/shared/executive-board/2013/Report%20of%20the%20UNFPA%20Executive%20Director%202012%20Annexes.docx
	3. If the first criterion is met , the most recent performance report sampled presents an illustration of trends in measurement over a period of time (i.e., indicator data are compared across X years).	Met	UNFPA. (2013 [41]). <i>Report of the Executive Director for 2012: Cumulative Analysis of Progress in Implementation of the UNFPA Strategic Plan, 2008-2013 - Annex 1 Indicator Update (DP/FPA/2013/3 (Part I))</i>. United Nations Population Fund: New York. Retrieved from http://unfpa.org/webdav/site/global/shared/executive-board/2013/Report%20of%20the%20UNFPA%20Executive%20Director%202012%20Annexes.docx UNFPA. (2014 [35]). <i>Annexes to the report of the Executive Director for 2013: Progress in implementing the UNFPA strategic plan, 2008-2013 (DP/FPA/2014/5 (Part I))</i>. New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=Report%20of%20UNFPA%20Executive%20Director%20for%202013%20-%20Annexes%201-12%20-%20FINAL%20-%202013Jun14.pdf~18-31-2014-11-31-11-587
	4. If the first criterion is met , the most recent performance report sampled compares indicator measurement to baseline (in the case of outcomes) and target amounts (in the case of	Met	UNFPA. (2013 [41]). <i>Report of the Executive Director for 2012: Cumulative Analysis of Progress in Implementation of the UNFPA Strategic Plan, 2008-2013 - Annex 1 Indicator Update (DP/FPA/2013/3 (Part I))</i>. United Nations Population Fund: New York. Retrieved from http://unfpa.org/webdav/site/global/shared/executive-board/2013/Report%20of%20the%20UNFPA%20Executive%20Director%202012%20Annexes.docx UNFPA. (2014 [35]). <i>Annexes to the report of the Executive Director for 2013: Progress in implementing the UNFPA strategic plan, 2008-2013 (DP/FPA/2014/5 (Part I))</i>. New York: United Nations Population Fund.

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	both outputs and outcomes) (either in graph or narrative form).		Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=Report%20of%20UNFPA%20Executive%20Director%20for%202013%20-%20Annexes%201-12%20-%20FINAL%20-%202013Jun14.pdf~18-31-2014-11-31-11-587
	5. If all above criteria are met , they are met for all performance reports sampled.	Not met	
Overall Score MI 20.2		Adequate (4)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 20.3 The MO reports against its country strategies, including contribution to outcomes.	1 . Annual performance reports (i.e. reporting on progress made towards the country strategies) exist at the country level.	Met	UNFPA Evaluation Office. (2013 [01]). <i>Handbook - How to design and conduct a country programme evaluation at UNFPA</i> . New York: United Nations Population Fund. Retrieved from http://unfpa.org/webdav/site/global/shared/documents/Evaluation_branch/Methodology%20-%20September%202013/Handbook%20entire%20document%20final%2011.29.2013.pdf UNFPA. (2012 [33]). <i>Policy and procedures for development and approval of the country programme action plan (CPAP)</i> . New York: United Nations Population Fund. Provided by UNFPA UN Tanzania DaO. (2014 [01]). <i>Reports</i> . Retrieved 05 20, 2014, from UNDP Results Monitoring System: http://dad.synisys.com/undaprms/
	2 . At least half of the recent country performance reports sampled provide credible evidence (through evaluations, assessments, field reports, etc.) with respect to delivery of outputs and contribution to outcomes as identified in the country strategy.	Not met	UN Tanzania DaO. (2014 [02]). <i>Working Group Summary Report for Annual Review 2012/2013</i> . Retrieved 07 20, 2014, from UNDP Results Monitoring System: http://dad.synisys.com/undaprms UN Tanzania DaO. (2014 [04]). <i>Working Group Summary Report for Mid-Year Review 2013/2014</i> . Retrieved 07 20, 2014, from UNDP Results and Monitoring System: http://dad.synisys.com/undaprms/ UNFPA. (2013 [54]). <i>Standard Progress Report - Cambodia - RH Output 2 (KHM4U202)</i> . Phnom Penh: United Nations Population Fund. Provided by UNFPA UNFPA. (2014 [27]). <i>Consolidated Annual Progress Report 2013 - Draft</i> . Dhaka: United Nations Population Fund. Provided by MO UNFPA. (2012 [35]). <i>Rapport d'étape 3ème programme de coopération - RDC - composante santé de la reproduction</i> . Kinshasa: United Nations Population Fund. Provided by UNFPA UNFPA. (2012 [40]). <i>Standard Progress Report - Kenya - Expected CP Output 01</i> . Nairobi: United Nations Population Fund. Provided by UNFPA Olenja, J., Gor, S., & Okoth-Juma, R. (2013 [01]). <i>GOK/UNFPA 7th Country Programme Evaluation</i> . Nairobi: United Nations Population Fund. Retrieved from

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
			http://web2.unfpa.org/public/about/oversight/evaluations/docDownload.unfpa?docId=130 Kalambayi, B. (2012 [01]). <i>Evaluation du 3e programme pays de l'UNFPA en République Démocratique du Congo</i> . Département de Démographie de l'Université de Kinshasa. Kinshasa: United Nations Population Fund. Retrieved from http://web2.unfpa.org/public/about/oversight/evaluations/docDownload.unfpa?docId=122
	3 . At least half of the recent country performance reports sampled explain variances between planned and actual results.	Met	UNFPA. (2014 [27]). <i>Consolidated Annual Progress Report 2013 - Draft</i> . Dhaka: United Nations Population Fund. Provided by MO UNFPA. (2013 [54]). <i>Standard Progress Report - Cambodia - RH Output 2 (KHM4U202)</i> . Phnom Penh: United Nations Population Fund. Provided by UNFPA UN Tanzania DaO. (2014 [04]). <i>Working Group Summary Report for Mid-Year Review 2013/2014</i> . Retrieved 07 20, 2014, from UNDP Results and Monitoring System: http://dad.synisys.com/undaprms/
	4 . There is evidence in at least half of the country sampled that the MO is improving the evidence base it provides in its annual reporting on country results (e.g., establishes link between country level outputs and outcomes, identifies limitations in the data, refers to efforts to address limitations and otherwise ensure quality of data)	Met	UNFPA. (2010 [09]). <i>United Republic of Tanzania Country Programme Performance Summary</i> . United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2011/CP%20performancesummaryforTanzania.docx UNFPA. (2012 [20]). <i>Democratic Republic of Congo Country Programme Performance Summary</i> . United Nations Population Fund. Retrieved from https://www.unfpa.org/webdav/site/global/shared/executive-board/2012/DR%20CONGO%20CPPS,%20final%20version%2024%20July%202012.doc UNFPA. (2013 [46]). <i>GOK/UNFPA 7th Country Programme Performance Summary</i> . United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=Kenya%20-%20Country%20Programme%20Performance%20Summary.pdf-23-51-2014-14-51-54-888 UNFPA. (2014 [33]). <i>Country Programme Performance Summary - Ecuador</i> . Quito: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=CPPS%20Ecuador%2025%2006%202014.pdf-20-43-2014-10-43-49-876http://www.unfpa.org/exbrd/2010/first_regular_session/decisions.pdf UNFPA. (2010 [07]). <i>Country Programme Performance Summary Cambodia</i> . United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2010/Cambodia%20-%20country%20programme%20performance%20summary.doc UNFPA. (2011 [16]). <i>Country Programme Performance Summary Bangladesh</i> . United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2011/BGD%207th%20Country%20programme%20performance%20summary.doc UNFPA. (2014 [27]). <i>Consolidated Annual Progress Report 2013 - Draft</i> . Dhaka: United Nations Population Fund. Retrieved from Provided by MO
	5. If all above criteria are met , they are met for all country performance reports sampled.	Not met	
Overall Score MI 20.3		Adequate	

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Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
		(4)	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 20.4 The MO reports against its aid effectiveness commitments (e.g. Busan commitments) using indicators.	1. The MO identifies its aid effectiveness commitments in its strategic plan or in another document.	Met	UNFPA. (2013 [04]). <i>The UNFPA Strategic Plan 2014-2017 (DP/FPA/2013/12)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Strategic%20Plan,%202014-2017.docx
	2. An annual, organisation-wide report on the MO's aid effectiveness commitments exists (this may not be a separate report, but part of another report, such as the annual performance report or reports on QCPR).	Met	UNFPA. (2013 [26]). <i>The UNFPA Strategic Plan 2014-2017 - Annex 5 Alignment of the Strategic Plan with the QCPR (DP/FPA/2013/12)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Annex%205%20%28implementation%20of%20the%20QCPR%20in%20the%20Strategic%20Plan%29.docx UNFPA. (2013 [22]). <i>The UNFPA Strategic Plan 2014-2017 - Annex 1 integrated results framework (DP/FPA/2013/12)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Annex%201%20%28integrated%20results%20framework%29.docx
	3. If the second criterion is met , the most recent report describes the general progress with regards to aid effectiveness commitments.	Met	UNFPA. (2013 [26]). <i>The UNFPA Strategic Plan 2014-2017 - Annex 5 Alignment of the Strategic Plan with the QCPR (DP/FPA/2013/12)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Annex%205%20%28implementation%20of%20the%20QCPR%20in%20the%20Strategic%20Plan%29.docx
	4. If the second criterion is met , the most recent report describes progress and achievements to date on aid effectiveness commitments, using indicators.	Not met	UNFPA. (2013 [22]). <i>The UNFPA Strategic Plan 2014-2017 - Annex 1 integrated results framework (DP/FPA/2013/12)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Annex%201%20%28integrated%20results%20framework%29.docx UNFPA. (2013 [26]). <i>The UNFPA Strategic Plan 2014-2017 - Annex 5 Alignment of the Strategic Plan with the QCPR (DP/FPA/2013/12)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Annex%205%20%28implementation%20of%20the%20QCPR%20in%20the%20Strategic%20Plan%29.docx
	5. Evidence (e.g. in meeting minutes, etc.)	Not met	

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	suggests that the reporting meets the requirements of governing board or other relevant body.		
Overall Score MI 20.4		Adequate (4)	

KPI 21. The MO encourages the identification and documentation of lessons learned and/or best practices

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
MI 21.1 The MO reports on lessons learned based on performance information.	1 . There is evidence that the organisation is committed to the identification of lessons learned and/or best practices.	Met	UNFPA. (2013 [12]). <i>Revised UNFPA Evaluation Policy (DP/FPA/2013/5)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2013/FINAL%20UN%20VERSION%20of%20revised%20UNFPA%20evaluation%20policy.doc UNFPA. (2013 [04]). <i>The UNFPA Strategic Plan 2014-2017 (DP/FPA/2013/12)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/strategic_plan/Strategic%20Plan.%202014-2017.docx
	2 . The MO has a system for collecting and disseminating internal lessons learned and/or best practices.	Met	UNFPA. (2013 [12]). <i>Revised UNFPA Evaluation Policy (DP/FPA/2013/5)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2013/FINAL%20UN%20VERSION%20of%20revised%20UNFPA%20evaluation%20policy.doc UNFPA. (2013 [38]). <i>Thematic Brief: Families and Sexual and Reproductive Health Over the Life Course</i> . New York: United Nations Population Fund. Retrieved from http://eeeca.unfpa.org/sites/default/files/pub-pdf/Families_and_sexual_and_reproductive_health_WEB.pdf UNFPA. (2013 [39]). <i>Thematic Brief: Inequalities, Social Inclusion and Rights</i> . New York: United Nations Population Fund. Retrieved from http://eeeca.unfpa.org/sites/default/files/pub-pdf/Inequalities_social_inclusion_rights_WEB.pdf UNFPA. (2013 [40]). <i>Thematic Brief: Population Dynamics and Sustainable Development</i> . New York: United Nations Population Fund. Retrieved from http://eeeca.unfpa.org/sites/default/files/pub-pdf/Population_dynamics_sustainable_development_WEB.pdf UNFPA. (2014 [21]). <i>Evaluation - Training and Knowledge Sharing Workshops</i> . Retrieved 03 31, 2014, from United Nations Population Fund: http://www.unfpa.org/public/home/about/Evaluation/KnowledgeSharing UNFPA Evaluation Branch . (2013 [01]). <i>Division for Oversight Services Workplan 2013</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/documents/Evaluation_branch/Final%20Evaluation%20Branch%20Workplan%202013%20for%20web%20page.pdf
	3 . There is a unit/co-ordinating group responsible for documenting and disseminating lessons learned and/or best practices.	Not Met	UNFPA. (2013 [12]). <i>Revised UNFPA Evaluation Policy (DP/FPA/2013/5)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2013/FINAL%20UN%20VERSION%20of%20revised%20UNFPA%20evaluation%20policy.doc
	4 . The MO has an easily accessible platform that collects and disseminates <i>both</i> internal <i>and</i> external	Met	UNFPA. (2013 [12]). <i>Revised UNFPA Evaluation Policy (DP/FPA/2013/5)</i> . New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/executive-board/2013/FINAL%20UN%20VERSION%20of%20revised%20UNFPA%20evaluation%20policy.doc UNFPA. (2014 [21]). <i>Evaluation - Training and Knowledge Sharing Workshops</i> . Retrieved 03 31, 2014, from

Micro-Indicator	Criteria	Status	Key documents consulted (Title and hyperlink if available)
	lessons learned and/or best practices.		United Nations Population Fund: http://www.unfpa.org/public/home/about/Evaluation/KnowledgeSharing UNFPA. (2014 [25]). <i>Report of the Director of the Division for oversight services on UNFPA internal audit and investigation activities in 2013 (DP/FPA/2014/6)</i>. New York: United Nations Population Fund. Retrieved from https://executiveboard.unfpa.org/downloadDoc.unfpa?fileName=DP.FPA.2014.6ReportoftheDirectorDOS.2013.pdf~04-06-2014-14-06-55-682 UNFPA. (2014 [43]). <i>Annexes to the report on audit and investigation for 2013 - Annex 2 (DP/FPA/2014/6)</i>. New York: United Nations Population Fund. Retrieved from http://www.unfpa.org/webdav/site/global/shared/DOS/Executive%20Board/2014%20EB%20Docs/DP.FPA.2014_6%20-%20annexes%201%202%203%204%206%20and%207.pdf
	5. There is evidence that the MO uses lessons learned and/or best practices based on performance to change management and programming practices.	Met	UNFPA. (2011 [02]). <i>Midterm Review for the UNFPA Strategic Plan, 2008-2013 (DP/FPA/2011/11)</i>. New York: United Nations Population Fund. Retrieved from http://profiles.unfpa.org/uploads/documents/1338318759-1334690582-mtr-unfpa-strategic-plan-eng.doc KPMG. (2013 [01]). <i>Audit of the Global and Regional Programme (GRP) - Final Report no OED-113</i>. New York: United Nations Population Fund Division for Oversight Services. Retrieved from http://www.unfpa.org/webdav/site/global/shared/DOS/DOS%20Internal%20Audit%20Reports/2013-02-08%20UNFPA%20GRP%20audit%20report%20-%20FINAL.pdf UNFPA. (2011 [24]). <i>UNFPA management response to 7th CP final Evaluation</i>. Dhaka: United Nations Population Fund. Retrieved from Provided by CO UNFPA. (2012 [29]). <i>UNFPA Management Response to Evaluation - Evaluation of UNFPA/Cambodia's 3rd Country Programme</i>. Phnom Penh : United Nations Population Fund. Retrieved from http://web2.unfpa.org/public/about/oversight/evaluations/downloadcomprsp.unfpa;jsessionid=3C074C839FBA6D0D0136BDC65F8ABA6C?docId=106&docRespId=47 UNFPA. (2014 [29]). <i>UNFPA Management Response to Evaluation - Évaluation du 3e programme pays DRC</i>. Kinshasa: United Nations Population Fund. Retrieved from http://web2.unfpa.org/public/about/oversight/evaluations/downloadcomprsp.unfpa;jsessionid=3C074C839FBA6D0D0136BDC65F8ABA6C?docId=122&docRespId=87
Overall Score MI 21.1		Strong (5)	

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