

# **Multilateral Organisation Performance Assessment Network**

## **Technical Report**

### **United Nations Population Fund (UNFPA)**

**Volume I  
Results by Micro-indicator and  
by Country**

**2014**





## Contents

|                                                                                              |     |
|----------------------------------------------------------------------------------------------|-----|
| 1. Introduction                                                                              | 1   |
| 2. Respondent profile                                                                        | 1   |
| 3. Results of MOPAN assessment by micro-indicators                                           | 5   |
| 3.1 Organisational effectiveness component                                                   | 5   |
| 3.1.1 KPI 1: Providing direction for results                                                 | 5   |
| 3.1.2 KPI 2: Corporate strategy and mandate                                                  | 8   |
| 3.1.3 KPI 3: Corporate focus on results                                                      | 11  |
| 3.1.4 KPI 4: Focus on cross-cutting priorities                                               | 13  |
| 3.1.5 KPI 5: Country focus on results                                                        | 19  |
| 3.1.6 KPI 6: Transparent and predictable funding                                             | 22  |
| 3.1.7 KPI 7: Results-based budgeting                                                         | 25  |
| 3.1.8 KPI 8: Financial accountability                                                        | 28  |
| 3.1.9 KPI 9: Using performance information                                                   | 33  |
| 3.1.10 KPI 10: Managing human resources                                                      | 38  |
| 3.1.11 KPI 11: Performance-oriented programming                                              | 41  |
| 3.1.12 KPI 12: Delegating authority                                                          | 43  |
| 3.1.13 KPI 13: Mainstreaming humanitarian programming                                        | 46  |
| 3.1.14 KPI 14: Supporting national plans                                                     | 50  |
| 3.1.15 KPI 15: Adjusting procedures                                                          | 52  |
| 3.1.16 KPI 16: Using country systems                                                         | 54  |
| 3.1.17 KPI 17: Contributing to policy dialogue                                               | 56  |
| 3.1.18 KPI 18: Harmonising procedures                                                        | 58  |
| 3.1.19 KPI 19: Evaluating results                                                            | 61  |
| 3.1.20 KPI 20: Presenting performance information                                            | 66  |
| 3.1.21 KPI 21: Disseminating lessons learned                                                 | 71  |
| 3.2 Evidence of UNFPA relevance and development results                                      | 74  |
| 3.2.1 KPI A: Evidence of UNFPA's relevance                                                   | 74  |
| 3.3 Evidence of UNFPA relevance and development results                                      | 76  |
| 3.3.1 KPI A: Evidence of UNFPA's relevance                                                   | 76  |
| 3.3.2 KPI B: Evidence of progress towards organisation-wide results                          | 78  |
| 3.3.3 KPI C: Evidence of progress towards stated country-level results                       | 88  |
| 3.3.4 KPI D: Evidence of UNFPA contribution to national goals/priorities, including the MDGs | 90  |
| 4. Results of MOPAN assessment by country                                                    | 91  |
| 4.1 Introduction                                                                             | 91  |
| 4.2 Bangladesh                                                                               | 91  |
| 4.2.1 Country context and UNFPA strategy                                                     | 91  |
| 4.2.2 Profile of survey respondent groups in Bangladesh                                      | 93  |
| 4.2.3 UNFPA's organisational effectiveness in Bangladesh                                     | 94  |
| 4.2.4 UNFPA's relevance and development results in Bangladesh                                | 97  |
| 4.2.5 Summary of evidence on UNFPA relevance and results in Bangladesh                       | 98  |
| 4.3 Cambodia                                                                                 | 101 |
| 4.3.1 Country context and UNFPA strategy                                                     | 101 |

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|       |                                                                |     |
|-------|----------------------------------------------------------------|-----|
| 4.3.2 | Profile of survey respondent groups in Cambodia                | 102 |
| 4.3.3 | UNFPA's organisational effectiveness in Cambodia               | 103 |
| 4.3.4 | UNFPA's relevance and development results in Cambodia          | 106 |
| 4.3.5 | Summary of evidence on UNFPA relevance and results in Cambodia | 108 |
| 4.4   | Democratic Republic of Congo (DRC)                             | 112 |
| 4.4.1 | Country context and UNFPA strategy                             | 112 |
| 4.4.2 | Profile of survey respondent groups in DRC                     | 113 |
| 4.4.3 | UNFPA's organisational effectiveness in DRC                    | 114 |
| 4.4.4 | UNFPA's relevance and development results in DRC               | 117 |
| 4.4.5 | Summary of evidence on UNFPA relevance and results in DRC      | 119 |
| 4.5   | Ecuador                                                        | 123 |
| 4.5.1 | Country context and UNFPA strategy                             | 123 |
| 4.5.2 | Profile of survey respondent groups in Ecuador                 | 124 |
| 4.5.3 | UNFPA's organisational effectiveness in Ecuador                | 125 |
| 4.5.4 | UNFPA's relevance and development results in Ecuador           | 128 |
| 4.5.5 | Summary of evidence on UNFPA relevance and results in Ecuador  | 130 |
| 4.6   | Kenya                                                          | 133 |
| 4.6.1 | Country context and UNFPA strategy                             | 133 |
| 4.6.2 | Profile of survey respondent groups in Kenya                   | 134 |
| 4.6.3 | UNFPA's organisational effectiveness in Kenya                  | 135 |
| 4.6.4 | UNFPA's relevance and development results in Kenya             | 138 |
| 4.6.5 | Summary of evidence on UNFPA relevance and results in Kenya    | 140 |
| 4.7   | Tanzania                                                       | 143 |
| 4.7.1 | Country context and UNFPA strategy                             | 143 |
| 4.7.2 | Profile of survey respondent groups in Tanzania                | 145 |
| 4.7.3 | UNFPA's organisational effectiveness in Tanzania               | 146 |
| 4.7.4 | UNFPA's relevance and development results in Tanzania          | 149 |
| 4.7.5 | Summary of evidence on UNFPA relevance and results in Tanzania | 151 |
| 5.    | Endnotes                                                       | 156 |

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## 1. Introduction

This Volume I of the Technical Report presents:

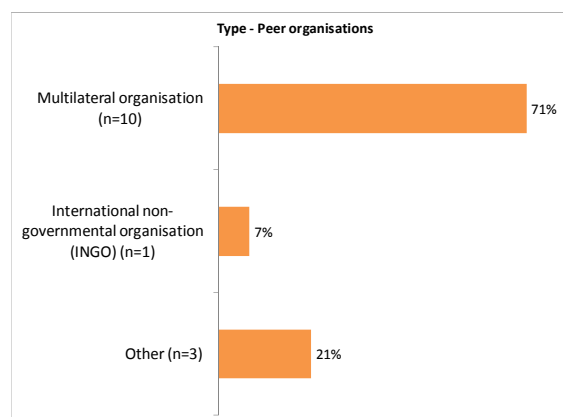
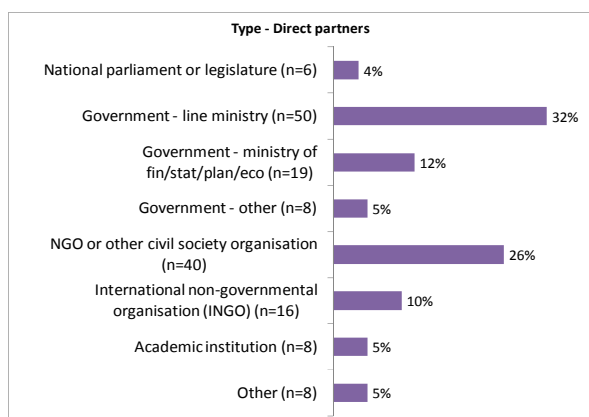
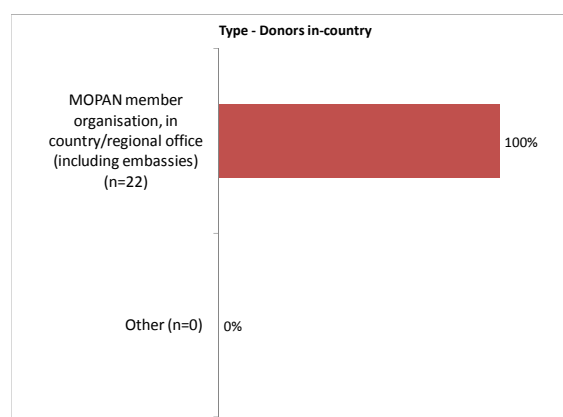
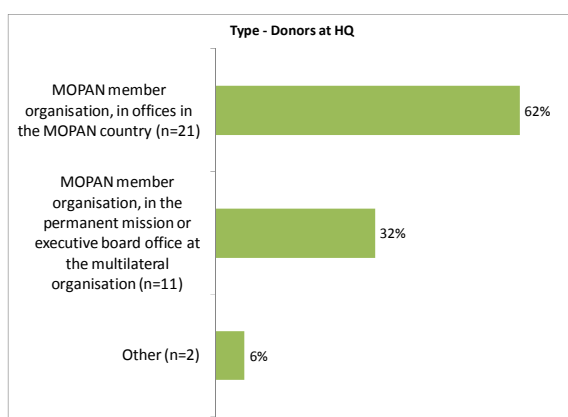
- The survey respondent profile (chapter 2)
- The detailed results of the MOPAN assessment for all micro-indicators for both the organisational effectiveness component and development results component (chapter 3)
- The detailed results of the MOPAN assessment by country (chapter 4).

Volume II presents the MOPAN 2014 methodology; the survey instrument; document review ratings, criteria and evidence by KPI and MI; and a bibliography.

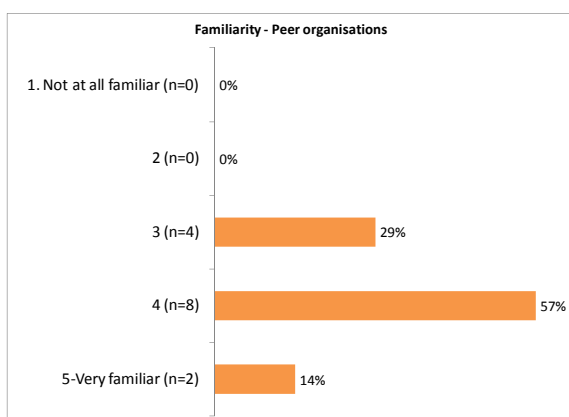
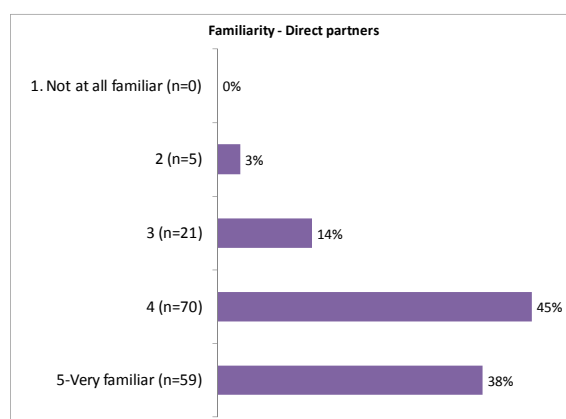
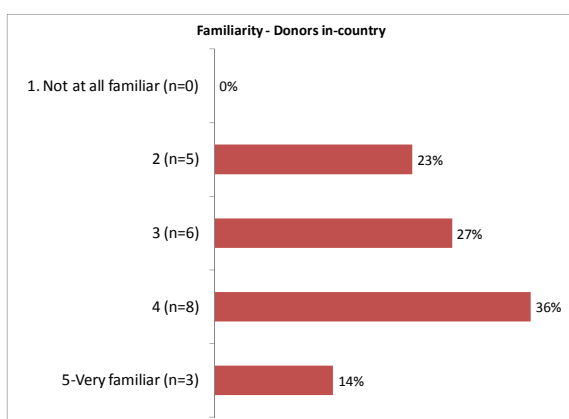
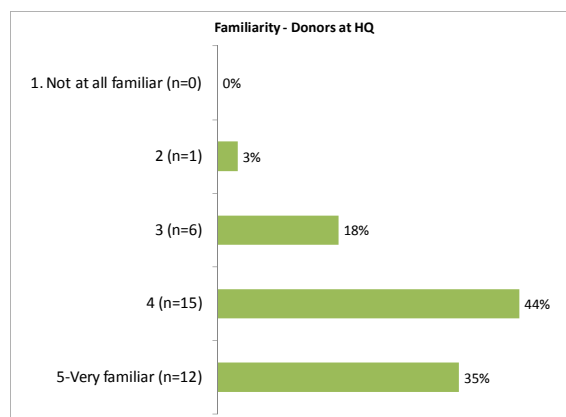
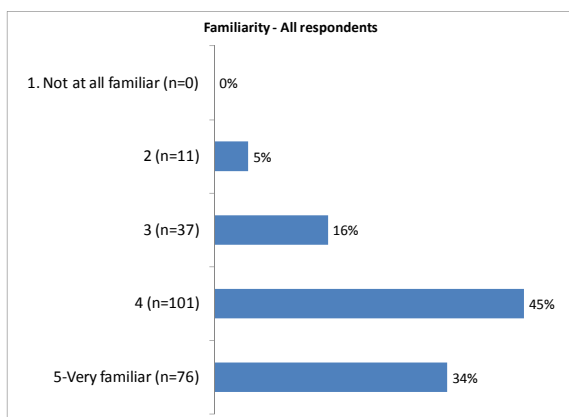
## 2. Respondent profile

This section presents charts on various characteristics of respondents to the 2014 MOPAN survey on UNFPA. In the 2014 assessment, the overall survey results for UNFPA reflect the views of 225 respondents.

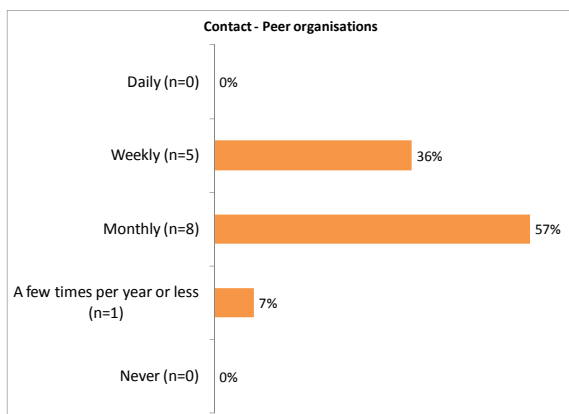
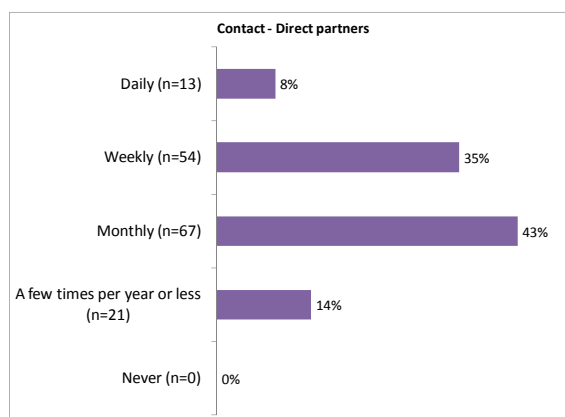
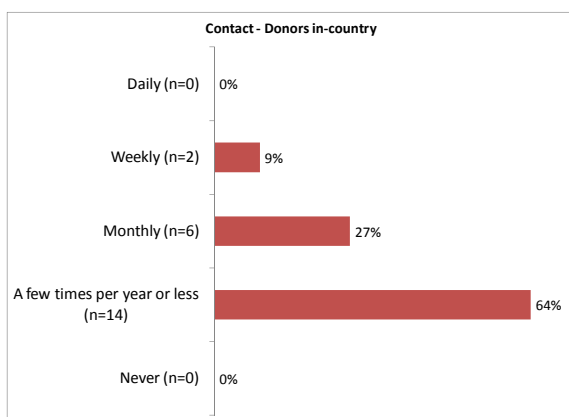
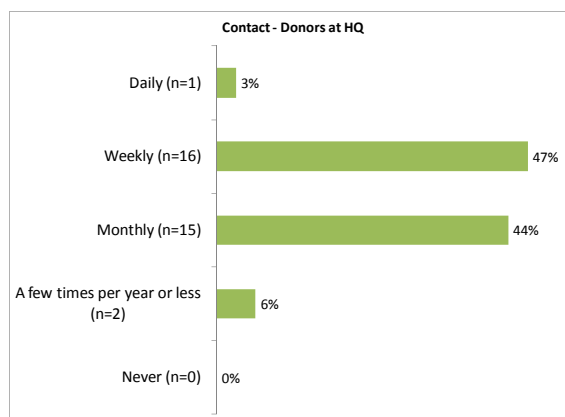
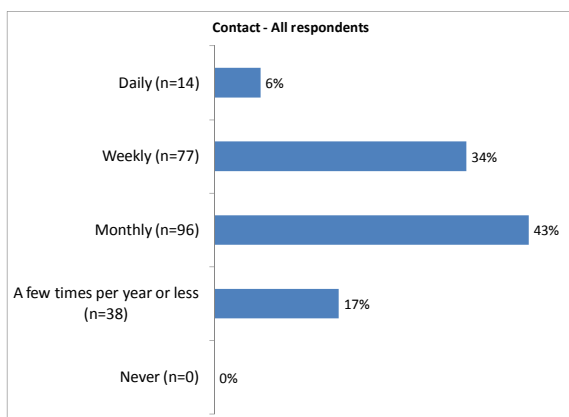
### Type of respondents



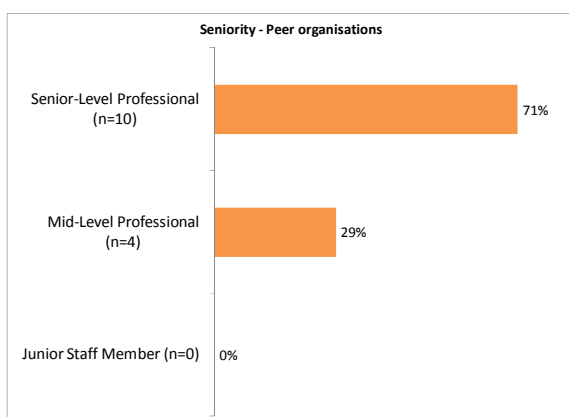
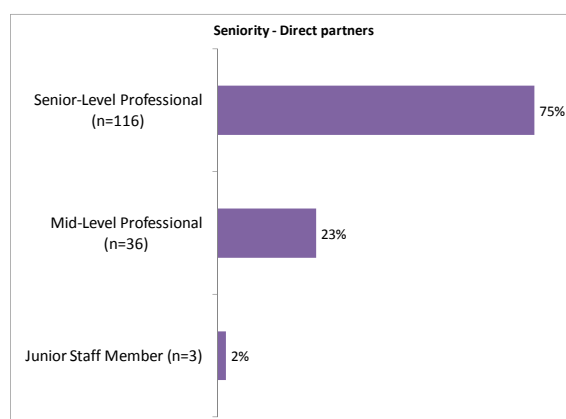
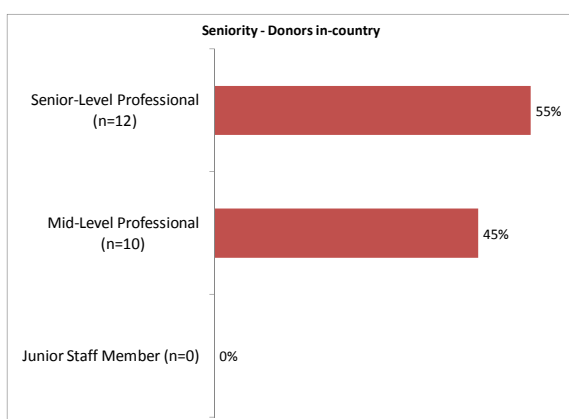
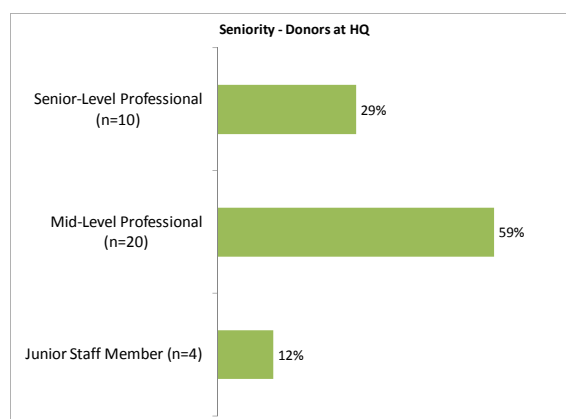
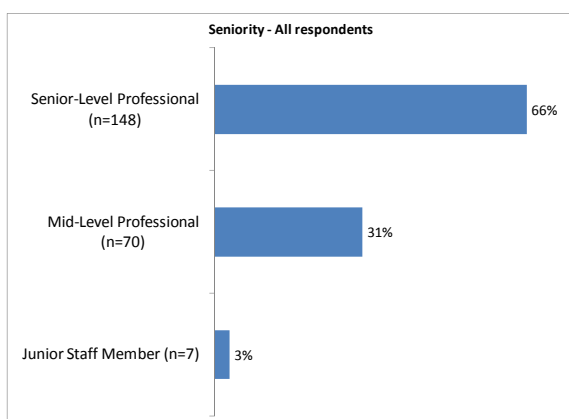
## Respondent familiarity with multilateral organisation



## Respondent frequency of contact with multilateral organisation



## Respondent level of seniority



### 3. Results of MOPAN assessment by micro-indicators

#### 3.1 Organisational effectiveness component

##### PERFORMANCE AREA I: STRATEGIC MANAGEMENT

##### 3.1.1 KPI 1: Providing direction for results

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



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

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

However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.

Overall – includes all respondents. “--” indicates that the question was not asked among a particular respondent group and/or that it was not part of the document review.

##### Overall survey and document review ratings and observations, by MI

| MI                                                                                        | Overall survey mean score | Document review rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-------------------------------------------------------------------------------------------|---------------------------|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MI 1.1 – The MO has a value system that supports a results orientation.                   | 4.34                      | --                     | UNFPA's direct partners and donors at headquarters and in-country were asked whether UNFPA's institutional culture reinforces a focus on results. Overall, the majority of respondents (75%) rated the organisation adequate or above. UNFPA's direct partners responded more positively than donors at headquarters and in-country, and these differences are statistically significant.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| MI 1.2 – The MO's Executive Management shows leadership on results management.            | 4.12                      | --                     | Donors at headquarters were asked whether UNFPA's senior management shows leadership on results management and the majority (76 %) rated the organisation adequate or above.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| MI 1.3 – The MO ensures application of an organisation-wide policy on results management. | 4.49                      | 4                      | <p>When asked whether UNFPA applies results-based management in its work, the majority of respondents (82%), i.e. donors at headquarters and direct partners, rated the organisation adequate or above. UNFPA's direct partners responded more positively than donors at headquarters, and this difference is statistically significant. The organisation was also rated adequate based on the review of documents.</p> <p>Since the 2010 MOPAN assessment, the organisation has undertaken several initiatives to strengthen and institutionalise MfDR practices at both the organisational and country levels.</p> <p>Efforts to instil a culture that is results oriented at the organisational level have included: 1) the launch of an RBM policy in 2011; 2) the adoption of a robust organisation-wide results framework (revised in 2011 and further refined in 2013); 3) the adoption of a business model aimed to lead to the refocusing of the organisation's efforts for the 2014-2017 period, and 4) the development of outcome theories of change.</p> <p>At the country and regional levels, RBM initiatives have included: the establishment of M&amp;E officer functions at the</p> |

| MI | Overall survey<br>mean score | Document<br>review rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|----|------------------------------|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    |                              |                           | <p>country level, and also at the regional level (as a result of the regionalisation process) to provide support and strengthen M&amp;E function at country levels, and the creation in 2012 of a Programme Review Committee (PRC) that provides an internal quality assurance review process for the development of results-oriented country programme documents.</p> <p>Other efforts have included the strengthening of RBM capacities for UNFPA staff (including RBM trainings/workshops, e-learning programmes, sharing of experiential learning through UNFPA's own RBM community of practice, etc.), and the development of several guidance documents for developing results frameworks and designing evidence-based programming.</p> <p>UNFPA documents also indicate that "results monitoring has yet to be fully embedded in UNFPA programming, in part, because this was not fully supported by the programme frameworks approved prior to 2010." The organisation has indicated that "UNFPA is ensuring that its new programmes have appropriate frameworks that can support results monitoring and better evaluations" (UNFPA, 2013 [02], p. 23).</p> <p>With respect to strengthening the M&amp;E function within country offices, the review of the 2014, 2013 and 2012 reports on UNFPA internal audit and investigation activities for 2013, 2012 and 2011 (also formerly known as internal audit, investigation and evaluation reports) indicated that this remains a challenge for the organisation, highlighting room for improvement in strengthening and building the M&amp;E capacities of country offices. This was noted in the independent audit conducted by KPMG in 2013 which highlighted the importance for UNFPA to ensure that its capacity building activities are based on consistent country level capacity assessments to ensure adequate coverage of skills gaps in country offices (KPMG, 2013 [01], p. 28).</p> <p>Several initiatives – mainly those aimed at strengthening the organisation's data collection, monitoring and measurement systems to inform organisational performance – also remain works in progress (thus the rating of adequate provided through document review). At the time of the assessment, the organisation was in the midst of developing/fine tuning systems to help the organisation better capture results (i.e. increase the measurability and tracking of performance). Such initiatives include the development of: 1) metadata sheets to increase measurability of indicators of the 2014-2017SP; 2) the Strategic Information System (SIS), a tool for decision making that will include a module for monitoring results at all levels of the organisation, and 3) the global programming system (GPS) that is intended to support the monitoring of implementing partners' annual work plans (UNFPA, 2014 [23], p. 27).</p> |

**Survey mean scores and standard deviation, overall and by respondent group**

|                           |                                                                                  | Survey mean scores |              |                   |                 |                    | Standard deviation |              |                   |                 |                    |
|---------------------------|----------------------------------------------------------------------------------|--------------------|--------------|-------------------|-----------------|--------------------|--------------------|--------------|-------------------|-----------------|--------------------|
|                           |                                                                                  | Overall            | Donors at HQ | Donors in-country | Direct partners | Peer organisations | Overall            | Donors at HQ | Donors in-country | Direct partners | Peer organisations |
| <b>Base (un-weighted)</b> |                                                                                  | <b>225</b>         | <b>34</b>    | <b>22</b>         | <b>155</b>      | <b>14</b>          | <b>225</b>         | <b>34</b>    | <b>22</b>         | <b>155</b>      | <b>14</b>          |
| MI 1.1                    | The MO has a value system that supports a results-orientation.                   | 4.34               | 3.79         | 4.28              | 4.98            | --                 | 1.10               | 1.00         | 0.94              | 1.00            | --                 |
| MI 1.2                    | The MO's Executive Management shows leadership on results management.            | 4.12               | 4.12         | --                | --              | --                 | 1.19               | 1.19         | --                | --              | --                 |
| MI 1.3                    | The MO ensures application of an organisation-wide policy on results management. | 4.49               | 3.94         | --                | 5.07            | --                 | 1.16               | 1.04         | --                | 1.00            | --                 |

**Don't know responses, overall and by respondent group**

#DK = number of respondents who were asked the question (un-weighted data) and replied "don't know"

% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

|        |                                                                                  | Overall |     | Donors at HQ |     | Donors in-country |     | Direct partners |     | Peer organisations |     |
|--------|----------------------------------------------------------------------------------|---------|-----|--------------|-----|-------------------|-----|-----------------|-----|--------------------|-----|
|        |                                                                                  | #DK     | %DK | #DK          | %DK | #DK               | %DK | #DK             | %DK | #DK                | %DK |
| MI 1.1 | The MO has a value system that supports a results-orientation.                   | 13      | 8%  | 0            | 0%  | 4                 | 17% | 9               | 6%  | --                 | --  |
| MI 1.2 | The MO's Executive Management shows leadership on results management.            | 0       | 0%  | 0            | 0%  | --                | --  | --              | --  | --                 | --  |
| MI 1.3 | The MO ensures application of an organisation-wide policy on results management. | 7       | 3%  | 0            | 0%  | --                | --  | 7               | 5%  | --                 | --  |

### 3.1.2 KPI 2: Corporate strategy and mandate

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



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

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

However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.

Overall – includes all respondents. “--” indicates that the question was not asked among a particular respondent group and/or that it was not part of the document review.

#### Overall survey and document review ratings and observations, by MI

| MI                                                                                                | Overall survey mean score | Document review rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|---------------------------------------------------------------------------------------------------|---------------------------|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MI 2.1 – The MO's corporate/organisation-wide strategy is based on a clear definition of mandate. | 5.37                      | 6                      | <p>Donors at headquarters were asked two questions on this MI: 1) whether UNFPA has a clear mandate, and 2) whether the organisation-wide strategy (i.e. 2014-2017 SP) is aligned with the mandate. The majority of respondents (87%) rated the organisation strong or very strong on both questions. UNFPA received a rating of very strong in the document review for ensuring that the 2014-2017 Strategy is aligned with its mandate.</p> <p>Founded in 1969, UNFPA's raison d'être as highlighted in its mission statement, is to “deliver a world where every pregnancy is wanted, every birth is safe, and every young person's potential is fulfilled” (UNFPA, 2014 [20]).</p> <p>UNFPA's original mandate was established by the United Nations Economic and Social Council (ECOSOC) in 1973 and reaffirmed in 1993 as follows: 1) to build the knowledge and the capacity to respond to needs in population and family planning; 2) to promote awareness in both developed and developing countries of population problems and possible strategies to deal with these problems; 3) to assist their population problems in the forms and means best suited to the individual countries' needs; and 4) to assume a leading role in the United Nations system in promoting population programmes, and to co-ordinate projects supported by the Fund (UNFPA, 2014 [20]).</p> <p>In 1994, following the International Conference on Population and Development (ICPD), the organisation's mandate was further refined to place greater emphasis on the gender and human rights dimensions of population issues. Since then, subsequent international agreements have influenced and guided the organisation's work. These have included the ICPD+5 review in 1999 and the 8 Millennium Development Goals derived from Millennium Summit in 2000 (UNFPA, 2014 [20]). More recently, the organisation's work has been guided and influenced by the review of the ICPD beyond 2014 and the post-2015 development agenda, Rio+20, the United Nations Secretary General's Global Strategy for Women's and Children's Health, the broader United Nations reform agenda, amongst many others” (UNFPA, 2013 [04], p. 4).</p> <p>The Strategic Plan 2014-2017 (adopted in September 2013) gives a fair indication of how UNFPA aims to implement its mandate over the period and Annex 2 on Outcome Theories of Change provides details on how the organisation plans to implement and achieve the goal and outcomes of the SP.</p> <p>Since the MOPAN 2010 assessment, UNFPA has engaged in processes to ensure the continuing relevance of its work. This was highlighted in the mid-term review of the 2008-2013 SP which led the organisation to undertake a thinking/reflection process (both retrospective and forward-looking) that resulted in “sharpening the strategic focus of the organisation” in order to “better fulfil its mission” (UNFPA, 2011 [02], p. 5). This has translated into the organisation's focus on a smaller number of strategic priorities and the adoption of a business model that provides clearer guidance for how UNFPA should engage in different country contexts and position itself to better address the</p> |

| MI                                                                                                                       | Overall survey mean score | Document review rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--------------------------------------------------------------------------------------------------------------------------|---------------------------|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                          |                           |                        | changing needs of its clients (UNFPA, 2013 [04], p. 13).<br>According to the organisation, UNFPA's uniqueness lies in its willingness to advocate, discuss, address and deal with the most sensitive and often taboo themes (e.g. gender relations, right to sexual and reproductive health; sexuality education, HIV,GBV, FGMC, etc.) in various socio-cultural settings.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| MI 2.2 – The MO aligns its strategic plan to the quadrennial comprehensive policy review (QCPR) guidance and priorities. | --                        | 6                      | <p>This MI was assessed by document review only, which rated the organisation very strong.</p> <p>UNFPA's current strategic plan includes considerations from several international processes, one of which is the quadrennial comprehensive policy review (QCPR) of operational activities for development of the United Nations system. The QCPR was, according to the organisation, particularly influential in developing the strategy (UNFPA, 2013 [04], p. 4)</p> <p>In its 2014-2017 SP, the organisation makes reference to the QCPR directives and their influence not only on the development of the SP, but also on the structure of its integrated results framework (IRF) as well as on select areas of operations such as the Fund's humanitarian programming.</p> <p>According to the organisation, the structure of the IRF was based on the QCPR guidance which called for the inclusion of "clear results frameworks that demonstrate results chains" in the strategic plans of UN Funds, Programmes and Agencies. This resulted in the integration of three tiers of results (i.e. impact, outcome and output level) in the organisation's results framework.</p> <p>The influence of the QCPR directives is particularly reflected in the management results framework (MRF) which contains 14 output indicators to track the implementation of the QCPR priority areas as highlighted in the UNDG QCPR Action plan. Of the 14 indicators, 8 are shared with other UN Funds and Programmes (namely UNDP, UNICEF, UN-Women, and WFP) and 6 are specific to UNFPA. In the development results framework (DRF) most of the output indicators make reference to building national capacities which is also a reflection of UNFPA's conformity to the QCPR's directive to place higher emphasis on capacity development (UNFPA, 2013 [04], p. 11).</p> <p>Annex 5 of the Strategic Plan provides greater insights on how the organisation has tried to align its SP with the QCPR and provides a summary of actions that have been implemented or that are underway in several areas.</p> |

**Survey mean scores and standard deviation, overall and by respondent group**

|        |                                                                                                                 | Survey mean scores |              |                   |                 |                    | Standard deviation |              |                   |                 |                    |
|--------|-----------------------------------------------------------------------------------------------------------------|--------------------|--------------|-------------------|-----------------|--------------------|--------------------|--------------|-------------------|-----------------|--------------------|
|        |                                                                                                                 | Overall            | Donors at HQ | Donors in-country | Direct partners | Peer organisations | Overall            | Donors at HQ | Donors in-country | Direct partners | Peer organisations |
|        | <b>Base (un-weighted)</b>                                                                                       | <b>225</b>         | <b>34</b>    | <b>22</b>         | <b>155</b>      | <b>14</b>          | <b>225</b>         | <b>34</b>    | <b>22</b>         | <b>155</b>      | <b>14</b>          |
| MI 2.1 | The MO's corporate/organisation-wide strategy is based on a clear definition of mandate                         | 5.37               | 5.37         | --                | --              | --                 | 0.70               | 0.70         | --                | --              | --                 |
| Sub-MI | i) UNFPA has a clear mandate.                                                                                   | 5.47               | 5.47         | --                | --              | --                 | 0.70               | 0.70         | --                | --              | --                 |
| Sub-MI | ii) UNFPA's organisation-wide strategy (2014-2017 Strategic Plan) is aligned with the mandate.                  | 5.26               | 5.26         | --                | --              | --                 | 0.71               | 0.71         | --                | --              | --                 |
| MI 2.2 | The MO aligns its strategic plan to the quadrennial comprehensive policy review (QCPR) guidance and priorities. | --                 | --           | --                | --              | --                 | --                 | --           | --                | --              | --                 |

**Don't know responses, overall and by respondent group**

#DK = number of respondents who were asked the question (un-weighted data) and replied "don't know"

% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

|        |                                                                                                                 | Overall |     | Donors at HQ |     | Donors in-country |     | Direct partners |     | Peer organisations |     |
|--------|-----------------------------------------------------------------------------------------------------------------|---------|-----|--------------|-----|-------------------|-----|-----------------|-----|--------------------|-----|
|        |                                                                                                                 | #DK     | %DK | #DK          | %DK | #DK               | %DK | #DK             | %DK | #DK                | %DK |
| MI 2.1 | The MO's corporate/organisation-wide strategy is based on a clear definition of mandate                         | 0       | 0%  | 0            | 0%  | --                | --  | --              | --  | --                 | --  |
| Sub-MI | i) UNFPA has a clear mandate.                                                                                   | 0       | 0%  | 0            | 0%  | --                | --  | --              | --  | --                 | --  |
| Sub-MI | ii) UNFPA's organisation-wide strategy (2014-2017 Strategic Plan) is aligned with the mandate.                  | 0       | 0%  | 0            | 0%  | --                | --  | --              | --  | --                 | --  |
| MI 2.2 | The MO aligns its strategic plan to the quadrennial comprehensive policy review (QCPR) guidance and priorities. | --      | --  | --           | --  | --                | --  | --              | --  | --                 | --  |

### 3.1.3 KPI 3: Corporate focus on results

KPI3: The MO's corporate/organisation-wide strategies are results-focused.

All MIs under this KPI were assessed by document review only which relied on an analysis of the recently approved 2014-2017 strategic plan and its related integrated results framework, as well as a review of the 2008-2013 results framework which was revised in 2011.



"--" indicates that the question was not asked among a particular respondent group and/or that it was not part of the document review.

#### Overall document review ratings and observations, by MI

| MI                                                                                         | Overall survey mean score | Document review rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------------------------------------------------------------------------|---------------------------|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MI 3.1 – Results frameworks have causal links from outputs through to outcomes and impact. | --                        | 5                      | <p>UNFPA was rated strong for ensuring causal linkages from outputs through to outcomes and impacts in the recently adopted integrated results framework.</p> <p>Following a mid-term review of its 2008-2013 Strategic Plan which included a review/refinement of the Fund's results framework, the Fund adopted in September 2013 an integrated results framework (IRF) which is in line with the guidance from the Quadrennial Comprehensive Policy Review (see KPI 2 above), and with the frameworks of other United Nations Funds and Programmes.</p> <p>The 2014-2017 integrated results framework (IRF) includes both the development and management results frameworks in one single integrated framework and seeks to provide clearer linkages between results levels ( as requested by the organisation's Executive Board in 2010) (UNFPA, 2011 [02], p. 13). UNFPA has deliberately chosen to formulate corporate outputs that are not limited to the organisation's products and services, but that refer to their effects. UNFPA is aiming to reduce the previously noted gap between outputs and outcomes by focusing its outputs on changes in national capacity, which are understood to link specific products and services with development outcomes.</p> <p>The IRF includes an annex on outcome theories of change that articulates how each output area relates to each set of organisational outcomes and therefore contributes to the overall goal of the organisation. The description of the results chain is complemented with an analysis of the risks and assumptions at both output and outcome levels, and a presentation of the strategic interventions that will be key to the achievement of the results in the 2014-2017 SP.</p> <p>The organisation's outcome theories of change however remain to be tested and monitored over time, to confirm whether implementation reality supports the key assumptions underlying the Funds' results framework (i.e. the Fund's assumption that national capacities are the key 'connector' between development interventions and outcomes).</p> |
| MI 3.2 – Standard performance                                                              | --                        | 4                      | This MI was assessed by document review only. The organisation was rated adequate for including performance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

| MI                                                                                                                      | Overall survey mean score | Document review rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-------------------------------------------------------------------------------------------------------------------------|---------------------------|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| indicators are included in organisation-wide plans and strategies at a delivery (output) and development results level. |                           |                        | <p>indicators in organisation-wide plans and strategies.</p> <p>Since the 2010 MOPAN assessment, the organisation has undertaken a series of actions to strengthen a culture of accountability. Based on findings and recommendations from the mid-term review conducted in 2011 and commissioned by the Fund's Executive Board, these efforts included revamping the organisation's results frameworks to improve the measurability of UNFPA's results.</p> <p>In response to the mid-term review, which highlighted gaps in regular tracking of the organisation's performance, the new integrated results framework (IRF) includes baseline information (gathered at year 2012) and specific targets to monitor UNFPA's progress up to the year 2017. At the output level, targets are set to be monitored on an annual basis, while those at the outcome and impact level are to be monitored biennially with intermediate targets set for the year 2015. All indicators are accompanied by data sources for reporting, and some indicators specify the collection of data disaggregated by sex, age, and/or disability status.</p> <p>To improve measurability UNFPA has also developed metadata sheets for each indicator of the IRF which include: 1) full definitions for each indicator to ensure that the indicators are not excessively complicated, and that any ambiguity in the wording of an indicator will not cause measurement challenges; 2) details on the method of calculation, 3) the data source, and 4) details on how the targets were set (UNFPA, 2013 [22], p. 5). At the time of the assessment, such information had not been developed for all indicators of the IRF. The Fund's Programme Division was also in the midst of implementing its action plan aimed to strengthen results monitoring at the country levels, including a results indicator toolkit to assist country offices in their monitoring processes. ( UNFPA, 2014 [35]).</p> <p>While the organisation has undertaken efforts to increase measurement of its results indicators, some performance indicators in the management results framework (MRF) are not yet monitorable, either because the organisation is still in the process of developing criteria for measurement (i.e. Output 1.2 of the MRF) or because measurement for shared QCPR indicators has yet to be determined with other UN Funds and Programmes.</p> |

### 3.1.4 KPI 4: Focus on cross-cutting priorities

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

The assessment of this KPI looked at the extent to which multilateral organisations maintain focus on the cross-cutting thematic priorities identified in their strategic frameworks, as well as those considered important by MOPAN. In the case of UNFPA, the cross-cutting thematic priorities identified were: gender equality, environmental sustainability, good governance, human rights-based approaches, and HIV/AIDS. While environmental sustainability and good governance are included in this assessment, these are not formally recognised as cross-cutting priorities of the organisation. Survey respondents (i.e. MOPAN donors at HQ, donors in-country offices, as well as UNFPA direct partners) were asked about the extent to which the organisation had sufficiently promoted or mainstreamed the abovementioned cross-cutting themes.



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

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

However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.

Overall – includes all respondents. “--” indicates that the question was not asked among a particular respondent group and/or that it was not part of the document review.

#### Overall survey and document review ratings and observations, by MI

| MI                       | Overall survey mean score | Document review rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|--------------------------|---------------------------|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MI 4.1 – Gender equality | 4.97                      | 5                      | <p>When asked whether UNFPA sufficiently mainstreams gender equality in its work, 71% of survey respondents (i.e. MOPAN members at HQ, donors in-country, and direct partners) rated the organisation as strong or very strong overall.</p> <p>Gender equality is at the heart of UNFPA's mandate as the organisation's work is guided by the Programme of Action of the International Conference on Population and Development (ICPD), particularly by principle 4 which recognises the need to advance gender equality and equity and the empowerment of women, and eliminate all forms of violence against women, as the cornerstones of population and development-related programmes (Joint Meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP, 2012 [01], p. 3).</p> <p>Gender equality is regarded as both a key programmatic area of the organisation (see outcome 3 of the 2014-2017 SP) as well as a key cross-cutting priority that is to be mainstreamed in all of the organisation's interventions and UNFPA-supported programmes (i.e. ensuring that all interventions are gender-responsive).</p> <p>UNFPA's commitment to gender equality is reflected in the 2014-2017 Strategic Plan and the 2011 strategic framework on Gender Mainstreaming and Women's empowerment (a new framework for 2014-2017 is being finalised). A review of the organisation's reports indicates that UNFPA monitors and reports on results stated in its strategic plan. However, the extent to which it systematically reports on commitments made under the 2011 gender mainstreaming strategy (i.e. expected results of the strategic framework) is unclear.</p> <p>Accountability with regard to gender mainstreaming is also done through reporting on the implementation of the UN System Wide Action Plan on Gender Equality and the Empowerment of Women (UNSWAP) developed as a means of advancing gender equality and women's empowerment within the policies and programmes of the UN system.</p> <p>It is worth noting that since the establishment of UN-Women in 2011, UNFPA's programmatic work has shifted to focus more on the linkages of gender equality with sexual and reproductive health and reproductive rights</p> |

| MI                   | Overall survey mean score | Document review rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|----------------------|---------------------------|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MI 4.2 – Environment | 4.01                      | 3                      | <p>(UNFPA, 2012 [04], p. 14). Particular emphasis is put on addressing /prevention of gender-based violence (GBV) and harmful practices such as female genital mutilation/cutting (FGM/C) and on the engagement of men and boys in the promotion of gender equality (UNFPA, 2013 [04], p. 8).</p> <p>When asked whether UNFPA sufficiently promotes environmental sustainability in its work, MOPAN members at HQ, donors in-country, and direct partners rated the organisation adequate overall. However 34% of respondents answered “don't know”, indicating a lack of familiarity with UNFPA work in this area. Direct partners responded more positively than donors at headquarters and in-country, and these differences are statistically significant.</p> <p>There is limited evidence about how UNFPA has been integrating environmental sustainability into its programming activities at the strategic level. There is an indication however that climate change as part of sustainable development has become a focus of the organisation under the current Strategic Plan (outcome 4 of the 2014-2017 strategic plan) (UNFPA, 2013 [23], p. 14) This is further highlighted in its newly developed theory of change which acknowledges that population dynamics have a “critical influence” on the three pillars of sustainable development which includes environment and climate change.</p> <p>At country level, the review of country programmes in the six countries selected for the MOPAN assessment identified one instance (Kenya) where the country office had successfully advocated for the inclusion of environmental sustainability principles and indicators in the country's policies and programmes (Olenja, Gor, &amp; Okoth-Juma, 2013 [01], p. xviii). Other instances relate to two projects recently piloted in Malawi and Indonesia (2012-2013) where UNFPA, in collaboration with environmental partners in-country have developed geographic information systems (Demographic Exploration for Climate Adaptation - DECA) that would link demographic, health, social, economic and environmental data for the purpose of integrating population dynamics and SRH into broader sustainable development analysis – including disaster risk reduction and climate change adaptation (Schensul, Mkwambisi, &amp; al., 2013 [01]; UNFPA, 2014 [61]; Hayes, 2011 [01]) According to the organisation, these pilot projects have increased the technical expertise of UNFPA in this area which is likely to be an important asset to ensure progress on outcome 4 of the 2014-2014.</p> <p>Interviews with country and regional offices suggest that the introduction of environmental sustainability into programming is still a work in progress and that limited resources in a context of competing priorities has limited country office ability to focus on this issue. The organisation has also indicated that its country programmes fall under specific UNDAF priorities in each country and environmental issues may not be equally relevant for all countries included in MOPAN assessment this year.</p> <p>Since the 2010 MOPAN assessment, UNFPA has also adopted measures/ practices to reduce the environmental impact of its business practices.</p> <p>Following the 2007 UN Secretary General's call on all UN agencies to become climate neutral and go green, UNFPA has committed to environmental protection and the implementation of the UN Climate Neutral Strategy. Such efforts are captured in the organisation's participation in Greening the Blue, an initiative undertaken by the UN to raise awareness of the importance of environmental sustainability throughout the UN system and encourage UN organisations to put in place systems and procedures to measure and reduce environmental impacts (Greening the Blue, 2014 [01]).</p> <p>UNFPA's commitment to Greening the Blue has translated into the adoption of some environmentally responsible practices within UNFPA's facilities as well as in the management of its operations. According to the organisation, UNFPA's main goal of “going green”– is to make UNFPA a “zero impact” organisation by eliminating the negative environmental effects stemming from daily operations and facilities (Greening the Blue, 2014 [01]). In its Emission Reduction Plan: 2010-2013 this implies placing focus on four key areas: organisational, culture, travel, facilities and processes.</p> |

| MI                       | Overall survey mean score | Document review rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--------------------------|---------------------------|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MI 4.3 – Good governance | 4.37                      | 4                      | <p>At the organisational and country levels, environmental awareness is translated into encouraging processes related to reduced water consumption, waste reduction processes, the use of green transportation, etc. (UNFPA, 2013 [03]).</p> <p>In terms of processes, the organisation's commitment to reducing its environmental impact is captured in the 2013 Green Procurement Strategy, in which UNFPA commits to reducing its environmental footprint via strengthened support/capacity building of its main suppliers and manufacturers. A number of initiatives enumerated in this strategy are still a work in progress and are expected to be implemented in the coming years (e.g. elaboration of processes by which the organisation is able to identify vendors/suppliers that have the highest potential environmental impact and provide adequate support/training for them to become more environmentally responsible; initiatives to encourage suppliers to use environmentally-friendly raw materials and packaging, etc.) (UNFPA, 2013 [03]).</p> <p>UNFPA has also developed guidance documents that encourage good procurement practices for key stakeholders (i.e. governmental ministries and other UN agencies) especially in terms of reproductive health commodities (e.g. safe disposal and management of contraceptive waste).</p> <p>When asked whether UNFPA sufficiently promotes the principles of good governance in its work, survey respondents (i.e. MOPAN members at HQ, donors in-country, and UNFPA's direct partners) rated the organisation adequate overall. UNFPA's direct partners responded more positively than donors at headquarters and in-country, and these differences are statistically significant.</p> <p>While the organisation has not developed a policy or strategic framework for mainstreaming/ promotion of good governance per se, good governance principles are promoted through its programmatic work, mainly through work around population dynamics. UNFPA's work in this area mainly revolves around building capacities for good governance and focuses on assisting and strengthening countries' capacities to collect and analyse data that support effective policy dialogue and therefore allow for more responsive, equitable and inclusive policy planning/making and law making at country levels.</p> <p>According to the organisation, UNFPA's work at country, regional and international levels aims to improve data availability and analysis around population dynamics, sexual reproductive health (including family planning) and gender equality and seeks to ensure the integration of empirical/evidence based data on these issues into national and international development and poverty-reduction plans. At country level, UNFPA's work mainly centres around working closely with governments and demonstrating how "population and reproductive health issues are linked to the achievement of the MDGs, how investments in gender equality and reproductive health pay off, and conversely, how failing to make these investments can impede efforts to reduce poverty. On the regional and international level, UNFPA contributes to policy dialogue by organising and participating in meetings and forums and publishing papers and reports. It also enriches these dialogues by supporting institutions and initiatives that conduct research and analysis in population and development matters."<sup>i</sup></p> <p>UNFPA's efforts to strengthen national capacities for good governance transpires through the support provided to countries in conducting population and housing censuses aimed to provide reliable evidence/generate reliable statistics to guide the development of national policies/strategies/plans. Other examples include initiatives aimed to build and strengthen civil registration systems (i.e. birth, pregnancy related death, and marriage registration) which are critical to safeguarding basic human rights, designing effective public health policies, and advocating for the enforcement of legislation that prevent child marriage.</p> <p>The organisation views the recent review of its business model (which recommends prioritising advocacy and policy dialogue/advice, especially in middle-income countries that have achieved progress in addressing basic ICPD-related needs) as a way forward to improving good governance.</p> |

| MI                                     | Overall survey mean score | Document review rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|----------------------------------------|---------------------------|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MI 4.4 – Human rights-based approaches | 4.78                      | 5                      | <p>When asked whether UNFPA sufficiently mainstreams human rights-based approaches in its work, 55% of survey respondents (i.e. MOPAN members at HQ, donors in-country, and UNFPA's direct partners) rated the organisation strong or very strong overall.</p> <p>As with gender equality and population dynamics, UNFPA considers respect for human rights one of the key enabling factors to achieving the organisation's main goal as described in the "bull's eye", which is to achieve universal access to sexual and reproductive health, realise reproductive rights, and reduce maternal mortality for women, adolescents and youth (MDG5).</p> <p>In its 2014-2017 strategic plan, and more specifically in the integrated results framework, four of UNFPA's development outcomes seek to advance human rights through the development of capacities of duty-bearers and rights-holders in the area of reproductive health with specific emphasis on gender and gender mainstreaming.</p> <p>This commitment is delineated under Outcome 3 of the plan, particularly in output 9 which focuses on developing the capacities of national policy makers and strengthening national protection systems for advancing reproductive rights and promoting gender equality, and output 11 which focuses on developing the capacities of CSOs, youth organisations' affiliates, and faith-based organisations to advocate for and move forward the agenda on reproductive rights and gender equality at country levels.</p> <p>Human rights at UNFPA are, according to the organisation, promoted through a culturally sensitive lens which consists of engaging/partnering with potential agents of change (i.e. CSOs, faith-based organisations, community leaders etc.) who "have a deep understanding of the local communities as well as the legitimacy to advocate for change from within (UNFPA, 2014 [36]).</p> <p>UNFPA's promotion of some fundamental rights is translated via its advocacy work for the prevention of avoidable maternal deaths (i.e. right to life and survival); the elimination of female genital cutting (i.e. right to liberty and security of the person); the prevention of early or coerced marriages; (i.e. right to marry and establish a family); and the promotion of access to a range of modern contraceptive methods (i.e. right to decide the number and spacing of one's children ) to name a few (UNFPA, 2014 [37])</p> <p>The organisation has developed a number of UNFPA specific tools and policy papers around the integration of the HRBA to programming. The latest included a 2010 training manual, developed in collaboration with the Harvard School of Public Health, which provides comprehensive and detailed guidance (supported by case studies) on how to implement/apply a HRBA in UNFPA's programming in the areas of population and development, reproductive health and gender.</p> <p>Since the 2010 MOPAN assessment, the organisation's commitment to promoting the application of a human rights-based approach to programming has also been inscribed in numerous initiatives including the signing of the Framework of Co-operation with the UN High Commissioner for Human Rights which, according to the OHCHR (OHCHR, 2014 [01]), details specific steps that the two organisations will take to enhance co-operation and collaboration in the advancement of women's human rights, in particular with regard to the application of a human rights-based approach to the implementation of policies and programmes to reduce preventable maternal morbidity and mortality.</p> |
| MI 4.5 – HIV and AIDS                  | 4.74                      | 6                      | <p>When asked whether UNFPA sufficiently mainstreams HIV/AIDS in its work, 54% of survey respondents (i.e. MOPAN members at HQ, donors in-country, as well as UNFPA's direct partners) rated the organisation strong or very strong overall.</p> <p>UNFPA's support to the global AIDS response is guided by its strategic plan as well as the UNAIDS "Getting to Zero" Strategy.</p> <p>Its commitment to contributing to the attainment of MDG 6 on combating HIV/AIDS and other diseases is</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

| MI | Overall survey<br>mean score | Document review<br>rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|----|------------------------------|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    |                              |                           | <p>captured in its results framework which highlights HIV/AIDS as an issue that cuts across all of UNFPA's areas of work. While UNFPA's focus on sexual and reproductive health is considered the main entry point for providing information and services on HIV/AIDS related matters, HIV/AIDS interventions are also introduced in the context of the organisation's work related to youth education, family planning, maternal health and management of sexually transmitted infections (UNFPA, 2014 [38]).</p> <p>UNFPA's commitment to addressing this issue within the United Nations system is further highlighted under Outcome1- output 4 of its results framework which captures its commitment to align with the UNAIDS Unified Budget, Results and Accountability Framework (UBRAF) commitments.</p> <p>As one of the 11 co-sponsors of UNAIDS, UNFPA is the lead agency on condom programming and procurement and co-lead agency on SRHR/HIV linkages and integration. As per the 2010 UNAIDS Division of Labour, the Fund also acts as a convener on issues related to reducing sexual transmission of HIV, ensuring the HIV needs of women and girls stopping sexual and gender based violence and well as empowering young people and other at-risk groups, such as men who have sex with men, sex workers, and transgender persons) to protect themselves from HIV (UNAIDS, 2010 [02], p. 5).</p> <p>Since 2005 UNFPA has also had the lead responsibility within UNAIDS for prevention among those engaged in sex work (UNFPA, 2014 [39]).</p> <p>Documentary review indicates that UNFPA monitors its progress in addressing HIV/AIDS. Progress towards results related to HIV/AIDS in its SP is analysed annually through the Report of the Executive Director which provides information on key achievements, challenges and lessons learned. Additional reporting includes joint reporting to the Programme Co-ordinating Board (PCB) of the Joint United Nations Programme on HIV/AIDS in the UN System. While these documents are the two main communication vehicles for HIV/AIDS results, additional reporting on the organisation's contributions in this area is also made available via the UNAIDS Performance Monitoring Report to the Programme Co-ordinating Board (PCB).</p> |

**Survey mean scores and standard deviation, overall and by respondent group**

|                           |                               | Survey mean scores |              |                   |                 |                    | Standard deviation |              |                   |                 |                    |
|---------------------------|-------------------------------|--------------------|--------------|-------------------|-----------------|--------------------|--------------------|--------------|-------------------|-----------------|--------------------|
|                           |                               | Overall            | Donors at HQ | Donors in-country | Direct partners | Peer organisations | Overall            | Donors at HQ | Donors in-country | Direct partners | Peer organisations |
| <i>Base (un-weighted)</i> |                               | 225                | 34           | 22                | 155             | 14                 | 225                | 34           | 22                | 155             | 14                 |
| MI 4.1                    | Gender equality               | 4.97               | 4.91         | 4.91              | 5.10            | --                 | 0.87               | 0.93         | 0.74              | 0.93            | --                 |
| MI 4.2                    | Environment                   | 4.01               | 3.52         | 3.79              | 4.52            | --                 | 1.01               | 1.02         | 0.53              | 1.04            | --                 |
| MI 4.3                    | Good governance               | 4.37               | 3.88         | 4.34              | 4.91            | --                 | 0.99               | 1.00         | 0.76              | 0.90            | --                 |
| MI 4.4                    | Human rights-based approaches | 4.78               | 4.71         | 4.51              | 5.08            | --                 | 0.93               | 1.08         | 0.71              | 0.85            | --                 |
| MI 4.5                    | HIV and AIDS                  | 4.74               | 4.70         | 4.49              | 4.99            | --                 | 0.98               | 1.12         | 0.75              | 0.94            | --                 |

**Don't know responses, overall and by respondent group**

#DK = number of respondents who were asked the question (un-weighted data) and replied "don't know"

% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

|        |                               | Overall |     | Donors at HQ |     | Donors in-country |     | Direct partners |     | Peer organisations |     |
|--------|-------------------------------|---------|-----|--------------|-----|-------------------|-----|-----------------|-----|--------------------|-----|
|        |                               | #DK     | %DK | #DK          | %DK | #DK               | %DK | #DK             | %DK | #DK                | %DK |
| MI 4.1 | Gender equality               | 9       | 5%  | 0            | 0%  | 2                 | 11% | 7               | 4%  | --                 | --  |
| MI 4.2 | Environment                   | 51      | 34% | 13           | 38% | 12                | 46% | 26              | 17% | --                 | --  |
| MI 4.3 | Good governance               | 18      | 10% | 2            | 6%  | 3                 | 14% | 13              | 9%  | --                 | --  |
| MI 4.4 | Human rights-based approaches | 16      | 10% | 0            | 0%  | 4                 | 23% | 12              | 8%  | --                 | --  |
| MI 4.5 | HIV and AIDS                  | 21      | 11% | 1            | 3%  | 6                 | 22% | 14              | 9%  | --                 | --  |

### 3.1.5 KPI 5: Country focus on results

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

The document review for this KPI was based on an analysis of the most recent country programme documents (CPD) and country programme action plans (CPAP) for the six countries assessed by MOPAN: Bangladesh (2012-2016), Cambodia (2011-2015), the DRC (2013-2017), Ecuador (2010-2014), Kenya (2009-2013 extended until 2014), and Tanzania (2011-2015 CCPD).<sup>ii</sup> Recognising that the alignment of country strategies with the 2014-2017 strategic plan is still underway and that few of the country strategic planning documents sampled reflect the initiatives recently undertaken by UNFPA to strengthen results-based management (RBM) at the country level, the assessment team also reviewed the most recent/new generation of CPDs drafted for the Republic of Congo, Mexico, Namibia and Niger, all covering the 2014-2018 period.



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

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

However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.

Overall – includes all respondents. “--” indicates that the question was not asked among a particular respondent group and/or that it was not part of the document review.

#### Overall survey and document review ratings and observations, by MI

| MI                                                                                                 | Overall survey mean score | Document review rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|----------------------------------------------------------------------------------------------------|---------------------------|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MI 5.1 – Country results frameworks have causal links from outputs through to outcomes and impact. | --                        | 4                      | <p>This MI was rated by assessing the country programme documents (CPD) and country programme action plans (CPAP) of the six countries assessed in 2014 (Bangladesh, Cambodia, DRC, Ecuador, Kenya and Tanzania).</p> <p>Based on the review of CPDs, UNFPA was rated adequate for ensuring causal linkages from outputs through to outcomes and impacts. All countries had formulated results and resource frameworks (RRF) and the majority contained statements of expected results (outputs and outcomes) appropriate to their results level. In some cases, however, outcome and output statements seemed to be formulated at the same level. Country programme evaluations for Ecuador and DRC also noted mismatches between outputs and outcomes.</p> <p>While theories of change (ToC) have been introduced at the corporate level, their introduction at country level is still a work in progress. ToCs generally help plan and clarify causal links at different results levels.</p> <p>Since the 2010 MOPAN assessment, the overall quality of CPDs improved with the introduction in 2012 of the <i>Policy and procedures for development and approval of the country programme document</i> and the <i>Policy and procedures for development and approval of the country programme action plan</i>. The quality of CPDs was also enhanced by the introduction of regional review committees and Programme Review Committees at the regional level and at headquarters.</p> <p>The noticeable improvements in CPDs and RRFs may also be related to UNFPA's efforts to strengthen country office capacity through the publication of the <i>Guide for developing robust results frameworks for effective programmes</i> and the <i>Evidence-based programming guidance note</i> in 2011.</p> <p>As stated in interviews, the regionalisation process initiated in 2007, which progressively strengthened regional office capacity to offer integrated technical and programmatic support to country offices (further described in KPI 12), was accompanied by an appreciable increase in regional office support to country teams and planning processes, most notably through support for quality assurance in the development of country plans.</p> |

| MI                                                                                                                                 | Overall survey mean score | Document review rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|------------------------------------------------------------------------------------------------------------------------------------|---------------------------|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MI 5.2 – Performance indicators are included in country plans and strategies at a delivery (output) and development results level. | --                        | 4                      | <p>The document review rated UNFPA adequate for including performance indicators in its country programme documents (CPDs) and country programme action plans (CPAPs) in the six countries assessed.</p> <p>Overall, there have been noticeable improvements in the quality of indicators when comparing most recent CPD and CPAP results and resource frameworks (RRF) with previous versions.</p> <p>Most RRFs were missing baselines and targets at the beginning of programming cycles, but indicators were measurable and revised RRFs were sometimes made available at later stages (with updated baselines and targets). Country programme evaluations were generally critical of the quality of indicators and noted that inadequate formulation of indicators sometimes hampered monitoring.</p> <p>Overall, most performance indicators at the outcome and output level for the CPDs assessed were considered to be specific, measurable, attainable, relevant and time-bound (SMART).</p> <p>The review of the most recent CPDs drafted for the Republic of Congo, Mexico, Namibia and Niger – all covering the 2014-2018 period – showed stronger results frameworks which systematically included baselines and targets for outcome and output indicators. These improvements reflect changes introduced by UNFPA since the 2011 mid-term review of the Strategic Plan, to strengthen RBM processes and enhance the measurability of results at country level.</p> <p>As mentioned above (MI 5.1) the tools and the strengthened programmatic support provided by regional offices to country teams during the planning stage have also contributed to improving RBM capacity at country level.</p> |
| MI 5.3 – Country strategies are developed through consultation with partners.                                                      | 5.12                      | --                     | <p>This MI was assessed by survey only. When asked whether UNFPA consults with direct partners to develop its country strategy, the majority of UNFPA direct partners (78%) rated the organisation strong or very strong.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

**Survey mean scores and standard deviation, overall and by respondent group**

|        |                                                                                                                           | Survey mean scores |              |                   |                 |                    | Standard deviation |              |                   |                 |                    |
|--------|---------------------------------------------------------------------------------------------------------------------------|--------------------|--------------|-------------------|-----------------|--------------------|--------------------|--------------|-------------------|-----------------|--------------------|
|        |                                                                                                                           | Overall            | Donors at HQ | Donors in-country | Direct partners | Peer organisations | Overall            | Donors at HQ | Donors in-country | Direct partners | Peer organisations |
|        | <b>Base (un-weighted)</b>                                                                                                 | <b>225</b>         | <b>34</b>    | <b>22</b>         | <b>155</b>      | <b>14</b>          | <b>225</b>         | <b>34</b>    | <b>22</b>         | <b>155</b>      | <b>14</b>          |
| MI 5.1 | Country results frameworks have causal links from outputs through to outcomes and impact.                                 | --                 | --           | --                | --              | --                 | --                 | --           | --                | --              | --                 |
| MI 5.2 | Performance indicators are included in country plans and strategies at a delivery (output) and development results level. | --                 | --           | --                | --              | --                 | --                 | --           | --                | --              | --                 |
| MI 5.3 | Country strategies are developed through consultation with partners                                                       | 5.12               | --           | --                | 5.12            | --                 | 1.13               | --           | --                | 1.13            | --                 |

**Don't know responses, overall and by respondent group**

#DK = number of respondents who were asked the question (un-weighted data) and replied "don't know"

% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

|        |                                                                                                                           | Overall |     | Donors at HQ |     | Donors in-country |     | Direct partners |     | Peer organisations |     |
|--------|---------------------------------------------------------------------------------------------------------------------------|---------|-----|--------------|-----|-------------------|-----|-----------------|-----|--------------------|-----|
|        |                                                                                                                           | #DK     | %DK | #DK          | %DK | #DK               | %DK | #DK             | %DK | #DK                | %DK |
| MI 5.1 | Country results frameworks have causal links from outputs through to outcomes and impact.                                 | --      | --  | --           | --  | --                | --  | --              | --  | --                 | --  |
| MI 5.2 | Performance indicators are included in country plans and strategies at a delivery (output) and development results level. | --      | --  | --           | --  | --                | --  | --              | --  | --                 | --  |
| MI 5.3 | Country strategies are developed through consultation with partners                                                       | 6       | 4%  | --           | --  | --                | --  | 6               | 4%  | --                 | --  |

## PERFORMANCE AREA II: OPERATIONAL MANAGEMENT

### 3.1.6 KPI 6: Transparent and predictable funding

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



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

- equal weight is given to the views of each of the respondent groups
- equal weight is given to each of the countries where the survey took place
- equal weight is given to respondent groups within each country where the survey took place

However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.

Overall – includes all respondents. “--” indicates that the question was not asked among a particular respondent group and/or that it was not part of the document review.

#### Overall survey and document review ratings and observations, by MI

| MI                                                                   | Overall survey mean score | Document review rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|----------------------------------------------------------------------|---------------------------|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MI 6.1 – The MO's criteria for allocating resources are transparent. | 4.30                      | 5                      | <p>In the survey, donors at HQ and UNFPA's direct partners were asked two questions: 1) whether the organisation makes its criteria for allocating resources readily available; and 2) whether the organisation allocates resources based on established criteria. Respondents rated UNFPA adequate overall on both questions. Direct partner respondents rated UNFPA more positively than MOPAN donors on both questions and the differences are statistically significant.</p> <p>In the document review, the organisation was rated strong on this MI.</p> <p><b>Programme countries</b></p> <p>In 1996, UNFPA developed a resource allocation system (RAS) for country programming. At the time of this assessment, the RAS was in the process of being updated to ensure alignment with the strategic directions delineated under the Strategic Plan 2014-2017.</p> <p>UNFPA's latest criteria for allocating resources to countries are detailed in the 2007 Review of the System for the Allocation of UNFPA Resources to Country Programmes approved by the Executive Board through decision 2007/42" (UNFPA, 2013 [25], p. 11). Additional information and proposed amendments to the current system are further detailed in Annex 4 of the 2014-2017 Strategic Plan.</p> <p>The RAS is guided by a set of criteria that place specific emphasis on advancing the principles of the International Conference on Population and Development Programme of Action (ICDP PoA) in countries with the lowest level of achievement of the ICPD goals; i.e. most specifically low-income, least developed, sub-Saharan African countries, and countries in emergencies, transition and recovery with the highest adult HIV prevalence, maternal mortality ratio, under-five mortality rate, etc.).</p> <p>Since the Executive Board's request in 2007, the allocation of the UNFPA's resources to countries has been complemented by guidance from the resource distribution system (RDS) which provides guidance in a flexible manner on the annual planning figures for countries (UNFPA, 2013 [25], pp. 11-12). However, detailed information on the system is not readily available to the public.</p> <p>As indicated above, there is evidence that the Fund has periodically reviewed its resource allocation system to ensure adequate implementation of its strategic plans at country levels. The RAS was reviewed and refined in 2000, 2005, and 2007 (UNFPA, 2013 [25], p. 11). The revisions to the RAS in 2007 were intended to strengthen the implementation of the 2008-2011 Strategic Plan.</p> |

| MI                                                             | Overall survey mean score | Document review rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|----------------------------------------------------------------|---------------------------|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                |                           |                        | <p>There is evidence that since the “re-focusing” process initiated in 2011, the Fund has also engaged in processes aimed to ensure adequate alignment of its resource allocation system (RAS) with the new strategic plan and priorities of the bull’s eye, as well as the modalities of engagement defined in its revised business model. At the time of this assessment, the proposed revisions to the 2007 system had been approved by the Board and were in early stages of implementation/application at country and regional levels.</p> <p><b>Global and regional initiatives</b></p> <p>This micro-indicator focuses on the mechanism for allocating resources to countries. However, it is important to note that the RAS is only one of the processes in place for decision making about resource allocations. UNFPA also has a Strategic Framework for UNFPA global and regional interventions 2014-2017, which explains the way in which the organisation plans for and allocates resources that contribute to development results in the Integrated Results Framework that are implemented at global or regional levels (UNFPA, 2014 [18]). UNFPA reformed the process for planning, allocations, monitoring and oversight of these resources in 2013 in response to the findings and lessons learned in the performance audit of the former Global and Regional Programme for the period 2008-2011 (KPMG, 2013 [01]).</p> |
| MI 6.2 – The MO predicts its development co-operation funding. | 4.48                      | --                     | <p>The predictability of development co-operation funding is one of the indicators of the Global Partnership for Effective Development Co-operation. This MI was assessed by survey only. UNFPA was rated adequate overall on its ability to predict its development co-operation funding. Donors at headquarters were asked whether UNFPA is adopting measures to make its funding predictable, and rated the organisation adequate overall. Direct partner respondents were asked whether the organisation provides its funding to countries and other partners according to schedule, and rated the organisation strong overall.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

**Survey mean scores and standard deviation, overall and by respondent group**

|                           |                                                                                       | Survey mean scores |              |                   |                 |                    | Standard deviation |              |                   |                 |                    |
|---------------------------|---------------------------------------------------------------------------------------|--------------------|--------------|-------------------|-----------------|--------------------|--------------------|--------------|-------------------|-----------------|--------------------|
|                           |                                                                                       | Overall            | Donors at HQ | Donors in-country | Direct partners | Peer organisations | Overall            | Donors at HQ | Donors in-country | Direct partners | Peer organisations |
| <i>Base (un-weighted)</i> |                                                                                       | 225                | 34           | 22                | 155             | 14                 | 225                | 34           | 22                | 155             | 14                 |
| MI 6.1                    | The MO's criteria for allocating resources are transparent.                           | 4.30               | 3.67         | --                | 4.83            | --                 | 1.24               | 1.17         | --                | 1.03            | --                 |
| Sub-MI                    | i) UNFPA makes readily available its criteria for allocating resources.               | 4.28               | 3.71         | --                | 4.79            | --                 | 1.23               | 1.17         | --                | 1.04            | --                 |
| Sub-MI                    | ii) UNFPA allocates resources according to the criteria mentioned above.              | 4.32               | 3.63         | --                | 4.87            | --                 | 1.25               | 1.16         | --                | 1.02            | --                 |
| MI 6.2                    | The MO predicts its development co-operation funding.                                 | 4.48               | 4.34         | --                | 4.62            | --                 | 1.00               | 0.85         | --                | 1.14            | --                 |
| Sub-MI                    | i) UNFPA is adopting measures to make its funding more predictable.                   | 4.34               | 4.34         | --                | --              | --                 | 0.85               | 0.85         | --                | --              | --                 |
| Sub-MI                    | ii) UNFPA provides its funding to countries and other partners according to schedule. | 4.62               | --           | --                | 4.62            | --                 | 1.14               | --           | --                | 1.14            | --                 |

**Don't know responses, overall and by respondent group**

#DK = number of respondents who were asked the question (un-weighted data) and replied "don't know"

% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

|        |                                                                                       | Overall |     | Donors at HQ |     | Donors in-country |     | Direct partners |     | Peer organisations |     |
|--------|---------------------------------------------------------------------------------------|---------|-----|--------------|-----|-------------------|-----|-----------------|-----|--------------------|-----|
|        |                                                                                       | #DK     | %DK | #DK          | %DK | #DK               | %DK | #DK             | %DK | #DK                | %DK |
| MI 6.1 | The MO's criteria for allocating resources are transparent.                           | 24      | 17% | 8            | 24% | --                | --  | 16              | 10% | --                 | --  |
| Sub-MI | i) UNFPA makes readily available its criteria for allocating resources.               | 19      | 13% | 6            | 18% | --                | --  | 13              | 8%  | --                 | --  |
| Sub-MI | ii) UNFPA allocates resources according to the criteria mentioned above.              | 29      | 20% | 10           | 29% | --                | --  | 19              | 12% | --                 | --  |
| MI 6.2 | The MO predicts its development co-operation funding.                                 | 15      | 15% | 5            | 15% | --                | --  | 24              | 15% | --                 | --  |
| Sub-MI | i) UNFPA is adopting measures to make its funding more predictable.                   | 5       | 15% | 5            | 15% | --                | --  | --              | --  | --                 | --  |
| Sub-MI | ii) UNFPA provides its funding to countries and other partners according to schedule. | 24      | 15% | --           | --  | --                | --  | 24              | 15% | --                 | --  |

### 3.1.7 KPI 7: Results-based budgeting

KPI 7: The MO engages in results-based budgeting.



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

- a) equal weight is given to the views of each of the respondent groups
  - b) equal weight is given to each of the countries where the survey took place
  - c) equal weight is given to respondent groups within each country where the survey took place
- However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.

Overall – includes all respondents. “--” indicates that the question was not asked among a particular respondent group and/or that it was not part of the document review.

#### Overall survey and document review ratings and observations, by MI

| MI                                                 | Overall survey mean score | Document review rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|----------------------------------------------------|---------------------------|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MI 7.1 – Budget allocations are linked to results. | 3.83                      | 4                      | <p>MOPAN donors at headquarters were asked whether the organisation sufficiently links its budget to expected results and the majority (65%) rated the organisation adequate.</p> <p>The review of documents also provided a rating of adequate. UNFPA has been steadily improving its approach to results-based budgeting since 2008-2009. Beginning with the 2012-2013 Institutional Budget, UNFPA linked the management results framework in the revised strategic plan with the resources contained in the institutional budget, based on the harmonised results-based budgeting methodology approved by the Executive Board in decision 2011/10 (UNFPA, 2012 [25]). In 2013, UNFPA introduced further changes in the way that it presents its budget to the Executive Board. This was the first integrated budget in conformity with decision 2009/26 (S26) of the Executive Boards of UNDP/UNFPA. The budget for 2014-2017, which covers the four-year period of the strategic plan, integrates what was formerly known as the institutional and support budgets, encompasses all of the cost categories and results of the organisation, and includes both regular and other resources. The total budget for the period is USD 4.2 billion (UNFPA, 2013 [07]).</p> <p>The integrated budget provides estimates of the amount of programme resources that will be allocated to each outcome in the development results framework and to each output in the organisational effectiveness and efficiency framework. However, the outputs (i.e. lower level results) from the development results framework are not costed.</p> <p>As confirmed by the Report of the Advisory Committee on Administrative and Budgetary Questions, the latest budgets prepared by UNFPA are in conformity with the expectations for a result-based approach for budgeting the management results and revised activity and cost classification system agreed upon by UNDP, UNFPA, UNICEF and UN-Women (UNFPA, 2012 [26]; UNFPA, 2013 [08]). This represents an improvement from the previous biennial support budgets.</p> <p>The integrated budget estimates 2014-2017 cover projected use of resources for country programmes, global and regional interventions (GRI), other programme funds, and the institutional budget (UNFPA, 2013 [07]). However, once the quadrennial budget estimate is developed, additional resources required by GRIs may be appropriated from regular resources considered as management or development effectiveness costs (UNFPA, 2013 [25], p. 6). The GRI have a results and resources framework that accounts for a maximum of USD 275 million of projected regular resources (UNFPA, 2014 [18]).</p> <p>As noted in KPI 6 above, UNFPA has had separate processes for the institutional budget, the global and regional interventions, and the resource allocation system. Although the integrated budget represents a step in the right direction, it leaves UNFPA with a “siloed nature of decision making about resources [given that] each of these mechanisms currently</p> |

| MI                                           | Overall survey mean score | Document review rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|----------------------------------------------|---------------------------|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MI 7.2 – Expenditures are linked to results. | 3.69                      | 3                      | <p>has a separate governance structure, a separate set of allocation criteria, a separate [internal] process owner [...], and a separate process for budget preparations and monitoring" (UNFPA, 2013 [25], p. 3). It also makes it difficult for the organisation to link its resources as a whole with its planned results. This diversity of arrangements is the outgrowth of the multiple agendas of stakeholders with regard to the use and oversight of resources. As per its Strategic Plan, UNFPA will move to a more unified funding architecture by 2017.</p> <p>MOPAN donors at headquarters were asked whether the organisation's reports on results include the expenditures that are linked to achievement of those results. While the overall rating was adequate, 35% provided ratings of inadequate or weak.</p> <p>In the document review, UNFPA was rated inadequate on how its reports link expenditures to results. The Report of the Executive Director for 2013: Progress in Implementation of the UNFPA Strategic Plan, 2008-2013 provides information on overall resources (regular and other) expended in 2012. Annex 2 provides specific data on the amounts spent for all 7 development outcomes. The Statistical and Financial Review, 2014 provides extensive data on programme expenses for regular and other resources according to DRF outcome areas (e. g. population dynamics and family planning) and by regions, assistance category, country/territory activities type, implementing agency, etc.</p> <p>Expenditures by outputs related to either management or development results are not presented. In addition, existing reports do not provide an explanation of variances between planned and actual expenditures and results. The 2013 performance audit of the Global Regional Programme covering the 2008-2011 period raised a number of related issues, including limited reporting of expenditures and programme results and unclear processes for resource allocation (KPMG, 2013 [01]). The revised organisation-wide funding arrangements and 2014-2017 strategic framework for UNFPA global and regional interventions have attempted to address many of the issues identified in the GRP performance audit but this remains a work in progress at UNFPA. The integrated budget, which has not yet been reported on, now has costs associated with outputs for management results.</p> |

**Survey mean scores and standard deviation, overall and by respondent group**

|                           |                                           | Survey mean scores |              |                   |                 |                    | Standard deviation |              |                   |                 |                    |
|---------------------------|-------------------------------------------|--------------------|--------------|-------------------|-----------------|--------------------|--------------------|--------------|-------------------|-----------------|--------------------|
|                           |                                           | Overall            | Donors at HQ | Donors in-country | Direct partners | Peer organisations | Overall            | Donors at HQ | Donors in-country | Direct partners | Peer organisations |
| <b>Base (un-weighted)</b> |                                           | <b>225</b>         | <b>34</b>    | <b>22</b>         | <b>155</b>      | <b>14</b>          | <b>225</b>         | <b>34</b>    | <b>22</b>         | <b>155</b>      | <b>14</b>          |
| MI 7.1                    | Budget allocations are linked to results. | 3.83               | 3.83         | --                | --              | --                 | 0.91               | 0.91         | --                | --              | --                 |
| MI 7.2                    | Expenditures are linked to results.       | 3.69               | 3.69         | --                | --              | --                 | 1.00               | 1.00         | --                | --              | --                 |

**Don't know responses, overall and by respondent group**

#DK = number of respondents who were asked the question (un-weighted data) and replied "don't know"

% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

|        |                                           | Overall |     | Donors at HQ |     | Donors in-country |     | Direct partners |     | Peer organisations |     |
|--------|-------------------------------------------|---------|-----|--------------|-----|-------------------|-----|-----------------|-----|--------------------|-----|
|        |                                           | #DK     | %DK | #DK          | %DK | #DK               | %DK | #DK             | %DK | #DK                | %DK |
| MI 7.1 | Budget allocations are linked to results. | 4       | 12% | 4            | 12% | --                | --  | --              | --  | --                 | --  |
| MI 7.2 | Expenditures are linked to results.       | 5       | 15% | 5            | 15% | --                | --  | --              | --  | --                 | --  |

### 3.1.8 KPI 8: Financial accountability

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



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

- a) equal weight is given to the views of each of the respondent groups
  - b) equal weight is given to each of the countries where the survey took place
  - c) equal weight is given to respondent groups within each country where the survey took place
- However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.

Overall – includes all respondents. “--” indicates that the question was not asked among a particular respondent group and/or that it was not part of the document review.

#### Overall survey and document review ratings and observations, by MI

| MI                                                                                                                                                      | Overall survey mean score | Document review rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MI 8.1 – External financial audits meeting recognised international standards are performed across the organisation (External or UN Board of Auditors). | --                        | 6                      | <p>This MI was assessed by document review only, and a rating of very strong was provided.</p> <p>The United Nations Board of Auditors (UNBOA) is the body responsible for conducting external audits of UNFPA's financial statements. Until 2012, UNBOA had conducted external audits of UNFPA's financial performance biennially but now presents UNFPA's audited financial statements on an annual basis and these are in accordance with International Public Sector Accounting Standards (IPSAS). UNFPA's audited financial statements are accompanied by letters of transmittal and certification from the Chair of the UNBOA. In the most recent financial report, the Board of Auditors issued an unqualified audit opinion on the financial statements of the UNFPA for the year that ended 31 December 2012. Audits have been conducted according to UN standards and International Standards on Auditing.</p>                                                                                                                                                                                                                                                                                                                                                                                                          |
| MI 8.2 – External financial audits meeting recognised international standards are performed at the regional, country or project level (as appropriate). | --                        | 5                      | <p>This MI was assessed by document review only and a rating of strong was provided.</p> <p>The two most recent UNBOA audit reports explicitly state that audits were carried out through field visits at country and regional offices, at the Procurement Service Branch, and at HQ in New York. Audits were carried out in conformity with the UN Financial Regulations, UNFPA Financial Regulations and Rules revised in 2011, and International Standards on Auditing.</p> <p>There is evidence that external financial audits take place and that they provide ample coverage of the organisation's programmes (see next paragraph).</p> <p>In 2012, UNFPA audited 85.6% of its nationally executed expenditures (USD 160 million), indicating that implementing partners (governments, NGOs, etc.) held the overall responsibility for the management and auditing of UNFPA-supported programmes. Moreover, the Report of the Executive Director for 2013 indicates that during that NEX audit cycle, 653 audits were carried out and 7.5% of those yielded a negative audit opinion (UNFPA, 2014 [35]).</p> <p>Similarly, in 2011, UNFPA audited 85.9% of its nationally executed expenditures (USD 188 million); i.e. expenditures for initiatives that were carried out through the NEX modality (UNFPA, 2012 [04]).</p> |
| MI 8.3 – Internal audit processes are used to provide management/governing bodies with credible information.                                            | 4.42                      | 5                      | <p>In the survey, MOPAN donors at headquarters were asked whether the organisation's internal audits provide credible information to its management/governing bodies, and respondents rated the organisation adequate overall.</p> <p>This micro-indicator received a rating of strong based on the review of documents. Created in 2014, UNFPA's Office of Audit and Investigation Services (OAIS) - which includes the internal audit and investigation functions previously part of the Division for Oversight Services (DOS) - is responsible for conducting internal audits for all programmes, operations and activities undertaken by UNFPA. Internal audits are guided by the new Charter of the OAIS (which replaces the Charter of the DOS). According to the OAIS Charter, the Director of the OAIS reports directly to the Executive Board and</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

| MI                                                                                                                               | Overall survey mean score | Document review rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
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|                                                                                                                                  |                           |                        | <p>Executive Director of UNFPA, thus assuring maximum independence from programming functions. The Charter notes that to ensure complete independence of UNFPA's internal audits, the OAI Director and personnel: i) must refrain from assessing operations for which they were previously responsible; ii) shall have no direct operational responsibility or authority over any of the activities that they review; and iii) shall not develop nor install systems or procedures, prepare records or engage in any other activity which OAI would normally audit or investigate (UNFPA, 2014 [57], p. 5).</p> <p>Under the OAI (formerly DOS), audits are conducted by the internal audit branch whose employees ought to comply to the Code of Ethics contained in the International Professional Practices Framework of the Institute of Internal Auditors (IIA). Therefore, employees have no operational responsibility or authority over any of the reviewed activities and are not assigned to any area for which they have had any operational responsibility within the last 12 months.</p> <p>The annual <i>Report of the Director of the Division for Oversight Services on UNFPA internal audit and oversight activities</i> provides the Executive Board with, inter alia, information on the internal audit function; this report is presented and discussed at the Board's annual session. There is evidence that management and the Executive Board use internal audit information; for instance, the major reforms that occurred within UNFPA in recent years, namely, the midterm review (MTR) of 2008-2013 strategic plan, the 2014-2017 strategic plan and the revised evaluation policy, and revised approach to Global and Regional Initiatives, stem from evaluation findings and audit recommendations.</p> <p>Since December 2012, all UNFPA internal audit reports are publicly disclosed.</p>                                                                                                                                                                                                                                                                                                                                                                                                                               |
| MI 8.4 – The MO implements its policy on anti-corruption.                                                                        | 4.09                      | 5                      | <p>In the survey, MOPAN donors at headquarters were asked whether the organisation implements its policy on anti-corruption. Overall, respondents rated the organisation adequate, but 32% answered "don't know" on this question.</p> <p>The UNFPA Fraud Policy (2009) describes the roles and responsibilities of managers, staff and contractors in preventing, detecting and reporting suspicions of fraud and other irregular behaviour. The Fraud Policy notes that disciplinary measures shall be carried out in accordance with the UNFPA Policy on Accountability, Disciplinary Measures and Procedures. According to the organisation, some of these anti-corruption documents are outdated, however, and should eventually be updated to reflect significant changes being made to UNFPA's Oversight Policy (under revision in view of Board decisions on fiduciary functions). Changes have already been made to UNFPA's Disciplinary Framework (2014) which describes the different types of misconduct (including unlawful acts such as theft, fraud or embezzlement) and lays out the responsibilities of staff members, managers and senior staff with regard to reporting and taking action in response to allegations of misconduct.</p> <p>The Investigation Branch within OAI (formerly in the DOS) is responsible for investigating allegations of fraud, misconduct and other wrongdoing that involve UNFPA staff, consultants, non-staff personnel and institutional contractors. Investigations into fraud and other misconduct rely on measures to identify fraud such as a whistle blowing mechanism (i.e. an online "Investigation Hotline"), data testing and continuous auditing, follow-up and monitoring disciplinary actions.</p> <p>The quality of the investigation/anti-corruption work carried out by the OAI is monitored by the Audit Advisory Committee and the UN Board of Auditors. In addition, the annual <i>Report of the Director of the Division for Oversight Services on UNFPA internal audit and investigation activities</i> presents the Executive Board with information on investigations carried out, including cases of fraud and actions taken to address/remedy them (61 cases were reported in 2013, including 28 cases involving fraud and financial irregularities) (UNFPA, 2014 [25]).</p> |
| MI 8.5 – Processes are in place to quickly follow up on any irregularities identified in audits at the country (or other) level. | 4.06                      | 5                      | <p>In the survey, MOPAN donors at headquarters and in-country were asked whether the organisation quickly follows up on financial irregularities identified in audits (including suspicions or allegations of corruption or fraud). The majority of respondents (58%) rated the organisation adequate or above. However, 43% of donors in-country indicated that they "don't know" about the Fund's work in this area.</p> <p>The document review provided a rating of strong and found UNFPA has strong procedures in place to enable it to quickly follow up on financial irregularities.</p> <p>The Charter of the Office of Audit and Investigation Services (OAI) (and the former DOS charter) sets out the process</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

| MI                                                                                                     | Overall survey mean score | Document review rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|--------------------------------------------------------------------------------------------------------|---------------------------|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                        |                           |                        | <p>for carrying out internal audits and investigations at UNFPA. The Charter notes that: "Following the conclusion of each internal audit engagement, the Director of OASIS shall prepare and issue an internal audit report, including both good practices and improvement needs. Management and staff shall have the responsibility to provide a written response to all OASIS reports within a reasonable period of time. [...] Management shall be responsible for appropriate follow-up and implementation of audit findings and recommendations, as well as for appropriate documentation thereof in the database maintained by OASIS." (UNFPA, 2014 [57], pp. 2-3)</p> <p>UNFPA management is responsible for taking measures to address irregularities. The Charter of the OASIS requires that management provide a "written response to all OASIS reports within a reasonable period of time", although there is no definition of what constitutes a reasonable period of time. An annual report on internal audit and investigation activities, presented to the Executive Board at its annual June meeting, provides the status of implementation of internal audit recommendations. The Secretariat provides an update on the progress achieved in the implementation of the recommendations of the external auditors (UNBOA) at the first regular session of the Executive Board each year. These documents are publicly available and provide evidence that internal and external audit recommendations are followed up by management.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| MI 8.6 – The MO's procurement procedures provide effective control on purchases of goods and services. | 4.98                      | 4                      | <p>In the survey, UNFPA direct partners were asked whether the organisation's procurement procedures provide effective control on purchases of goods and services. The majority (62%) rated the organisation strong or very strong.</p> <p>Detailed procurement procedures are set out in the UNFPA Financial Rules and Regulations as well as in the recently updated Policies and Procedures Manual (2012). These policies and procedures were complemented by a Green Procurement Strategy in 2013. The Financial Rules and Regulations of UNFPA state that in carrying out the procurement functions due consideration should be given to open and effective international competition; fairness and integrity and transparency; the interest of UNFPA; and best value for money considering all relevant factors, including costs and benefits to UNFPA (UNFPA, 2014 [63]).</p> <p>UNFPA's procurement policies clearly describe a quality assurance process for procurement as well as rules defining the reliance on effective competition for qualified bidders. Internal and external audits nevertheless concluded that procurement activities were unsatisfactory between 2008 and 2011. Progress in the implementation of recommendations was achieved in 2012 (namely, procurement procedures were revised), but according to the 2012 Board of Auditors report, UNFPA needs to improve compliance with its procurement procedures (UNBOA, 2013 [01]). The non-compliance with procedures increases risk that procurement and contracts will not be fair and transparent and may not deliver good value for money.</p> <p>Since 2011, UNFPA has carried out joint procurement activities with other UN agencies (including FAO UNDP, UNICEF, UNOPS and UN-Women) through its Copenhagen and New York offices (e.g. for purchase of goods and services such as IT equipment, translation, and language training) (UNBOA, 2013 [01]). The organisation also indicates that since the 2010 MOPAN assessment, all staff involved in procurement at the Fund have gone through a procurement accreditation programme via the Chartered Institute of Purchasing and Supply (CIPS). To date more than 200 UNFPA staff members have successfully received CIPS certification and participated in ad hoc procurement training conducted at regional levels.</p> |
| MI 8.7 – The MO has strategies in place for risk identification, mitigation, monitoring and reporting. | --                        | 2                      | <p>This MI was assessed by document review only, and a rating of weak was provided.</p> <p>According to the 2014-2017 Strategic Plan, UNFPA is still in the early stages of establishing systems and a culture to enable it to appropriately handle all types of risk (UNFPA, 2013 [04]).</p> <p>UNFPA's Oversight Policy (2008) gave the Division for Oversight Services (DOS) – now OASIS - the responsibility to examine and evaluate risk management processes and systems. UNFPA has been working towards the development of an integrated and comprehensive Enterprise Risk Management (ERM) policy/framework that had not yet been corporately approved at the time of this assessment.</p> <p>According to the <i>Review of enterprise risk management in the United Nations System</i>, UNFPA "did not follow a standard</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

| MI | Overall survey mean score | Document review rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|----|---------------------------|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    |                           |                        | <p>approach in the development and adoption of ERM policy documents” in 2010.</p> <p>The management response to the Annual Report of the Audit Advisor Committee for 2012 specifies that: “An interdivisional working group is developing the ERM framework and is, inter alia, utilising the ERM frameworks of other United Nations agencies as guidance. In developing the next strategic plan, 2014-2017, UNFPA has planned and budgeted for the recruitment of one dedicated senior adviser for ERM. The plan includes the development and production of online ERM training material, and face-to-face orientation sessions at regional meetings for all field staff” (UNFPA, 2013 [20]).</p> <p>Despite the absence of a formal Enterprise Risk Management Policy, there is evidence that risk analysis is undertaken at country level (though not at regional or corporate levels). UNFPA provides country offices with guidelines on how to assess the risks associated with potential new implementing partners (Implementing partner assessment tool).</p> |

### Survey mean scores and standard deviation, overall and by respondent group

|        |                                                                                                                                                | Survey mean scores |              |                   |                 |                    | Standard deviation |              |                   |                 |                    |
|--------|------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|--------------|-------------------|-----------------|--------------------|--------------------|--------------|-------------------|-----------------|--------------------|
|        |                                                                                                                                                | Overall            | Donors at HQ | Donors in-country | Direct partners | Peer organisations | Overall            | Donors at HQ | Donors in-country | Direct partners | Peer organisations |
|        | <b>Base (un-weighted)</b>                                                                                                                      | <b>225</b>         | <b>34</b>    | <b>22</b>         | <b>155</b>      | <b>14</b>          | <b>225</b>         | <b>34</b>    | <b>22</b>         | <b>155</b>      | <b>14</b>          |
| MI 8.1 | External financial audits meeting recognised international standards are performed across the organisation (External or UN Board of Auditors). | --                 | --           | --                | --              | --                 | --                 | --           | --                | --              | --                 |
| MI 8.2 | External financial audits meeting recognised international standards are performed at the regional, country or project level (as appropriate). | --                 | --           | --                | --              | --                 | --                 | --           | --                | --              | --                 |
| MI 8.3 | Internal audit processes are used to provide management/governing bodies with credible information                                             | 4.42               | 4.42         | --                | --              | --                 | 1.06               | 1.06         | --                | --              | --                 |
| MI 8.4 | The MO implements its policy on anti-corruption                                                                                                | 4.09               | 4.09         | --                | --              | --                 | 1.19               | 1.19         | --                | --              | --                 |
| MI 8.5 | Processes are in place to quickly follow up on any irregularities identified at the country (or other) level                                   | 4.06               | 4.00         | 4.15              | --              | --                 | 1.03               | 1.29         | 0.50              | --              | --                 |
| MI 8.6 | The MO's procurement procedures provide effective control on purchases of goods and services                                                   | 4.98               | --           | --                | 4.98            | --                 | 0.98               | --           | --                | 0.98            | --                 |
| MI 8.7 | The MO has strategies in place for risk identification, mitigation, monitoring and reporting.                                                  | --                 | --           | --                | --              | --                 | --                 | --           | --                | --              | --                 |

**Don't know responses, overall and by respondent group**

#DK = number of respondents who were asked the question (un-weighted data) and replied "don't know"

% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

|        |                                                                                                                                                | Overall |     | Donors at HQ |     | Donors in-country |     | Direct partners |     | Peer organisations |     |
|--------|------------------------------------------------------------------------------------------------------------------------------------------------|---------|-----|--------------|-----|-------------------|-----|-----------------|-----|--------------------|-----|
|        |                                                                                                                                                | #DK     | %DK | #DK          | %DK | #DK               | %DK | #DK             | %DK | #DK                | %DK |
| MI 8.1 | External financial audits meeting recognised international standards are performed across the organisation (External or UN Board of Auditors). | --      | --  | --           | --  | --                | --  | --              | --  | --                 | --  |
| MI 8.2 | External financial audits meeting recognised international standards are performed at the regional, country or project level (as appropriate). | --      | --  | --           | --  | --                | --  | --              | --  | --                 | --  |
| MI 8.3 | Internal audit processes are used to provide management/governing bodies with credible information.                                            | 8       | 24% | 8            | 24% | --                | --  | --              | --  | --                 | --  |
| MI 8.4 | The MO implements its policy on anti-corruption.                                                                                               | 11      | 32% | 11           | 32% | --                | --  | --              | --  | --                 | --  |
| MI 8.5 | Processes are in place to quickly follow up on any irregularities identified at the country (or other) level.                                  | 20      | 32% | 7            | 21% | 13                | 43% | --              | --  | --                 | --  |
| MI 8.6 | The MO's procurement procedures provide effective control on purchases of goods and services.                                                  | 23      | 14% | --           | --  | --                | --  | 23              | 14% | --                 | --  |
| MI 8.7 | The MO has strategies in place for risk identification, mitigation, monitoring and reporting.                                                  | --      | --  | --           | --  | --                | --  | --              | --  | --                 | --  |

### 3.1.9 KPI 9: Using performance information

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



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

- a) equal weight is given to the views of each of the respondent groups
  - b) equal weight is given to each of the countries where the survey took place
  - c) equal weight is given to respondent groups within each country where the survey took place
- However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.

Overall – includes all respondents. “--” indicates that the question was not asked among a particular respondent group and/or that it was not part of the document review.

#### Overall survey and document review ratings and observations, by MI

| MI                                                                                       | Overall survey mean score | Document review rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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| MI 9.1 – Performance information is used by the MO for revising policies and strategies. | 3.87                      | 5                      | <p>This MI was assessed by both document review and survey. In the survey, MOPAN donors at headquarters were asked whether UNFPA uses performance information to revise organisational policies and strategies, and rated the organisation adequate overall. However, 35% of respondents rated UNFPA inadequate or below.</p> <p>In the document review, this micro-indicator was rated strong. There is ample evidence that, at a corporate level, UNFPA uses the performance information it receives from different sources in order to revise policy and strategy. The sources of performance information include: mid-term reviews of the strategic plan, analysis of self-reported data from country offices provided by the country office annual reports, thematic and country programme evaluations, and organisation-wide performance audits. UNFPA also tends to adopt the recommendations from organisation-wide audits, performance reports and evaluations (as confirmed by a review of the Internal Audit and Investigation reports which include information on the number of recommendations adopted by senior management – 111 recommendations were adopted in 2013).</p> <p>There is also strong evidence that UNFPA adjusts its corporate policies and strategies in response to problems identified in annual performance reports and evaluations. Indeed, the major reforms that occurred within UNFPA in recent years, namely, the midterm review (MTR) of 2008-2013 strategic plan, the adoption of the 2014-2017 strategic plan, the revision of the evaluation policy (2013), and the Strategic Framework for Global and Regional Initiatives 2014-2017 were shaped by findings and recommendations from evaluations, reviews and audits.</p> <p>As evidence that UNFPA revises its policies based on performance information, the Mid-term Review (MTR) of the 2008-2013 Strategic Plan noted that it was “based on a combination of a series of internal and external reviews and a broad consultative process that involved numerous key stakeholders from both inside and outside the organisation” (UNFPA, 2011 [02]). It complements the analysis contained in the annual report of the Executive Director for 2010. Based on these performance reviews, the MTR introduced major changes to the Strategic Plan, such as improving its strategic focus (bull’s eye) by defining a single goal (instead of 3) as well as improving the results framework by reducing the development outcomes from 13 to 7 and management outputs from 9 to 4. The strategic plan 2014-2017 reaffirms the direction taken by the MTR and includes new reforms such as the Integrated Resources Framework (IRF), the new business model and improved funding arrangements.</p> <p>Additionally, the Evaluation Policy was revised in 2013 based on recommendations from the Office of Internal Oversight Services’ review of the 2009 Evaluation Policy, as well as the internal audit conducted by DOS for 2010 which recommended the creation of a “more formalised results-oriented M&amp;E system to support evidence-based programming and evidence-based management of country offices’ programmes and activities” (UNFPA, 2011 [26]). The follow-up undertaken by DOS in 2014 on the strategic recommendations presented to the Board in 2011 indicated that the revised</p> |

| MI                                                                                                                         | Overall survey mean score | Document review rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
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| MI 9.2 – Performance information is used by the MO for planning new interventions at the country level.                    | 4.50                      | 4                      | <p>evaluation policy represents significant progress in responding to this recommendation (UNFPA, 2014 [26]).</p> <p>In the survey, donors at headquarters and UNFPA's direct partners were asked whether UNFPA uses information on the performance of its projects/programmes to plan new areas of co-operation at the country level. Overall the organisation was rated strong. Direct partner respondents rated the organisation more positively than MOPAN donors at HQ, and this difference is statistically significant.</p> <p>In the document review, UNFPA was rated adequate for this micro-indicator.</p> <p>UNFPA gathers performance information on country programming through the Country Office Annual Reports (COAR), Standard Progress Reports (SPR), and Country Programme Evaluation (CPE), as well as online monitoring systems (such as the UNDP online Results and Monitoring System for DaO Tanzania) and internal audits.</p> <p>According to the 2012 Biennial report on evaluation, weaknesses in evidence-based programming identified in the 2010 MOPAN assessment were linked to gaps inherent to the evaluation function (UNFPA, 2012 [17]). These gaps are to some extent addressed in the revised Evaluation Policy which puts greater emphasis on generating evidence that should "enable informed management and decision making" while being more utilisation focused (UNFPA, 2013 [12]). It is nevertheless too soon to assess the effectiveness of the changes introduced. In addition, UNFPA is still in the process of strengthening its monitoring and evaluation capacity at the country level.</p> <p>Country programme evaluation (CPE) reports have been of variable quality in the past few years (further discussed in KPI 19) and this undermines credibility to some extent. However, these reports generally provide recommendations and discuss lessons learned, some of which are integrated into new programmes, as verified in a number of management responses to the CPEs (Bangladesh, Cambodia, DRC and Kenya) which state that recommendations will be used to develop new areas of interventions included in Country Programme Documents. Management responses explicitly follow-up on CPE recommendations by stating if they have been accepted, partially accepted or rejected, and describing the key actions to be undertaken, the unit responsible for undertaking these actions, and deadlines. The Programme Review Committee also plays a role in ensuring that recommendations of evaluations are used in the formulation of new country programmes. Country offices often have limited country-level evaluative evidence specific to their previous programming cycle to use to inform planning, as other types of evaluations (e.g. thematic, joint and donor funded evaluations) are not systematically performed in every country. Other sources of information, such as data generated by national and implementing partners, sometimes appeared to be of limited quality (See discussion in KPI C below).</p> <p>A number of tools to improve evidence-based programming were introduced such as the evidence-based programming guidance note (UNFPA, 2011 [21]) and the guide for developing robust results framework (UNFPA, 2011 [22]).</p> <p>Thus, there is clear evidence that UNFPA has developed tools to improve evidence-based planning at country level. The small sample of countries reviewed demonstrate that in most cases, the country offices take on board the feedback provided through monitoring and evaluation in order to improve programming. In addition, in Cambodia, for example, the country office had commissioned specific evaluations of UNFPA's work in certain areas (such as midwifery and the nature of its support in the context of decentralisation and de-concentration reform) in order to inform decision making about how to align the Country Programme to the 2014-2017 strategic plan.</p> |
| MI 9.3 – Poorly performing programmes, projects and/or initiatives are addressed proactively so as to improve performance. | 4.25                      | 4                      | <p>MOPAN donors at headquarters and UNFPA's direct partners were asked 1) whether UNFPA regularly identifies poorly performing programmes and projects, and 2) whether UNFPA proactively addresses performance issues identified in poorly performing programmes and projects. Overall the majority of respondents (61%) rated the organisation adequate or above. Direct partners responded to both questions more positively than MOPAN donors at HQ (who provided a rating of inadequate on one of the questions), and these differences are statistically significant.</p> <p>In the document review, UNFPA was rated adequate for this micro-indicator.</p> <p>The performance of projects and programmes is mainly assessed through evaluations and reviews. According to the revised evaluation policy, programme-level evaluations (country, regional and global) should be conducted at least once</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

| MI                                                                                                                 | Overall survey mean score | Document review rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
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|                                                                                                                    |                           |                        | <p>every two programme cycles. Joint-evaluations can replace mandatory evaluations as long as they respond to UNFPA's evaluation needs.</p> <p>In addition, at country level, poorly performing initiatives or projects related to a country programme are revised at annual review meetings (composed of implementing partners and UNFPA). Revised and updated annual work plans (AWP) are then formalised through an exchange of signed letters.</p> <p>UNFPA can suspend its assistance to an implementing partner until it agrees to comply with the specified conditions. It can terminate the assistance to AWP if the implementing partner does not take action to remedy to the situation within 14 to 31 days after receipt of notice.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| MI 9.4 – Evaluation recommendations reported to Executive Committee/Board are acted upon by the responsible units. | 3.97                      | 5                      | <p>MOPAN donors at headquarters were asked whether UNFPA appropriately tracks the implementation of evaluation recommendations reported to its Executive Board. The majority (56%) rated the organisation adequate.</p> <p>The Fund was rated strong in the document review. The 2013 revised Evaluation Policy requires managers to prepare management responses and follow-up actions to evaluation recommendations.</p> <p>UNFPA must provide management responses to corporate evaluations as well as decentralised evaluations. The introduction of the online UNFPA Evaluation Database by the Evaluation Office now makes all evaluation reports, management responses and evaluation quality assessments more easily available. Roles and responsibilities are clearly defined in the revised evaluation policy. The Programme Division is now responsible for co-ordinating management responses to corporate evaluations and for monitoring and reporting on the implementation of corporate and programme-level evaluations (UNFPA, 2014 [24]). Management responses for corporate evaluations are presented directly to Executive Board. UNFPA introduced a management response tracking system (MRTS) to which management uploads its response, the status of evaluation recommendations (accepted, partially accepted or rejected), follow up actions, timelines and roles and responsibilities for implementing actions.</p> <p>There is evidence of implementation of accepted/partially accepted evaluation recommendations for both centralised and decentralised evaluations. The former had an implementation rate of 86% in 2013 while the latter had an implementation rate of 90% in 2012-2013 (based on self-reported data from the Country Office Annual Reports). (UNFPA, 2014 [24], p. 13). However, this data may not reflect the extent to which the evaluations and their recommendations are systematically used by management for internal decision making or for reporting to the Executive Board. Nonetheless, the Executive Director reports on the implementation of recommendations emerging from major thematic evaluations in the annual report (UNFPA, 2014 [35]). One of the priorities for UNFPA is to develop a more transparent approach for monitoring and reporting follow up actions on evaluations.</p> |

**Survey mean scores and standard deviation, overall and by respondent group**

|        |                                                                                                                   | Survey mean scores |              |                   |                 |                    | Standard deviation |              |                   |                 |                    |
|--------|-------------------------------------------------------------------------------------------------------------------|--------------------|--------------|-------------------|-----------------|--------------------|--------------------|--------------|-------------------|-----------------|--------------------|
|        |                                                                                                                   | Overall            | Donors at HQ | Donors in-country | Direct partners | Peer organisations | Overall            | Donors at HQ | Donors in-country | Direct partners | Peer organisations |
|        | <b>Base (un-weighted)</b>                                                                                         | <b>225</b>         | <b>34</b>    | <b>22</b>         | <b>155</b>      | <b>14</b>          | <b>225</b>         | <b>34</b>    | <b>22</b>         | <b>155</b>      | <b>14</b>          |
| MI 9.1 | Performance information is used by the MO for revising policies and strategies.                                   | 3.87               | 3.87         | --                | --              | --                 | 1.13               | 1.13         | --                | --              | --                 |
| MI 9.2 | Performance information is used by the MO for planning new interventions at the country level.                    | 4.50               | 3.88         | --                | 4.96            | --                 | 1.05               | 1.03         | --                | 0.82            | --                 |
| MI 9.3 | Poorly performing programmes, projects and/or initiatives are addressed proactively so as to improve performance. | 4.25               | 3.50         | --                | 4.92            | --                 | 1.26               | 1.18         | --                | 0.92            | --                 |
| Sub-MI | i) UNFPA regularly identifies poorly performing programmes and projects.                                          | 4.21               | 3.42         | --                | 4.91            | --                 | 1.28               | 1.20         | --                | 0.88            | --                 |
| Sub-MI | ii) UNFPA proactively addresses performance issues identified in poorly performing programmes and projects.       | 4.29               | 3.58         | --                | 4.92            | --                 | 1.25               | 1.16         | --                | 0.96            | --                 |
| MI 9.4 | Evaluation recommendations reported to Executive Committee/Board are acted upon by the responsible units.         | 3.97               | 3.97         | --                | --              | --                 | 0.98               | 0.98         | --                | --              | --                 |

**Don't know responses, overall and by respondent group**

#DK = number of respondents who were asked the question (un-weighted data) and replied "don't know"

% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

|        |                                                                                                                   | Overall |     | Donors at HQ |     | Donors in-country |     | Direct partners |     | Peer organisations |     |
|--------|-------------------------------------------------------------------------------------------------------------------|---------|-----|--------------|-----|-------------------|-----|-----------------|-----|--------------------|-----|
|        |                                                                                                                   | #DK     | %DK | #DK          | %DK | #DK               | %DK | #DK             | %DK | #DK                | %DK |
| MI 9.1 | Performance information is used by the MO for revising policies and strategies.                                   | 4       | 12% | 4            | 12% | --                | --  | --              | --  | --                 | --  |
| MI 9.2 | Performance information is used by the MO for planning new interventions at the country level.                    | 19      | 17% | 10           | 29% | --                | --  | 9               | 5%  | --                 | --  |
| MI 9.3 | Poorly performing programmes, projects and/or initiatives are addressed proactively so as to improve performance. | 30      | 19% | 8            | 24% | --                | --  | 22              | 14% | --                 | --  |
| Sub-MI | i) UNFPA regularly identifies poorly performing programmes and projects.                                          | 30      | 19% | 8            | 24% | --                | --  | 22              | 14% | --                 | --  |
| Sub-MI | ii) UNFPA proactively addresses performance issues identified in poorly performing programmes and projects.       | 29      | 18% | 8            | 24% | --                | --  | 21              | 13% | --                 | --  |
| MI 9.4 | Evaluation recommendations reported to Executive Committee/Board are acted upon by the responsible units.         | 3       | 9%  | 3            | 9%  | --                | --  | --              | --  | --                 | --  |

### 3.1.10 KPI 10: Managing human resources

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



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

- a) equal weight is given to the views of each of the respondent groups
  - b) equal weight is given to each of the countries where the survey took place
  - c) equal weight is given to respondent groups within each country where the survey took place
- However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.

Overall – includes all respondents. “--” indicates that the question was not asked among a particular respondent group and/or that it was not part of the document review.

#### Overall survey and document review ratings and observations, by MI

| MI                                                                                                                                           | Overall survey mean score | Document review rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|----------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MI 10.1 – The MO uses results focused performance assessment systems (that also apply to senior staff) to make decisions on human resources. | 3.28                      | 3                      | <p>When asked whether UNFPA uses information on staff performance to make human resource decisions, MOPAN donors at headquarters rated UNFPA inadequate overall. However, 47% responded ‘don’t know’.</p> <p>Documentary evidence indicates that UNFPA has the policies and systems in place to assess staff performance. According to the 2011 report on human resource management (HRM), the Fund implemented a Performance Appraisal and Development (PAD) system in 2004 that links “individual work planning, performance results and staff development to the Office Management Plan and organisational priorities” (UNFPA, 2011 [12], p. 13). According to the 2011 HR report, all UNFPA staff - including the Fund’s senior management - participate in and are subject to the PAD exercise. While UNFPA’s documents do not explicitly indicate or define who is included in the senior management category (e.g. Programme/Division Directors, Regional Directors, Resident Representatives, Country Representatives/ Directors etc.) interviews at headquarters indicated that this system applies to higher level management including UNFPA’s deputy executive directors (DEDs).</p> <p>UNFPA documents noted challenges with the PAD, specifically, in ensuring “genuine engagement of managers in providing honest and constructive feedback in a timely manner” and a “perceived lack of action by the organisation in recognising and rewarding work well-done and dealing with poor performance” (UNFPA, 2014 [54], p. 10).</p> <p>In addition, there have been limitations with regard to the use of performance assessment data (on exceptional performance or underperformance) to make human resource decisions. Over the last strategic planning cycle, UNFPA included an indicator in its Management Results Framework that tracked the “percentage of staff who perceive that UNFPA deals effectively with underperformance.” The data for 2012, based on Global Staff Survey, suggests that less than half of the staff (38%) perceive that appropriate actions are taken when staff members do not meet performance standards (UNFPA, 2014 [35]; UNFPA, 2011 [29], p. 7). Interestingly, however, 94% of the staff surveyed that year considered to be held accountable for their performance (Agenda Consulting, 2012 [01], p. 5). These results indicate that while the organisation may very well have adequate human resource policies and a functioning performance management system in place, both staff and donors surveyed for this assessment may have concerns about how it is actually being implemented.</p> <p>Since 2011, UNFPA has engaged in processes aimed to identify exceptional performance and address under performance. UNFPA indicates that it has made significant efforts to effectively address issues of under-performance. This has included separation of staff members and non-renewal of contracts on the grounds of poor performance. In the 2014-2017 HR strategy, UNFPA commits to establishing processes by 2017 that would be favourable to creating an environment that is performance driven, recognises and rewards work well-done and appropriately deals with poor performance. Such initiatives, according to the organisation, include the development of a new rewards and recognition</p> |

| MI                                                                            | Overall survey mean score | Document review rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-------------------------------------------------------------------------------|---------------------------|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                               |                           |                        | <p>policy, a new system for rewards and recognition that places a premium on team performance, and regular and transparent communications on the successes of high performers and the consequences of under-performance" (UNFPA, 2014 [54], p. 11).</p> <p>In this area, UNFPA faces challenges that are similar to many other UN entities when it comes to effectively managing good and poor performance and ensuring adequate support from senior leadership during performance assessment processes (CEB, 2013 [01], p. 1).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| MI 10.2 – There is a transparent system in place to manage staff performance. | 3.41                      | 4                      | <p>On this MI, MOPAN donors at headquarters were asked whether UNFPA uses a transparent system to manage staff performance. While respondents rated the organisation inadequate overall, 50% responded 'don't know'.</p> <p>As indicated in MI 10.1, UNFPA introduced a Performance Appraisal and Development (PAD) system in 2004. The PAD system consists of three parts: "(a) a focus on work plan outputs (between three to five outputs), including indicators, related activities and time frame, defined between a supervisor and a staff member within a specific meeting; (b) an assessment of competency proficiency; and (c) a plan of developmental activities which include learning and other activities."</p> <p>According to UNFPA staff, the organisation's performance review process is a three step process that includes a draft office management plan (drawn from the SP priorities) at the beginning of the year, a unit plan, and individual plans drafted by UNFPA staff in collaboration with their supervisors. This is followed by a mid-year review, and an end of year review that includes a 360 degree feedback mechanism that allows UNFPA staff to be rated by peers on their performance (UNFPA, 2011 [12], p. 13).</p> <p>UNFPA monitors compliance with completing the PAD and reports that compliance with completing appraisals is high and that the 360 degree feedback feature is one of the most advanced in the UN system (p.10 of the 2014-2017 HR strategy). The PAD is also reported to be a highly regarded tool that other UN agencies have adopted (e.g. UNICEF, WFP) or expressed interest in adopting (UNFPA, 2011 [12], p. 13).</p> |

**Survey mean scores and standard deviation, overall and by respondent group**

|                           |                                                                                                                                    | Survey mean scores |              |                   |                 |                    | Standard deviation |              |                   |                 |                    |
|---------------------------|------------------------------------------------------------------------------------------------------------------------------------|--------------------|--------------|-------------------|-----------------|--------------------|--------------------|--------------|-------------------|-----------------|--------------------|
|                           |                                                                                                                                    | Overall            | Donors at HQ | Donors in-country | Direct partners | Peer organisations | Overall            | Donors at HQ | Donors in-country | Direct partners | Peer organisations |
| <b>Base (un-weighted)</b> |                                                                                                                                    | <b>225</b>         | <b>34</b>    | <b>22</b>         | <b>155</b>      | <b>14</b>          | <b>225</b>         | <b>34</b>    | <b>22</b>         | <b>155</b>      | <b>14</b>          |
| MI 10.1                   | The MO uses results-focused performance assessment systems (that also apply to senior staff) to make decisions on human resources. | 3.28               | 3.28         | --                | --              | --                 | 1.01               | 1.01         | --                | --              | --                 |
| MI 10.2                   | There is a transparent system in place to manage staff performance.                                                                | 3.41               | 3.41         | --                | --              | --                 | 1.11               | 1.11         | --                | --              | --                 |

**Don't know responses, overall and by respondent group**

#DK = number of respondents who were asked the question (un-weighted data) and replied "don't know"

% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

|         |                                                                                                                                    | Overall |     | Donors at HQ |     | Donors in-country |     | Direct partners |     | Peer organisations |     |
|---------|------------------------------------------------------------------------------------------------------------------------------------|---------|-----|--------------|-----|-------------------|-----|-----------------|-----|--------------------|-----|
|         |                                                                                                                                    | #DK     | %DK | #DK          | %DK | #DK               | %DK | #DK             | %DK | #DK                | %DK |
| MI 10.1 | The MO uses results-focused performance assessment systems (that also apply to senior staff) to make decisions on human resources. | 16      | 47% | 16           | 47% | --                | --  | --              | --  | --                 | --  |
| MI 10.2 | There is a transparent system in place to manage staff performance.                                                                | 17      | 50% | 17           | 50% | --                | --  | --              | --  | --                 | --  |

### 3.1.11 KPI 11: Performance-oriented programming

KPI 11: Country/regional programming processes are performance oriented.

This KPI was assessed by document review only.



“--” indicates that the question was not asked among a particular respondent group and/or that it was not part of the document review.

#### Overall document review ratings and observations, by MI

| MI                                                                                                                                 | Overall survey mean score | Document review rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|------------------------------------------------------------------------------------------------------------------------------------|---------------------------|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MI 11.1 – Prior to approval, new initiatives are subject to appropriate analysis (e.g. gender, environmental, cost-benefit, etc.). | --                        | 4                      | <p>UNFPA's strategy is primarily delivered through country programming that is designed through 5-year country programme documents (CPDs, i.e. country strategies). CPDs are operationalised through country programme action plans (CPAPs) and Annual Work Plans (AWPs).</p> <p>UNFPA engages in several types of analysis at the time of developing its country programme. It draws on the analytical work that informs the development of the UNDAF, including the Common Country Assessment (CCA). UNFPA then conducts further analysis in the areas that are related to its mandate and comparative advantage.</p> <p>UNFPA was the first UN system agency to develop a guidance note on evidence-based programming (EBP) (UNFPA, 2011 [21]). The guidance note highlights the type of situational evidence required at the programme planning stage, including the results of the situation analysis (external scan) and the findings of evaluation and programme performance of the previous programme (internal scan). There are also a number of other tools available to inform different types of inputs to a situation analysis (population situation analysis, population and reproductive health analysis). The exploration of these areas always considers gender equality and women's empowerment. These types of analysis seem to be appropriate given the mandate of UNFPA and the types of initiatives that the organisation engages in.</p> <p>There is evidence that the analytical inputs to country programming have improved over the years. The Report of the Executive Director for 2013 provides the latest update on the management results framework indicator that UNFPA tracks on the percentage of CPDs rated at least “good” on results-based management and evidence-based programming criteria. This indicator suggests that all CPDs reviewed in 2013 (100%) were rated at least “good.”, which exceeded the organisation's target for that year (UNFPA, 2014 [35]). The framework for assessing UNFPA CPDs looks at whether the analysis of the situation in the country includes data and evidence when identifying the gaps and needs of the population in UNFPA strategic plan focus areas (UNFPA, 2011 [23]).</p> <p>At the same time, however, evaluations carried out in the past few years point to shortcomings in the type and extent of analytical work that helps to inform programming choices. Both CPEs (for example, from Bangladesh and Cambodia) and thematic evaluations reviewed suggest that in some cases initiatives and programmes have proceeded without a solid evidence base to support their design. The evaluation of UNFPA's work in maternal health found that initiatives in this area made good use of evidence from macro-level surveys on health and demographics during the planning stage, but made less use of data from specific qualitative studies that could have strengthened the design of the maternal health strategy (e.g. by identifying systemic service barriers of particular socio-economic groups).</p> <p>UNFPA has begun to address some of the gaps identified by adding new tools, such as theory of change, in order to improve planning processes at the at the country level (UNFPA, 2014 [35]).</p> |
| MI 11.2 – Milestones/targets are                                                                                                   | --                        | 4                      | CPAPs and AWPs both provide means of assessing progress in implementation. The review of the sample of CPAPs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

| MI                                                    | Overall survey mean score | Document review rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-------------------------------------------------------|---------------------------|------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| set to rate the progress of (project) implementation. |                           |                        | <p>included in this assessment found that these documents are inconsistent in providing baselines and targets to help monitor implementation. The recent thematic evaluation on UNFPA's engagement in maternal health recommended that UNFPA needed to strengthen results-oriented monitoring for country offices to measure results and not only activities and inputs.</p> <p>UNFPA has identified and begun to address some of the identified weaknesses in country-office monitoring practices. A series of measures are being undertaken in 2014 to improve in this area, including: development of a computerised system for planning, monitoring and reporting results; development of a results indicator toolkit; development of programme output results toolkit; development of staff capacity on results planning, monitoring, and reporting; and re-examining and strengthening quality assurance in results monitoring (UNFPA, 2014 [35]).</p> |

### 3.1.12 KPI 12: Delegating authority

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



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

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

However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.

Overall – includes all respondents. “--” indicates that the question was not asked among a particular respondent group and/or that it was not part of the document review.

◇ indicates insufficient data available to provide a rating

### Overall survey and document review ratings and observations, by MI

| MI                                                                                                             | Overall survey mean score | Document review rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|----------------------------------------------------------------------------------------------------------------|---------------------------|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MI 12.1 – Staff deployment in country is adequate for the development of effective country-level partnerships. | 4.04                      | --                     | This MI was assessed by survey only. MOPAN donors in-country and UNFPA direct partners were asked whether UNFPA's country office staffing is sufficient for maintaining effective partnerships at country level. Overall, the majority (68%) rated the organisation adequate or above.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| MI 12.2 – Aid reallocation decisions can be made locally.                                                      | 4.37                      | 4                      | <p>In the survey, donors in-country and UNFPA direct partners were asked whether country offices have sufficient delegated authority to make decisions on aid reallocation at country level. The majority (52%) rated the organisation adequate or above and 39% answered 'don't know'. More than half of the in-country donors (59%) answered 'don't know'.</p> <p><b>Context of regionalisation</b></p> <p>Since the regionalisation process began in 2008, UNFPA has undertaken numerous structural changes aimed at improving the support that is provided to country offices. The process resulted in the establishment of regional and sub-regional offices (under the 2008-2013 SP) in order to ensure “more strategic, timely, integrated, efficient and flexible response to the needs of countries and UNFPA country offices” (UNFPA, 2007 [10], p. 2). The most recent regional offices were established in 2012, one in Dakar to serve West and Central Africa and the other in Johannesburg, serving East and Southern Africa plus the African Union Liaison. Since the 2010 MOPAN assessment, the Fund has continued to strengthen this architecture. This has included the restructuring/reconfiguration of its country and regional offices to reflect the necessary skill sets required to respond to country level needs such as those of regional communication advisors, regional resource mobilisation advisors, and regional international operations managers to strengthen the capacity of the regional offices; and the training of regional office staff members on results-based management (UNFPA Evaluation Office, 2013 [01], p. 15).</p> <p>Broadly speaking, the Fund aims to delegate decision-making authority to country, regional and headquarter levels as follows: 1) country offices to ensure adequate implementation of UNFPA programmes, 2) regional offices to provide support and quality assurance to country offices and engage with regional entities, and 3) headquarters to provide normative guidance (including the development of tools, guidelines, and standards), provide quality assurance in critical areas (such as around regionalisation), and engage in global advocacy and intergovernmental policy dialogue (UNFPA, 2013 [24]).</p> <p>Challenges remain with regard to ensuring clear division of responsibilities between UNFPA offices, and particularly between its regional and headquarters offices.</p> |

| MI                                                                             | Overall survey mean score | Document review rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------------------------------------------------------------|---------------------------|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                |                           |                        | <p><b>Country offices: roles, responsibilities and delegated authorities</b></p> <p>Interviews with UNFPA staff indicated that country office roles and responsibilities primarily lie in the management of country planning and development of country programmes. This includes the preparation and development of country planning documents (including the country programme action plans and annual work plans), and liaising with and consulting government representatives and other key stakeholders in the country programme development process.</p> <p>Once the CPD is approved, UNFPA policies give full delegated authority to the UNFPA Representative/Country Director to take actions needed to ensure timely implementation of the country programme. According to the 2012 UNFPA Policy and Procedures for preparation and management of annual work plans, the UNFPA country office (i.e. UNFPA representative/country director) is responsible for approving AWP which provide detailed information on the country programme activities along with the financial resources required to ensure their adequate implementation. According to the policy, UNFPA country representatives/country directors are allowed the flexibility to make budget adjustments/changes to the AWP so long as these do not entail changes in the overall budget of the country programme and/or do not exceed the funding limits of the country programme (i.e. 5% of the total AWP budget). This includes making any necessary re-allocation of resources across different activity and output areas that require no change to the total budget of the country programme (UNFPA, 2012 [30], pp. 11-12). The Procurement Services Branch is now working towards increasing delegation of procurement authority to Heads of country offices based on their procurement performance.</p> |
| MI 12.3 – New programmes/projects can be approved locally within a budget cap. | 4.39                      | ◇                      | <p>Direct partners were asked whether the organisation can approve funding for new areas of co-operation locally. The majority (57%) rated the organisation adequate or above, while 31% answered 'don't know'.</p> <p>At the time of the assessment, there was insufficient documentary data to assess this MI.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

**Survey mean scores and standard deviation, overall and by respondent group**

|                           |                                                                                                      | Survey mean scores |              |                   |                 |                    | Standard deviation |              |                   |                 |                    |
|---------------------------|------------------------------------------------------------------------------------------------------|--------------------|--------------|-------------------|-----------------|--------------------|--------------------|--------------|-------------------|-----------------|--------------------|
|                           |                                                                                                      | Overall            | Donors at HQ | Donors in-country | Direct partners | Peer organisations | Overall            | Donors at HQ | Donors in-country | Direct partners | Peer organisations |
| <b>Base (un-weighted)</b> |                                                                                                      | <b>225</b>         | <b>34</b>    | <b>22</b>         | <b>155</b>      | <b>14</b>          | <b>225</b>         | <b>34</b>    | <b>22</b>         | <b>155</b>      | <b>14</b>          |
| MI 12.1                   | Staff deployment in country is adequate for the development of effective country-level partnerships. | 4.04               | --           | 3.94              | 4.14            | --                 | 0.91               | --           | 0.78              | 1.01            | --                 |
| MI 12.2                   | Aid reallocation decisions can be made locally                                                       | 4.37               | --           | 4.22              | 4.44            | --                 | 1.06               | --           | 1.09              | 1.06            | --                 |
| MI 12.3                   | New programmes/projects can be approved locally within a budget cap                                  | 4.39               | --           | --                | 4.39            | --                 | 1.17               | --           | --                | 1.17            | --                 |

**Don't know responses, overall and by respondent group**

#DK = number of respondents who were asked the question (un-weighted data) and replied "don't know"

% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

|         |                                                                                                      | Overall |     | Donors at HQ |     | Donors in-country |     | Direct partners |     | Peer organisations |     |
|---------|------------------------------------------------------------------------------------------------------|---------|-----|--------------|-----|-------------------|-----|-----------------|-----|--------------------|-----|
|         |                                                                                                      | #DK     | %DK | #DK          | %DK | #DK               | %DK | #DK             | %DK | #DK                | %DK |
| MI 12.1 | Staff deployment in country is adequate for the development of effective country-level partnerships. | 24      | 15% | --           | --  | 4                 | 17% | 20              | 13% | --                 | --  |
| MI 12.2 | Aid reallocation decisions can be made locally                                                       | 42      | 39% | --           | --  | 12                | 59% | 30              | 19% | --                 | --  |
| MI 12.3 | New programmes/projects can be approved locally within a budget cap                                  | 47      | 31% | --           | --  | --                | --  | 47              | 31% | --                 | --  |

### 3.1.13 KPI 13: Mainstreaming humanitarian programming

KPI 13: The MO has necessary policies and practices to support mainstreaming of humanitarian programming.



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

- a) equal weight is given to the views of each of the respondent groups
  - b) equal weight is given to each of the countries where the survey took place
  - c) equal weight is given to respondent groups within each country where the survey took place
- However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.

Overall – includes all respondents. “--” indicates that the question was not asked among a particular respondent group and/or that it was not part of the document review.

#### Overall survey and document review ratings and observations, by MI

| MI                                                                                                          | Overall survey mean score | Document review rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-------------------------------------------------------------------------------------------------------------|---------------------------|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MI 13.1 – The MO has necessary policies and practices to support mainstreaming of humanitarian programming. | 4.14                      | 5                      | <p>In the survey, MOPAN donors at HQ were asked whether UNFPA has policies and processes to support the mainstreaming of humanitarian programming. The majority (74%) rated the organisation adequate or above.</p> <p>The review of UNFPA documents indicated that the Fund has the appropriate policy documents to guide its humanitarian programming and the Fund was rated strong.</p> <p>UNFPA initiated humanitarian programming in 1994 and has been guided by humanitarian response strategies developed in 2006 and 2012. UNFPA's humanitarian programming has been further guided by the Strategic Plan 2014-2017 which identifies emergency preparedness and humanitarian response as an integral part of its strategy to achieve the Fund's primary goal of universal access to sexual and reproductive health (SRH).</p> <p>Building on the lessons learned from the second humanitarian response strategy, the 2014-2017SP integrates both its development and humanitarian programming into a single integrated results framework based on the premise that the distinction between humanitarian and development organisations is a false dichotomy.</p> <p>Annex 1 of the strategic plan contains five results statements (i.e. output statements 5, 6, 10, 12, 15) that focus on strengthening national capacities in providing SRH services in humanitarian settings, preventing GBV and harmful practices, as well as strengthening national capacities in the production, development and dissemination of quality disaggregated data on population for programming in humanitarian settings (UNFPA, 2013 [22]).</p> <p>Since 2006, UNFPA has developed various key guidelines, manuals and tools for humanitarian/emergency preparedness and response purposes. These have included the Adolescent Sexual and Reproductive Health Toolkit for Humanitarian Settings guidelines developed jointly with Save the Children for Humanitarian Programme Managers and healthcare service providers; guidelines on Data Issues in Humanitarian Crisis Situations developed in 2010 to “address key data issues related to the preparedness, acute, chronic and post-crisis phases of humanitarian emergencies” (UNFPA, 2010 [05], p. 5); as well as the Guidelines for HIV/AIDS Interventions in Emergency Settings (2004) and its 2010 revised version to which UNFPA contributed to “help individuals and organisations in their efforts to address the special needs of HIV-infected and HIV-affected people living in emergency situations” amongst many others (IASC, 2010 [01]).</p> <p>In 2012 UNFPA adopted additional guidelines such as standard operating procedures (SOPs) and fast track procedures (FTPs) to improve internal co-ordination and operational support to country offices and regional offices in responding to humanitarian crises (UNFPA, 2013 [69], p. 3).</p> <p>The review of UNFPA documents indicated that since the adoption of the 2012 strategy UNFPA has improved the monitoring of humanitarian programming. This is noted in the 2013 humanitarian capacity assessment which also noted areas needing improvements, particularly with regards to strengthening M&amp;E capacities in country offices to regularly evaluate effectiveness</p> |

| MI                                                                                                       | Overall survey mean score | Document review rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----------------------------------------------------------------------------------------------------------|---------------------------|------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MI 13.2 – The MO has the necessary resources to engage in humanitarian and emergency settings.           | 4.11                      | 4                      | <p>and accountability of those partners who implement its humanitarian programme on the ground. The assessment indicated that the establishment of a centralised senior evaluation advisor post in the Executive Office directly reporting to the ED is a step towards achieving this goal (UNFPA, 2013 [69], pp. 21-22).</p> <p>In-country respondents (i.e. MOPAN donors, direct partners, and peer organisations) located in Bangladesh, DRC and Kenya were asked whether UNFPA: i) has adequate human resources (e.g. skills, knowledge and experience) and ii) dedicates sufficient financial resources to engage in humanitarian and emergency settings. They rated the organisation adequate overall. There were high percentages of 'don't know' responses among donors in-country (47% on the first question and 69% on the second).</p> <p>The reports of the ED include information on humanitarian activities carried out by UNFPA. The 2014 report of the ED for 2013 reports on the results identified in the IRF and its supporting annex (annex 5) reports on the implementation of the 2nd generation strategy adopted by the Fund in 2012.</p> <p>Since the adoption of the first humanitarian strategy in 2006, the organisation has increased the funding allocated to humanitarian programming from USD 1 million of regular resources per year to USD 3 million in 2005 (UNFPA, 2006 [02], p. 2) to USD 5 million in 2013 (UNFPA, 2013 [04], p. 22). According to the organisation, budgetary allocation for humanitarian programming is guaranteed by regular programme resources and distributed through the resource allocation system (RAS) whose revised approach weighs humanitarian risk.</p> <p>The review of documents indicates that UNFPA has also under the 2nd generation strategy attempted to clarify the roles and responsibilities of its country, regional and headquarters offices in order to ensure adequate mainstreaming of humanitarian programming within UNFPA, thus allowing full decentralisation of humanitarian programming to the country level.</p> <p>While there has been an increase in funding of humanitarian programming at UNFPA over the years, such funding constitutes a rapid response funding stream (i.e. the Emergency Fund) which, according to the organisation, is not intended to become the primary vehicle to financing UNFPA's humanitarian response (UNFPA, 2013 [04], p. 22).</p> <p>In its business model, the organisation views the lack of adequate financial and human resources as one of the primary challenges of the organisation indicating that with regards to humanitarian programming, "more work is needed to ensure that humanitarian response is mainstreamed throughout the organisation, including through a clearer division of labour between headquarters, regional offices, and country offices" and that with regards to the resourcing of humanitarian programming, UNFPA will need to "work with donors to ensure that the organisation has adequate resources to meet the expectations of humanitarian programming, and also "ensuring that the ways in which UNFPA manages its resources – both human and financial – are nimble enough to respond to humanitarian crises" (UNFPA, 2013 [24], pp. 7-9).</p> <p>Such challenges are further confirmed by the capacity assessment of the organisation's humanitarian work conducted in 2013 which looked at the extent to which the Fund had the technical, programming and operational capacities necessary to engage in humanitarian preparedness and response activities. The assessment indicated that humanitarian response has not yet been fully institutionalised at UNFPA and noted room for improvement in ensuring predictability of funding, strengthening the capacities of UNFPA staff to acquire the necessary skills and knowledge in humanitarian work, and ensuring increased role of senior management to take on a greater leadership/co-ordination role of UNFPA staff during an emergency (UNFPA, 2013 [69]). To this effect, the Fund commissioned a Humanitarian Consultation from which recommendations and noted areas for actions are aimed to enable UNFPA improve its humanitarian programming. At the time of this assessment, the Fund indicated it had initiated processes to seek increased resources (human and financial ) for humanitarian programming.</p> |
| MI 13.3 – The MO plays an effective leadership and advocacy role in humanitarian and emergency settings. | 4.41                      | --                     | <p>MOPAN donors in-country, direct partners, and representatives of peer organisations were surveyed on whether UNFPA is effective in i) its co-ordination of efforts to ensure the prevention of gender-based violence (GBV) in humanitarian and emergency settings; and ii) advocating for women's reproductive health and rights in humanitarian and emergency settings. Respondents rated UNFPA adequate overall on the first question and strong on the second. Direct partner respondents rated the organisation more positively than other groups on the first question and the differences are statistically significant.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

| MI                                                                                        | Overall survey mean score | Document review rating | Observations                                                                                                                                                                                                                                                                                                                                    |
|-------------------------------------------------------------------------------------------|---------------------------|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MI 13.4 – The MO respects humanitarian principles while carrying out work in emergencies. | 4.86                      | --                     | This MI was assessed by in-country respondents (i.e. donors in-country, direct partners, and peer organisations). The majority (55%) rated the organisation strong or very strong. Direct partner and peer organisation respondents responded more positively than MOPAN donors in-country and these differences are statistically significant. |

### Survey mean scores and standard deviation, overall and by respondent group

|         |                                                                                                                                                       | Survey mean scores |              |                   |                 |                    | Standard deviation |              |                   |                 |                    |
|---------|-------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|--------------|-------------------|-----------------|--------------------|--------------------|--------------|-------------------|-----------------|--------------------|
|         |                                                                                                                                                       | Overall            | Donors at HQ | Donors in-country | Direct partners | Peer organisations | Overall            | Donors at HQ | Donors in-country | Direct partners | Peer organisations |
|         | <b>Base (un-weighted)</b>                                                                                                                             | 225                | 34           | 22                | 155             | 14                 | 225                | 34           | 22                | 155             | 14                 |
| MI 13.1 | The MO has necessary policies and practices to support mainstreaming of humanitarian programming.                                                     | 4.14               | 4.14         | --                | --              | --                 | 0.75               | 0.75         | --                | --              | --                 |
| MI 13.2 | The MO has the necessary resources to engage in humanitarian and emergency settings.                                                                  | 4.11               | --           | 4.04              | 4.25            | 4.04               | 1.07               | --           | 1.26              | 1.10            | 1.00               |
| Sub-MI  | i) UNFPA has adequate human resources (e.g. skills, knowledge and experience) to engage in humanitarian and emergency settings.                       | 4.14               | --           | 4.37              | 4.37            | 3.93               | 1.15               | --           | 1.13              | 1.09            | 1.17               |
| Sub-MI  | ii) UNFPA dedicates sufficient financial resources to engage in humanitarian and emergency settings.                                                  | 4.08               | --           | 3.71              | 4.12            | 4.14               | 0.99               | --           | 1.39              | 1.11            | 0.83               |
| MI 13.3 | The MO plays an effective leadership and advocacy role in humanitarian and emergency settings.                                                        | 4.41               | --           | 4.41              | 4.83            | 4.22               | 1.00               | --           | 1.00              | 1.04            | 0.91               |
| Sub-MI  | i) UNFPA is effective in its co-ordination of efforts to ensure the prevention of gender-based violence (GBV) in humanitarian and emergency settings. | 4.13               | --           | 4.43              | 4.66            | 3.78               | 1.15               | --           | 1.36              | 1.15            | 0.95               |
| Sub-MI  | ii) UNFPA is effective in advocating for women's reproductive health and rights in humanitarian and emergency settings.                               | 4.69               | --           | 4.39              | 5.00            | 4.67               | 0.86               | --           | 0.64              | 0.94            | 0.86               |
| MI 13.4 | The MO respects humanitarian principles while carrying work in emergencies.                                                                           | 4.86               | --           | 4.47              | 5.24            | 4.79               | 0.73               | --           | 0.51              | 0.70            | 0.73               |

**Don't know responses, overall and by respondent group**

#DK = number of respondents who were asked the question (un-weighted data) and replied "don't know"

% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

|         |                                                                                                                                                       | Overall |     | Donors at HQ |     | Donors in-country |     | Direct partners |     | Peer organisations |     |
|---------|-------------------------------------------------------------------------------------------------------------------------------------------------------|---------|-----|--------------|-----|-------------------|-----|-----------------|-----|--------------------|-----|
|         |                                                                                                                                                       | #DK     | %DK | #DK          | %DK | #DK               | %DK | #DK             | %DK | #DK                | %DK |
| MI 13.1 | The MO has necessary policies and practices to support mainstreaming of humanitarian programming                                                      | 6       | 18% | 6            | 18% | --                | --  | --              | --  | --                 | --  |
| MI 13.2 | The MO has the necessary resources to engage in humanitarian and emergency settings                                                                   | 20      | 27% | --           | --  | 7                 | 58% | 10              | 13% | 3                  | 18% |
| Sub-MI  | i) UNFPA has adequate human resources (e.g. skills, knowledge and experience) to engage in humanitarian and emergency settings                        | 16      | 23% | --           | --  | 6                 | 47% | 7               | 10% | 3                  | 17% |
| Sub-MI  | ii) UNFPA dedicates sufficient financial resources to engage in humanitarian and emergency settings.                                                  | 23      | 31% | --           | --  | 8                 | 69% | 12              | 16% | 3                  | 19% |
| MI 13.3 | The MO plays an effective leadership and advocacy role in humanitarian and emergency settings.                                                        | 8       | 8%  | --           | --  | 2                 | 22% | 6               | 8%  | 0                  | 0%  |
| Sub-MI  | i) UNFPA is effective in its co-ordination of efforts to ensure the prevention of gender-based violence (GBV) in humanitarian and emergency settings. | 9       | 9%  | --           | --  | 3                 | 28% | 6               | 9%  | 0                  | 0%  |
| Sub-MI  | ii) UNFPA is effective in advocating for women's reproductive health and rights in humanitarian and emergency settings.                               | 6       | 6%  | --           | --  | 1                 | 17% | 5               | 7%  | 0                  | 0%  |
| MI 13.4 | The MO respects humanitarian principles while carrying work in emergencies.                                                                           | 13      | 15% | --           | --  | 5                 | 41% | 7               | 9%  | 1                  | 6%  |

## PERFORMANCE AREA III: RELATIONSHIP MANAGEMENT

### 3.1.14 KPI 14: Supporting national plans

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.



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

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

However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.

Overall – includes all respondents. “--” indicates that the question was not asked among a particular respondent group and/or that it was not part of the document review.

#### Overall survey and document review ratings and observations, by MI

| MI                                                                                                                                                                                                     | Overall survey mean score | Document review rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MI 14.1 – Extent to which MO-supported funding proposals have been fully designed and developed with the national government or direct partners, rather than conceptualised or initiated by MO itself. | 4.68                      | --                     | UNFPA's direct partners and donors in-country were asked whether UNFPA funds proposals designed and developed by the national government or other direct partners. The majority of respondents (81%) provided a rating of adequate or above.                                                                                                                                                                                                                                                                                                                                                                                                             |
| MI 14.2 – Statements of expected results are consistent with those in national development strategies and UNDAF, as appropriate.                                                                       | 5.03                      | 6                      | The majority of respondents (62%), i.e. MOPAN donors in-country and UNFPA direct partners, rated UNFPA strong or very strong for country programme documents (CPDs/CPAPs) that are aligned with national development strategies. UNFPA continues to perform strongly in this area when compared to 2010. The Results and Resources Framework in the CPD reviewed build in explicit linkages to national strategies and plans and to the UNDAF. In the six countries assessed this year, all end of cycle country programme evaluations (CPE) reviewed confirm UNFPA's alignment and relevance to national priorities (national strategies) and to UNDAF. |

**Survey mean scores and standard deviation, overall and by respondent group**

|                           |                                                                                                                                                                                              | Survey mean scores |              |                   |                 |                    | Standard deviation |              |                   |                 |                    |
|---------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|--------------|-------------------|-----------------|--------------------|--------------------|--------------|-------------------|-----------------|--------------------|
|                           |                                                                                                                                                                                              | Overall            | Donors at HQ | Donors in-country | Direct partners | Peer organisations | Overall            | Donors at HQ | Donors in-country | Direct partners | Peer organisations |
| <b>Base (un-weighted)</b> |                                                                                                                                                                                              | <b>225</b>         | <b>34</b>    | <b>22</b>         | <b>155</b>      | <b>14</b>          | <b>225</b>         | <b>34</b>    | <b>22</b>         | <b>155</b>      | <b>14</b>          |
| MI 14.1                   | Extent to which MO supported funding proposals have been fully designed and developed with the national government or direct partners, rather than conceptualised or initiated by MO itself. | 4.68               | --           | 4.44              | 4.88            | --                 | 0.99               | --           | 0.79              | 1.11            | --                 |
| MI 14.2                   | Statements of expected results are consistent with those in national development strategies and UNDAF, as appropriate.                                                                       | 5.03               | --           | 4.81              | 5.23            | --                 | 0.90               | --           | 0.90              | 0.86            | --                 |

**Don't know responses, overall and by respondent group**

#DK = number of respondents who were asked the question (un-weighted data) and replied "don't know"

% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

|         |                                                                                                                                                                                             | Overall |     | Donors at HQ |     | Donors in-country |     | Direct partners |     | Peer organisations |     |
|---------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|-----|--------------|-----|-------------------|-----|-----------------|-----|--------------------|-----|
|         |                                                                                                                                                                                             | #DK     | %DK | #DK          | %DK | #DK               | %DK | #DK             | %DK | #DK                | %DK |
| MI 14.1 | Extent to which MO supported funding proposals have been fully designed and developed with the national government or direct partners, rather than conceptualised or initiated by MO itself | 14      | 13% | --           | --  | 5                 | 20% | 9               | 6%  | --                 | --  |
| MI 14.2 | Statements of expected results are consistent with those in national development strategies and UNDAF, as appropriate                                                                       | 3       | 6%  | --           | --  | 2                 | 11% | 1               | 0%  | --                 | --  |

### 3.1.15 KPI 15: Adjusting procedures

KPI 15: The MO's procedures take into account local conditions and capacities.



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

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

However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.

Overall – includes all respondents. “--” indicates that the question was not asked among a particular respondent group and/or that it was not part of the document review.

#### Overall survey ratings and observations, by MI

| MI                                                                                                                   | Overall survey mean score | Document review rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|----------------------------------------------------------------------------------------------------------------------|---------------------------|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MI 15.1 – The procedures of the MO can be easily understood and completed by partners.                               | 4.56                      | --                     | Donors in-country and UNFPA's direct partners were surveyed on whether UNFPA uses procedures that can be easily understood and followed by partners. UNFPA was rated strong overall, representing an increase in rating from adequate in the 2010 assessment. The organisation was rated more positively by direct partners than donors in-country, and this difference is statistically significant. However, 37% of donors in-country responded 'don't know'.                                                                                                                                                                                                                                                                                               |
| MI 15.2 – The length of time for completing MO procedures does not have a negative effect on implementation.         | 4.18                      | --                     | The majority of direct partners and donors in-country (54% overall) provided a rating of adequate or above on this MI. However, the proportion of don't know responses was particularly high among donors in-country (59%).<br>Although the overall rating is in the range of adequate, in their written comments, respondents cited issues with delays. The survey included an open-ended question in which respondents were asked what they considered to be the area where UNFPA most needs improvement. In their responses, almost 30% of the direct partner respondents pointed to UNFPA delays in providing funds to implementing partners and in initiating projects, and more general concerns about bureaucratic/administrative delays and red tape. |
| MI 15.3 – The MO has the operational agility to respond quickly to changing circumstances on the ground.             | 4.17                      | --                     | Donors in-country and direct partners were surveyed on whether UNFPA adjusts its work in the country quickly to respond to changing circumstances, and considered UNFPA adequate overall: 38% rated UNFPA strong or very strong, 20% adequate, and 21% inadequate or below. One-third of donors in-country answered 'don't know' on this question.                                                                                                                                                                                                                                                                                                                                                                                                            |
| MI 15.4 – The MO has operational flexibility to adjust its implementation of projects/programmes as learning occurs. | 4.76                      | --                     | Direct partners were the only respondent group asked whether UNFPA flexibility adjusts its implementation of individual projects/programmes as learning occurs, and 84% rated the organisation adequate or above.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

**Survey mean scores and standard deviation, overall and by respondent group**

|         |                                                                                                           | Survey mean scores |              |                   |                 |                    | Standard deviation |              |                   |                 |                    |
|---------|-----------------------------------------------------------------------------------------------------------|--------------------|--------------|-------------------|-----------------|--------------------|--------------------|--------------|-------------------|-----------------|--------------------|
|         |                                                                                                           | Overall            | Donors at HQ | Donors in-country | Direct partners | Peer organisations | Overall            | Donors at HQ | Donors in-country | Direct partners | Peer organisations |
|         | <b>Base (un-weighted)</b>                                                                                 | <b>225</b>         | <b>34</b>    | <b>22</b>         | <b>155</b>      | <b>14</b>          | <b>225</b>         | <b>34</b>    | <b>22</b>         | <b>155</b>      | <b>14</b>          |
| MI 15.1 | The procedures of the MO can be easily understood and completed by partners                               | 4.56               | --           | 4.13              | 4.84            | --                 | 0.88               | --           | 0.34              | 1.00            | --                 |
| MI 15.2 | The length of time for completing MO procedures does not have a negative effect on implementation         | 4.18               | --           | 3.75              | 4.36            | --                 | 1.13               | --           | 0.71              | 1.22            | --                 |
| MI 15.3 | The MO has the operational agility to respond quickly to changing circumstances on the ground             | 4.17               | --           | 3.49              | 4.67            | --                 | 1.31               | --           | 1.39              | 0.99            | --                 |
| MI 15.4 | The MO has operational flexibility to adjust its implementation of projects/programmes as learning occurs | 4.76               | --           | --                | 4.76            | --                 | 1.03               | --           | --                | 1.03            | --                 |

**Don't know responses, overall and by respondent group**

#DK = number of respondents who were asked the question (un-weighted data) and replied "don't know"

% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

|         |                                                                                                           | Overall |     | Donors at HQ |     | Donors in-country |     | Direct partners |     | Peer organisations |     |
|---------|-----------------------------------------------------------------------------------------------------------|---------|-----|--------------|-----|-------------------|-----|-----------------|-----|--------------------|-----|
|         |                                                                                                           | #DK     | %DK | #DK          | %DK | #DK               | %DK | #DK             | %DK | #DK                | %DK |
| MI 15.1 | The procedures of the MO can be easily understood and completed by partners                               | 13      | 19% | --           | --  | 11                | 37% | 2               | 1%  | --                 | --  |
| MI 15.2 | The length of time for completing MO procedures does not have a negative effect on implementation         | 19      | 32% | --           | --  | 12                | 59% | 7               | 4%  | --                 | --  |
| MI 15.3 | The MO has the operational agility to respond quickly to changing circumstances on the ground             | 22      | 21% | --           | --  | 8                 | 34% | 14              | 8%  | --                 | --  |
| MI 15.4 | The MO has operational flexibility to adjust its implementation of projects/programmes as learning occurs | 9       | 6%  | --           | --  | --                | --  | 9               | 6%  | --                 | --  |

### 3.1.16 KPI 16: Using country systems

KPI 16: The MO uses country systems for disbursement and operations.



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

- a) equal weight is given to the views of each of the respondent groups
  - b) equal weight is given to each of the countries where the survey took place
  - c) equal weight is given to respondent groups within each country where the survey took place
- However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.

Overall – includes all respondents. “--” indicates that the question was not asked among a particular respondent group and/or that it was not part of the document review.

#### Overall survey and document review ratings and observations, by MI

| MI                                                                                                                         | Overall survey mean score | Document review rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|----------------------------------------------------------------------------------------------------------------------------|---------------------------|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MI 16.1 – The MO uses country systems (both financial and non-financial), where appropriate.                               | 4.88                      | --                     | This MI was only assessed by survey.<br>The majority of direct partners (64%) rated UNFPA strong or very strong for sufficiently using country systems (financial and non-financial) in its work with partners.                                                                                                                                                                                                                                                                           |
| MI 16.2 – The MO participates in mutual assessments of progress in implementing agreed commitments with national partners. | 4.72                      | --                     | When asked whether UNFPA participates in mutual assessment or progress in implementing agreed commitments with national partners (government and civil society), most respondents in-country (56%) provided a rating of strong or very strong. However, 26% of donors in-country answered ‘don’t know’ on this question.<br>According to documentation, UNFPA regularly participates in annual reviews meetings of progress with its implementing partners (UNFPA, 2012 [30], pp. 10-11). |

**Survey mean scores and standard deviation, overall and by respondent group**

|                           |                                                                                                                  | Survey mean scores |              |                   |                 |                    | Standard deviation |              |                   |                 |                    |
|---------------------------|------------------------------------------------------------------------------------------------------------------|--------------------|--------------|-------------------|-----------------|--------------------|--------------------|--------------|-------------------|-----------------|--------------------|
|                           |                                                                                                                  | Overall            | Donors at HQ | Donors in-country | Direct partners | Peer organisations | Overall            | Donors at HQ | Donors in-country | Direct partners | Peer organisations |
| <b>Base (un-weighted)</b> |                                                                                                                  | <b>225</b>         | <b>34</b>    | <b>22</b>         | <b>155</b>      | <b>14</b>          | <b>225</b>         | <b>34</b>    | <b>22</b>         | <b>155</b>      | <b>14</b>          |
| MI 16.1                   | The MO uses country systems (both financial and non-financial), where appropriate                                | 4.88               | --           | --                | 4.88            | --                 | 1.04               | --           | --                | 1.04            | --                 |
| MI 16.2                   | The MO participates in mutual assessments of progress in implementing agreed commitments with national partners. | 4.72               | --           | 4.26              | 5.08            | --                 | 1.24               | --           | 1.46              | 0.89            | --                 |

**Don't know responses, overall and by respondent group**

#DK = number of respondents who were asked the question (un-weighted data) and replied "don't know"

% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

|         |                                                                                                                  | Overall |     | Donors at HQ |     | Donors in-country |     | Direct partners |     | Peer organisations |     |
|---------|------------------------------------------------------------------------------------------------------------------|---------|-----|--------------|-----|-------------------|-----|-----------------|-----|--------------------|-----|
|         |                                                                                                                  | #DK     | %DK | #DK          | %DK | #DK               | %DK | #DK             | %DK | #DK                | %DK |
| MI 16.1 | The MO uses country systems (both financial and non-financial), where appropriate                                | 15      | 10% | --           | --  | --                | --  | 15              | 10% | --                 | --  |
| MI 16.2 | The MO participates in mutual assessments of progress in implementing agreed commitments with national partners. | 14      | 16% | --           | --  | 5                 | 26% | 9               | 6%  | --                 | --  |

### 3.1.17 KPI 17: Contributing to policy dialogue

KPI 17: The MO adds value to policy dialogue with its partners.



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

- a) equal weight is given to the views of each of the respondent groups
  - b) equal weight is given to each of the countries where the survey took place
  - c) equal weight is given to respondent groups within each country where the survey took place
- However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.

Overall – includes all respondents. “--” indicates that the question was not asked among a particular respondent group and/or that it was not part of the document review.

#### Overall survey ratings and observations, by MI

| MI                                                                                                          | Overall survey mean score | Document review rating | Observations                                                                                                                                                         |
|-------------------------------------------------------------------------------------------------------------|---------------------------|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MI 17.1 – The MO has a reputation among its stakeholders for high quality, valued policy dialogue inputs.   | 4.93                      | --                     | All respondent groups were surveyed on whether UNFPA provides valuable inputs to policy dialogue, and the majority (68%) provided a rating of strong or very strong. |
| MI 17.2 – The MO's policy dialogue is undertaken in a manner which respects partner views and perspectives. | 4.89                      | --                     | The majority of respondents (65%) rated UNFPA strong or very strong for respecting the views of partners when it undertakes policy dialogue.                         |

**Survey mean scores and standard deviation, overall and by respondent group**

|                           |                                                                                                  | Survey mean scores |              |                   |                 |                    | Standard deviation |              |                   |                 |                    |
|---------------------------|--------------------------------------------------------------------------------------------------|--------------------|--------------|-------------------|-----------------|--------------------|--------------------|--------------|-------------------|-----------------|--------------------|
|                           |                                                                                                  | Overall            | Donors at HQ | Donors in-country | Direct partners | Peer organisations | Overall            | Donors at HQ | Donors in-country | Direct partners | Peer organisations |
| <b>Base (un-weighted)</b> |                                                                                                  | <b>225</b>         | <b>34</b>    | <b>22</b>         | <b>155</b>      | <b>14</b>          | <b>225</b>         | <b>34</b>    | <b>22</b>         | <b>155</b>      | <b>14</b>          |
| MI 17.1                   | The MO has reputation among its stakeholders for high quality, valued policy dialogue inputs     | 4.93               | 5.06         | 4.61              | 5.15            | --                 | 0.93               | 0.88         | 0.97              | 0.87            | --                 |
| MI 17.2                   | The MO's policy dialogue is undertaken in a manner which respects partner views and perspectives | 4.89               | 4.88         | 4.61              | 5.16            | --                 | 0.90               | 0.74         | 0.95              | 0.94            | --                 |

**Don't know responses, overall and by respondent group**

#DK = number of respondents who were asked the question (un-weighted data) and replied "don't know"

% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

|         |                                                                                                  | Overall |     | Donors at HQ |     | Donors in-country |     | Direct partners |     | Peer organisations |     |
|---------|--------------------------------------------------------------------------------------------------|---------|-----|--------------|-----|-------------------|-----|-----------------|-----|--------------------|-----|
|         |                                                                                                  | #DK     | %DK | #DK          | %DK | #DK               | %DK | #DK             | %DK | #DK                | %DK |
| MI 17.1 | The MO has reputation among its stakeholders for high quality, valued policy dialogue inputs     | 10      | 2%  | 0            | 0%  | 0                 | 0%  | 10              | 7%  | --                 | --  |
| MI 17.2 | The MO's policy dialogue is undertaken in a manner which respects partner views and perspectives | 12      | 7%  | 1            | 3%  | 2                 | 12% | 9               | 6%  | --                 | --  |

### 3.1.18 KPI 18: Harmonising procedures

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



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

- a) equal weight is given to the views of each of the respondent groups
  - b) equal weight is given to each of the countries where the survey took place
  - c) equal weight is given to respondent groups within each country where the survey took place
- However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.

Overall – includes all respondents. “--” indicates that the question was not asked among a particular respondent group and/or that it was not part of the document review.

### Overall survey and document review ratings and observations, by MI

| MI                                                                                                 | Overall survey mean score | Document review rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|----------------------------------------------------------------------------------------------------|---------------------------|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MI 18.1 – The MO co-ordinates planning, programming, monitoring and reporting with other partners. | 4.62                      | 5                      | <p>Most of the survey respondents (78%), from MOPAN country offices and direct partners, provided ratings of adequate or above on this question. Direct partners were more positive than the MOPAN donors in-country on this question and the difference is statistically significant.</p> <p>UNFPA has successfully engaged with UN-Women, UNDP, and UNICEF in the harmonisation of several business processes, including the development of single, integrated budgets that include all budgetary categories as well as cost-recovery rates (Executive Board of the UNDP, UNFPA, UNOPS, 2013 [05]). UNFPA also has adopted the Harmonised Approach to Cash Transfer (HACT) and participated in the review and update of the revised framework issued in February 2014. This framework intends to strengthen assurance processes through micro-assessment of implementing partners (IPs) procurement process and financial audits for high-risk IPs (UNFPA, 2014 [34]).</p> <p>Joint programming continues to be an important way of operating at the country level for UNFPA. In fact, UNFPA is cited as the third most frequent participant in joint programmes, after UNDP and UNICEF (Downs, 2013 [01]). Joint programmes are often promoted as a natural expression of Delivering as One, with aid effectiveness benefits. (According to a recent review, the clearest benefits may be in terms of alignment within the UN and between the UN and government (Downs, 2013 [01], p. 22). In 2013, UNFPA participated in 196 joint programmes and 68 private sector partnerships. In 2011, it facilitated 159 South-South co-operation initiatives focused on exchange of knowledge, expertise and technologies and institutional capacity development (UNFPA, 2014 [23], pp. 22-24). There is evidence that UNFPA relies on joint initiatives with other UN agencies and donors in the sample of countries assessed. For example, in DRC, UNFPA is collaborating with UNDP and funded by the Department of Foreign Affairs Trade and Development (formerly the Canadian International Development Agency) to conduct the joint programme to fight against impunity, support GBV victims and empowerment of women in the eastern DRC. In Kenya, UNFPA is engaged/ was recently engaged in no less than five joint programmes.</p> <p>A study conducted in 2013 identified the lack of harmonisation of agency systems and procedures for finance and audit as one obstacle for joint programmes across UN system (Downs, 2013 [01]). UNFPA indicates that multiple streams of work are on-going to address this. In procurement for instance several inter-organisation procurement initiatives are reported to have delivered benefits. The Fund indicates that in 2011, a UNFPA-led team was established to manage collaborative procurement activities for Copenhagen (UNDP, UNFPA, UNOPS and UNICEF) and that a similar UNFPA-led team was established in 2012 to manage collaborative procurement activities for New York (i.e. UNDP, UNFPA, UNICEF, the United Nations Procurement Division, and UN-Women (Executive Board of the UNDP, UNFPA, UNOPS, 2013 [02], p. 3). A more recent report on UNDP, UNFPA and UNOPS on Joint Procurement Activities highlights progress in harmonising procurement practices and indicates that collaborative procurement initiatives led by UNDP,</p> |

| MI                                                                         | Overall survey mean score | Document review rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|----------------------------------------------------------------------------|---------------------------|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                            |                           |                        | <p>UNFPA and UNOPS have delivered significant improvements and savings across the United Nations system. It also indicates that these projects have eliminated duplication, increased consistency, and strengthened country office procurement (Executive Board of the UNDP, UNFPA, UNOPS, 2013 [02], p. 8)</p> <p>UNFPA also notes that it has been involved in procurement policy work and, as of 2013, chaired and managed the second phase of the High-Level Committee of Management (HLCM) Procurement Network project (the Harmonization project) which to date has been involved in the review of guidelines for common United Nations procurement at the country level, and in developing extensive training materials on inter-agency co-operation (Executive Board of the UNDP, UNFPA, UNOPS, 2013 [02], p. 3).</p> <p>At a global level, one of the primary joint programmes has been the UNICEF-UNFPA programme on female genital mutilation/cutting (FGM/C). UNFPA participated in the joint evaluation of this joint programme as well as the joint evaluation on joint programmes on gender equality in the UN System.</p> <p>The Thematic Evaluation of UNFPA Support to Maternal Health 2000-2011 recognised UNFPA's contribution to improved harmonisation of maternal health support, in particular through its participation in strategic and multisectoral partnerships. The evaluation explained how UNFPA has used research and data collection, evidence-based advocacy and technical assistance to improve the harmonisation of development co-operation for maternal health in its programme countries (UNFPA Evaluation Branch, 2012 [01], p. xi)</p> <p>Tanzania is particularly relevant to this MI as it is operating under the Delivering as One (DaO) modality which requires a high level of co-operation between UN agencies through a single plan and budgetary framework. With DaO, the UNDAF replaced UNDAF and other joint UN programmes to provide a single, coherent and inclusive business plan in which each UN entity is responsible for delivery on a set of actions to attain shared results. In effect, all of the programming in Tanzania is carried out jointly.</p> |
| MI 18.2 – The MO builds on the initiatives of others to avoid duplication. | 4.90                      | --                     | Direct partners were the only respondent group that were asked whether UNFPA sufficiently builds on the initiative of others to avoid duplication. The majority of respondents (91%) provided ratings of adequate or above on this question.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| MI 18.3 – The MO's work reflects its comparative advantage.                | 4.92                      | --                     | This question was asked of MOPAN respondents at headquarters and direct partners. The majority of respondents (93%) rated the organisation adequate or above.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

**Survey mean scores and standard deviation, overall and by respondent group**

|                           |                                                                                          | Survey mean scores |              |                   |                 |                    | Standard deviation |              |                   |                 |                    |
|---------------------------|------------------------------------------------------------------------------------------|--------------------|--------------|-------------------|-----------------|--------------------|--------------------|--------------|-------------------|-----------------|--------------------|
|                           |                                                                                          | Overall            | Donors at HQ | Donors in-country | Direct partners | Peer organisations | Overall            | Donors at HQ | Donors in-country | Direct partners | Peer organisations |
| <b>Base (un-weighted)</b> |                                                                                          | 225                | 34           | 22                | 155             | 14                 | 225                | 34           | 22                | 155             | 14                 |
| MI 18.1                   | The MO co-ordinates planning, programming, monitoring and reporting with other partners. | 4.62               | --           | 4.14              | 5.05            | --                 | 1.07               | --           | 1.06              | 0.88            | --                 |
| MI 18.2                   | The MO builds on the initiative of others to avoid duplication.                          | 4.90               | --           | --                | 4.90            | --                 | 0.86               | --           | --                | 0.86            | --                 |
| MI 18.3                   | The MO's work reflects its comparative advantage.                                        | 4.92               | 4.79         | --                | 5.05            | --                 | 0.95               | 1.03         | --                | 0.84            | --                 |

**Don't know responses, overall and by respondent group**

#DK = number of respondents who were asked the question (un-weighted data) and replied "don't know"

% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

|         |                                                                                          | Overall |     | Donors at HQ |     | Donors in-country |     | Direct partners |     | Peer organisations |     |
|---------|------------------------------------------------------------------------------------------|---------|-----|--------------|-----|-------------------|-----|-----------------|-----|--------------------|-----|
|         |                                                                                          | #DK     | %DK | #DK          | %DK | #DK               | %DK | #DK             | %DK | #DK                | %DK |
| MI 18.1 | The MO co-ordinates planning, programming, monitoring and reporting with other partners. | 10      | 9%  | --           | --  | 3                 | 14% | 7               | 4%  | --                 | --  |
| MI 18.2 | The MO builds on the initiative of others to avoid duplication.                          | 8       | 5%  | --           | --  | --                | --  | 8               | 5%  | --                 | --  |
| MI 18.3 | The MO's work reflects its comparative advantage.                                        | 8       | 3%  | 0            | 0%  | --                | --  | 8               | 5%  | --                 | --  |

## PERFORMANCE AREA IV: KNOWLEDGE MANAGEMENT

### 3.1.19 KPI 19: Evaluating results

KPI 19: The MO consistently evaluates its results.

Since the 2010 MOPAN assessment, UNFPA has adopted a number of changes to strengthen its evaluation function. At the request of the Executive Board, in 2012 the Executive Director of UNFPA commissioned an independent review of UNFPA Evaluation Policy, which had been in place since 2009. The review was carried out by the United Nations Office of Internal Oversight Services (OIOS). UNFPA adopted a revised evaluation policy in 2013 and addressed many of the limitations that were cited by the OIOS review. The new policy is stronger in areas such as: clarifying the role of evaluation in the UNFPA context, providing clear definitions and roles and responsibilities, committing to increased investment in evaluation, and strengthening structural independence (UNFPA, 2013 [12]). The policy is also aligned with the strategic direction of UNFPA and best practices in the United Nations. With the revised policy UNFPA commits to increase its investment in evaluation by allocating up to 3% of the total programme budget for the evaluation function. Although it has been in operation for only one year, there are already signs of changes in practices that are emerging as a result of the new policy. One of the most important changes in the past year was the establishment of the Evaluation Office in 2013.

Since 2010, there have also been continuous efforts to bolster monitoring and evaluation capacity at regional and country level. At the country level, as of early 2014, approximately 30% of UNFPA country offices have dedicated M&E officers and 62% have a professional post that functions as a focal point for M&E (UNFPA, 2014 [24], p. 3). At the regional level, all posts, with the exception of WCARO were reported to have been filled (5/6). The regional M&E advisors also play a key role, particularly for decentralised regional and country programme evaluations and in evaluation capacity building at the country level.



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

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

However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.

Overall – includes all respondents. “--” indicates that the question was not asked among a particular respondent group and/or that it was not part of the document review.

### Overall survey and document review ratings and observations, by MI

| MI                                                                                                                                                            | Overall survey mean score | Document review rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MI 19.1 – The MO has a structurally independent evaluation unit within its organisational structure that reports to senior management or the Executive Board. | 4.35                      | 5                      | <p>MOPAN donors at headquarters were asked whether UNFPA ensures the independence of its evaluation unit, and rated the organisation adequate overall. The majority (79%) provided ratings of adequate or above.</p> <p>The Office of Internal Oversight Services (OIOS) review of the UNFPA Evaluation Policy (OIOS, 2012 [01]) noted that the 2009 Evaluation Policy did not sufficiently describe the principle of independence as regards relevance and implementation at both centralised and decentralised levels. The identified shortcomings were addressed in the review and update of the evaluation policy in 2013.</p> <p>A new Evaluation Office (EO) was established in 2013 and headed at Director Level. An interim Director was appointed in July 2013 by the Director of DOS. The new Director took up her post in January 2014. The EO reports administratively to the Executive Director and reports directly to the Executive Board on the evaluation function (capacity, coverage, findings, etc.). As defined in the revised policy, the EO is considered to be “independent from the operational, management and decision-making functions in the organisation, and is therefore impartial, objective and free from undue influence” (UNFPA, 2013 [12], p. 9). The Executive Board approves the evaluation policy and the</p> |

| MI                                                                                                                            | Overall survey mean score | Document review rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-------------------------------------------------------------------------------------------------------------------------------|---------------------------|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                               |                           |                        | <p>biennial budgeted evaluation plan and the annual reports that are submitted to the Board by the EO. The Executive Director is responsible for appointing the director of the Evaluation Office and for ensuring that it is resourced in a way that will allow it to fulfil its role. This model is aligned with the norms and standards of the United Nations Evaluation Group.</p> <p>The EO has its own budget line in UNFPA Integrated Budget Estimates 2015-2017 and is working to the transitional biennial budgeted evaluation plan for 2014-2015, both of which are approved by the Executive Board. It is also positive to note that a peer review of the evaluation function is already being planned for 2016. This review will provide feedback on how the principles of independence have been operationalised in practice.</p> <p>In the 2010 MOPAN assessment, UNFPA was rated adequate on this indicator, based on the review of documents.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| MI 19.2 – The evaluation function provides sufficient coverage of the MO's programming activity (projects, programmes, etc.). | --                        | 4                      | <p>The OIOS review of the 2009 evaluation policy commented on the need to better plan and prioritise evaluations so that the right evaluations are conducted at the right times, ensuring timely contributions to improving programmes (OIOS, 2012 [01]). UNFPA's revised evaluation policy for 2013, along with the transitional biennial budget evaluation plan for 2014-2015, provide explanations of the selection criteria and proposed coverage of evaluations that have been prioritised for the biennium. For UNFPA, coverage is determined in terms of thematic areas (associated with the outcome areas in the organisational results framework) and geography (programme level evaluations). The transitional biennial budget evaluation plan for 2014-2015 illustrates the proposed coverage of all of the outcome areas of UNFPA strategic plan 2008-2013 (through thematic evaluations), in order to inform the mid-term review of the current strategic plan. (UNFPA, 2013 [17]). This level of coverage seems reasonable and is aligned with the strategic planning cycle.</p> <p>In the past, UNFPA aimed to evaluate each country programme at least once during the programme cycle, which lasts for approximately four years. Programme-level evaluations must take place in time to inform the design of the new country programme. The new evaluation policy suggests that each country programme will be evaluated once every two programme cycles (which would encompass approximately eight years of programming). As per the evaluation plan, the overall evaluation coverage for the period 2014-2017 was set at 50% of country programmes whose end-of-programme cycle falls during the period 2014-2017 (UNFPA, 2013 [17]). Given the importance of evaluative information for evidence-based programming, after a few years of implementing the revised evaluation policy, it will be important to assess if the proposed coverage is sufficient. The revised evaluation policy also commits to ensuring that programme-level evaluations are managed consistently with the policy (in terms of resourcing, transparency, and management response). However, the current evaluation guidelines including the 2014-2015 biennial budgeted evaluation plan seem to lack clarity as to when certain types of evaluations should be commissioned and how they should be resourced (e.g. evaluations relating to trust funds, joint programmes, partnerships, regional programmes, donor funded projects).</p> |
| MI 19.3 – The MO ensures the quality of its evaluations.                                                                      | --                        | 4                      | <p>This MI was assessed only through the review of documents and was not included in the 2010 assessment of UNFPA. The assessment of the MI focuses on the existence and application of a system to ensure quality of evaluations, both at centralised and decentralised levels. In addition, the MI analyses the types of concerns that are raised about the quality of country programme evaluations.</p> <p>The EO has drawn on sister agencies in the UN system to provide quality assurance for the relatively small number of corporate evaluations (thematic, selected CPE, and programme) that it has carried out to date.</p> <p>UNFPA EO also has a quality assurance system for its decentralised country programme evaluations. For CPEs this includes the development of guidance and tools for conducting and managing country programme evaluations; Evaluation Office approval of all Terms of Reference for evaluations; pre-qualification of evaluators; and assessment of the quality of evaluation reports (UNFPA, 2013 [12]).</p> <p>Since 2005, UNFPA has conducted periodic assessments of the quality of evaluation reports, focused on</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

| MI                                                                                               | Overall survey mean score | Document review rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|--------------------------------------------------------------------------------------------------|---------------------------|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                  |                           |                        | <p>decentralised evaluations (2005, 2008, 2009, 2012, 2013). In 2011, UNFPA introduced a revised quality assessment grid for country programme evaluations in order to align with best practices in the UN system and other organisations. (The quality assessment grid can be found on line : <a href="http://www.unfpa.org/public/home/about/Evaluation/pid/9137">http://www.unfpa.org/public/home/about/Evaluation/pid/9137</a>) The main purpose of the quality assessment is to ensure that evaluation reports comply with professional standards while meeting the information needs of their intended users. The findings from the quality assessment are reported to the Executive Board.</p> <p>UNFPA's most recent quality assessment of CPEs published from 2012 to 2013 raised concerns about the quality of CPEs. In 81% of the programme-level reports for that period, the quality of findings, analyses and conclusions were assessed as poor or unsatisfactory. While this was a slight improvement compared to 2010-2011, the results suggest that the CPE reports lack sound and rigorous analytical work and are not yet meeting the full set of evaluation standards (UNFPA, 2014 [24], p. 12).</p> <p>As noted in its 2014 <i>Annual Report on Evaluation</i>, the Evaluation Office has made the improvement of the quality of country programme evaluations managed by country offices a priority for 2014-2015. In the past few years, some of the challenges have included: the lack of dedicated monitoring and evaluation staff in country offices (the introduction of M&amp;E officers and focal points in country offices has been a recent development); limited availability of evaluators with appropriate expertise in UNFPA policy and programmatic areas; low and frequently insufficient allocation of financial resources for CPEs (UNFPA, 2014 [24], p. 10). In addition, evaluation quality may also have been affected by the low <u>evaluability</u> of country programmes to begin with (due to deficiencies in the results frameworks and monitoring data).</p> <p>UNFPA is adjusting practices and systems in response to the areas for improvement noted through its CPE quality assurance process. These changes include efforts to ensure adequate budgets for CPEs; for example, there was an increase in the median budget for CPEs between 2010-2011 and 2012-2013 (UNFPA, 2014 [24], p. 10). In addition, in 2013, the EO revised the Handbook on <i>How to Design and Conduct a Country Programme Evaluation at UNFPA</i> to reflect the changes in the UNFPA evaluation policy and take stock of the lessons learned from CPEs conducted in 2012-2013. CPE methodology training has also been delivered by the EO in four out of six UNFPA regions to date.</p> |
| MI 19.4 – Evaluation findings are used to inform decisions on programming, policy, and strategy. | 3.97                      | --                     | <p>MOPAN donors at headquarters were surveyed on whether UNFPA uses evaluation findings in its decisions on programming, policy and strategy; the majority (71%) rated the organisation adequate or above.</p> <p>The revised evaluation policy gives the Programme Division the responsibility of promoting evaluation use and the dissemination of evaluation evidence. As noted in MI 9.4, the Division has established a management response tracking system and this is reportedly leading to improved management responses for programme-level evaluations. These efforts have been recent and the effects on use of evaluation have yet to be assessed (UNFPA, 2014 [24], p. 13).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| MI 19.5 – Direct beneficiaries and stakeholder groups are involved in evaluation processes.      | 4.99                      | 4                      | <p>Direct partners were asked two questions related to this MI: i) whether UNFPA involves key partners in evaluations of its projects or programmes, and ii) whether it involves key beneficiaries. Overall, the majority of respondents (73%) responded strong or very strong on these two questions.</p> <p>Evaluations must be designed using inclusive and participatory approaches in order to respect two commitments established in the evaluation policy and guidelines: strengthening national evaluation capacity and application of gender based and human rights-based approaches.</p> <p>The revised UNFPA evaluation policy specifies that programme-level evaluations are to be designed and managed in consultation with national stakeholders, UN organisations, and other donors, to the extent possible. They are to be designed with a view to strengthening national evaluation capacity and increase participation of national counterparts, including beneficiaries (UNFPA, 2013 [12]). In addition, UNFPA's evaluation policy and CPE guidelines make explicit the need for evaluations to apply gender-based and human rights-based approaches, as well as ethical standards</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

| MI | Overall survey mean score | Document review rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|----|---------------------------|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    |                           |                        | <p>that are in line with the United Nations Evaluation Group (UNFPA, 2013 [12]; UNFPA, 2011 [27], p. 1)</p> <p>The quality assessment criteria used by UNFPA, which are applied in the periodic EO quality reviews of country programme evaluation reports, include an assessment of the extent to which the evaluation reports sufficiently discuss key processes used, such as the extent of consultation with key stakeholders. However, the most recent quality review report available on line for 2012 does not specify how well UNFPA country programme evaluation reports describe their efforts to involve stakeholders (UNFPA, 2012 [14]).</p> <p>Nonetheless, several of the reports reviewed as part of the MOPAN assessment did include stakeholders in the planning stage (when validating the purpose of the evaluation), in data collection, and in some kind of validation of findings at the end of the process. Reference groups are often used by UNFPA as a means of ensuring that stakeholder groups are involved in evaluation processes. The evaluations often involve beneficiaries to some extent, but usually only as part of the data collection stage.</p> |

### Survey mean scores and standard deviation, overall and by respondent group

|         |                                                                                                                                                     | Survey mean scores |              |                   |                 |                    | Standard deviation |              |                   |                 |                    |
|---------|-----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|--------------|-------------------|-----------------|--------------------|--------------------|--------------|-------------------|-----------------|--------------------|
|         |                                                                                                                                                     | Overall            | Donors at HQ | Donors in-country | Direct partners | Peer organisations | Overall            | Donors at HQ | Donors in-country | Direct partners | Peer organisations |
|         | <b>Base (un-weighted)</b>                                                                                                                           | <b>225</b>         | <b>34</b>    | <b>22</b>         | <b>155</b>      | <b>14</b>          | <b>225</b>         | <b>34</b>    | <b>22</b>         | <b>155</b>      | <b>14</b>          |
| MI 19.1 | The MO has a structurally independent evaluation unit within its organisational structure that reports to senior management or the Executive Board. | 4.35               | 4.35         | --                | --              | --                 | 1.24               | 1.24         | --                | --              | --                 |
| MI 19.2 | The evaluation function provides sufficient coverage of the MO's programming activity (projects, programmes, etc).                                  | --                 | --           | --                | --              | --                 | --                 | --           | --                | --              | --                 |
| MI 19.3 | The MO ensures quality of its evaluations.                                                                                                          | --                 | --           | --                | --              | --                 | --                 | --           | --                | --              | --                 |
| MI 19.4 | Evaluation findings are used to inform decisions on programming, policy, and strategy.                                                              | 3.97               | 3.97         | --                | --              | --                 | 1.12               | 1.12         | --                | --              | --                 |
| MI 19.5 | Direct beneficiaries and stakeholder groups are involved in evaluation processes.                                                                   | 4.99               | --           | --                | 4.99            | --                 | 1.02               | --           | --                | 1.02            | --                 |
| Sub-MI  | i) UNFPA involves key partners in evaluations of its projects or programmes.                                                                        | 5.06               | --           | --                | 5.06            | --                 | 1.03               | --           | --                | 1.03            | --                 |
| Sub-MI  | ii) UNFPA involves key beneficiaries in evaluations of its projects and programmes.                                                                 | 4.92               | --           | --                | 4.92            | --                 | 1.01               | --           | --                | 1.01            | --                 |

**Don't know responses, overall and by respondent group**

#DK = number of respondents who were asked the question (un-weighted data) and replied "don't know"

% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

|         |                                                                                                                                                    | Overall |     | Donors at HQ |     | Donors in-country |     | Direct partners |     | Peer organisations |     |
|---------|----------------------------------------------------------------------------------------------------------------------------------------------------|---------|-----|--------------|-----|-------------------|-----|-----------------|-----|--------------------|-----|
|         |                                                                                                                                                    | #DK     | %DK | #DK          | %DK | #DK               | %DK | #DK             | %DK | #DK                | %DK |
| MI 19.1 | The MO has a structurally independent evaluation unit within its organisational structure that reports to senior management or the Executive Board | 3       | 9%  | 3            | 9%  | --                | --  | --              | --  | --                 | --  |
| MI 19.2 | The evaluation function provides sufficient coverage of the MO's programming activity (projects, programmes, etc).                                 | --      | --  | --           | --  | --                | --  | --              | --  | --                 | --  |
| MI 19.3 | The MO ensures quality of its evaluations.                                                                                                         | --      | --  | --           | --  | --                | --  | --              | --  | --                 | --  |
| MI 19.4 | Evaluation findings are used to inform decisions on programming, policy, and strategy                                                              | 4       | 12% | 4            | 12% | --                | --  | --              | --  | --                 | --  |
| 19.5    | Direct beneficiaries and stakeholder groups are involved in evaluation processes                                                                   | 9       | 6%  | --           | --  | --                | --  | 9               | 6%  | --                 | --  |
| Sub-MI  | i) UNFPA involves key partners in evaluations of its projects or programmes.                                                                       | 6       | 4%  | --           | --  | --                | --  | 6               | 4%  | --                 | --  |
| Sub-MI  | ii) UNFPA involves key beneficiaries in evaluations of its projects and programmes                                                                 | 12      | 8%  | --           | --  | --                | --  | 12              | 8%  | --                 | --  |

### 3.1.20 KPI 20: Presenting performance information

KPI 20: The MO presents performance information on its effectiveness.



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

- equal weight is given to the views of each of the respondent groups
  - equal weight is given to each of the countries where the survey took place
  - equal weight is given to respondent groups within each country where the survey took place
- However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.

Overall – includes all respondents. “--” indicates that the question was not asked among a particular respondent group and/or that it was not part of the document review.

#### Overall survey and document review ratings and observations, by MI

| MI                                                                                                   | Overall survey mean score | Document review rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|------------------------------------------------------------------------------------------------------|---------------------------|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MI 20.1 – The MO reports against its organisation-wide strategy, including contribution to outcomes. | 4.13                      | 4                      | <p>MOPAN donors at headquarters were asked two questions related to this MI: i) whether UNFPA’s reporting against its organisational strategy is useful, and ii) whether UNFPA reports to the Executive Board provide clear measures of contribution to outcomes. The majority of respondents (88% and 65% respectively) responded adequate or above on these two questions.</p> <p>UNFPA reports to its key stakeholders on performance primarily through :</p> <ul style="list-style-type: none"> <li>Annual Reports of the Executive Director (ED) – Generally presented at annual sessions to the Executive Board (EB) of the UNDP, UNFPA and UNOPS, the reports of the ED constitute the organisation’s main means of communication with regard to the organisation’s annual performance. They provide an analysis of progress, challenges and lessons learned during the implementation of the strategic plan.</li> <li>Mid-Term Reviews (MTRs) of the strategic plans – Carried out at mid-year of the strategic planning period , the MTRs present the organisation’s progress in the implementation of the strategic plan; i.e. highlight progress made towards achievement of the specific results for which the organisation is accountable.</li> <li>The organisation’s Annual Reports which generally present a brief overview of UNFPA’s key achievements in the result areas stated in its strategic plan.</li> </ul> <p>The MOPAN assessment focuses primarily on the Annual Reports of the Executive Director for 2011, 2012, and 2013.</p> <p>UNFPA has in recent years engaged in numerous processes aimed to improve and strengthen its ability to monitor, measure, and report on results. As noted elsewhere in this assessment, a key part of this effort was the revision of the organisation’s results framework and indicators (including meta data sheets) that followed the mid-term review of the 2008-2013 Strategic Plan.</p> <p>The ED Annual Reports present a clear assessment of the organisation’s progress in key outputs areas but, until recently, have identified contributions to outcomes in only a few outcome areas. UNFPA’s reporting on outcomes lacks a clear reflection of the organisation-wide contributions, i.e. even though it is understood that UNFPA is not the sole contributor to outcomes areas, its contribution to outcomes as reported in ED annual reports was difficult to gauge. The reports also lack clear descriptions of areas where less progress had been made and of factors affecting UNFPA’s progress.</p> <p>UNFPA has been working to improve its reporting methodology by triangulating data from different sources of information, including: a) annual reports from all UNFPA units, especially the Country Office Annual Reports (COARS); (b) programme reviews and evaluations; (c) the good practices database; (d) staff surveys; (e) UNFPA partner surveys; and (f) external reports (UNFPA, 2012 [04]). The main source of data, for many of the indicators is the self-reported data drawn from the</p> |

| MI                                                                                           | Overall survey mean score | Document review rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|----------------------------------------------------------------------------------------------|---------------------------|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                              |                           |                        | <p>UNFPA Country Office Annual Reports, which gather data on key aspects of the UNFPA Strategic Plan and its indicators. COAR reports integrate national statistics, data provided by implementing partners, staff feedback from monitoring visits, and staff analysis of the policy environment. These reports undergo quality reviews by UNFPA regional offices, but available evidence suggests that the information is usually not validated by external or independent sources. In addition, several CPEs reviewed questioned the accuracy and reliability of the data presented in the COARS.</p> <p>The 2014 report of the Executive Director (ED) for 2013 acknowledged the need for further improvements in reporting. This was noted in particular in view of weak performance metrics and inconsistent programme monitoring especially at the country level (UNFPA, 2014 [23]). UNFPA is committed to addressing and strengthening the noted gaps in its reporting and measuring of results under the new strategic plan 2014-2017. One recent effort is the development of theories of change in its four strategic objective/outcome areas. As these theories are further embedded in organisational practice, and used for managing for results, they may help to improve reporting on UNFPA contributions to outcomes.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| MI 20.2 – The MO reports performance using data obtained from measuring indicators.          | --                        | 4                      | <p>The Fund has begun to report on targets and use baseline information in the annual reports of the ED, as requested by UNFPA's Executive Board in 2009. Improvements in reporting were noted between the 2012 report of the ED covering the year 2011 and subsequent reports for 2012 and 2013. The 2013 and 2014 reports of the ED reported on results indicators linked to each of programmatic areas of the revised results framework (RF) and provided a clear indication of areas of UNFPA's programme where key achievements had been made.</p> <p>The mid-term review of the strategic plan highlighted the need for improving the measurability of UNFPA's RF and the quality of its data, UNFPA introduced metadata sheets that present detailed information on how data on each indicator of the RF are calculated and collected. These improve transparency of the data as well. For example, UNFPA reports on the number of countries that have integrated population issues into national plans. The metadata sheet provides a definition of how that is interpreted: i.e. for the country to be counted, the plan must contain reference to a certain number of key population issues (such as population size/growth/age structure/fertility, mortality, etc.) in two out of three key sections in the plan (situation analysis, policy document, monitoring and evaluation plan, for example) (UNFPA, 2011 [28]).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| MI 20.3 – The MO reports against its country strategies, including contribution to outcomes. | 3.96                      | 4                      | <p>The majority of donors at headquarters (53%) rated UNFPA adequate for reporting appropriately against its country strategies. However, 21% responded 'don't know'.</p> <p>At the end of each programme cycle, country offices prepare a Country Programme Performance Summary (CPS), as per the requirements of Executive Board Decision 2006/09. This report, which is shared with Executive Board members and is available to the public on the UNFPA website, consolidates the results and performance data for the entire programme period (approximately four years). It reports on the country programme's outputs by providing data on the indicators, identifying the baseline, target and end-line data. However, the outputs often describe changes that are the desired effect of programming interventions (e.g. strengthened national capacity as a consequence of UNFPA support). The CPS reviewed (those available for the six MOPAN survey countries and others that are on the UNFPA website) are of varying quality. In several cases, the sections on overall progress on each of the outputs provide indicator data, but the related narrative does not adequately explain changes in indicator ratings or clarify UNFPA's contribution to these changes. In addition, in the CPS reviewed there is rarely a reference to evidence that supports the statements on progress (reports/feedback from partners, external surveys, field observation, evaluations, etc.). Reports do not clearly state the areas where progress has not been as great, and explore why this has been the case. In 2011, UNFPA issued a guidance note on documenting and reporting evidence-based results, but this does not seem to be applied consistently across the organisation (UNFPA, 2011 [21]). Given that the CPS covers a four-year period, these reports should provide greater evidence of the changes that have occurred over time and move away from listing what has been done over the period. In other words, the reports should be able to provide better illustrations of what people and organisations have done with the knowledge and skills obtained, thus providing actual evidence of improvements in national capacities.</p> <p>While the CPS is the only report provided to external stakeholders, there are also internal reports prepared by country offices. On an annual basis, the UNFPA staff responsible for specific programme areas and their implementing partners</p> |

| MI                                                                                                            | Overall survey mean score | Document review rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|---------------------------------------------------------------------------------------------------------------|---------------------------|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                               |                           |                        | <p>prepare a standard progress report (SPR) for country office management on the progress of each of their country programme (CP) outputs in relation to what was planned in the annual work plan. This report provides activity-oriented information and data on expenditures (UNFPA Evaluation Office, 2013 [01], p. 29; UNFPA, 2012 [33], pp. 6-7). In addition, each country office submits a Country Office Annual Report to headquarters as part of the internal reporting on progress in implementing the results specified in the Integrated Results Framework of the UNFPA strategic plan.</p> <p>In the case of Tanzania, a Delivering as One (DaO) country, reporting on key achievements is done biannually in the Working Group summary report for annual review and in the Working Group summary report for mid-year review made available in the UNDAP results and monitoring system (RMS) (UN Tanzania DaO, 2014 [01]).</p> <p>While UNFPA has a well-established reporting system at country level, the reports do not yet provide a clear/comprehensive picture of UNFPA contributions. In addition, UNFPA still has capacity gaps in monitoring and evaluation at the country level, which means that monitoring data is not as good as it should be.</p>                                                                                                                                                                                                                                                                                                                                                                                         |
| MI 20.4 – The MO reports against its aid effectiveness commitments (e.g. Busan commitments) using indicators. | --                        | 4                      | <p>UNFPA's approach to implementing and reporting on aid effectiveness commitments is similar to some of the other UN Funds and Programmes. The organisation's strategic plan 2014-2017 identifies commitments to the Paris Declaration on Aid Effectiveness, the International Aid Transparency Initiative (IATI), the Accra Agenda for Action and the Busan Partnership for Effective Co-operation. UNFPA reports on progress against indicators related to these agreements (such as its commitments under IATI) in its annual Reports of the Executive Director. In addition, UNFPA provides further information through its website -- the section of UNFPA's website on Transparency not only refers to IATI but also to the creation of the UNFPA data hub, which will present project and expenditure information in a more interactive and accessible manner. There is no consolidated reporting on all of these commitments, nor is it clear that the UNFPA Executive Board has requested such reporting.</p> <p>UNFPA also committed to and reports on its progress in implementing UN reform measures in the Report of the Executive Director for 2013. In addition, UNFPA aligns itself fully with the Quadrennial Comprehensive Policy Review (QCPR), which incorporates many of the UN system's operational priorities that are associated with aid effectiveness. In Annex 10 of the Report of the Executive Director for 2013, UNFPA reports on its progress against QCPR indicators using the common monitoring and reporting framework agreed with the United Nations Development Group and the UN Department of Economic and Social Affairs.</p> |

**Survey mean scores and standard deviation, overall and by respondent group**

|         |                                                                                                     | Survey mean scores |              |                   |                 |                    | Standard deviation |              |                   |                 |                    |
|---------|-----------------------------------------------------------------------------------------------------|--------------------|--------------|-------------------|-----------------|--------------------|--------------------|--------------|-------------------|-----------------|--------------------|
|         |                                                                                                     | Overall            | Donors at HQ | Donors in-country | Direct partners | Peer organisations | Overall            | Donors at HQ | Donors in-country | Direct partners | Peer organisations |
|         | <b>Base (un-weighted)</b>                                                                           | <b>225</b>         | <b>34</b>    | <b>22</b>         | <b>155</b>      | <b>14</b>          | <b>225</b>         | <b>34</b>    | <b>22</b>         | <b>155</b>      | <b>14</b>          |
| MI 20.1 | The MO reports against its organisation-wide strategy, including contribution to outcomes.          | 4.13               | 4.13         | --                | --              | --                 | 0.88               | 0.88         | --                | --              | --                 |
| Sub-MI  | i) UNFPA's reporting against its organisational strategy is useful.                                 | 4.32               | 4.32         | --                | --              | --                 | 0.76               | 0.76         | --                | --              | --                 |
| Sub-MI  | ii) UNFPA reports to the Executive Board provide clear measures of contribution to outcomes.        | 3.94               | 3.94         | --                | --              | --                 | 0.99               | 0.99         | --                | --              | --                 |
| MI 20.2 | The MO reports performance using data obtained from measuring indicators.                           | --                 | --           | --                | --              | --                 | --                 | --           | --                | --              | --                 |
| MI 20.3 | The MO reports against its country strategies, including contribution to outcomes.                  | 3.96               | 3.96         | --                | --              | --                 | 0.93               | 0.93         | --                | --              | --                 |
| MI 20.4 | The MO reports against its aid effectiveness commitments (e.g. Busan commitments) using indicators. | --                 | --           | --                | --              | --                 | --                 | --           | --                | --              | --                 |

**Don't know responses, overall and by respondent group**

#DK = number of respondents who were asked the question (un-weighted data) and replied "don't know"

% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

|         |                                                                                                     | Overall |     | Donors at HQ |     | Donors in-country |     | Direct partners |     | Peer organisations |     |
|---------|-----------------------------------------------------------------------------------------------------|---------|-----|--------------|-----|-------------------|-----|-----------------|-----|--------------------|-----|
|         |                                                                                                     | #DK     | %DK | #DK          | %DK | #DK               | %DK | #DK             | %DK | #DK                | %DK |
| MI 20.1 | The MO reports against its organisation-wide strategy, including contribution to outcomes           | 2       | 4%  | 2            | 4%  | --                | --  | --              | --  | --                 | --  |
| Sub-MI  | i) UNFPA's reporting against its organisational strategy is useful.                                 | 0       | 0%  | 0            | 0%  | --                | --  | --              | --  | --                 | --  |
| Sub-MI  | ii) UNFPA reports to the Executive Board provide clear measures of contribution to outcomes.        | 3       | 9%  | 3            | 9%  | --                | --  | --              | --  | --                 | --  |
| MI 20.2 | The MO reports performance using data obtained from measuring indicators.                           | --      | --  | --           | --  | --                | --  | --              | --  | --                 | --  |
| MI 20.3 | The MO reports against its country strategies, including contribution to outcomes                   | 7       | 21% | 7            | 21% | --                | --  | --              | --  | --                 | --  |
| MI 20.4 | The MO reports against its aid effectiveness commitments (e.g. Busan commitments) using indicators. | --      | --  | --           | --  | --                | --  | --              | --  | --                 | --  |

### 3.1.21 KPI 21: Disseminating lessons learned

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



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

- equal weight is given to the views of each of the respondent groups
  - equal weight is given to each of the countries where the survey took place
  - equal weight is given to respondent groups within each country where the survey took place
- However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.

Overall – includes all respondents. “--” indicates that the question was not asked among a particular respondent group and/or that it was not part of the document review.

#### Overall survey and document review ratings and observations, by MI

| MI                                                                            | Overall survey mean score | Document review rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-------------------------------------------------------------------------------|---------------------------|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MI 21.1 – The MO reports on lessons learned based on performance information. | 4.10                      | 5                      | <p>In the survey, MOPAN donors at headquarters were asked whether i) UNFPA identifies and disseminates lessons learned from performance information and whether ii) UNFPA provides opportunities at all levels of the organisation to share lessons from practical experience. On both accounts the organisation was rated adequate. The document review which considered the extent to which UNFPA reports on lessons learned are based on performance information rated the organisation strong.</p> <p>Since the 2011 Mid-Term review, UNFPA has modified its practices and systems to support greater evidence-based programming. Knowledge management is one of the four overarching programmatic strategies employed by UNFPA to contribute to the development results articulated in the 2014-2017 strategic plan.</p> <p>Evaluations have pointed to the need for UNFPA to increase focus on knowledge generation and learning (for example, the thematic evaluation of UNFPA support to maternal health). However, the organisation has made systematic efforts made to capture feedback on performance and share that information throughout the organisation, either through lessons learned or good practices. There is evidence in the documents reviewed that these efforts have been scaled up in the past couple of years.</p> <ul style="list-style-type: none"> <li><b>Evaluation:</b> One source of lessons learned is evaluations. UNFPA's new evaluation policy stresses the organisation's commitment to public accountability and sharing knowledge. UNFPA maintains a publicly accessible database of evaluations and management responses. In addition, the Evaluation Office disseminates findings through sharing platforms and networks, webinars, stakeholder workshops, summaries and thematic briefs, (UNFPA, 2013 [12]). The UNFPA Programme Division has refocused its evaluation-related activities on the promotion of evaluation use and the dissemination of evaluation evidence.</li> <li><b>UNFPA “good practices” collection:</b> As of 2013, UNFPA has 185 good practices consolidated in a data base, 10% of which are in maternal health. (This is a significant increase from 2011 when the data base included only 33 good practices.) In addition, it has carried out good practice competitions internally on specific topics (e.g. adolescent and youth programming) and has developed evidence and action brochures (UNFPA, 2014 [35]).</li> <li><b>Knowledge sharing platform <i>Fusion</i>:</b> The platform has been in use since 2009 and UNFPA reports an increase in the use of the tools made available through <i>Fusion</i> to enable collaboration and knowledge creation. Webinars are increasingly being used, and the number of participants in webinars doubled between 2009 and 2013 (UNFPA, 2014 [35]; UNFPA, 2013 [67]).</li> </ul> <p>The extent to which UNFPA tools are being used regularly to inform programming is not clear. Nonetheless, the new strategic plan and regional action plans reviewed, for example, explicitly refer to the lessons from the past, as noted in KPI</p> |

| MI                                                                                                 | Overall survey mean score | Document review rating | Observations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|----------------------------------------------------------------------------------------------------|---------------------------|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                    |                           |                        | <p>9 on use of performance information. There is no one unit responsible for sharing knowledge and lessons learned. However, the documents reviewed and interviews with staff indicate that the Programme Division, Evaluation Office, and regional offices play key roles.</p> <p>UNFPA reports on lessons learned based on performance information through different types of reporting tools, including: thematic briefs and special papers, the reports of the Executive Director, and the action plans for 2014-2017 (for regional offices). One example of a regional office contribution to the documentation of lessons learned is provided in UNFPA publication "Learning to respond: Good practices and lessons learned on sexual reproductive health (SRH) and gender-based violence (GBV) in emergency settings in Latin America and the Caribbean, October 2013)</p>                                                                              |
| MI 21.2 – Learning opportunities are organised to share lessons at all levels of the organisation. | 3.71                      | --                     | <p>Donors at headquarters were surveyed on whether UNFPA provides opportunities at all levels of the organisation to share lessons from practical experience, and considered UNFPA adequate overall: 41% rated it adequate or above, and 21% inadequate or below. However, 38% of respondents responded 'don't know' on this question.</p> <p>As noted above, UNFPA is aiming to institutionalise knowledge management and has developed a wide range of approaches to strengthen knowledge sharing in the organisation. The formal opportunities for staff to engage in knowledge exchange and learning are illustrated, for example, in Annex 11 of the UNFPA Report of the Executive Director for 2012. This annex illustrates the peer-to-peer support provided and or received by UNFPA country offices and training activities used to strengthen knowledge sharing (including learning afternoons, webinars, and courses/e-learning, among others).</p> |

**Survey mean scores and standard deviation, overall and by respondent group**

|         |                                                                                         | Survey mean scores |              |                   |                 |                    | Standard deviation |              |                   |                 |                    |
|---------|-----------------------------------------------------------------------------------------|--------------------|--------------|-------------------|-----------------|--------------------|--------------------|--------------|-------------------|-----------------|--------------------|
|         |                                                                                         | Overall            | Donors at HQ | Donors in-country | Direct partners | Peer organisations | Overall            | Donors at HQ | Donors in-country | Direct partners | Peer organisations |
|         | <b>Base (un-weighted)</b>                                                               | <b>225</b>         | <b>34</b>    | <b>22</b>         | <b>155</b>      | <b>14</b>          | <b>225</b>         | <b>34</b>    | <b>22</b>         | <b>155</b>      | <b>14</b>          |
| MI 21.1 | The MO reports on lessons learned based on performance information                      | 4.10               | 4.10         | --                | --              | --                 | 1.04               | 1.04         | --                | --              | --                 |
| MI 21.2 | Learning opportunities are organised to share lessons at all levels of the organisation | 3.71               | 3.71         | --                | --              | --                 | 1.14               | 1.14         | --                | --              | --                 |

**Don't know responses, overall and by respondent group**

#DK = number of respondents who were asked the question (un-weighted data) and replied "don't know"

% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

|         |                                                                                         | Overall |     | Donors at HQ |     | Donors in-country |     | Direct partners |     | Peer organisations |     |
|---------|-----------------------------------------------------------------------------------------|---------|-----|--------------|-----|-------------------|-----|-----------------|-----|--------------------|-----|
|         |                                                                                         | #DK     | %DK | #DK          | %DK | #DK               | %DK | #DK             | %DK | #DK                | %DK |
| MI 21.1 | The MO reports on lessons learned based on performance information                      | 3       | 9%  | 3            | 9%  | --                | --  | --              | --  | --                 | --  |
| MI 21.2 | Learning opportunities are organised to share lessons at all levels of the organisation | 13      | 38% | 13           | 38% | --                | --  | --              | --  | --                 | --  |

## 3.2 Evidence of UNFPA relevance and development results

### 3.2.1 KPI A: Evidence of UNFPA's relevance



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

- a) equal weight is given to the views of each of the respondent groups
  - b) equal weight is given to each of the countries where the survey took place
  - c) equal weight is given to respondent groups within each country where the survey took place
- However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.  
Overall – includes all respondents. “--” indicates that the question was not asked among a particular respondent group.

#### Survey mean scores and standard deviation, overall and by respondent group

|                           |                                                                                          | Survey mean scores |              |                   |                 |                    | Standard deviation |              |                   |                 |                    |
|---------------------------|------------------------------------------------------------------------------------------|--------------------|--------------|-------------------|-----------------|--------------------|--------------------|--------------|-------------------|-----------------|--------------------|
|                           |                                                                                          | Overall            | Donors at HQ | Donors in-country | Direct partners | Peer organisations | Overall            | Donors at HQ | Donors in-country | Direct partners | Peer organisations |
| <i>Base (un-weighted)</i> |                                                                                          | 225                | 34           | 22                | 155             | 14                 | 225                | 34           | 22                | 155             | 14                 |
| A1                        | The MO is pursuing results in areas within its mandate.                                  | 4.83               | 4.79         | 4.54              | 5.15            | --                 | 0.90               | 1.00         | 0.75              | 0.85            | --                 |
| A2                        | The MO's results are in line with global trends and priorities in the development field. | 4.74               | 4.74         | 4.35              | 5.11            | --                 | 0.94               | 0.89         | 1.02              | 0.79            | --                 |
| A3                        | The MO's results respond to the needs/priorities of its target group (beneficiaries).    | 4.94               | --           | 4.76              | 5.09            | --                 | 0.90               | --           | 0.91              | 0.90            | --                 |
| A4                        | The MO adapts its work to the changing needs and priorities of the country.              | 4.68               | --           | 4.32              | 5.01            | --                 | 0.98               | --           | 0.95              | 0.92            | --                 |

**Don't know responses, overall and by respondent group**

#DK = number of respondents who were asked the question (un-weighted data) and replied "don't know"

% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

|    |                                                                                         | Overall |     | Donors at HQ |     | Donors in-country |     | Direct partners |     | Peer organisations |     |
|----|-----------------------------------------------------------------------------------------|---------|-----|--------------|-----|-------------------|-----|-----------------|-----|--------------------|-----|
|    |                                                                                         | #DK     | %DK | #DK          | %DK | #DK               | %DK | #DK             | %DK | #DK                | %DK |
| A1 | The MO is pursuing results in areas within its mandate                                  | 5       | 2%  | 0            | 0%  | 1                 | 3%  | 4               | 2%  | --                 | --  |
| A2 | The MO's results are in line with global trends and priorities in the development field | 4       | 3%  | 0            | 0%  | 1                 | 8%  | 3               | 2%  | --                 | --  |
| A3 | The MO's results respond to the needs/priorities of its target group (beneficiaries)    | 2       | 4%  | --           | --  | 1                 | 8%  | 1               | 0%  | --                 | --  |
| A4 | The MO adapts its work to the changing needs and priorities of the country              | 2       | 4%  | --           | --  | 1                 | 8%  | 1               | 0%  | --                 | --  |

### 3.3 Evidence of UNFPA relevance and development results

#### 3.3.1 KPI A: Evidence of UNFPA's relevance



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

- a) equal weight is given to the views of each of the respondent groups
  - b) equal weight is given to each of the countries where the survey took place
  - c) equal weight is given to respondent groups within each country where the survey took place
- However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.  
Overall – includes all respondents. “--” indicates that the question was not asked among a particular respondent group.

#### Survey mean scores and standard deviation, overall and by respondent group

|                           |                                                                                          | Survey mean scores |              |                   |                 |                    | Standard deviation |              |                   |                 |                    |
|---------------------------|------------------------------------------------------------------------------------------|--------------------|--------------|-------------------|-----------------|--------------------|--------------------|--------------|-------------------|-----------------|--------------------|
|                           |                                                                                          | Overall            | Donors at HQ | Donors in-country | Direct partners | Peer organisations | Overall            | Donors at HQ | Donors in-country | Direct partners | Peer organisations |
| <i>Base (un-weighted)</i> |                                                                                          | 225                | 34           | 22                | 155             | 14                 | 225                | 34           | 22                | 155             | 14                 |
| A1                        | The MO is pursuing results in areas within its mandate.                                  | 4.83               | 4.79         | 4.54              | 5.15            | --                 | 0.90               | 1.00         | 0.75              | 0.85            | --                 |
| A2                        | The MO's results are in line with global trends and priorities in the development field. | 4.74               | 4.74         | 4.35              | 5.11            | --                 | 0.94               | 0.89         | 1.02              | 0.79            | --                 |
| A3                        | The MO's results respond to the needs/priorities of its target group (beneficiaries).    | 4.94               | --           | 4.76              | 5.09            | --                 | 0.90               | --           | 0.91              | 0.90            | --                 |
| A4                        | The MO adapts its work to the changing needs and priorities of the country.              | 4.68               | --           | 4.32              | 5.01            | --                 | 0.98               | --           | 0.95              | 0.92            | --                 |

**Don't know responses, overall and by respondent group**

#DK = number of respondents who were asked the question (un-weighted data) and replied "don't know"

% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

|    |                                                                                         | Overall |     | Donors at HQ |     | Donors in-country |     | Direct partners |     | Peer organisations |     |
|----|-----------------------------------------------------------------------------------------|---------|-----|--------------|-----|-------------------|-----|-----------------|-----|--------------------|-----|
|    |                                                                                         | #DK     | %DK | #DK          | %DK | #DK               | %DK | #DK             | %DK | #DK                | %DK |
| A1 | The MO is pursuing results in areas within its mandate                                  | 5       | 2%  | 0            | 0%  | 1                 | 3%  | 4               | 2%  | --                 | --  |
| A2 | The MO's results are in line with global trends and priorities in the development field | 4       | 3%  | 0            | 0%  | 1                 | 8%  | 3               | 2%  | --                 | --  |
| A3 | The MO's results respond to the needs/priorities of its target group (beneficiaries)    | 2       | 4%  | --           | --  | 1                 | 8%  | 1               | 0%  | --                 | --  |
| A4 | The MO adapts its work to the changing needs and priorities of the country              | 2       | 4%  | --           | --  | 1                 | 8%  | 1               | 0%  | --                 | --  |

### 3.3.2 KPI B: Evidence of progress towards organisation-wide results

Because of the focus on results, KPI B drew largely on the performance information related to UNFPA's former strategic plan, i.e. the 2008-2011 Strategic Plan (extended until 2013). The scope of the review is therefore the 2008-2013 planning cycle. In particular, the review used the revised results framework adopted in 2011 following a mid-term review of the 2008-2013 Strategic Plan, which clarified and reduced the number of intended outcome areas that guided the last two years of implementation. (UNFPA, 2011 [02], p. 1).

The key documents used for the assessment included performance reporting done via UNFPA's annual reports of the Executive Director (ED), particularly the 2014 *Report of the Executive Director for 2013 on Progress in Implementing the UNFPA Strategic Plan, 2008-2013* as well as the *Cumulative Review* conducted in 2013. While the assessment also drew on preceding editions/publications of UNFPA's reports of the ED; greater importance was given to the 2014 and 2013 reports specifically because reporting on the seven outcome areas of the revised RF only commenced in 2013 via the 2013 report of the ED for 2012. The assessment also drew on programmatic/thematic evaluations (when available); joint reporting and assessments as well as other relevant planning documents.

MOPAN donors at headquarters were asked survey questions based on the seven outcome results identified in the development results framework (DRF) that was revised following the 2011 midterm review.

The following sections provide an overview of UNFPA allocations across the seven outcome results, review recent improvements and on-going concerns in measuring results, and then provide a detailed assessment of the evidence of results in each of the outcome areas.

#### UNFPA allocations across its outcome areas

UNFPA allocates its core and non-core resources across the seven outcome areas. Over the past two years, Outcome 2 (maternal health), Outcome 1 (population dynamics), and Outcome 7 (data availability and analysis) represented the highest areas of investment of core resources.

#### UNFPA expenditures by outcome area, 2012-2013

|                                                              | 2012<br>Core Resources |           | 2013<br>Core Resources |           | 2012<br>Non-core Resources |               | 2013<br>Non-core Resources |               |
|--------------------------------------------------------------|------------------------|-----------|------------------------|-----------|----------------------------|---------------|----------------------------|---------------|
|                                                              | Core<br>(USD M)        | Core<br>% | Core<br>(USD M)        | Core<br>% | Non-core<br>(USD M)        | Non-core<br>% | Non-core<br>(USD M)        | Non-core<br>% |
| <b>Outcome 1:</b> Population dynamics                        | 44.7                   | 13.4      | 42.6                   | 11.7      | 9.8                        | 2.9           | 8.0                        | 2.0           |
| <b>Outcome 2:</b> Maternal and newborn health                | 80.5                   | 24.1      | 83.2                   | 22.7      | 88.5                       | 26.3          | 116.5                      | 29.3          |
| <b>Outcome 3:</b> Family planning                            | 25.8                   | 7.7       | 29.5                   | 8.1       | 127.7                      | 38.0          | 158.3                      | 39.8          |
| <b>Outcome 4:</b> HIV- and STI-prevention services           | 15.5                   | 4.7       | 12.3                   | 3.4       | 17.7                       | 5.3           | 19.4                       | 4.9           |
| <b>Outcome 5:</b> Gender equality and reproductive rights    | 38.4                   | 11.5      | 36.7                   | 10.1      | 37.7                       | 11.2          | 36.5                       | 9.2           |
| <b>Outcome 6:</b> Young people's SRH and sexuality education | 25.5                   | 7.7       | 29.2                   | 8.0       | 18.3                       | 5.4           | 22.2                       | 5.6           |
| <b>Outcome 7:</b> Data availability and analysis             | 40.5                   | 12.1      | 45.1                   | 12.4      | 32.4                       | 9.7           | 30.4                       | 7.6           |
| <b>Programme co-ordination and assistance</b>                | 62.6                   | 18.8      | 73.9                   | 20.2      | 4.0                        | 1.2           | 5.7                        | 1.4           |
| <b>Other</b>                                                 |                        |           | 12.5                   | 3.4       |                            |               | 0.9                        | 0.2           |

Source: (UNFPA, 2013 [09]; UNFPA, 2014 [44])

## Results measurement

This section examines UNFPA's measurement of outcomes and its reporting processes. It focuses on the extent to which there is clear integration of theories of change, baselines, and target information. It also considers the processes that are in place to ensure quality of the data reported.

|   | UNFPA Outcome                                                                                                                                                                                                                                                            | Explicit theory or theories of change <sup>iii</sup> | Baselines included for indicators | Targets included for indicators | Reports on outputs <sup>iv</sup> | Reports on outcomes <sup>v</sup> | Quality of data <sup>vi</sup> |
|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|-----------------------------------|---------------------------------|----------------------------------|----------------------------------|-------------------------------|
| 1 | Population dynamics and its interlinkages with the needs of young people (including adolescents), sexual and reproductive health (including family planning), gender equality and poverty reduction addressed in national and sectoral development plans and strategies. | Partially met                                        | Met                               | Met                             | Met                              | Met                              | Not Met                       |
| 2 | Increased access to and utilisation of quality maternal and newborn health services.                                                                                                                                                                                     | Partially met                                        | Met                               | Met                             | Met                              | Met                              | Met                           |
| 3 | Increased access to and utilisation of quality family planning services for individuals and couples according to reproductive intentions.                                                                                                                                | Partially met                                        | Met                               | Met                             | Met                              | Met                              | Partially met                 |
| 4 | Increased access to and utilisation of quality HIV- and STI-prevention services especially for young people (including adolescents) and other key populations at risk.                                                                                                   | Partially met                                        | Met                               | Met                             | Met                              | Met                              | Partially met                 |
| 5 | Gender equality and reproductive rights advanced particularly through advocacy and implementation of laws and policy.                                                                                                                                                    | Partially met                                        | Met                               | Met                             | Met                              | Met                              | Met                           |
| 6 | Improved access to SRH services and sexuality education for young people (including adolescents).                                                                                                                                                                        | Partially met                                        | Met                               | Partially met                   | Met                              | Partially met                    | Not Met                       |
| 7 | Improved data availability and analysis around population dynamics, SRH (including family planning) and gender equality.                                                                                                                                                 | Partially met                                        | Met                               | Met                             | Met                              | Partially met                    | Not Met                       |

In recent years UNFPA has engaged in numerous processes aimed to improve and strengthen its results frameworks (RF) as well as its measurement/monitoring systems, which had in the past, contributed to limitations in its reporting. As noted in KPI 3, the 2011 revised framework, which was adopted to guide the organisation's work for 2012 and 2013, presented major improvements from the previous RF. Its accompanying metadata sheets (i.e. document presenting detailed indications on how information on each indicator of the RF is calculated and collected) also indicated the organisation's willingness to improve the measurability of its RF and reliability of data found in its reporting.

In relation to the organisation's monitoring practices, the review of the Fund's documents indicate that the organisation has made significant efforts to integrate and report on targets and baseline information of its results framework via the annual reports of the ED, as requested by UNFPA's EB in 2009. Improvements in reporting were noted between the 2012 report of the ED covering the year 2011 and its subsequent editions covering the years 2012 and 2013. The 2013 and 2014 reports of the ED reported on results indicators linked to each programmatic area of the revised RF and provided a clear indication of areas of UNFPA's programme where key achievements had been made.

The review of the Fund's documents also highlighted need for strengthening RBM and M&E capacities, particularly at the country level. A number of UNFPA documents, evaluations, and audits comment on the limited data available to measure UNFPA progress in countries (see sidebar and also KPI C). Data quality and availability at the country level also affect corporate reporting. One of the findings of the Internal Auditor's report (UNFPA, 2014 [25], p. 12) is that there is a need to improve the accuracy of the data in the Country Office Annual Reports, which are the source of information for the Report of the Executive Director.

### Theories of change

The review of organisation-wide planning documents and publications indicate UNFPA has been involved in various efforts to develop theories of change in areas related to its mandate. UNFPA has been at the forefront of consultative and analytical processes aimed at identifying, advocating for, and better addressing the needs and challenges that countries face in areas related to its mandate.

#### Strengths and challenges in monitoring

"Although measurement of the Fund's results has improved subsequent to the MTR, challenges remain, including: (a) weak performance metrics, especially for measuring upstream work; (b) inconsistent programme monitoring; and (c) insufficient programmatic guidance on how UNFPA should operate in different settings. Addressing these challenges is a priority in the development of the next strategic plan, 2014-2017. Some issues, such as programmatic guidance, are already being addressed through the new strategies for family planning and for adolescents and youth. Ongoing efforts to improve performance through portfolio monitoring are also promising" (UNFPA, 2013 [02], p. 9)

"Results monitoring has yet to be fully embedded in UNFPA programming, in part, because this was not fully supported by the programme frameworks approved prior to 2010. UNFPA is ensuring that its new programmes have appropriate frameworks that can support results monitoring and better evaluations." (UNFPA, 2013 [02], p. 23)

"Programme planning, monitoring and evaluation improved in 2012-2013. UNFPA country programmes are now stronger, and have higher-quality, planned evaluations whose results are integrated into programming (...) Progress achieved in results-based management derives largely from the capacity-strengthening efforts of the past two years (...) UNFPA took advantage of the stronger results framework of its strategic plan, 2014-2017, to improve the monitoring of results. In 2013, UNFPA began the development of a global programming system that supports the monitoring of implementing partners' annual work plans, and a strategic information system, which includes a module of monitoring results at all levels of the organisation. UNFPA will launch these systems in 2014." (UNFPA, 2014 [23], pp. 26-27).

- In looking for evidence of explicit theories of change in UNFPA's documents, the review looked for evidence of several elements in order to conclude whether the organisation had (or not) developed "acceptable" theories of change. These elements included: i) a discussion of the main problems observed in a given thematic area; ii) an explanation of the actions or activities that UNFPA proposes to undertake to address those problems; iii) a description of the changes it hopes to bring about (including assumptions and potential risks associated with each desired change); and iv) a robust results framework containing specific /relevant results statements, targets, baseline information and sources for data collection.
- The review of UNFPA's documents noted the presence of most elements of theories of change in organisational planning documents (e.g. UNFPA's former strategic plan – which is the basis of this assessment) and in other thematic/strategic plans (e.g. adolescents and youth, gender and family planning strategies).
- While UNFPA's 2008-2013 SP did not present an explicit theory of change for all programmatic areas, the plan had some elements of a theory of change given that for most outcome areas the plan presented: i) contextual information on factors guiding the work of the organisation (e.g. MDG and ICDP); ii) a description of lessons learned, issues and challenges faced by the organisation in its mandate areas; and iii) an indication of steps that the organisation would take to address those challenges in given years. It did not present the underlying risks and assumptions associated with the organisation's work in these areas. The plan was accompanied by a weak RF which often lacked baseline information, target data, and sources for data collection. Most of these issues were however addressed in the revised RF adopted following the 2011 MTR and have more recently, also been addressed in the strategic plan for 2014-2017, which also includes theories of change for each outcome area. While there is room for improvement in the recently developed theories of change (e.g. it is not clear whether UNFPA has put in place measures to test and refine its assumptions), such efforts are to be commended.

- A review of organisation-wide publications indicates that UNFPA has been engaged in several research and consultation processes related to most of its mandate areas. Such initiatives highlight the organisation's willingness to ensure that its assumed pathways of change (even when implicit) are based on research and evidence. For example, UNFPA has been involved in several consultative processes in the area of population dynamics, and particularly its inter-linkages with other development issues. UNFPA has published papers/reports on population dynamics and climate change (2009), its impacts on poverty (2012), and has articulated the importance of such issues in the post-2015 development agenda.

UNFPA has also been at the forefront of thinking processes aimed at better integrating gender issues in policies and programming, as well as ways of tackling gender barriers in programming. Such initiatives have included publications of guidelines and related principles around the notions of integrating culture, gender and human rights into programming, as well as publications on successful ways of engaging men and boy in gender equality and women's empowerment. Other initiatives have included research/thinking and publications aimed at empowering women and young girls as well as shedding light on harmful practices that act as barriers to gender equality such as female genital mutilation/cutting (FGM/C) and child marriage. UNFPA's *Marrying too Young* report, for instance, calls for action on preventing child marriage, indicating the social, legal and cultural dimensions of the practice, and highlighting that this practice not only robs girls of their girlhood but also denies them the opportunity to fully develop their potential as healthy, productive and empowered citizens (UNFPA, 2012 [41], p. 11). See also KPI 4, which focuses on the organisation's mainstreaming of gender equality.



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

- a) equal weight is given to the views of each of the respondent groups
  - b) equal weight is given to each of the countries where the survey took place
  - c) equal weight is given to respondent groups within each country where the survey took place
- However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.  
 Overall – includes all respondents. “--” indicates that the question was not asked among a particular respondent group.  
 #DK = number of respondents who were asked the question (un-weighted data) and replied “don’t know”  
 % DK = percentage of respondents who indicated “don’t know” to the question (weighted data)

### Evidence of contributions/progress towards results: Survey mean scores, standard deviation, and don’t know responses – donors at headquarters

|        |                                                                                                                                                                                                                                                                          | Survey mean scores | Standard deviation | #DK | %DK |
|--------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|--------------------|-----|-----|
|        | <i>Base (un-weighted)</i>                                                                                                                                                                                                                                                | 34                 | 34                 | 34  | 34  |
| B1     | Population dynamics and its interlinkages with the needs of young people (including adolescents), sexual and reproductive health (including family planning), gender equality and poverty reduction addressed in national and sectoral development plans and strategies. | 4.39               | 0.95               | 6   | 18% |
| B2     | Increased access to and utilisation of quality maternal and newborn health services.                                                                                                                                                                                     | 4.34               | 0.74               | 0   | 0%  |
| Sub-MI | i) UNFPA has demonstrated progress toward its stated objective of increasing <u>access</u> to maternal and newborn health services.                                                                                                                                      | 4.41               | 0.74               | 0   | 0%  |
| Sub-MI | ii) UNFPA has demonstrated progress toward its stated objective of increasing the <u>utilisation</u> of quality maternal and newborn health services.                                                                                                                    | 4.26               | 0.75               | 0   | 0%  |
| B3     | Increased access to and utilisation of quality family planning services for individuals and couples according to reproductive intentions.                                                                                                                                | 4.63               | 0.97               | 0   | 0%  |
| Sub-MI | i) UNFPA has demonstrated progress toward its stated objective of increasing <u>access</u> to quality family planning services for individuals and couples.                                                                                                              | 4.71               | 0.99               | 0   | 0%  |
| Sub-MI | ii) UNFPA has demonstrated progress toward its stated objective of increasing the <u>utilisation</u> of quality family planning services for individuals and couples.                                                                                                    | 4.56               | 0.95               | 0   | 0%  |
| B4     | Increased access to and utilisation of quality HIV- and STI-prevention services especially for young people (including adolescents) and other key populations at risk.                                                                                                   | 4.32               | 0.95               | 2   | 4%  |
| Sub-MI | i) 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.                                             | 4.39               | 0.96               | 1   | 3%  |
| Sub-MI | ii) 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.                                   | 4.25               | 0.94               | 2   | 6%  |

|        |                                                                                                                                                                                              | Survey mean scores | Standard deviation | #DK       | %DK       |
|--------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|--------------------|-----------|-----------|
|        | <b>Base (un-weighted)</b>                                                                                                                                                                    | <b>34</b>          | <b>34</b>          | <b>34</b> | <b>34</b> |
| B5     | Gender equality and reproductive rights advanced particularly through advocacy and implementation of laws and policy.                                                                        | 4.64               | 1.06               | 1         | 3%        |
| Sub-MI | i) UNFPA has demonstrated progress toward its stated objective of advancing <u>gender equality</u> through advocacy and implementation of laws and policies;                                 | 4.52               | 1.09               | 1         | 3%        |
| Sub-MI | ii) UNFPA has demonstrated progress toward its stated objective of advancing <u>reproductive rights</u> through advocacy and implementation of laws and policies.                            | 4.76               | 1.03               | 1         | 3%        |
| B6     | Improved access to SRH services and sexuality education for young people (including adolescents).                                                                                            | 4.26               | 1.07               | 0         | 0%        |
| Sub-MI | i) UNFPA has demonstrated progress toward its stated objective of improving young people's access to sexually reproductive health (SRH) services;                                            | 4.29               | 0.99               | 0         | 0%        |
| Sub-MI | ii) UNFPA has demonstrated progress toward its stated objective of improving young people's access to sexuality education.                                                                   | 4.24               | 1.15               | 0         | 0%        |
| B7     | Improved data availability and analysis around population dynamics, SRH (including family planning) and gender equality.                                                                     | 4.59               | 1.02               | 1         | 1%        |
| Sub-MI | i) 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; | 4.76               | 0.95               | 0         | 0%        |
| Sub-MI | ii) 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.    | 4.42               | 1.08               | 1         | 3%        |

## Evidence of contributions/progress towards organisation-wide results: Observations from document review

The table below presents observations on UNFPA's outcomes – as stated in the development results framework that was revised following the 2011 MTR covering the 2012 and 2013 period of the 2008-2013 Strategic Plan.

| UNFPA Outcomes                                                                                                                                                                                                                                                            | Observations from document review                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 Population dynamics and its interlinkages with the needs of young people (including adolescents), sexual and reproductive health (including family planning), gender equality and poverty reduction addressed in national and sectoral development plans and strategies | <p>UNFPA supports countries to generate and produce population data that can inform national planning and hence better address the needs of the most vulnerable populations. Since the 2011 MTR, the organisation has sought to work with governments and other partners to: 1) integrate SRH services (including family planning) into national health sector policies and plans; 2) include the issues of young people (including adolescents) in poverty reduction strategies (PRS) and national development frameworks; and 3) promote the right of young people (including adolescents) to participate at all levels of policy development, implementation and monitoring (UNFPA, 2011 [02], p. 16).</p> <p>Review of the 2013 annual report of the ED indicates that, since the adoption of the revised results framework, the organisation has reported on the outcome and output indicators linked to this programmatic area. As of 2014, UNFPA reported that USD 50.6 million (6.6%) of its resources (core and noncore) in 2013 was spent on this programmatic area.</p> <p>The report indicates that the number of countries incorporating population dynamics into development planning more than doubled between 2010 and 2013 (from 23 to 50 countries) and that emerging population issues are increasingly addressed in national plans. The integration of sexual and reproductive health services into national health policies and plans has remained constant. The report does not yet provide an indication of if or how these dimensions have been integrated in policies and whether policies are better as a result.</p> <p>During the year 2013, UNFPA provided training and supported countries/stakeholders in the creation of evidence-based data (including data on the most disadvantaged) in national plans, programmes and policies. UNFPA reported that in 2013 it: i) trained 3,327 people in incorporating population dynamics issues into national plans and programmes (an increase from 1,677 people in 2011); and ii) supported 82 countries in institutionalising mechanisms that forged partnerships with young people, including adolescents, in policy dialogue and programming (an increase from 58 countries in 2011) (UNFPA, 2014 [23], p. 11).</p> <p>The information in the annual reports of the ED is based primarily on self-reported data collected at country level by UNFPA's country offices via the COARs. The extent to which the information has been validated by external or independent reviews is not evident and there have been general concerns expressed about the quality of data in the COARs (UNFPA, 2014 [25]). UNFPA has not yet conducted an evaluation of its work in this area, but at the time of this assessment, the Evaluation Office has commissioned an independent evaluation to cover the results achieved in this area as well as its contribution to outcome 4 and 6 of its revised RF.</p> |
| 2 Increased access to and utilisation of quality maternal and newborn health services                                                                                                                                                                                     | <p>UNFPA's work is guided by the ICDP PoA goal related to achieving universal access to sexual and reproductive health (SRH) as well as MDGs 4 and 5a which focus on reducing neonatal and maternal mortality respectively.</p> <p>UNFPA's commitment to ensuring safe motherhood has revolved around providing support to countries and strengthening both institutional and human capacities to provide quality maternal care. Such initiatives have involved strengthening the capacities of national health systems and institutions as well as building the capacities of health care providers (i.e. doctors and nurses, but also midwives) in providing emergency obstetric and neonatal care, and in better addressing disabling injuries causing maternal morbidities such as obstetric fistula.</p> <p>UNFPA supports safe motherhood initiatives in 91 countries. Within the past decade, initiatives advocating and promoting safe motherhood have included the establishment of two thematic funds ( the global programme to enhance reproductive health commodity security [GPRHCS] and the maternal health thematic fund [MHTF]) created as additional funding streams to support countries most in need (UNFPA, 2012 [22], p. vii). Providing support to 43 countries with high maternal mortality overall, UNFPA's MHTF also hosts two flagship programmes aimed at strengthening national capacities in midwifery for low income countries (i.e., the UNFPA-ICM Midwifery programme) and at advocating for the prevention and treatment of obstetric fistula (i.e. Campaign to End Fistula).</p> <p>The 2013 and 2014 Reports of the ED report on four output indicators related to this outcome area that address: 1) building national capacities for better management of midwifery workforce policies; 2) ensuring the integration of emergency obstetrics and newborn care (EmONC) in subnational health plans; 3) providing treatment for obstetric fistula; and 4) training on the minimum initial service package (MISP) in humanitarian settings.</p> <p>As with the other outcome areas of the RF for 2012-2013, UNFPA reports on progress via the annual reports of ED. For 2012 and 2013 UNFPA reported that it spent the largest share of its core resources and second largest share of its non-core resources supporting activities related to</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

| UNFPA Outcomes                                                                                                                                     | Observations from document review                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                    | <p>increasing access to and utilisation of quality maternal and newborn health services. In 2013, USD199.7 million (26.2% of core and noncore resources) was spent on this programmatic area. The report of the ED on 2013 reports that the organisation exceeded all of its 2013 targets and: i) supported 43 countries in implementing comprehensive midwifery programmes and 38 countries in strengthening EmONC (exceeding its 2013 targets); ii) supported 34 countries in completing needs assessments and costing EmONC operational plans; provided 32 countries with essential EmONC supplies and supported the establishment or strengthening of systems for surveillance, notification and/or auditing of maternal deaths in 26 countries; and iii) supported the treatment of women with obstetric fistula in 55 countries through the UNFPA-led the Campaign to End Fistula (UNFPA, 2014 [23], pp. 13-14). Additional reporting on UNFPA's support for and progress towards improving maternal and newborn health in developing countries is included in the annual reports of GPRHCS and MHTF.</p> <p>UNFPA has also assessed its contributions in this programmatic area. In 2012, it commissioned two evaluations of its support to maternal health: a mid-term evaluation of the MHTF which was later used to complement an organisation-wide evaluation of UNFPA's support in this area from 2001 – 2011. The evaluation noted the relevance of UNFPA's engagement in this area and commended UNFPA's role as a knowledge broker for issues related to maternal health. Yet it also critiqued the limited targeting of resources and focus on vulnerable groups. The evaluation highlighted the effectiveness of UNFPA's work in advocacy in ensuring harmonisation and alignment of donor assistance with national partners. The organisation was in particular, noted to have "helped programme countries anchor family planning more firmly within their policy frameworks as well as to scale-up access to emergency obstetric and newborn care in their national health services" and to have been a driving force to raise awareness of, and build capacity to address shortcomings and barriers in national health systems that prevent beneficiaries from accessing maternal health services. The evaluation also highlighted insufficient staff capacity and gaps in the skills available in country offices (in terms of expert staff in reproductive health) and noted room for improvement in numerous areas including the need for strengthening results-oriented monitoring systems in country offices and increasing knowledge generation, learning and dissemination for work done in support of maternal health at country levels (UNFPA Evaluation Branch, 2012 [01], p. xvi). In their respective management responses, UNFPA accepted or partially accepted to address all of the MHTF and MHTF recommendations.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <p>3 Increased access to and utilisation of quality family planning services for individuals and couples according to reproductive intentions.</p> | <p>UNFPA's work in family planning is guided by principle 8 of the ICPD PoA which recognises the basic right for all individuals to "decide freely and responsibly the number and spacing of their children and to have the information, education and means to do so."<sup>vii</sup> UNFPA's support is also guided by the Family Planning Strategy 2012-2020 in which the organisation commits to strengthening the support provided to countries to achieve universal access to rights-based family planning and to lead the United Nations in the global effort to provide voluntary family planning information, services and supplies that allow individuals and couples to choose whether, when and how many children they have (UNFPA, 2012 [42], p. 1)</p> <p>In the revised RF for 2012-2013 the organisation's support to family planning places emphasis on two output areas: i) strengthening national systems for reproductive health commodity security (RHCS), and ii) strengthening national capacities for community-based interventions for family planning.</p> <p>As with other outcome areas, reporting on key achievements is found in the reports of the ED. Additional reporting on progress and achievements is done via the annual reports of the Global Programme to Enhance Reproductive Health Commodity Security (GPRHCS), a thematic fund established in 2007 to "complement UNFPA core resources and other funding mechanisms" and ensure "more predictable, planned and country-driven approaches for securing essential supplies) and ensuring their use" (i.e. contraceptives and other reproductive health supplies (UNFPA, 2013 [51]).</p> <p>In 2012 UNFPA commissioned a mid-term review of the GPRHCS to assess i) the relevance, effectiveness and efficiency of the strategies and approaches designed to improve reproductive health commodity security (RHCS) as financed by the GPRHCS, and ii) the co-ordination, management and support from UNFPA global and regional levels to national level efforts. The review commended the programme's alignment with national policies and strategies, noted that RHCS co-ordination committees had improved country level co-ordination on public sector operational matters, and that the programme support for building capacities in RHCS had been appropriate. The review also recommended: i) increasing the number of regional advisors and the resources available to them, to enable them to play a greater part in planning and pre-planning activities; ii) committing more resources to capacity building of in-country GPRHCS staff to enable them to have a wider and deeper understanding of RHCS; iii) using the country level strategic planning process to set priorities and agree on them with government; and iv) developing more systematic approaches to in-country programme monitoring (Chattoe-Brown, A.; Weil, O.; raddock, M., 2012 [01], pp. 70-71). At the time of the assessment, the Fund indicated that both a mid-term and end-of-term evaluation of the Global Programme to Enhance Reproductive Health Commodity Security (GPRHCS) - phase II were being planned.</p> <p>An evaluation of UNFPA's support to family planning (covering the period 2008-2014) has been commissioned and will report at the end of 2015. According to the 2014 biennial evaluation plan for the Executive Board, the evaluation is expected to cover : i) UNFPA support for scaling up availability of and increasing the demand for and utilisation of family planning as part of the greater sexual and reproductive health services; ii) UNFPA contributions to anchor family planning more firmly in the SRH policy frameworks of programme countries and to develop national capacities to</p> |

| UNFPA Outcomes                                                                                                                                                           | Observations from document review                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
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| 4 Increased access to and utilisation of quality HIV- and STI- prevention services especially for young people (including adolescents) and other key populations at risk | <p>manage commodity procurement and distribution; and iii) UNFPA's use of community-based distribution to open alternative channels for population groups that have limited access to public health systems (UNFPA, 2013 [17]).</p> <p>As one of the 11 co-sponsors of UNAIDS, UNFPA's work in addressing HIV and AIDS focuses on programming aimed at reducing sexual transmission of HIV, ensuring the prevention of mother-to-child transmission of HIV, the prevention of HIV in young people (including adolescents) and their access to treatment (UNFPA, 2011 [02], p. 17).</p> <p>Efforts to address such issues have included joint partnerships with several UN agencies, non-governmental, private-sector, and community-led organisations and networks. For example, UNFPA's Condomize! Campaign, established in 2010, is a result of a partnership with UNAIDS, non-governmental organisations and private-sector partners aimed to promote the increased use of and access to condoms as an inexpensive, widely available and effective way to prevent HIV infection (UNFPA, 2013 [01], p. 9).</p> <p>In the revised RF for 2012-2013, UNFPA commits to placing emphasis on: i) strengthening national capacities for planning, implementation and monitoring of prevention programmes to reduce sexual transmission of HIV, and ii) strengthening national capacities for addressing the HIV and SRH needs of young people and sex workers, including through community-led organisations and networks (UNFPA, 2011 [02], pp. 28-29).</p> <p>Progress and achievements in these areas are reported on in the annual reports of the ED. Additional reporting on UNFPA's contributions in the global response to HIV is made via UNAIDS monitoring performance reports, particularly reporting on the 2012-2015 Unified Budget, Results and Accountability Framework (UNBRAFA).</p> <p>While no other external assessment of the organisation's support in this area had been identified, as noted under outcome 1 above, at the time of this assessment, UNFPA had commissioned evaluations of its support to adolescents and youth (2008-2013) and family planning (2008-2014) that are expected to shed light on UNFPA's contribution to the UNAIDS Outcome Framework 2009-2011.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 5 Gender equality and reproductive rights advanced particularly through advocacy and implementation of laws and policy                                                   | <p>UNFPA's work in advancing gender equality and reproductive rights focuses mainly on accelerating the achievement of MDG 3 (promoting gender equality and the empowerment of women), and ensuring the fulfilment of principle 4 of the ICPD Programme of Action (PoA), which not only advocates for the advancement of gender equality and equity and the empowerment of women, but also places emphasis on the elimination of all kinds of violence against women, as well as ensuring their ability to control their own fertility.<sup>viii</sup></p> <p>Gender equality is considered as both a key programmatic area and cross-cutting theme of the organisation. UNFPA programmatic work focuses on promoting gender equality and reproductive rights mainly through advocacy measures and development of national capacities for the integration of gender equality and reproductive rights issues in national legislation and policies and their implementation.</p> <p>In recent years, UNFPA has frequently engaged with other UN agencies to jointly address issues of gender equality and the abandonment of harmful practices that act as barriers to gender equality. Such initiatives have included partnerships with UNICEF on the issue of FGM/C, with UN-Women on gender equality, and with both organisations on the issue of girl/child marriage.</p> <p>Under the revised RF for 2012-2013, the organisation committed to: i) strengthening national capacities for implementation of international agreements, national legislation and policies in support of gender equality and reproductive rights; ii) strengthening national capacities for addressing gender-based violence (GBV) and provision of quality services, including in humanitarian settings; and iii) enhancing the promotion of gender equality and reproductive rights through engagement of community-led organisations and networks (UNFPA, 2011 [02], p. 29).</p> <p>Since the 2011 midterm review of the strategic plan, UNFPA has reported on achievements in this result area via the annual reports of ED. The organisation has made commendable efforts to assess its contributions in this programmatic area which represents the third largest area funded by UNFPA's non-core funding (i.e. following family planning and maternal health programming). Recent assessments of the organisation's work in advancing gender equality and reproductive rights have included: i) an independent mid-term review conducted in 2010, assessing the organisation's progress in advancing Goal 3 of its former strategic plan on advancing gender equality and the empowerment of women and adolescent girls; ii) an evaluation of the UNFPA-UNICEF joint programme on female genital mutilation/cutting in 2013; and iii) the joint evaluation of joint gender programmes in the United Nations system (2006-2013) conducted in 2013 and commissioned by UN-Women, UNFPA, UNICEF, MD GF, DOCO, AECID, and NORAD.</p> <p>The latter evaluation noted that achievements were not agency-specific but rather the result of the combined efforts of all UN agencies involved in the joint gender programmes. It highlighted achievements in areas where the UN had contributed to promoting gender issues and ensuring their integration in political, policy and legislative agendas. The evaluation also noted weaknesses in the design and implementation of joint programmes, partly due to poor monitoring, and noted room for improvement in ensuring stronger focus on managing for development results and results-oriented performance reporting (IOD PARC, 2013 [01], p. 9). In its joint management response, the working group expressed its intention to take into account all of the evaluation's recommendations.</p> |

| UNFPA Outcomes                                                                                                                   | Observations from document review                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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|                                                                                                                                  | <p>The 2013 evaluation of the UNFPA-UNICEF joint programme on female genital mutilation/cutting (FGM/C) highlighted the programme's contribution to strengthening local-level commitment to ending the practice, indicating that the joint programme had helped expand or accelerate existing change processes towards FGM/C abandonment at national, sub-national and community levels, and has contributed to strengthening the momentum for change at the global level. The evaluation also noted that the joint programme benefited from the complementary strengths of UNICEF and UNFPA, with the latter bringing particular strengths in relation to gender equality and reproductive health. Areas noted for improvement included amongst other things, the need for systems and tools, capacities, and resources available for monitoring and reporting on progress towards results (UNFPA, UNICEF Evaluation Office, 2013 [01], pp. xi-xii). The UNFPA-UNICEF joint management response agreed to comply with all recommendations of the joint evaluation report.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <p>6 Improved access to SRH services and sexuality education for young people (including adolescents)</p>                        | <p>UNFPA's work in this area is guided by the 2007 Framework for Action on Adolescents and Youth (UNFPA, 2007 [09]) which articulates four key elements to improving young people's access to SRH services and sexuality, which include: creating a supportive policy environment; facilitating gender-sensitive, life skills-based SRH education; promoting a core package of SRH services; and fostering young people's leadership and participation.<sup>ix</sup></p> <p>UNFPA's work in this area is further guided by the 2012 resolution of the Committee on Population and Development on adolescents and youth as well as the recently adopted adolescent and youth strategy (UNFPA, 2013 [65]).</p> <p>Under the revised RF for 2012-2013, UNFPA committed to: i) improving programming for essential sexual and reproductive health services to marginalised adolescents and young people; and ii) strengthening national capacities for the design and implementation of comprehensive age-appropriate sexuality education in policies and curricula (UNFPA, 2011 [02], p. 30)</p> <p>Since the 2011 midterm review of the strategic plan, UNFPA has reported on achievements in this area via the annual reports of ED. As per the ED report on 2013, UNFPA: i) supported 101 countries providing capacity development for the provision of sexual and reproductive health services to young people (an increase from 77 in 2011 – exceeding UNFPA's 2013 target); ii) supported 19 countries in designing and implementing comprehensive programmes to reach marginalised adolescent girls (an increase from 8 countries in 2011, exceeding UNFPA's 2013 target); and iii) supported 102 countries to design and implement comprehensive sexuality education programmes (exceeding its target of 90 countries). As part of this support, UNFPA trained 528 experts on designing, implementing and evaluating comprehensive sexuality education programmes (UNFPA, 2014 [23], p. 19)</p> <p>No externally validated evidence was found covering UNFPA's contribution to this area as a whole. At the time of this assessment, the UNFPA Evaluation Office had commissioned an independent evaluation of support to adolescents and youth over the 2008-2013 period in 2014. The evaluation is expected to cover: i) the relevance, effectiveness, efficiency and sustainability of UNFPA's contributions to the access and utilisation of sexual and reproductive health services, including family planning, sexuality education, and HIV and sexually transmitted infections prevention services for adolescents and young people; and ii) UNFPA's contribution to strengthening national capacity to incorporate population dynamics and its inter-linkages with the needs of young people, as well as the support provided to young people for participating in policy dialogue and programming. This evaluation is also expected to take into account the '4 Keys of the Framework for Action on Adolescents and Youth' (UNFPA, 2013 [17]).</p> |
| <p>7 Improved data availability and analysis around population dynamics, SRH (including family planning) and gender equality</p> | <p>UNFPA work in this area, as per the revised RF for 2012-2013, focuses on: i) enhancing national capacities for the production, utilisation and dissemination of quality statistical data on population dynamics, youth, gender equality and SRH, including in humanitarian settings; and ii) strengthening national capacities for data analysis to inform decision making and policy formulation around similar areas (UNFPA, 2011 [02], p. 31).</p> <p>UNFPA reports on achievements in this result area via the annual reports of ED. As per the report on 2013, UNFPA: i) supported 106 countries in the production and dissemination of censuses, surveys and other statistical data (an increase from 79 countries in 2010); supported 71 countries for in-depth analyses of population censuses and household surveys, and trained 3,370 people in the analysis of population-level data and 1,463 people in population-level data analysis in humanitarian situations (exceeding its 2013 respective annual targets). The organisation indicated that as a result of its support to countries in conducting household surveys, it had enabled the estimation of indicators for MDG target 5b in 110 countries (UNFPA, 2014 [23], p. 21).</p> <p>At the time of this assessment, the UNFPA Evaluation Office had commissioned an independent evaluation of UNFPA support to population and housing census data generation to inform decision making and policy formulation. (UNFPA, 2013 [17]).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

### 3.3.3 KPI C: Evidence of progress towards stated country-level results

This section is based on UNFPA's stated country-level results in each country that was part of the MOPAN 2014 assessment and focuses on the nature of reporting at the country level. Detailed survey data by country and examples/evidence of the results achieved are provided in Section 4 below on results of MOPAN assessment by country.

The UNFPA country offices in each of the countries reviewed were at different stages in their country programme cycle and therefore had different types of documents available about their results. Country offices in Kenya and Ecuador were at the end of a programme cycle; offices in Bangladesh, Cambodia and Tanzania were implementing country programmes that began in 2011-2012; and the DRC office was implementing a country programme that began in 2013. However, as noted in the MOPAN methodology limitations, the sample of countries is not representative of all of the work of UNFPA country offices.

#### UNFPA reporting practices

UNFPA country offices report on results in several ways:

- **Standard Progress Report (SPR):** On an annual basis, country office staff and implementing partners responsible for specific programme areas prepare internal progress reports for country office management on the progress of outputs in relation to what was planned in the annual work plan. (The annual work plan is a detailed plan developed with implementing partners that describes the activities, budget, results, and targets of the planned outputs in the country programme. Country programmes may or may not have the same outputs as the strategic plan, although they are usually aligned.)
- **Country Office Annual Report (COAR):** Annually, each country office completes and submits a report to the regional office and to headquarters to inform corporate reporting on the strategic plan. The COAR provides a mix of short narratives (limited to 300 words) that describe contributions on each UNFPA corporate outcome area and quantitative information on indicators. The COAR is not a report on the country programme per se, but rather a source of input for corporate reporting purposes.
- **Country Programme Performance Summary (CPS):** At the end of each programme cycle, country offices prepare a CPS, as per the requirements of Executive Board Decision 2006/09. This report on performance, which is shared with Executive Board members, aims to consolidate the results and performance data for the entire programme period. It reports on the country programme's outputs by providing data on the indicators, identifying the baseline, target and end-line data. It also reports on the country office's progress with regards to the outcomes in the strategic plan. The CPS is complemented by a Country Programme Evaluation (CPE) that up until July 2013 had been required at the end of each programme cycle. The revised evaluation policy has changed this requirement to at least once every two programme cycles.

#### Strengths and Weaknesses in UNFPA reporting at the country level

**Focus of reporting:** Most of the reports reviewed only reported on outputs. However, outputs often describe changes that are the desired effect of programming interventions, which is a higher level on the results chain. In addition to drawing on data from measuring output indicators, the CPS provided short narratives on overall progress or key achievements at output level and sometimes pointed out the constraints that have been faced. However, most of the CPS reviewed did not consistently provide a clear picture of how UNFPA activities contributed to planned outputs and outcomes.

Standard Progress Reports reviewed provided more activity-oriented evidence of progress towards results, which reflects the nature of these annual reports. The Bangladesh country office provided a consolidated standard progress report presenting consolidated information of the achievements of all implementing partners.

Overall, and as noted in the interviews, reporting on results is often a challenge in countries where there is more limited M&E capacity and capacity to write narratives on results in English.

**Gaps in available data:** The review of CPEs and other evaluations carried out in the six countries in this assessment all pointed out constraints related to the insufficiency and poor quality of data available at the end of the programme cycle. A review of other UNFPA CPEs (see sidebar) illustrates that this has been a persistent problem over the past few years. As noted below, the quality of reporting data is strongly linked to the monitoring capacity of both implementing partners and of the country offices.

**Monitoring and evaluation capacity:** UNFPA has been strengthening country office capacity for monitoring and evaluation by creating specific positions or focal points at country level and by providing training to country offices and implementing partners (IPs). Most country offices interviewed now have full-time M&E Officers or M&E focal points (focal points are generally used in smaller middle-income countries) and all had been receiving increased support in M&E from regional offices, nevertheless, important challenges remain. In Kenya for example, an M&E officer was appointed in 2007 and IPs were regularly trained, however, an evaluation indicated that the workload related to consolidating data from various projects has been too heavy for a single person (UNFPA Evaluation Branch, 2012 [04], p. 30). The CPE of the most recent CP in Kenya also notes that data capture and reporting at implementing partners' level was sometimes problematic (UNFPA Evaluation Office, 2013 [01], pp. 64-66). Poorly developed results frameworks have also hampered the quality of monitoring.

**Use of theories of change:** At a corporate level, UNFPA has introduced theories of change for each of the four outcomes in the 2014-2017 strategic plan. At the country level, the development of theories of change to help inform planning and managing for results is in early stages. Most country offices indicated that the work had just begun in certain areas (for example child marriage in Bangladesh) or that they were going to develop theories of change for the new country programme. A number of the CPE identify the difficulty of attributing results to UNFPA given the number of other partners that are involved in the same area of work (e.g. Cambodia 3<sup>rd</sup> CPE 2006-2010, Kenya 7<sup>th</sup> CPE 2009-2013, and Tanzania 6<sup>th</sup> CPE 2007-2010). As UNFPA country offices develop theories of change, this should help strengthen the potential for a stronger analysis of contribution in country programme reports and evaluations.

#### Concerns about data quality expressed in Country Programme Evaluations

7<sup>th</sup> CPE for Bangladesh mentions "limited monitoring and financial data from UNFPA were available."

3<sup>rd</sup> CPE for Cambodia (2006-2010) questions the accuracy and reliability of the COAR data presented in 2010 COAR (CPE, p. 29). The CPE carried out a detailed validation of the achievement of output targets and concluded that the COAR data overestimated the percentage of output targets that were achieved. Some of the problems included: lack of evidence to substantiate the judgment that targets had been achieved and in some cases the reporting might have reflected activities completed, rather than targets achieved.

In DRC, the CPE highlighted the lack of up to date information on performance indicators, that data collection was not systematic, and that decentralised offices did not provide timely information on implemented programmes (Kalambayi, 2012 [01], p. 113).

The 7th CPE for Kenya highlights that "At the IPs level appropriate data capture and reporting was found to be problematic over the programme cycle due to limited use of designated data capture tools." Furthermore "insufficient and inappropriate data was at times collected to inform CPAPs M&E framework" (Olenja, Gor, & Okoth-Juma, 2013 [01], pp. 64-66).

The 6th CPE for Tanzania (2007-2010) mentions "obtaining programme indicators also proved a challenge, especially in cases where UNFPA worked jointly with other partners and no sensitive output indicators were agreed on at the time of programme design."

CPE for Togo (2008-2013) mentions documents as important as standard progress reports, quarterly or annual reports were missing. Most documents lack analysis and merely provide a listing of activities. Reports are not results oriented and available information is fragmented (p21).

CPE for South Africa (2007-2010) mentions 'baseline and target data were missing in the country programme strategic documents [...] This made it difficult to assess the degree of CP results achievements based on the organizational commitments due to lack of quantitative targets and baseline data. In addition, since the Country Programme is in form of technical assistance, it would be difficult to tease out its contribution to the overall outcomes.' (p15)

CPE for Mongolia (2007-2011) finds inconsistency in baseline data as well as indicators in the CPD and CPAP, incomplete Planning and Tracking Tool, lack of detailed financial data to do cost efficiency assessment, and lack of relevant indicators (p.5).

## UNFPA's measurement and reporting on country-level results

The table below is based either on the on-going programme cycle or the most recently completed programme cycle. The primary data sources are the Country Programme Performance Summary, Country Programme Evaluations, and other evaluations, when available. Standard Progress Reports and UNDP reports were also used.

| Country    | Criteria                                                       |                                   |                                 |                                  |                                    |                                 |
|------------|----------------------------------------------------------------|-----------------------------------|---------------------------------|----------------------------------|------------------------------------|---------------------------------|
|            | Evidence of explicit theory or theories of change <sup>x</sup> | Baselines included for indicators | Targets included for indicators | Reports on outputs <sup>xi</sup> | Reports on outcomes <sup>xii</sup> | Quality of data <sup>xiii</sup> |
| Bangladesh | Partially met                                                  | Partially met*                    | Partially met*                  | Partially met                    | Partially met                      | Partially met                   |
| Cambodia   | Not met                                                        | Met                               | Met                             | met                              | Partially met                      | Partially met                   |
| DRC        | Not met                                                        | Met                               | Met                             | Met                              | Partially met                      | Partially met                   |
| Ecuador    | Not met                                                        | Met                               | Met                             | Met                              | Not met                            | Partially met                   |
| Kenya      | Not met                                                        | Met                               | Met                             | Met                              | Partially met                      | Partially met                   |
| Tanzania   | Not met                                                        | Met**                             | Met**                           | Met                              | Partially met                      | Partially met                   |

\* Partially met according to consolidated standard progress report

\*\* Met according to UNDP monitoring system

As highlighted in the table above, most country offices assessed had not developed nor used **theories of change**. This is to be expected, given that the concept of “theory of change” is relatively new in the organisation. However, they generally used agreed **baselines and targets** for reporting purposes. Cumulative data related to **output** indicators was available only when CPS and CPEs were available; and in such cases data could be linked to the reported achievement of outputs. In other cases, data must be collected from different sources such as SPRs and COARs, which are non-cumulative annual internal reports providing mostly activity level descriptions.

As mentioned in the introductory paragraph, reports did not clearly link output level results to higher **outcome** level results. In other words, the narratives did not describe how variations in the output indicators affected, or would affect, outcome indicators. In countries where corporate thematic evaluations had taken place, there was at least partial information on contributions to outcomes.

Although output and activity level information may be available, the data are self-reported and often of unknown **quality**. According to several country offices, the implementing partner reports also vary in quality. Quality of reporting varies according to the country type (low income, upper-middle income, fragile state), the implementing organisation (government, ministry, NGO, INGO, etc.), and the nature of the work carried out by UNFPA (policy dialogue/advice, service delivery, knowledge generation, capacity development).

Overall, in this small sample of countries considered by MOPAN, the country offices complied with UNFPA's systematic reporting procedures, but lacked a solid evidence base about their contributions to results. CO interviews also identified challenges in communicating results to external stakeholders due to information constraints and capacities to write in English.

### 3.3.4 KPI D: Evidence of UNFPA contribution to national goals/priorities, including the MDGs

The analysis of UNFPA contributions to national priorities was tailored to each of the countries included in the assessment. Therefore, detailed survey data by country and other information related to this KPI are provided in Section 4 below on results of MOPAN assessment by country.

## 4. Results of MOPAN assessment by country

### 4.1 Introduction

The following sections on each country that participated in the MOPAN 2014 assessment include:

- A summary of the country context as it relates to the MOPAN assessment
- UNFPA's strategy in the country
- A profile of the survey respondent groups
- Survey data on the organisational effectiveness indicators that were assessed at the country level (Note: There was no document review component on organisational effectiveness indicators at the country level.)
- Survey data on relevance and development results in each country
- A summary of documented evidence of FAO results and relevance and challenges in each country.

To ensure confidentiality, survey data are not broken down by respondent group unless there were sufficient respondents in each group in each country.

### 4.2 Bangladesh

#### 4.2.1 Country context and UNFPA strategy

##### Context

Bangladesh is a least developed country (UNFPA's red quadrant in 2013<sup>xiv</sup>) with a population of 156.6 million in 2013 (World Bank, 2014 [01]). Despite Bangladesh's rapid reduction in poverty due to its high economic growth and its investments in education, food security and disaster mitigation, 31.5% of its population – nearly 47 million people – lived below the national poverty line in 2010 (World Bank, 2014 [01]). The following data briefly illustrate key issues in reproductive health, population, and gender equality in Bangladesh.

- The fertility rate declined from 6.3 children per woman in 1975 to 2.7 in 2007. Adolescents account for nearly 25% of the population while the median age at marriage for girls is 15.3. Moreover, 55% of adolescent girls become mothers before turning 19 years old. The maternal mortality ratio (MMR) declined from 320/1000 in 2001 to 194/1000 in 2010, and deliveries were attended by skilled health personnel in nearly one-quarter of the cases, with important disparities between the rich and the poor (UNFPA, 2011 [04]).
- Bangladesh is a low HIV-prevalence country with less than 0.1% of the population infected. The contraceptive prevalence rate was 47.5% for modern methods in 2007. Unmet needs for family planning as well as high drop-out rates among family-planning acceptors are an increasing concern.
- Although gender gaps persist in higher education, formal employment and political representation, progress has been made in relation to women's empowerment. Approximately 60% of women have suffered from violence.
- Bangladesh is a disaster-prone country – a third of the country is susceptible to tidal inundation and nearly 70% is flooded during heavy monsoons (World Bank, 2014 [03]).

Bangladesh has faced sporadic political instability (World Bank, 2012 [01]) during the last two UNFPA's programming cycles (2006-2010 and 2012-2016) that has affected the Country Office's (CO) ability to realise its work efficiently (UNFPA, 2014 [27], p. 26). General strikes and elections have affected the pace of implementation in the past couple of years. Interviews confirmed that insecurity in the country combined with staff turnover in the country office seriously delayed implementation of the country programme during its first two years (2012-2013).

## UNFPA's strategy in Bangladesh

UNFPA is currently implementing its eighth country programme (CP) 2012-2016. The CP was based on the UNDAF, which was developed in line with the government's strategic priorities expressed in the perspective plan of Bangladesh 2010-2021 and the sixth five-year plan and the MDGs progress report. The country programme is operationalised by the UNCT common UNDAF action plan 2012-2016 instead of a UNFPA-specific country programme action plan (CPAP). The UNDAF action plan addresses 12 broad outcomes under seven strategic UNDAF Pillars; UNFPA contributes to six of the seven pillars:

- Increased and more equitable utilisation of quality health, population, education, water, sanitation, and HIV services for the deprived population in selected areas, with particular attention to women, children and youth
- By 2016, populations vulnerable to climate change and natural disasters become more resilient to adapt to the risks
- By 2016, all Bangladeshis, including vulnerable groups, are better represented and participate more in the democratic process
- By 2016, vulnerable and poor people in disadvantaged rural and urban areas benefit from accelerated economic growth
- Increased participation of marginalised and disadvantaged women in selected districts and urban slums in wage employment and any other income-generating activities
- Social and institutional vulnerabilities of women, including the marginalised and disadvantaged, are reduced.

UNFPA's country strategy in Bangladesh aims to address key development issues as they fall within the Fund's three focus areas set by SP 2008-2011: population and development (PD), reproductive health and rights (RHR) and gender equality (GE). It plans to allocate 66% of its resources to the RHR component, 13% to population and development, and 19% to gender equality out of a total budget of USD 70 million. The country office planned to operate with USD 40 million from regular resources and USD 30 million from other resources (UNFPA, 2011 [04]). The UNFPA programme is focusing on results in the following areas:

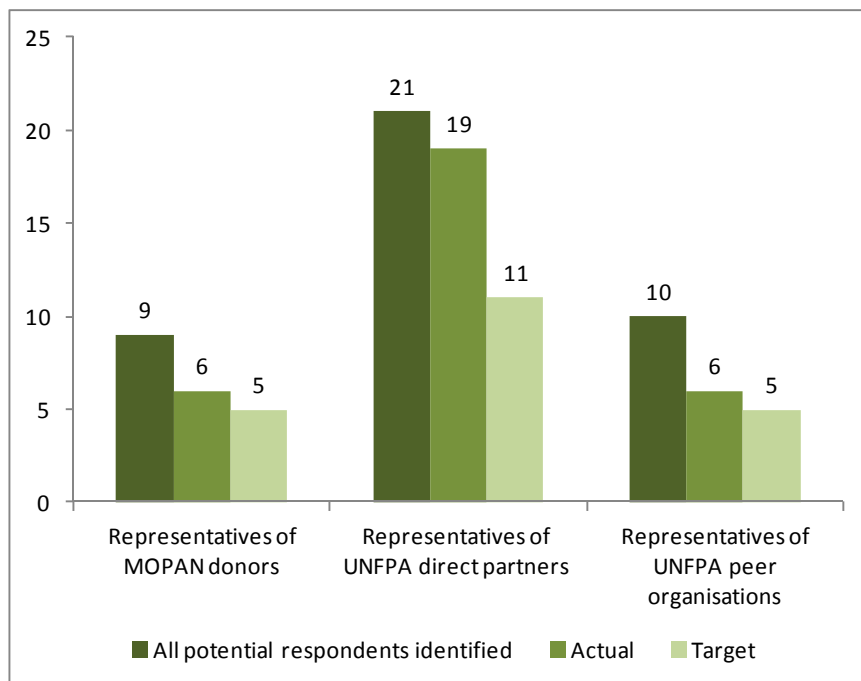
- RHR outcome 1: Increased and equitable utilisation of high-quality sexual and reproductive health and HIV information and services, with a focus on family planning and skilled care.
- RHR outcome 2: Increased availability in emergencies and in early-recovery settings of gender-sensitive, high-quality reproductive health services and services to combat gender-based violence.
- PD outcome 1: Government and non-government stakeholders are better able to accelerate national development, with a focus on achieving the Millennium Development Goals and pro-poor growth.
- GE outcome 1: Social and institutional vulnerabilities of women, including the marginalised and disadvantaged, are reduced.

At the time of this assessment, the country office was in the process of re-aligning the country programme to the new UNFPA strategic plan. This realignment is designed to increase the focus on results and re-establish programming priorities so that the programme is centred on the "bull's eye." The office was also recruiting staff and building a team with the mix of skills required to deliver on the strategy.

## 4.2.2 Profile of survey respondent groups in Bangladesh

The MOPAN survey in Bangladesh included direct partners, MOPAN in-country donors, and peer organisations. The peer organisations were primarily asked questions related to UNFPA's engagement in emergency settings.

### Number of respondents



Note: The “potential respondents” refer to all those who were invited to complete the survey. The “actual” respondents refer to those individuals who completed the survey and the “target” refers to the target number of responses set by MOPAN (i.e. 50% of the potential respondents).

### 4.2.3 UNFPA's organisational effectiveness in Bangladesh



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

- a) equal weight is given to the views of each of the respondent groups
  - b) equal weight is given to each of the countries where the survey took place
  - c) equal weight is given to respondent groups within each country where the survey took place
- However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.

"--" indicates that the question was not asked among a particular respondent group.

% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

#### Survey results (mean scores) in Bangladesh and don't know responses

| Indicators                                         |                                                                                                                                                    | Survey mean scores<br>(Bangladesh) | % DK<br>(Bangladesh) |
|----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|----------------------|
| <b>Performance area I: Strategic management</b>    |                                                                                                                                                    |                                    |                      |
| <b>KPI 1</b>                                       | <b>The Multilateral Organisation (MO) provides direction for the achievement of development results</b>                                            | <b>4.63</b>                        |                      |
| 1.1                                                | The MO has a value system that supports a results-orientation.                                                                                     | 4.54                               | 5%                   |
| 1.3                                                | The MO ensures application of an organisation-wide policy on results management.                                                                   | 4.72                               | 5%                   |
| <b>KPI 4</b>                                       | <b>The MO maintains focus on the cross-cutting thematic priorities identified in its strategic framework, and/or considered important by MOPAN</b> | <b>4.47</b>                        |                      |
| 4.1                                                | Gender equality                                                                                                                                    | 4.64                               | 3%                   |
| 4.2                                                | Environment                                                                                                                                        | 4.31                               | 38%                  |
| 4.3                                                | Good governance                                                                                                                                    | 4.47                               | 8%                   |
| 4.4                                                | Human rights-based approaches                                                                                                                      | 4.58                               | 10%                  |
| 4.5                                                | HIV and AIDS                                                                                                                                       | 4.35                               | 22%                  |
| <b>KPI 5</b>                                       | <b>The MO's country strategies are results-focused</b>                                                                                             | <b>4.67</b>                        |                      |
| 5.3                                                | Country strategies are developed through consultation with partners.                                                                               | 4.67                               | 5%                   |
| <b>Performance area II: Operational management</b> |                                                                                                                                                    |                                    |                      |
| <b>KPI 6</b>                                       | <b>The MO's development co-operation funding is transparent and predictable</b>                                                                    | <b>4.43</b>                        |                      |
| 6.1                                                | The MO's criteria for allocating resources are transparent.                                                                                        | 4.46                               | 8%                   |
| Sub-MI                                             | i) UNFPA makes readily available its criteria for allocating resources.                                                                            | 4.44                               | 5%                   |
| Sub-MI                                             | ii) UNFPA allocates resources according to the criteria mentioned above.                                                                           | 4.47                               | 11%                  |

| Indicators                                           |                                                                                                                                                      | Survey mean scores<br>(Bangladesh) | % DK<br>(Bangladesh) |
|------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|----------------------|
| 6.2                                                  | The MO predicts its development co-operation funding.                                                                                                | 4.41                               | 11%                  |
| Sub-MI                                               | i) UNFPA is adopting measures to make its funding more predictable.                                                                                  | --                                 | --                   |
| Sub-MI                                               | ii) UNFPA provides its funding to countries and other partners according to schedule.                                                                | 4.41                               | 11%                  |
| <b>KPI 8</b>                                         | <b>The MO has policies and processes for financial accountability (audit, risk management, anti-corruption)</b>                                      | <b>4.32</b>                        |                      |
| 8.5                                                  | Processes are in place to quickly follow up on any irregularities identified at the country (or other) level.                                        | 4.00                               | 83%                  |
| 8.6                                                  | The MO's procurement procedures provide effective control on purchases of goods and services.                                                        | 4.63                               | 0%                   |
| <b>KPI 9</b>                                         | <b>The MO demonstrates the use of performance information for decision-making</b>                                                                    | <b>4.76</b>                        |                      |
| 9.2                                                  | Performance information is used by the MO for planning new interventions at the country level.                                                       | 4.58                               | 0%                   |
| 9.3                                                  | Poorly performing programmes, projects and/or initiatives are addressed proactively so as to improve performance.                                    | 4.94                               | 8%                   |
| Sub-MI                                               | i) UNFPA regularly identifies poorly performing programmes and projects.                                                                             | 4.94                               | 5%                   |
| Sub-MI                                               | ii) UNFPA proactively addresses performance issues identified in poorly performing programmes and projects.                                          | 4.94                               | 11%                  |
| <b>KPI 12</b>                                        | <b>The MO delegates decision-making authority and staff accordingly (to the country or other levels)</b>                                             | <b>4.15</b>                        |                      |
| 12.1                                                 | Staff deployment in country is adequate for the development of effective country-level partnerships.                                                 | 4.04                               | 3%                   |
| 12.2                                                 | Aid reallocation decisions can be made locally.                                                                                                      | 4.35                               | 36%                  |
| 12.3                                                 | New programmes/projects can be approved locally within a budget cap.                                                                                 | 4.07                               | 26%                  |
| <b>KPI 13</b>                                        | <b>Mainstreaming humanitarian programming into programmes and operations</b>                                                                         | <b>4.53</b>                        |                      |
| 13.2                                                 | The MO has the necessary resources to engage in humanitarian and emergency settings.                                                                 | 4.47                               | 41%                  |
| Sub-MI                                               | i) UNFPA has adequate human resources (e.g. skills, knowledge and experience) to engage in humanitarian and emergency settings.                      | 4.46                               | 43%                  |
| Sub-MI                                               | ii) UNFPA dedicates sufficient financial resources to engage in humanitarian and emergency settings.                                                 | 4.47                               | 39%                  |
| 13.3                                                 | The MO plays an effective leadership and advocacy role in humanitarian and emergency settings.                                                       | 4.34                               | 7%                   |
| Sub-MI                                               | i) UNFPA is effective in its co-ordination of efforts to ensure the prevention of gender-based violence (GBV) in humanitarian and emergency settings | 4.07                               | 12%                  |
| Sub-MI                                               | ii) UNFPA is effective in advocating for women's reproductive health and rights in humanitarian and emergency settings.                              | 4.60                               | 3%                   |
| 13.4                                                 | The MO respects humanitarian principles while carrying work in emergencies.                                                                          | 4.77                               | 19%                  |
| <b>Performance area III: Relationship management</b> |                                                                                                                                                      |                                    |                      |
| <b>KPI 14</b>                                        | <b>The MO co-ordinates and directs its development co-operation at the country level in support of agreed national plans or partner plans</b>        | <b>4.63</b>                        |                      |

| Indicators                                       |                                                                                                                                                                                              | Survey mean scores<br>(Bangladesh) | % DK<br>(Bangladesh) |
|--------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|----------------------|
| 14.1                                             | Extent to which MO supported funding proposals have been fully designed and developed with the national government or direct partners, rather than conceptualised or initiated by MO itself. | 4.33                               | 25%                  |
| 14.2                                             | Statements of expected results are consistent with those in national development strategies and UNDAF, as appropriate.                                                                       | 4.94                               | 0%                   |
| <b>KPI 15</b>                                    | <b>The MO's procedures take into account local conditions and capacities</b>                                                                                                                 | <b>4.39</b>                        |                      |
| 15.1                                             | The procedures of the MO can be easily understood and completed by partners.                                                                                                                 | 4.65                               | 17%                  |
| 15.2                                             | The length of time for completing MO procedures does not have a negative effect on implementation.                                                                                           | 3.96                               | 28%                  |
| 15.3                                             | The MO has the operational agility to respond quickly to changing circumstances on the ground.                                                                                               | 4.59                               | 8%                   |
| 15.4                                             | The MO has operational flexibility to adjust its implementation of projects/programmes as learning occurs.                                                                                   | 4.37                               | 0%                   |
| <b>KPI 16</b>                                    | <b>The MO uses country systems for disbursement and operations</b>                                                                                                                           | <b>4.77</b>                        |                      |
| 16.1                                             | The MO uses country systems (both financial and non-financial), where appropriate.                                                                                                           | 4.71                               | 11%                  |
| 16.2                                             | The MO participates in mutual assessments of progress in implementing agreed commitments with national partners.                                                                             | 4.83                               | 5%                   |
| <b>KPI 17</b>                                    | <b>The MO adds value to policy dialogue with its partners</b>                                                                                                                                | <b>4.83</b>                        |                      |
| 17.1                                             | The MO has reputation among its stakeholders for high quality, valued policy dialogue inputs.                                                                                                | 4.75                               | 3%                   |
| 17.2                                             | The MO's policy dialogue is undertaken in a manner which respects partner views and perspectives.                                                                                            | 4.91                               | 3%                   |
| <b>KPI 18</b>                                    | <b>The MO harmonises arrangements and procedures with other programming partners (donors, UN agencies, etc.) as appropriate.</b>                                                             | <b>4.66</b>                        |                      |
| 18.1                                             | The MO co-ordinates planning, programming, monitoring and reporting with other partners                                                                                                      | 4.74                               | 3%                   |
| 18.2                                             | The MO builds on the initiative of others to avoid duplication                                                                                                                               | 4.47                               | 11%                  |
| 18.3                                             | The MO's work reflects its comparative advantage                                                                                                                                             | 4.76                               | 11%                  |
| <b>Performance area IV: Knowledge management</b> |                                                                                                                                                                                              |                                    |                      |
| <b>KPI 19</b>                                    | <b>The MO consistently evaluates its results</b>                                                                                                                                             | <b>4.49</b>                        |                      |
| 19.5                                             | Direct beneficiaries and stakeholder groups are involved in evaluation processes                                                                                                             | 4.49                               | 8%                   |
| Sub-MI                                           | i) UNFPA involves key partners in evaluations of its projects or programmes.                                                                                                                 | 4.53                               | 11%                  |
| Sub-MI                                           | ii) UNFPA involves key beneficiaries in evaluations of its projects and programmes                                                                                                           | 4.44                               | 5%                   |

#### 4.2.4 UNFPA's relevance and development results in Bangladesh



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

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

However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.

"—" indicates that the question was not asked among a particular respondent group.

% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

#### Summary of survey results (mean scores) in Bangladesh

| Indicators |                                                                                                                                                                                                                                      | Survey mean scores<br>(Bangladesh) | % DK<br>(Bangladesh) |
|------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|----------------------|
| <b>A.</b>  | <b>Evidence of UNFPA's relevance</b>                                                                                                                                                                                                 |                                    |                      |
| A1         | The MO is pursuing results in areas within its mandate.                                                                                                                                                                              | 4.79                               | 0%                   |
| A2         | The MO's results are in line with global trends and priorities in the development field.                                                                                                                                             | 4.81                               | 0%                   |
| A3         | The MO's results respond to the needs/priorities of its target group (beneficiaries).                                                                                                                                                | 4.76                               | 0%                   |
| A4         | The MO adapts its work to the changing needs and priorities of the country.                                                                                                                                                          | 4.57                               | 0%                   |
| <b>C.</b>  | <b>Evidence of UNFPA's progress towards its stated country-level results</b>                                                                                                                                                         |                                    |                      |
| C1         | Outcome 1: Increased and equitable utilisation of high-quality sexual and reproductive health and HIV information and services, with a focus on family planning and skilled care.                                                    | 4.58                               | 11%                  |
| C2         | Outcome 2: Increased availability in emergencies and in early-recovery settings of gender-sensitive, high-quality reproductive health services and services to combat gender-based violence.                                         | 4.37                               | 11%                  |
| Sub-MI     | i) 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.               | 4.56                               | 22%                  |
| Sub-MI     | ii) 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. | 4.18                               | 0%                   |
| C3         | Outcome 1: Government and non-government stakeholders are better able to accelerate national development, with a focus on achieving the Millennium Development Goals and pro-poor growth.                                            | 4.83                               | 3%                   |
| C4         | Outcome 1: Social and institutional vulnerabilities of women, including the marginalised and disadvantaged, are reduced.                                                                                                             | 4.18                               | 2%                   |
| <b>D.</b>  | <b>Evidence of UNFPA's contribution to national goals and priorities, including the Millennium Development Goals</b>                                                                                                                 |                                    |                      |
| D1         | The MO contributes to development results that support the achievement of national priorities.                                                                                                                                       | 4.76                               | 0%                   |
| D2         | The MO is making effective contributions to relevant MDGs.                                                                                                                                                                           | 4.95                               | 0%                   |
| D3         | The MO programming has resulted in positive benefits for Bangladesh.                                                                                                                                                                 | 5.11                               | 0%                   |

#### 4.2.5 Summary of evidence on UNFPA relevance and results in Bangladesh

There were limited sources of information on results in Bangladesh. The assessment focuses on the current eight (8<sup>th</sup>) country programme document (CPD) 2012-2016 and on the *United Nations Development Assistance Framework 2012 - 2016 Bangladesh Action Plan* and is based on the following reports and evaluations:

- Consolidated Standard Progress Report 2013 - Draft
- The country office annual reports (COAR) for 2012 and 2013
- Final Evaluation - Joint Programme to address violence against women in Bangladesh.

The country programme evaluation (CPE) and country programme performance summary (CPS) – which are made available at the end of programming cycle – are not yet available for the 8<sup>th</sup> CPD, which is the programme cycle that is considered in this assessment. The CPE and CPS of the 7<sup>th</sup> country programme (CP) have however been consulted. The SPR provides a good overview of activities of the CO, which can be linked to outputs but there is no clear evidence of contribution to outputs and outcomes. Given that it focuses on one year implementation, it provides limited evidence of cumulative progress and contribution to higher-level results.

| Key performance indicator                            | Evidence                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| KPI A: UNFPA's relevance                             | <p>+</p> <p>The Country Programme Document is aligned with the UNDAF, which is also aligned to the 6<sup>th</sup> Five Year Plan of the Government. The Country Office was in the process of re-aligning the country programme to the new UNFPA strategic plan, thus strengthening its focus on UNFPA priorities.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| KPI C: Progress towards stated country-level results | <p><b>Reproductive health</b></p> <p><u>Outcome 1:</u> Increased and equitable utilisation of high-quality sexual and reproductive health and HIV information and services, with a focus on family planning and skilled care</p> <p>- <b>In general, for this outcome and other outcome areas, the SPR mostly reports on activities.</b></p> <p><i>RH Output 1.1: Improved quality and accessibility of sexual and reproductive health information and services, with a focus on family planning and skilled care, in selected districts, urban areas and refugee camps.</i></p> <p>Strong advocacy efforts are reported to have contributed to the establishment of professional posts for midwives. Further collaboration with Bangladesh Nursing and Midwifery Council (BNMC) Board to update the Strategic Direction papers for Midwifery and with the Ministry of Health (MOH) allowed the elaboration of the Midwifery bill within the Nursing &amp; Midwifery Act. (UNFPA, 2014 [27]).</p> <p>Interviews suggest that the most important contribution of the country office in the area of SRH was related to the capacity development of midwives.</p> <p>The SPR confirms it contributed to strengthen capacities of the nursing institutes to conduct training on midwifery as 20 Master Trainers are capable of providing ToT on Midwifery education. Furthermore, 525 students are enrolled in the 3-year diploma in midwifery programme in 20 educational sites while a new batch enrolled in late 2013 in 27 sites. The SPR notes that nearly 1680 service providers acquired skills in EmONC services and that UNFPA provided basic training to 12 doctors and refresher training to 24 nurses on fistula surgery and management of obstetric fistula cases.</p> <p>UNFPA also provided logistical support to 10 fistula centres as well as equipment and grants to 20 new community fistula advocates. The SPR further indicates 308 obstetric fistula patients were treated and 33 were rehabilitated. It provided maternal health (including safe delivery) and family planning services in the two refugee camps in Cos'x Bazad Districts (Nayapara and Kutupalang) (UNFPA, 2014 [27]).</p> <p>- <i>RH Output 1.2: Improved knowledge and awareness of, and attitudes towards, sexual and reproductive health and rights and HIV, among service providers and community members, including young people, in selected districts, urban areas and refugee camps.</i></p> <p>UNFPA provided technical support to MOH to develop the Operational Plan/Action Plan for National Adolescent Reproductive Health Strategy that addresses issues related to development of human resources on Adolescent's SRH and prevention of HIV within the MOH.</p> <p>It helped organise a round table discussion to build consensus around linkages between HIV and SRH and developed guidelines to encourage service providers to generate demand for integrated HIV and SRH services and helped introduce the National Communications Guidelines on HIV and SRH Linkages (UNFPA, 2014 [27]).</p> |

| Key performance indicator                                                                                                                                                                                 | Evidence                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><u>Outcome 2:</u> Increased availability in emergencies and in early-recovery settings of gender-sensitive, high-quality reproductive health services and services to combat gender-based violence</p> | <p>- <i>RH Output 2.1: Strengthened national capacity for emergency preparedness and response in order to address reproductive health and gender issues, including gender-based violence, during natural disasters.</i></p> <p>The SPR provides limited information on the Fund's work in the area of emergency preparedness. The emphasis was mostly on establishing long term agreements, prepositioning RH and dignity kits, and establishing partnerships for human resources capacity building.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Population and development</b>                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <p><u>Outcome 1:</u> Government and non-government stakeholders are better able to accelerate national development, with a focus on achieving the Millennium Development Goals and pro-poor growth</p>    | <p>± <i>PD Output 1.1: Strengthened national capacity to collect and analyse data disaggregated by sex, age, economic status and location.</i></p> <p>UNFPA worked to improve capacity of the Bangladesh Bureau of Statistics (BBS) by providing several trainings listed in the SPR: five-day training on ARC GIS Software and data analysis techniques which 49 BBS officials attended; two-day orientation on gender and sex disaggregated data collection and analysis organised by BBS for 93 staff; two-day refresher training for sample vital registration system (SVRS) enumerators and supervisors organised by BBS with support from UNFPA; three-day orientation on mapping &amp; map updating to develop capacity of BBS officials which 75 BBS officials attended (UNFPA, 2014 [27]).</p> <p>Interviews with CO highlighted that an important achievement in the focus area was the collaboration with BBS to complete the Population and Housing census 2011 as well as the national database on the prevalence of violence against women (VAW). This achievement is also highlighted in the SPR.</p> <p>+ <i>PD Output 1.2: Increased capacity to integrate population and gender concerns, including emerging issues, into national and sectoral plans and policies.</i></p> <p>UNFPA did further advocacy work by supporting the formation of the Bangladesh Association of Parliamentarians on Population and Development which has 25 members. Moreover, the Fund conducted the "Translating Population Policy 2012 into Action" to increase awareness of the population policy 2012.</p> <p>The SPR specifically mentions that UNFPA strengthened awareness, knowledge and understanding about population and development issues of Parliament members and increased their capacity to integrate these notions into national and sectoral policies, plans and laws.</p> |
| <b>Gender</b>                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <p><u>Outcome 1:</u> Social and institutional vulnerabilities of women, including the marginalised and disadvantaged, are reduced</p>                                                                     | <p>+ <i>Gender Output 1.1: Increased awareness and knowledge of and positive attitudes towards reducing the vulnerability of women, including the incidence of violence against women and early marriage.</i></p> <p>UNFPA's policy and advocacy work has been articulated through workshops, projects and campaigns including the mass awareness campaign on child marriage and adolescent pregnancy, the VAW campaign (through TV and radio spots, online photo contest, action research on boys' attitude towards girls and women) and Awarding Joyeeta (Successful women) on the "16 Days of Activism campaign" (UNFPA, 2014 [27], p. 19).</p> <p>- <i>Gender Output 1.2: By 2016, increased availability of and access to shelters; medical, psychological and legal support; and vocational training for survivors of gender-based violence in selected districts</i></p> <p>Projects related to advocacy and policy dialogue contributing to this output on availability and access to support and training of GBV victims were approved in late 2013 thus no related activity was specified in the SPR. Although equipment was provided to police stations to set-up women's help desks, there is overall limited evidence of contribution to this output.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

| Key performance indicator                            | Evidence                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| KPI D: Contributions to national priorities and MDGs | <p data-bbox="380 275 1399 411">+ UNFPA's corporate midterm review (MTR) 2008-2013 refocused the organisation on achieving universal access to SRH, reduce maternal mortality and accelerate progress on MDG 5.<sup>xv</sup> In Bangladesh, the MMR decreased from 260 deaths per 100 000 live births to 170 deaths per 100 000 live births between 2005 and 2013 (WHO, 2014 [01]). UNFPA's advocacy efforts and technical/financial support for capacity development in the area of midwifery, EmONC services, nursing discussed above have likely made contributions although these are not well documented.</p> <p data-bbox="423 422 1399 533">Concerning MDG 3 on gender equality, UNFPA has implemented the joint programme on violence against women and is expected to renew it despite challenges in initiating, implementing and measuring results of the joint programme. Outcome 2 on "social attitudes and behaviour changes effected to reduce VAW and discriminatory practices", which had the largest budget allocation, was the most affected by internal inefficiencies. Despite these challenges, reported results include:</p> <ul data-bbox="444 543 1357 730" style="list-style-type: none"> <li>• Enhanced capacity of government officials on VAW in 11 ministries</li> <li>• Increased awareness on issues related to VAW in the workplace for vulnerable groups and people affected by HIV/AIDS</li> <li>• Strengthening of a culturally sensitive gender approach to healthcare, improving accessibility for women</li> <li>• Capacity building for treatment of VAW survivors with linkages to legal and counselling services (Arbulú &amp; Ali, 2013 [01], p. 4).</li> </ul> <p data-bbox="423 741 1399 829">The 7<sup>th</sup> CP (previous CP) was also aligned with national priorities and MDGs and was evaluated in 2011. The 7<sup>th</sup> CPE indicated that progress in priority areas of government had been uneven as socio-economic, geographical and gender inequalities had widened, especially in certain areas where inequalities of access to RH services, disparities in health outcomes and gender inequality progressed (Nasreen M., 2011 [01], p. 7).</p> |

## 4.3 Cambodia

### 4.3.1 Country context and UNFPA strategy

#### Context

Cambodia is a lower income country (UNFPA's red quadrant in 2013) of approximately 15 million people that experienced impressive economic growth over the past decade (World Bank, 2014 [01]). The country is still recovering from tumultuous periods of war and especially the Khmer Rouge regime in the late 1970s and the years of strife that preceded and followed it (Tobin R., 2011 [01], p. 29). Despite impressive changes in Cambodia's indicators on overall poverty rates over the past 20 years – Cambodia achieved MDG goal of halving poverty as the poverty rate fell from 50.2% in 2004 to 20.5% in 2011 – families lifted out of poverty achieved it by small margins (World Bank, 2014 [01]; World Bank, 2014 [02]). For UNFPA's most recent country programme cycles, the following aspects of the context of Cambodia are particularly relevant.

- According to the most recent data from the H4+ Group, Cambodia is one of the 11 countries categorised as “on track” to meeting MDG 5A as the maternal mortality ratio decreased significantly between 1990 and 2013 (WHO, 2014 [01]).
- Cambodia has made impressive progress in reducing HIV prevalence and incidence. However, it is facing new challenges as a result of a shift from a generalised HIV and AIDS epidemic to one concentrated among high-risk groups such as men who have sex with men, sex and entertainment workers, and injecting drug users. Spousal transmission from husband to wife remains a major mode of transmission.
- Despite steady improvements, the country's public health system remains constrained by competency of health professionals, of public health staff's skills and by overall quality of care.
- Despite having a policy framework that enshrines gender equality, gender disparities are evident in several areas, including women's political participation and women's access to health care services to support safe deliveries and family planning.
- Gender-based violence (including domestic violence, rape, sexual abuse and trafficking) remains an important issue in Cambodia as 22% of women have experienced physical violence by the age of 15 (UNFPA, 2010 [04], p. 1).
- Cambodia's reproductive and child health indicators are among worst in the region. However there have been notable improvements in intermediary indicators related to maternal health, with increasing numbers of women accessing essential pregnancy and delivery related services. There has also been an increase in the availability and uptake of ante-natal care (UNFPA, GOK, 2008 [01], p. 9).
- Cambodia has made impressive progress in reducing HIV prevalence and incidence. However, it is facing new challenges as a result of a shift from a generalised HIV and AIDS epidemic to one concentrated among high-risk groups such as men who have sex with men, sex and entertainment workers, and injecting drug users. Spousal transmission from husband to wife remains a major mode of transmission.
- Cambodia has a young population, with 56% of the population below 25 years of age in 2008 (UNFPA, 2010 [04]).
- Decentralisation (sub-national democratic development) is an important part of the context, with government and development partners increasingly providing support to develop policy making/decision-making capacities at sub-national levels (a context with newly elected bodies and decentralised accountabilities) (UNFPA, GOK, 2008 [01], p. 7).

#### UNFPA's strategy in Cambodia

UNFPA is now implementing its fourth (4<sup>th</sup>) country programme 2011-2015, the goals of which are to support the Royal Government of Cambodia in its pursuit of meeting the goals of the International Conference on Population and Development Programme of Action (ICPD) and the MDGs through the implementation of Cambodia's Updated National Strategic Development Plan, the Rectangular Strategy Phase II and the UNDAF 2011-2015. The UNFPA Executive Board approved a total commitment of USD18 million from regular resources in support of the Country Programme, subject to the availability of

funds. The Board also authorised UNFPA to seek additional funding, bringing the total value of the approved Country Programme to USD 24.2 million (UNFPA, RGC, 2011 [01])

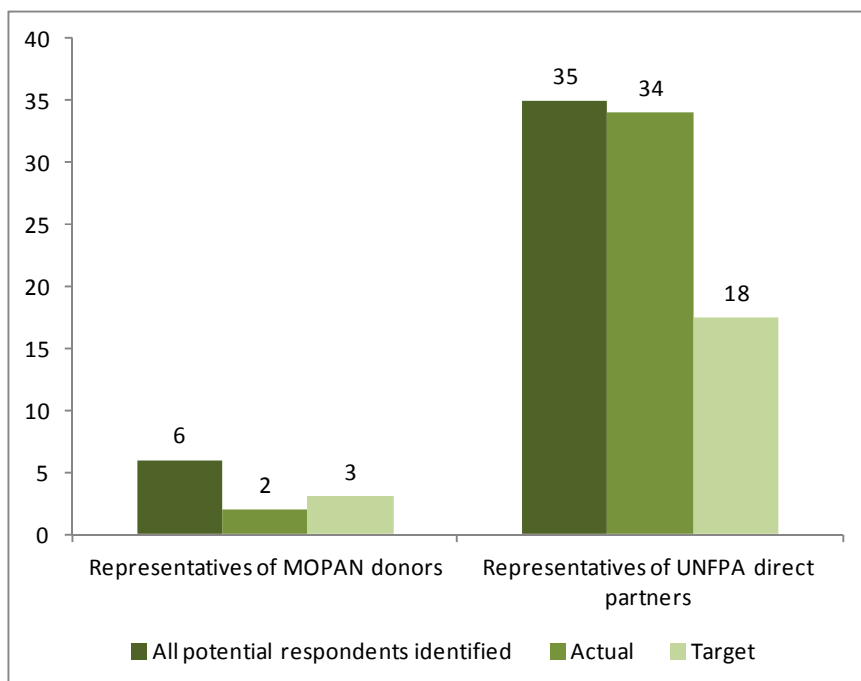
Most of UNFPA's assistance is in the area of reproductive health and rights, which had an indicative allocation of USD 15 million (61% of resources), followed by the area of population and development with USD 6 million (25% of resources). The gender component was allocated USD 2.2 million (10% of resources) (UNFPA, 2010 [04], p. 1). In the current CPAP, there is greater focus on maternal mortality and family planning as key priorities in the context of reproductive health and rights.

Although the emphasis in this chapter is on the evidence of relevance and results from the fourth country programme, the latest cycle builds on more than a decade of programming in these areas.

### 4.3.2 Profile of survey respondent groups in Cambodia

The MOPAN survey in Cambodia included direct partners and MOPAN in-country donors.

#### Number of respondents



Note: The “potential respondents” refer to all those who were invited to complete the survey. The “actual” respondents refer to those individuals who completed the survey and the “target” refers to the target number of responses set by MOPAN (i.e. 50% of the potential respondents).

### 4.3.3 UNFPA's organisational effectiveness in Cambodia



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

- a) equal weight is given to the views of each of the respondent groups
  - b) equal weight is given to each of the countries where the survey took place
  - c) equal weight is given to respondent groups within each country where the survey took place
- However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.

"--" indicates that the question was not asked among a particular respondent group.

% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

#### Survey results (mean scores) in Cambodia and don't know responses

| Indicators                                         |                                                                                                                                                    | Survey mean scores<br>(Cambodia) | % DK<br>(Cambodia) |
|----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|--------------------|
| <b>Performance area I: Strategic management</b>    |                                                                                                                                                    |                                  |                    |
| <b>KPI 1</b>                                       | <b>The Multilateral Organisation (MO) provides direction for the achievement of development results</b>                                            | <b>4.80</b>                      |                    |
| 1.1                                                | The MO has a value system that supports a results-orientation.                                                                                     | 4.52                             | 3%                 |
| 1.3                                                | The MO ensures application of an organisation-wide policy on results management.                                                                   | 5.09                             | 3%                 |
| <b>KPI 4</b>                                       | <b>The MO maintains focus on the cross-cutting thematic priorities identified in its strategic framework, and/or considered important by MOPAN</b> | <b>4.47</b>                      |                    |
| 4.1                                                | Gender equality                                                                                                                                    | 4.77                             | 3%                 |
| 4.2                                                | Environment                                                                                                                                        | 3.99                             | 13%                |
| 4.3                                                | Good governance                                                                                                                                    | 4.22                             | 4%                 |
| 4.4                                                | Human rights-based approaches                                                                                                                      | 4.63                             | 29%                |
| 4.5                                                | HIV and AIDS                                                                                                                                       | 4.73                             | 7%                 |
| <b>KPI 5</b>                                       | <b>The MO's country strategies are results-focused</b>                                                                                             | <b>5.06</b>                      |                    |
| 5.3                                                | Country strategies are developed through consultation with partners.                                                                               | 5.06                             | 3%                 |
| <b>Performance area II: Operational management</b> |                                                                                                                                                    |                                  |                    |
| <b>KPI 6</b>                                       | <b>The MO's development co-operation funding is transparent and predictable</b>                                                                    | <b>5.16</b>                      | <b>22%</b>         |
| 6.1                                                | The MO's criteria for allocating resources are transparent.                                                                                        | 4.95                             | 18%                |
| Sub-MI                                             | i) UNFPA makes readily available its criteria for allocating resources.                                                                            | 4.83                             | 15%                |
| Sub-MI                                             | ii) UNFPA allocates resources according to the criteria mentioned above.                                                                           | 5.07                             | 21%                |

| Indicators                                           |                                                                                                                                                                                              | Survey mean scores<br>(Cambodia) | % DK<br>(Cambodia) |
|------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|--------------------|
| 6.2                                                  | The MO predicts its development co-operation funding.                                                                                                                                        | 5.36                             | 26%                |
| Sub-MI                                               | i) UNFPA is adopting measures to make its funding more predictable.                                                                                                                          | --                               | --                 |
| Sub-MI                                               | ii) UNFPA provides its funding to countries and other partners according to schedule.                                                                                                        | 5.36                             | 26%                |
| <b>KPI 8</b>                                         | <b>The MO has policies and processes for financial accountability (audit, risk management, anti-corruption)</b>                                                                              | <b>4.79</b>                      |                    |
| 8.5                                                  | Processes are in place to quickly follow up on any irregularities identified at the country (or other) level.                                                                                | 4.50                             | 0%                 |
| 8.6                                                  | The MO's procurement procedures provide effective control on purchases of goods and services.                                                                                                | 5.08                             | 24%                |
| <b>KPI 9</b>                                         | <b>The MO demonstrates the use of performance information for decision-making</b>                                                                                                            | <b>4.94</b>                      |                    |
| 9.2                                                  | Performance information is used by the MO for planning new interventions at the country level.                                                                                               | 5.07                             | 15%                |
| 9.3                                                  | Poorly performing programmes, projects and/or initiatives are addressed proactively so as to improve performance.                                                                            | 4.80                             | 18%                |
| Sub-MI                                               | i) UNFPA regularly identifies poorly performing programmes and projects.                                                                                                                     | 4.79                             | 18%                |
| Sub-MI                                               | ii) UNFPA proactively addresses performance issues identified in poorly performing programmes and projects.                                                                                  | 4.82                             | 18%                |
| <b>KPI 12</b>                                        | <b>The MO delegates decision-making authority and staff accordingly (to the country or other levels)</b>                                                                                     | <b>4.58</b>                      |                    |
| 12.1                                                 | Staff deployment in country is adequate for the development of effective country-level partnerships.                                                                                         | 4.56                             | 7%                 |
| 12.2                                                 | Aid reallocation decisions can be made locally.                                                                                                                                              | 4.44                             | 40%                |
| 12.3                                                 | New programmes/projects can be approved locally within a budget cap.                                                                                                                         | 4.75                             | 41%                |
| <b>Performance area III: Relationship management</b> |                                                                                                                                                                                              |                                  |                    |
| <b>KPI 14</b>                                        | <b>The MO co-ordinates and directs its development co-operation at the country level in support of agreed national plans or partner plans</b>                                                | <b>4.65</b>                      |                    |
| 14.1                                                 | Extent to which MO supported funding proposals have been fully designed and developed with the national government or direct partners, rather than conceptualised or initiated by MO itself. | 4.34                             | 4%                 |
| 14.2                                                 | Statements of expected results are consistent with those in national development strategies and UNDAF, as appropriate.                                                                       | 4.95                             | 1%                 |
| <b>KPI 15</b>                                        | <b>The MO's procedures take into account local conditions and capacities</b>                                                                                                                 | <b>4.38</b>                      |                    |
| 15.1                                                 | The procedures of the MO can be easily understood and completed by partners.                                                                                                                 | 4.33                             | 1%                 |
| 15.2                                                 | The length of time for completing MO procedures does not have a negative effect on implementation.                                                                                           | 4.43                             | 28%                |
| 15.3                                                 | The MO has the operational agility to respond quickly to changing circumstances on the ground.                                                                                               | 4.05                             | 34%                |
| 15.4                                                 | The MO has operational flexibility to adjust its implementation of projects/programmes as learning occurs.                                                                                   | 4.73                             | 3%                 |
| <b>KPI 16</b>                                        | <b>The MO uses country systems for disbursement and operations</b>                                                                                                                           | <b>4.82</b>                      |                    |
| 16.1                                                 | The MO uses country systems (both financial and non-financial), where appropriate.                                                                                                           | 4.63                             | 12%                |

| Indicators                                       |                                                                                                                                  | Survey mean scores<br>(Cambodia) | % DK<br>(Cambodia) |
|--------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|----------------------------------|--------------------|
| 16.2                                             | The MO participates in mutual assessments of progress in implementing agreed commitments with national partners.                 | 5.00                             | 4%                 |
| <b>KPI 17</b>                                    | <b>The MO adds value to policy dialogue with its partners</b>                                                                    | <b>4.73</b>                      |                    |
| 17.1                                             | The MO has reputation among its stakeholders for high quality, valued policy dialogue inputs.                                    | 4.73                             | 3%                 |
| 17.2                                             | The MO's policy dialogue is undertaken in a manner which respects partner views and perspectives.                                | 4.73                             | 3%                 |
| <b>KPI 18</b>                                    | <b>The MO harmonises arrangements and procedures with other programming partners (donors, UN agencies, etc.) as appropriate.</b> | <b>4.60</b>                      |                    |
| 18.1                                             | The MO co-ordinates planning, programming, monitoring and reporting with other partners.                                         | 4.19                             | 4%                 |
| 18.2                                             | The MO builds on the initiative of others to avoid duplication.                                                                  | 4.81                             | 9%                 |
| 18.3                                             | The MO's work reflects its comparative advantage.                                                                                | 4.81                             | 6%                 |
| <b>Performance area IV: Knowledge management</b> |                                                                                                                                  |                                  |                    |
| <b>KPI 19</b>                                    | <b>The MO consistently evaluates its results</b>                                                                                 | <b>4.89</b>                      |                    |
| 19.5                                             | Direct beneficiaries and stakeholder groups are involved in evaluation processes.                                                | 4.89                             | 4%                 |
| Sub-MI                                           | i) UNFPA involves key partners in evaluations of its projects or programmes.                                                     | 4.94                             | 3%                 |
| Sub-MI                                           | ii) UNFPA involves key beneficiaries in evaluations of its projects and programmes                                               | 4.84                             | 6%                 |

#### 4.3.4 UNFPA's relevance and development results in Cambodia



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

- a) equal weight is given to the views of each of the respondent groups
  - b) equal weight is given to each of the countries where the survey took place
  - c) equal weight is given to respondent groups within each country where the survey took place
- However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.  
 “–” indicates that the question was not asked among a particular respondent group.  
 % DK = percentage of respondents who indicated “don’t know” to the question (weighted data)

#### Summary of survey results (mean scores) in Cambodia

| Indicators |                                                                                                                                                                                                                                                                                                                                        | Survey mean scores (Cambodia) | % DK (Cambodia) |
|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-----------------|
| <b>A.</b>  | <b>Evidence of UNFPA's relevance</b>                                                                                                                                                                                                                                                                                                   |                               |                 |
| A1         | The MO is pursuing results in areas within its mandate                                                                                                                                                                                                                                                                                 | 4.44                          | 3%              |
| A2         | The MO's results are in line with global trends and priorities in the development field                                                                                                                                                                                                                                                | 4.23                          | 3%              |
| A3         | The MO's results respond to the needs/priorities of its target group (beneficiaries)                                                                                                                                                                                                                                                   | 4.77                          | 0%              |
| A4         | The MO adapts its work to the changing needs and priorities of the country                                                                                                                                                                                                                                                             | 4.53                          | 0%              |
| <b>C.</b>  | <b>Evidence of UNFPA's progress towards its stated country-level results</b>                                                                                                                                                                                                                                                           |                               |                 |
| C1         | Outcome 1: Increased equitable coverage, on national and sub-national levels, of good-quality reproductive, maternal, newborn and child health and nutrition services.                                                                                                                                                                 | 5.00                          | 0%              |
| C2         | Outcome 2: Enhanced national and sub-national institutional capacity to expand young people's access to good-quality life skills, including on HIV, and technical and vocational education and training.                                                                                                                               | 4.14                          | 10%             |
| Sub-MI     | i) 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.                                                                                                                                                                            | 4.63                          | 9%              |
| Sub-MI     | ii) UNFPA has demonstrated progress towards its stated objective of increasing young people's access to technical and vocational training in Cambodia.                                                                                                                                                                                 | 3.66                          | 10%             |
| C3         | Outcome 3: Strengthened multi-sectoral response to HIV.                                                                                                                                                                                                                                                                                | 4.58                          | 4%              |
| C4         | Outcome 4: Increased national and sub-national capacity to provide affordable and effective national social protection through improved development, implementation, monitoring and evaluation of a social protection system.                                                                                                          | 3.95                          | 6%              |
| C5         | Outcome 1: Effective mechanisms for dialogue, representation and participation in democratic decision-making are established and strengthened.                                                                                                                                                                                         | 4.36                          | 1%              |
| C6         | Outcome 2: Enhanced capacity for collecting, accessing and utilising data disaggregated by sex, age, target population and region, at national and subnational levels, to develop and monitor policies and plans that are responsive to the needs of the people and incorporate priority population, poverty and development linkages. | 4.86                          | 3%              |

| Indicators |                                                                                                                                                       | Survey mean scores (Cambodia) | % DK (Cambodia) |
|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-----------------|
| C7         | Outcome 1: A harmonised aid environment that promotes gender equality and the empowerment of women.                                                   | 4.44                          | 3%              |
| C8         | Outcome 2: Strengthened and enhanced gender-mainstreaming mechanisms at national and subnational levels.                                              | 4.65                          | 4%              |
| C9         | Outcome 3: Enhanced participation of women in the public sphere at national and subnational levels.                                                   | 4.38                          | 4%              |
| C10        | Outcome 4: Improved societal attitudes and preventive and holistic responses to gender-based violence.                                                | 4.14                          | 3%              |
| Sub-MI     | i) UNFPA has demonstrated progress towards its stated objective of improving societal attitudes to gender-based violence in Cambodia.                 | 4.18                          | 3%              |
| Sub-MI     | ii) UNFPA has demonstrated progress towards its stated objective of improving preventive and holistic responses to gender-based violence in Cambodia. | 4.11                          | 3%              |
| <b>D.</b>  | <b>Evidence of UNFPA's contribution to national goals and priorities, including the Millennium Development Goals</b>                                  |                               |                 |
| D1         | The MO contributes to development results that support the achievement of national priorities.                                                        | 4.78                          | 0%              |
| D2         | The MO is making effective contributions to relevant MDGs.                                                                                            | 5.09                          | 1%              |
| D3         | The MO programming has resulted in positive benefits for Cambodia.                                                                                    | 4.53                          | 0%              |

### 4.3.5 Summary of evidence on UNFPA relevance and results in Cambodia

The assessment focuses on UNFPA's fourth (4<sup>th</sup>) country programme document (CPD) 2011-2015 and on the Country Programme Action Plan 2011-2015. The document review draws on the information provided in the following monitoring and evaluation documents:

- Standard Progress Reports (SPR) for Cambodia 2013 in the areas of reproductive health, population and development and gender
- The country office annual reports (COAR) for 2012 and 2013
- Evaluation of UNFPA Support to Maternal Health - Country report: Cambodia
- Evaluation of UNFPA/Cambodia's 3rd Country Programme (3<sup>rd</sup> CPE), 2006–2010.

The country programme evaluation (CPE) and country programme performance summary (CPS) – which are prepared at the end of programming cycle – are not yet available for the 4<sup>th</sup> country programme (CP). The CPE and CPS for the 3<sup>rd</sup> CP were consulted for this assessment. In Cambodia, the CO has commissioned several thematic evaluations at the country level in order to answer specific questions and make decisions about future programming in midwifery, family planning, and gender equality but this work is still in progress.

Overall, the reporting that is available provides a fragmented picture of the contributions that UNFPA has made in Cambodia. The narratives provided on overall progress in SPRs on each of the output areas is short and often does not fully describe the contribution that UNFPA has made to outcomes. Cambodia CO however made consistent efforts over the programming years to provide “evidence” to back a results claim, even though they sometimes remained at a very general level. The case study conducted as part of the thematic evaluation of UNFPA's support to maternal health helps to confirm the country office contributions in this area.

In the evaluation of the 3<sup>rd</sup> Country Programme, those instances where UNFPA did not achieve the results it had anticipated had to do with the nature of the country programme indicators and targets. Some of them were not objectively verifiable or did not have objective standards about whether targets had been achieved. In other cases, the best efforts were insufficient to reach the targets, or the targets were beyond UNFPA's ability to achieve regardless of its efforts. There were also instances in which the targets were overly modest.

| Key performance indicator                            | Evidence                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| KPI A: UNFPA's relevance                             | <p>+</p> <p>The evaluation of the 3<sup>rd</sup> Country Programme (2006-2010) commended the country office for developing a country programme that was highly relevant to a range of government policies and strategies (Tobin R., 2011 [01], p. 5). That evaluation also signalled that both the 3<sup>rd</sup> and 4<sup>th</sup> programme have responded well to and reflected Cambodia's current and future challenges in the areas where UNFPA works, and because of strong alignment with government priorities, it is also relevant to the needs of Cambodians, especially those in rural and previously underserved areas. The mid-term evaluation of the maternal health thematic fund (MHTF) in Cambodia furthermore indicated that “UNFPA has been taking the lead in the reproductive health/maternal health financing and alignment under the Second Health Sector Support Program Project (HSSP2) and has successfully advocated for 40 per cent of pool funds to be allocated for reproductive health/maternal health” (UNFPA Evaluation Branch, 2012 [06], p. 16). The CPAP affirms it is committed to promote national ownership through its programme-based approach in the health sector (UNFPA, GOK, 2008 [01], p. 22).</p>                                                                 |
| KPI C: Progress towards stated country-level results | <p><b>Reproductive health</b></p> <p><u>Outcome 1:</u> Increased equitable coverage, on national and subnational levels, of good-quality reproductive, maternal, newborn and child health and nutrition services</p> <p>±</p> <p><i>RH Output 1: Improved national and subnational capacity to increase the availability, accessibility, acceptability, affordability and utilisation of good-quality reproductive, maternal, newborn and child health and nutrition services.</i></p> <p>Cambodia had a maternal mortality ratio (MMR) of 437 deaths per 100,000 live births in 2000, which increased to 472 deaths in 2005 before showing a reduction by more than half to 206 deaths in 2010. The MDG target for 2015 is 250 deaths per 100,000 live births. Reductions in the MMR are mostly attributed to monetary incentives provided to midwives in 2008-2010 (UNFPA Evaluation Branch, 2012 [06], p. 4)</p> <p>While the incentive scheme for midwives was introduced by the Royal Government of Cambodia, UNFPA documents illustrate that the country office engaged the government in policy dialogue on this issue area.</p> <p>There are many actors supporting the improvement of maternal health in Cambodia, many of them participating through a Health Sector Support Programme (2008-2013).</p> |

| Key performance indicator                                                                                                                                                                          | Evidence                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Enhanced national and subnational institutional capacity to expand young people's access to good-quality life skills, including on HIV, and technical and vocational education and training</p> | <p>The contribution of UNFPA to increased harmonisation of maternal health support has been relatively high, in part because the country office has used its membership on key co-ordination committees to proactively influence the maternal health agenda (UNFPA Evaluation Branch, 2012 [06], p. 16).</p> <p>At the sectoral level, UNFPA has gained credibility by producing evidence for reproductive health/maternal health policy debates and prioritisation. The corresponding discussions and negotiations are facilitated by UNFPA on a long-term basis and involve trusted partnerships with MoH and other key line ministries, such as Planning, Women Affairs, Interior, Education, Youth and Sports, Cambodian Association of Parliamentarians for Population and Development (CAPPD) and National Committee for Population and Development (NCPD) at the Office of the Council of Ministers (UNFPA Evaluation Branch, 2012 [06], p. 16).</p> <p>± <i>RH Output 2: Increased competency and availability of health human resources, particularly midwives and other professionals where skills gaps exist.</i></p> <p>Overall, UNFPA provided financial and technical support to develop human resources operating in the health sector. For example, national capacity to train midwives was gradually improved through the update of the teaching methodology and was demonstrated by the improved midwifery skills of educators. UNFPA also supported the Cambodian Midwives Council (CMC) to develop the Core Competency Framework for Midwives which was later integrated into the midwifery training curriculum. The Fund supported Regional Training Centres in monitoring and following midwifery students in health facilities. CMC and Cambodia Midwives Association – also supported by UNFPA – provided supportive supervision and hands-on coaching to midwives (UNFPA, 2013 [55], p. 3).</p> <p>- <i>RH Output 3: Enhance access to and utilisation of life skills training (and TVET) especially by disadvantaged young people and out of school children.</i></p> <p>The SPR mentions two key successful interventions in 2013: (1) the approval of the Comprehensive Education Curricula in Cambodia, and (2) curriculum development and its roll out to all levels in target schools (5 target provinces). In the first case, UNFPA's advocacy work helped build a coalition in a consensual way around a controversial outcome. In the second case, the roll out contributed to improving knowledge and awareness of young people on SRH issues (UNFPA, 2013 [61]).</p> |
| <p>Strengthened multisectoral response to HIV</p>                                                                                                                                                  | <p>+ <i>RH Output 4: Enhanced national and subnational capacity to target key populations at-risk with effective interventions to prevent HIV</i></p> <p>Donors have provided support to procure all contraceptive commodities except public sector condoms financed by the Ministry of Health (UNFPA, 2010 [04], p. 2). UNFPA has been procuring contraceptives for the public sector with funding support from development partners. The UNFPA COAR reports note the repeated advocacy that the agency has engaged in for allocation of national budget for contraceptives, both with Parliamentarians and key officials through briefings to Parliamentarians on the role of family planning in women's health and social development and involving key Parliamentarians in regional FP conferences as well as leveraging with other Health Partners for this to be included as a key advocacy topic in policy discussion with the government. UNFPA secured MOH support for the initiative and assisted the MOH to further target the Ministry of Economics and Finance. As of early 2014, the Royal Government of Cambodia now has established an individual budget line for the supply of contraceptives in the 2014 budget allocations. The 2014 allocation does not yet cover the full need for financing, but the government is expected to increase its proportion each year.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <p>Increased national and subnational capacity to provide affordable and effective national social protection through improved development,</p>                                                    | <p>± <i>RH Output 5: Increased national and sub-national capacity for emergency preparedness and response to reduce and mitigate vulnerabilities to disasters, both environmental and health, of the poorest and most marginalised, especially women, children, youth and people living with HIV.</i></p> <p>UNFPA supported the Department of Preventive Medicine of the MOH to introduce the Minimum Initial Service Package (MISP). The MISP training curriculum was translated into Khmer, and used by 108 trainees from 24 provinces/municipalities who worked on integrating SRH and GBV in their contingency planning (UNFPA, 2013 [63]).</p> <p>UNFPA CO is a member of the Humanitarian Response Forum. It made a field visit to assess a flooding situation in 2011 in which it judged that UNFPA's intervention was not relevant (UNFPA, 2013 [63]).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

| Key performance indicator                                                                                                                                                                                                                                                                                                                    | Evidence                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
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| implementation, monitoring and evaluation of a social protection system                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Population and development</b>                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <u>Outcome 1:</u> Effective mechanisms for dialogue, representation and participation in democratic decision-making are established and strengthened                                                                                                                                                                                         | <p>± CPE of the 3<sup>rd</sup> programme is more critical of UNFPA's work on population and development, and gender, particularly UNFPA's efforts to work at the commune level and support commune integration of reproductive health, gender and population issues</p> <p><i>PD Output 1: Avenues and structures developed and strengthened to empower youth and women to participate in decision-making and planning at national and sub-national levels.</i></p> <p>UNFPA sensitisation workshops resulted in the integration of a number of key population issues such as RH and gender in the Commune Development Plans and Commune Investment Programmes in 346 targeted communes.</p> <p>UNFPA and UNICEF supported the activities of the Children Consultative Committee (WCCC) in 7 provinces and 48 districts/municipalities. However, the participation of some members has been irregular and the committee is highly dependent on development partners for financial support (UNFPA, 2013 [58]).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <u>Outcome 2:</u> Enhanced capacity for collecting, accessing and utilising data disaggregated by sex, age, target population and region, at national and subnational levels, to develop and monitor policies and plans that are responsive to the needs of the people and incorporate priority population, poverty and development linkages | <p>+ <i>Output 2: Improved availability and utilisation of disaggregated (gender, population, region) data and information.</i></p> <p>"UNFPA CO supported the Ministry of Planning (MoP) to put in place a robust system for generating quality population data through the Cambodia Inter-Censal Population Survey (CIPS) 2013. This includes development of manuals for CSPro namely Editing Rules Manual, Editing &amp; Coding Manual, and Computer Edit Specifications Manual" (UNFPA, 2013 [57]).</p> <p>UNFPA supported the Ministry of Planning to put in place the Cambodia Inter-Censal Population Survey in order to generate quality population data. The survey was successfully completed in 2013.</p> <p>UNFPA participated in the capacity development of the research team in the Ministries of Planning and Health through continued on the job training. These ministries then produced four key in-depth analysis reports: (1) Unmet Need for Family Planning; (2) Teenage Fertility; (3) Childhood Morbidity: Diarrhoea; and (4) Postnatal Care. These were later used for evidence based policy, programming, planning, monitoring and evaluation purposes (UNFPA, 2013 [57]).</p> <p>± <i>PD Output 3: National and sub-national capacity to develop plans and budgets that are evidence based, gender and child sensitive and incorporate priority population, poverty and development linkages strengthened.</i></p> <p>The CO supported the government in planning the Rectangular Strategy III and upcoming National Strategic Development Plan 2014-2018 by facilitating the technical support of the India CO programme specialist in population dynamics. Following this initiative, the "Paper on the Integration of Demographic Perspectives in Development" was produced and disseminated for national and sub-national planning (UNFPA, 2013 [56]).</p> |
| <b>Gender</b>                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <u>Outcome 1:</u> A harmonised aid environment that promotes gender equality and the empowerment of women                                                                                                                                                                                                                                    | <p>+ <i>Gender Output 1: Increased UN leadership and facilitation of a programme based approach to promote gender equality and the empowerment of women.</i></p> <p>UNFPA has worked towards strengthening the capacities of the Ministry of Women's Affairs (MoWA) which has been developing a Program Based Approach for the gender sector (economic empowerment and GBV). The support has resulted in the development of a new MoWA strategic plan (Neary Ratanak IV).</p> <p>Training for new MoWA staff was also provided to 37 participants on various topics – including GBV – which significantly increased participants understanding on these topics (UNFPA, 2013 [59]).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <u>Outcome 2:</u> Strengthened and enhanced gender-mainstreaming mechanisms at national and subnational levels                                                                                                                                                                                                                               | <p>- No evidence found</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <u>Outcome 3:</u> Enhanced                                                                                                                                                                                                                                                                                                                   | <p>± <i>Gender Output 3: Enhanced opportunities and mechanisms to strengthen women's capacity to participate in the public sphere at national, sub-national and community levels.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

| Key performance indicator                                                                                    | Evidence                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|--------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| participation of women in the public sphere at national and subnational levels                               | <p>UNFPA contributed to strengthening the capacity of the Provincial Department of Women's Affairs and of the permanent vice chair of WCCC to implement gender mainstreaming at the sub-national level. It also supported the capacity development of female CP/MDK councillors and the board of governors through training, networking and coaching. The training module for female deputy governors and councillors was rolled out in five provinces; 133 persons attended the 3-day training on women's leadership.</p> <p>UNFPA also contributed to raising public awareness among young people on gender equality by supporting debates and round table discussions (UNFPA, 2013 [60]).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <p>Outcome 4: Improved societal attitudes and preventive and holistic responses to gender-based violence</p> | <p>- <i>Gender Output 4: Increased community awareness of and involvement in the promotion and protection of women's rights and gender equality, and the prevention of gender-based violence.</i></p> <p><i>Limited evidence</i></p> <p>± <i>Gender Output 5: Increased institutional capacity to provide multi-sectoral mechanisms for protection of women's rights, gender equality and prevention of GBV.</i></p> <p>UNFPA has been actively involved in three technical groups focused on services, data, M&amp;E and primary prevention and contributed to the draft of the second National Action Plan on Violence Against Women (NAP VAW) which was finalised. It successfully advocated to include health sector responses to VAW in the NAP.</p> <p>In 2013, UNFPA continued to support the Cambodian Women Crisis Center (CWCC) in order to establish a multi-sectoral response service for GBV victims. It also supported the provision of training to health staff on clinical management of rape, mental health and psychological counselling. Overall, the Fund's efforts improved accessibility, effectiveness and co-ordination provided to survivors of domestic violence (UNFPA, 2013 [64]).</p> |
| KPI D: Contributions to national priorities and MDGs                                                         | <p>+ According to the most recent data from the H4+ Group, Cambodia is one of the 11 countries categorised as "on track" to meeting MDG 5A as the maternal mortality ratio decreased by 86% between 1990 and 2013 from 1200 to 170 maternal deaths per 100 000 live births (WHO, 2014 [01]). The Evaluation of UNFPA Support to Maternal Health Country Report on Cambodia illustrates that it has made contributions to improving the quantity and quality of midwifery and strengthening a co-ordinated sectoral approach to maternal health.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

## 4.4 Democratic Republic of Congo (DRC)

### 4.4.1 Country context and UNFPA strategy

#### Context

The Democratic Republic of Congo (DRC) is a low income country (UNFPA's red quadrant in 2013) and a fragile state according to the OECD (OECD, 2012 [01]). The country has a population of 65 million, 68% of which is under 25 years of age (World Bank, 2014 [01]; UNFPA, 2012 [07]). Poverty is a pressing issue with nearly 70% of the population living on less than USD 1 a day (UNFPA, 2012 [07]).

DRC underwent years of political crises that culminated in wars from 1996 to 2001 and although elections were held in 2006, peace remains fragile (UNFPA, 2007 [07]). The level of insecurity increased in 2011 during the second presidential election but declined as soon as the new government was appointed. Resurgence of conflicts in the eastern part of the country remains an important challenge. The country's infrastructure was heavily damaged and its institutions are weak (World Bank, 2014 [02]).

- Sexual and gender-based violence was prevalent during the armed conflict and is still affecting all provinces (World Bank, 2014 [02]) (UNFPA, 2007 [07]). Sexual and gender-based violence is particularly high in the eastern part of the country where the armed conflict exacerbated the problem. However, the Government showed its commitment to fight against SGBV through the 2009 national gender policy and the 2010 national strategy on GBV.
- In 2000, the maternal mortality ratio (MMR) was estimated at 1 100 deaths per 100 000 live births (WHO, 2014 [01]). The ratio decreased to 730 deaths per 100 000 live births in 2013 according to most recent data from H4+ group (WHO, 2014 [01]).
- According to data from 2007, the total fertility rate is high with a level of 6.3 children per woman. An even more pressing issue is that 25% of adolescent girls between 15 and 19 years-old have been pregnant or given birth. Early marriage is common with nearly 44% of women being married before the age of 18 (UNFPA, 2012 [07]).
- HIV prevalence is high (3.2% in 2009) while modern contraceptive prevalence is low (5.4%). Reproductive rights are not adequately integrated in the legal framework and contraceptive advertising is banned by the penal code (UNFPA, 2012 [07]).
- Demand for family planning is weak and is partly linked to the low status and low educational level of women. On the other hand, health facilities often lack skilled birth-attendance personnel, there is low storage capacity for essential medicines, and there is an overall lack of human resources (UNFPA, 2012 [07]). The number of women with obstetric fistula was estimated at 40 000 in 2011.

#### UNFPA's strategy in DRC

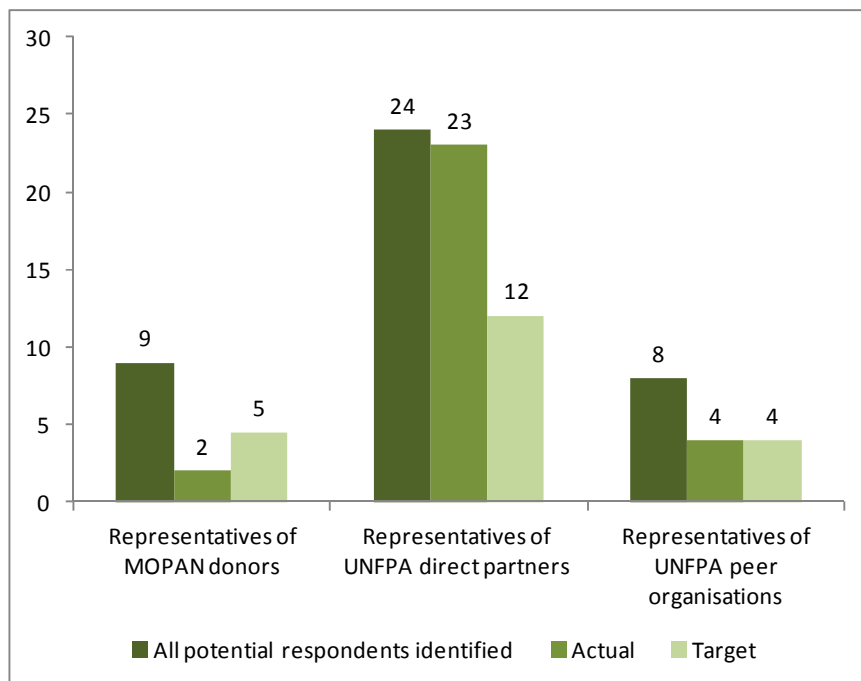
UNFPA implemented its third country programme in DRC for a five-year period from 2008 to 2012 in line with the national poverty reduction strategy (Document de la stratégie de croissance et de réduction de la pauvreté) and sectoral policies and programmes. The country programme document (CPD) is aligned with the UNDAF, the MDGs and the Maputo Plan of Action (UNFPA, 2007 [07], p. 3). The UNFPA country office budgeted 45% of its resources for reproductive health, 28% for population and development and 25% for gender out of a total budget of USD 60 million. The country office planned to operate with USD 25 million from regular resources and USD 35 million from other resources (UNFPA, 2007 [07], p. 1).

UNFPA is now implementing its fourth country programme, extending from 2013 to 2017. This country programme is aligned with the MTR of the UNFPA strategic plan 2008-2013 and has a total budget USD125.5 million (UNFPA, 2012 [07]). Because the fourth CPD implementation is in early implementation stages, the MOPAN assessment focused on the results of the earlier programme.

#### 4.4.2 Profile of survey respondent groups in DRC

The MOPAN survey in the Democratic Republic of Congo included direct partners, MOPAN in-country donors, and peer organisations. The peer organisations were primarily asked questions related to UNFPA's engagement in emergency settings.

##### Number of respondents



Note: The “potential respondents” refer to all those who were invited to complete the survey. The “actual” respondents refer to those individuals who completed the survey and the “target” refers to the target number of responses set by MOPAN (i.e. 50% of the potential respondents).

### 4.4.3 UNFPA's organisational effectiveness in DRC



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

- a) equal weight is given to the views of each of the respondent groups
  - b) equal weight is given to each of the countries where the survey took place
  - c) equal weight is given to respondent groups within each country where the survey took place
- However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.

"--" indicates that the question was not asked among a particular respondent group.

% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

#### Survey results (mean scores) in DRC and don't know responses

| Indicators                                         |                                                                                                                                                    | Survey mean scores (DRC) | % DK (DRC) |
|----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|------------|
| <b>Performance area I: Strategic management</b>    |                                                                                                                                                    |                          |            |
| <b>KPI 1</b>                                       | <b>The Multilateral Organisation (MO) provides direction for the achievement of development results</b>                                            | <b>5.43</b>              |            |
| 1.1                                                | The MO has a value system that supports a results-orientation.                                                                                     | 5.48                     | 25%        |
| 1.3                                                | The MO ensures application of an organisation-wide policy on results management.                                                                   | 5.39                     | 0%         |
| <b>KPI 4</b>                                       | <b>The MO maintains focus on the cross-cutting thematic priorities identified in its strategic framework, and/or considered important by MOPAN</b> | <b>5.09</b>              |            |
| 4.1                                                | Gender equality                                                                                                                                    | 5.62                     | 25%        |
| 4.2                                                | Environment                                                                                                                                        | 4.76                     | 54%        |
| 4.3                                                | Good governance                                                                                                                                    | 5.00                     | 27%        |
| 4.4                                                | Human rights-based approaches                                                                                                                      | 4.81                     | 27%        |
| 4.5                                                | HIV and AIDS                                                                                                                                       | 5.26                     | 25%        |
| <b>KPI 5</b>                                       | <b>The MO's country strategies are results-focused</b>                                                                                             | <b>5.22</b>              |            |
| 5.3                                                | Country strategies are developed through consultation with partners.                                                                               | 5.22                     | 0%         |
| <b>Performance area II: Operational management</b> |                                                                                                                                                    |                          |            |
| <b>KPI 6</b>                                       | <b>The MO's development co-operation funding is transparent and predictable</b>                                                                    | <b>4.51</b>              |            |
| 6.1                                                | The MO's criteria for allocating resources are transparent.                                                                                        | 5.20                     | 0%         |
| Sub-MI                                             | i) UNFPA makes readily available its criteria for allocating resources.                                                                            | 5.26                     | 0%         |
| Sub-MI                                             | ii) UNFPA allocates resources according to the criteria mentioned above.                                                                           | 5.13                     | 0%         |

| Indicators                                           |                                                                                                                                                                                              | Survey mean scores (DRC) | % DK (DRC) |
|------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|------------|
| 6.2                                                  | The MO predicts its development co-operation funding.                                                                                                                                        | 3.83                     | 0%         |
| Sub-MI                                               | i) UNFPA is adopting measures to make its funding more predictable.                                                                                                                          | --                       | --         |
| Sub-MI                                               | ii) UNFPA provides its funding to countries and other partners according to schedule.                                                                                                        | 3.83                     | 0%         |
| <b>KPI 8</b>                                         | <b>The MO has policies and processes for financial accountability (audit, risk management, anti-corruption)</b>                                                                              | <b>4.48</b>              |            |
| 8.5                                                  | Processes are in place to quickly follow up on any irregularities identified at the country (or other) level.                                                                                | 4.00                     | 50%        |
| 8.6                                                  | The MO's procurement procedures provide effective control on purchases of goods and services.                                                                                                | 4.96                     | 0%         |
| <b>KPI 9</b>                                         | <b>The MO demonstrates the use of performance information for decision-making</b>                                                                                                            | <b>5.00</b>              |            |
| 9.2                                                  | Performance information is used by the MO for planning new interventions at the country level.                                                                                               | 5.09                     | 4%         |
| 9.3                                                  | Poorly performing programmes, projects and/or initiatives are addressed proactively so as to improve performance.                                                                            | 4.91                     | 0%         |
| Sub-MI                                               | i) UNFPA regularly identifies poorly performing programmes and projects.                                                                                                                     | 4.87                     | 0%         |
| Sub-MI                                               | ii) UNFPA proactively addresses performance issues identified in poorly performing programmes and projects.                                                                                  | 4.96                     | 0%         |
| <b>KPI 12</b>                                        | <b>The MO delegates decision-making authority and staff accordingly (to the country or other levels)</b>                                                                                     | <b>4.30</b>              |            |
| 12.1                                                 | Staff deployment in country is adequate for the development of effective country-level partnerships.                                                                                         | 3.77                     | 29%        |
| 12.2                                                 | Aid reallocation decisions can be made locally.                                                                                                                                              | 4.75                     | 29%        |
| 12.3                                                 | New programmes/projects can be approved locally within a budget cap.                                                                                                                         | 4.37                     | 17%        |
| <b>KPI 13</b>                                        | <b>Mainstreaming humanitarian programming into programmes and operations</b>                                                                                                                 | <b>4.33</b>              |            |
| 13.2                                                 | The MO has the necessary resources to engage in humanitarian and emergency settings.                                                                                                         | 3.78                     | 21%        |
| Sub-MI                                               | i) UNFPA has adequate human resources (e.g. skills, knowledge and experience) to engage in humanitarian and emergency settings.                                                              | 3.78                     | 14%        |
| Sub-MI                                               | ii) UNFPA dedicates sufficient financial resources to engage in humanitarian and emergency settings.                                                                                         | 3.78                     | 28%        |
| 13.3                                                 | The MO plays an effective leadership and advocacy role in humanitarian and emergency settings.                                                                                               | 4.28                     | 14%        |
| Sub-MI                                               | i) UNFPA is effective in its co-ordination of efforts to ensure the prevention of gender-based violence (GBV) in humanitarian and emergency settings.                                        | 3.92                     | 15%        |
| Sub-MI                                               | ii) UNFPA is effective in advocating for women's reproductive health and rights in humanitarian and emergency settings.                                                                      | 4.64                     | 14%        |
| 13.4                                                 | The MO respects humanitarian principles while carrying work in emergencies.                                                                                                                  | 4.92                     | 15%        |
| <b>Performance area III: Relationship management</b> |                                                                                                                                                                                              |                          |            |
| <b>KPI 14</b>                                        | <b>The MO co-ordinates and directs its development co-operation at the country level in support of agreed national plans or partner plans</b>                                                | <b>5.48</b>              |            |
| 14.1                                                 | Extent to which MO supported funding proposals have been fully designed and developed with the national government or direct partners, rather than conceptualised or initiated by MO itself. | 5.37                     | 27%        |
| 14.2                                                 | Statements of expected results are consistent with those in national development strategies and UNDAF, as appropriate.                                                                       | 5.59                     | 25%        |

| Indicators                                       |                                                                                                                                  | Survey mean scores (DRC) | % DK (DRC) |
|--------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|--------------------------|------------|
| <b>KPI 15</b>                                    | <b>The MO's procedures take into account local conditions and capacities</b>                                                     | <b>4.45</b>              |            |
| 15.1                                             | The procedures of the MO can be easily understood and completed by partners.                                                     | 4.38                     | 25%        |
| 15.2                                             | The length of time for completing MO procedures does not have a negative effect on implementation.                               | 3.97                     | 25%        |
| 15.3                                             | The MO has the operational agility to respond quickly to changing circumstances on the ground.                                   | 4.72                     | 29%        |
| 15.4                                             | The MO has operational flexibility to adjust its implementation of projects/programmes as learning occurs.                       | 4.73                     | 4%         |
| <b>KPI 16</b>                                    | <b>The MO uses country systems for disbursement and operations</b>                                                               | <b>5.00</b>              |            |
| 16.1                                             | The MO uses country systems (both financial and non-financial), where appropriate.                                               | 4.90                     | 9%         |
| 16.2                                             | The MO participates in mutual assessments of progress in implementing agreed commitments with national partners.                 | 5.09                     | 50%        |
| <b>KPI 17</b>                                    | <b>The MO adds value to policy dialogue with its partners</b>                                                                    | <b>5.22</b>              |            |
| 17.1                                             | The MO has reputation among its stakeholders for high quality, valued policy dialogue inputs.                                    | 5.02                     | 11%        |
| 17.2                                             | The MO's policy dialogue is undertaken in a manner which respects partner views and perspectives.                                | 5.41                     | 34%        |
| <b>KPI 18</b>                                    | <b>The MO harmonises arrangements and procedures with other programming partners (donors, UN agencies, etc.) as appropriate.</b> | <b>5.32</b>              |            |
| 18.1                                             | The MO co-ordinates planning, programming, monitoring and reporting with other partners.                                         | 5.45                     | 25%        |
| 18.2                                             | The MO builds on the initiative of others to avoid duplication.                                                                  | 5.26                     | 0%         |
| 18.3                                             | The MO's work reflects its comparative advantage.                                                                                | 5.26                     | 0%         |
| <b>Performance area IV: Knowledge management</b> |                                                                                                                                  |                          |            |
| <b>KPI 19</b>                                    | <b>The MO consistently evaluates its results</b>                                                                                 | <b>5.28</b>              |            |
| 19.5                                             | Direct beneficiaries and stakeholder groups are involved in evaluation processes                                                 | 5.28                     | 0%         |
| Sub-MI                                           | i) UNFPA involves key partners in evaluations of its projects or programmes.                                                     | 5.43                     | 0%         |
| Sub-MI                                           | ii) UNFPA involves key beneficiaries in evaluations of its projects and programmes                                               | 5.13                     | 0%         |

#### 4.4.4 UNFPA's relevance and development results in DRC



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

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

However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.

"—" indicates that the question was not asked among a particular respondent group.

% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

#### Summary of survey results (mean scores) in DRC

| Indicators |                                                                                                                                                                                                                    | Survey mean scores (DRC) | % DK (DRC) |
|------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|------------|
| <b>A.</b>  | <b>Evidence of UNFPA's relevance</b>                                                                                                                                                                               |                          |            |
| A1         | The MO is pursuing results in areas within its mandate                                                                                                                                                             | 4.99                     | 0%         |
| A2         | The MO's results are in line with global trends and priorities in the development field                                                                                                                            | 5.12                     | 25%        |
| A3         | The MO's results respond to the needs/priorities of its target group (beneficiaries)                                                                                                                               | 5.23                     | 25%        |
| A4         | The MO adapts its work to the changing needs and priorities of the country                                                                                                                                         | 5.12                     | 25%        |
| <b>C.</b>  | <b>Evidence of UNFPA's progress towards its stated country-level results</b>                                                                                                                                       |                          |            |
| C1         | Outcome 1: By 2012, the use of reproductive health services of good quality, and of HIV prevention services has increased, in particular for young people, women, and populations affected by conflicts.           | 4.71                     | 24%        |
| Sub-MI     | i) UNFPA has demonstrated progress towards its stated objective of integrating family planning targeting young people (including adolescents) in the HIV prevention programme in DRC.                              | 4.88                     | 25%        |
| Sub-MI     | ii) 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.           | 4.81                     | 27%        |
| Sub-MI     | iii) UNFPA has demonstrated progress towards its stated objective of increasing access to reproductive health services for displaced persons and victims of humanitarian crises in DRC.                            | 4.65                     | 18%        |
| Sub-MI     | iv) 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. | 4.49                     | 25%        |
| C2         | Outcome 1: By 2012, population, reproductive health, gender and sexual violence issues are taken into account in development policies and programmes.                                                              | 4.91                     | 21%        |
| Sub-MI     | i) UNFPA has demonstrated progress towards its stated objective of increasing the availability of socio-demographic data, aggregated by age and gender, in DRC.                                                    | 5.04                     | 25%        |

| Indicators |                                                                                                                                                                                                                                                                                                                       | Survey mean scores (DRC) | % DK (DRC) |
|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|------------|
| Sub-MI     | ii) 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 DRC. | 4.79                     | 17%        |
| C3         | Outcome 1: By 2012, an environment more conducive to gender equality and equity, and to the elimination of sexual and gender-based violence is created.                                                                                                                                                               | 4.64                     | 24%        |
| Sub-MI     | i) 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 DRC.                                                                                                            | 4.81                     | 32%        |
| Sub-MI     | ii) 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 DRC.                                                                                        | 4.46                     | 17%        |
| <b>D.</b>  | <b>Evidence of UNFPA's contribution to national goals and priorities, including the Millennium Development Goals</b>                                                                                                                                                                                                  |                          |            |
| D1         | The MO contributes to development results that support the achievement of national priorities.                                                                                                                                                                                                                        | 4.73                     | 0%         |
| D2         | The MO is making effective contributions to relevant MDGs.                                                                                                                                                                                                                                                            | 4.79                     | 0%         |
| D3         | The MO programming has resulted in positive benefits for DRC.                                                                                                                                                                                                                                                         | 4.63                     | 2%         |

#### 4.4.5 Summary of evidence on UNFPA relevance and results in DRC

The document review for UNFPA DRC focuses on the third (3<sup>rd</sup>) country programme document (CPD) 2008-2012<sup>xvi</sup> and draws on the following monitoring and evaluation documents:

- Mid-term review of the CP in DRC
- Country programme evaluation (CPE) of the third CP in DRC
- DRC country programme performance summary (CPS) 2008-2012
- Country office annual reports (COAR) for 2012 and 2013
- Standard progress report (SPR) 2008-2012 for the reproductive health component and for the population and development component
- Annual report 2012
- Mid-term evaluation of the Maternal Health Thematic Fund: Country report DRC
- Final project report « *Accès aux services de santé de reproduction d'urgence chez les expulsés d'Angola dans les Provinces du Kasaï Occidental et du Bandundu* ».
- Final report of « *Projet conjoint de prévention et de réponse aux violences sexuelles pour les provinces du nord et du Sud-Kivu en RDC* ».

Overall, UNFPA's reports and evaluations provide a reasonable evidence base on the Fund's contributions. The reports prepared by the UNFPA country office focus mostly on the output and activity level.

The country office undertook a midterm review and a final country programme evaluation of its programme cycle. However, the CPE that was carried out was rated “poor” by the evaluation quality assessment (EQA). The EQA found that the CPE relied almost entirely on secondary sources instead of interviews and other sources. Furthermore, the CPE did not elaborate on the assumptions about the effects of UNFPA-supported interventions (UNFPA, 2012 [39]). The CPE noted challenges with regard to obtaining data to inform the evaluation, specifically: 1) a lack of up to date information on performance indicators, 2) that data were not collected systematically by the country office, and 3) delays in implementing the programme and communicating information from decentralised offices. The CPE also noted that standard progress reports and field visit reports were often inadequately completed or not completed on time (Kalambayi, 2012 [01], p. 113).

The implementation of the 3<sup>rd</sup> country programme in DRC was affected in general by two key factors that relate to the context in DRC. The level of insecurity increased in 2011 during the second presidential election but declined as soon as the new government was appointed. Nonetheless, conflicts and humanitarian emergencies persist in the eastern part of the country. UNFPA also faced important transaction costs related to the fact it operated across 11 sub-offices over an extensive territory with poor infrastructure (communication and roads) and with a large number of implementing partners requiring numerous cash transfers (UNFPA, 2012 [20]). It also operated with limited data on population's needs (UNFPA Evaluation Branch, 2012 [05], p. 29). To address this second challenge, in 2011 the CO underwent a restructuring process that reduced the number of sub-offices from 11 to 3 (Katanga, Kinshasa and North Kivu) covering 17 health zones out of the country's 515.

| Key performance indicator | Evidence                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| KPI A: UNFPA's relevance  | <p>+</p> <p>The 3<sup>rd</sup> CPE assessed the relevance of each of the CPD outputs and concluded that (1) given poor knowledge of beneficiaries (young people) on HIV-STD issues and on protection methods, working in HIV prevention was considered relevant (Kalambayi, 2012 [01], p. 67). (2) Given the high MMR (1 670 per 100, 000 live births), poor infrastructure and inadequately trained midwives, the country office's work in the area of obstetric and neonatal (emergency) care was considered relevant (Kalambayi, 2012 [01], p. 73). (3) Given the high number of displaced persons in DRC (2 million in 2008) the CPE considered that UNFPA's work in providing RH services during emergencies and humanitarian crises is essential (Kalambayi, 2012 [01], p. 79). Nevertheless, the midterm evaluation of the Maternal Health Thematic Fund in DRC concluded that the way resources were allocated across the country did not follow clear criteria (i.e. demographics, size of the country, population's needs) (UNFPA Evaluation Branch, 2012 [05], p. 16). It also considered that UNFPA's decision to reorient its programme and decentralise its sub-offices did not take into account the needs of most vulnerable populations.</p> |

| Key performance indicator                            | Evidence                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        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| KPI C: Progress towards stated country-level results | <p><b>Reproductive Health</b></p> <p>Outcome: By 2012, the utilisation of high quality reproductive health services and HIV/AIDS prevention services has increased in the targeted health zones, especially for young people, women and populations affected by the conflict</p> <p>± <i>Output 1.1: Family planning is integrated into HIV/AIDS prevention programs, targeting young people and adolescents</i></p> <p>Interviews with the country office highlighted UNFPA's work in raising awareness on HIV/AIDS. Its reports indicate that UNFPA's campaigns reached tens of thousands of people, trained 1 278 teachers in life education, taught 3 001 000 students about family planning (FP) and HIV/AIDS prevention, and resulted in the integration of life education programmes in 4 002 schools. Health care providers, peer educators and community - based distributors of reproductive health commodities were also trained in adolescent reproductive health, STIs and family planning (UNFPA, 2012 [20], p. 2). Additionally, condoms were distributed and family planning promoted in 22 targeted health zones, and UNFPA provided 31 400 textbooks on life education for schools, computer equipment and vehicles. UNFPA financed civil society organisations to promote understanding and utilisation of health services (UNFPA Evaluation Branch, 2012 [05], p. 19).</p> <p><b>Challenge:</b> Advocacy activities were not implemented and HIV/prevention activities were not focused on the planned geographic areas (UNFPA, 2012 [20], p. 2). Funding that was intended for the MOH for awareness-raising activities was reoriented to civil society organisations due to inadequate fund management by the public administration (UNFPA Evaluation Branch, 2012 [05], p. 19).</p> <p>± <i>Output 1.2 : Improved quality of skilled assistance at birth and essential obstetric and neonatal emergency care in the targeted health zones</i></p> <p>Interviews highlighted that UNFPA had achieved important results in the area of maternal health, safe deliveries and reduction of maternal mortality. The country office reported that "In the targeted areas of intervention, the percentage of child deliveries assisted by skilled health personnel increased from 55 to 86%" (UNFPA, 2012 [20], p. 8). It also reported that improvements in obstetric and neonatal care in emergency situations led to an increase in the number of women receiving prenatal care from 7% to 28%. UNFPA contributed to these results through, among other things, advocacy with the Ministry of Higher Education and University Studies. Its advocacy efforts resulted in: "i) more flexible admission requirements and reduction of training time (from 7 to 3 years) for nurse-midwives; ii) the adoption of subjects for midwife with a versatile background who are interested in reconversion into specific areas; and iii) the revision of curricula" (UNFPA, 2012 [20], p. 2).</p> <p>As part of the H4+ initiative, UNFPA contributed to the development of training for personnel working in emergency obstetrical and neonatal care. It provided funding to refurbish 45 health and maternity centres in 10 provinces and equipment for maternity centres in Bas-Congo and Katanga. UNFPA did advocacy with religious leaders and community leaders in Bas-Congo, Katanga, North and South Kivu and sensitised 2 468 leaders on FP and maternal mortality prevention. <b>Invalid source specified..</b></p> <p><b>Challenges:</b> Lack of resources limited the possibilities for staff to monitor and follow-up. Thus, the MTHF evaluation was not able to link many of the achievements highlighted above to increased utilisation of reproductive health services (UNFPA Evaluation Branch, 2012 [05], p. 27).</p> <p>± <i>Output 1.3 : Increased access of displaced populations and victims of humanitarian crises to emergency reproductive health services, including post-exposure prophylaxis kits</i></p> <p>The project "Access to sexual and reproductive health services in emergencies for displaced populations from Angola in the provinces of Kasai Occidental and Bandundu" achieved almost all of the planned activities and results according to the project's final report (UNFPA, 2012 [38], pp. 36-37). There are further indications that UNFPA also increased its capacity to intervene in emergency and humanitarian situations as it adopted an integrated approach to provide comprehensive reproductive health services in humanitarian situations.</p> <p><b>Challenge 1:</b> The CO faced challenges in the area of emergency procurement because of internal inefficiencies, lack of data to estimate eventual needs in terms of medication and contraceptives (UNFPA Evaluation Branch, 2012 [05], pp. 22-23).</p> <p>UNFPA's work in humanitarian crisis was articulated around strengthening rapid response mechanisms (through development of contingency plans and prepositioning of reproductive health kits) and by strengthening medical assistance to victims of sexual violence. Furthermore, UNFPA supported training of 450 health service providers in clinical management and psychological support to victims (UNFPA, 2012 [20], p. 3). UNFPA contributed to strengthening a reproductive health commodity procurement system by supporting the training of health service providers and commodity managers. It rehabilitated two pharmaceutical warehouses in targeted health zones, equipped them with computerised systems and strengthened capacity of staff working in warehouses (UNFPA, 2012 [20]).</p> <p><b>Challenge 2:</b> The MHTF evaluation noted that inadequate management and heavy administrative procedures caused delays in the delivery of material and equipment in</p> |

| Key performance indicator                                                                                                                                 | Evidence                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                           | <p>crises. UNFPA lacks appropriate databases to be able to estimate needs in medicines and contraceptives products and their availability in warehouses (UNFPA Evaluation Branch, 2012 [05], p. 23). The CPE reported that commodities delivered in the field were insufficient, damaged and/or about to expire because of the absence of a database with appropriate quantitative and qualitative information on stocks (Kalambayi, 2012 [01], p. 82).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Population and development</b>                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <p>Outcome: By 2012, population, reproductive health, gender and sexual violence issues are taken into account in development policies and programmes</p> | <p>± <i>Output 1: Increased availability of data disaggregated by age and sex on the socio-demographic characteristics of the population</i></p> <p>The country office highlighted UNFPA support to the government in initiating the second census and conducting various demographic and health studies as an important contribution to DRC. The standard progress report identifies UNFPA's advocacy and awareness-raising activities on the second general census of population and housing (RGPH2), which resulted in the establishment of the legal basis for the census, the co-ordinating entities, the initiation of preparatory activities and the refurbishment of three provincial statistical production centres to conduct the census (UNFPA, 2012 [36], p. 3). The CPS highlights other achievements: "(ii) creation of a database on sexual violence in the Ministry of Gender; (iii) setting-up of a computer centre at the University of Kinshasa [...] (vi) training of nine demographers and one statistician who are assigned to work in the National Institute of Statistics; (vii) support to the workshop on data scanning and counting for the first general population and housing census of 1984; (viii) publication of three books [...]" (UNFPA, 2012 [20], p. 4). UNFPA also contributed to the fourth Multiple Indicators Cluster Survey (MICS).</p> <p><b>Challenges:</b> The national counterpart did not provide the funds for all the provinces; furthermore, implementing partners did not assume sufficient ownership of the programme. Overall, the country demonstrated very limited interest in statistics and inadequately resourced and staffed the national statistical institute (INS) (UNFPA, 2012 [36], p. 5).</p> <p>+ <i>Output 2: The technical and institutional capacities of target ministries and partners are strengthened to incorporate issues regarding population, sexual and reproductive health, gender, and sexual and gender-based violence into development policies and programmes</i></p> <p>The CPS highlights UNFPA technical and financial support for the development of a data production plan for monitoring and evaluation of the pro-growth poverty reduction strategy (PRSP), the completion of 12 action plans for the implementation of the PRSP at national and provincial levels and for the development and finalisation of sectoral policies (UNFPA, 2012 [20], p. 4).</p>   |
| <b>Gender</b>                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <p>Outcome: By 2012, a favorable environment for gender equality and equity and for the elimination of sexual and gender-based violence exists</p>        | <p>± <i>Output 3.1: The institutional and technical capacities of ministries and of the National Assembly are strengthened to promote women's economic and political empowerment</i></p> <p>Reports on performance and the CPE provide evidence of UNFPA's contribution to promote gender equality and eliminate GBV. The CPS highlights: "(i) 214 provincial members of parliament were trained in gender-based violence; (ii) 30 women ministers and provincial members of parliament were trained in the techniques of advocacy on gender equality; and (iii ) 142 technical staff from the Presidency, the Ministry of Gender and focal points of the various ministries were trained on gender and development" (UNFPA, 2012 [20], p. 5). Other contributions include the provision of computer hardware and office equipment to three provincial divisions of the Ministry of Gender and the setting up of seven operational units of the National Police trained to protect women and children. UNFPA's training and advocacy activities with provincial governments resulted in the adoption of provincial budgets for gender and maternal health (UNFPA, 2012 [20], p. 5).</p> <p>+ <i>Output 3.2: The institutional and technical capacities of networks and community-based organisations are strengthened to combat sexual and gender-based violence</i></p> <p>UNFPA participated in the "Joint Project for prevention and response to sexual violence in the provinces of North Kivu and South Kivu" funded by the Canadian Department of Foreign Affairs, Trade and Development (formerly Canadian International Development Agency). Between 2006 and 2013, 19 strategies and more than 90 activities were implemented in order to prevent and reduce SGBV and to reinsert 64 082 victims into communities in two provinces. Overall, this project was designed to strengthen and expand prevention and response strategies to SGBV by increasing victims' access to quality care. The final report of the joint project indicated it contributed to strengthen capacity of actors to provide medical, psychosocial, legal, and judicial protection and the socio-economic reintegration to victims. Impacts identified include increased awareness of the issue, development of structures and institutions to respond to GBV and adoption of several resolutions on sexual violence by UN Security Council in DRC (UNFPA, 2013 [52]).</p> |

| Key performance indicator                               | Evidence                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|---------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| KPI D:<br>Contributions to national priorities and MDGs | <p data-bbox="380 275 1395 321">+ The CPE considered UNFPA contributed to MDGs 3, 5 and 6 respectively related to gender equality, maternal mortality and HIV/AIDS (Kalambayi, 2012 [01], p. 65).</p> <p data-bbox="423 327 1395 390">According to data compiled by the H4+ group on maternal mortality trends in DRC, MMR decreased from 930 maternal deaths per 100 000 live births in 2005 to 730 per 100 000 live births in 2013 (WHO, 2014 [01]). Evidence of contributions to these areas was presented above.</p> |

## 4.5 Ecuador

### 4.5.1 Country context and UNFPA strategy

#### Context

Ecuador is an upper middle-income country (pink quadrant in 2013<sup>xvii</sup>) with a population of close to 16 million (INEC, 2014). Despite the progress made in reducing poverty, it is estimated that 27.3% of the population lives below poverty line and 11.2% in extreme poverty (UNFPA, 2014 [42], p. 2). This rate is particularly high in rural areas and even higher among minorities such as indigenous persons and Ecuadorians of African descent. Key contextual issues of relevance for UNFPAs work include:

- Demographic data shows nearly 58% of the population is younger than 29 years old (UNFPA, 2014 [42], p. 2).
- Total fertility rate (TFR) is among the highest in the region with a rate of 100 per 1 000 women aged 15-19 years (UNFPA, 2014 [42], p. 2). This rate is also particularly elevated for poor women. Overall, life expectancy for men and women substantially increased in recent years.
- Maternal mortality ratio (MMR) decreased from 98 maternal deaths per 100 000 live births in 2005 to 87 per 100 000 live births in 2013 (WHO, 2014 [01]).
- HIV/AIDS prevalence is concentrated among vulnerable populations and has been stable in the last four years (UNFPA, 2014 [42], p. 2).

Ecuador made important institutional and structural changes with the introduction of a new constitution in 2008 and several development plans since 2007: the Development Plan 2007-2010, the National Plan for Good Living 2009-2013 and the National Plan for Good Living 2013-2017. The new constitution highlighted the importance of promoting gender equality, reproductive rights and youth and adolescent rights (UNFPA, 2014 [42]).

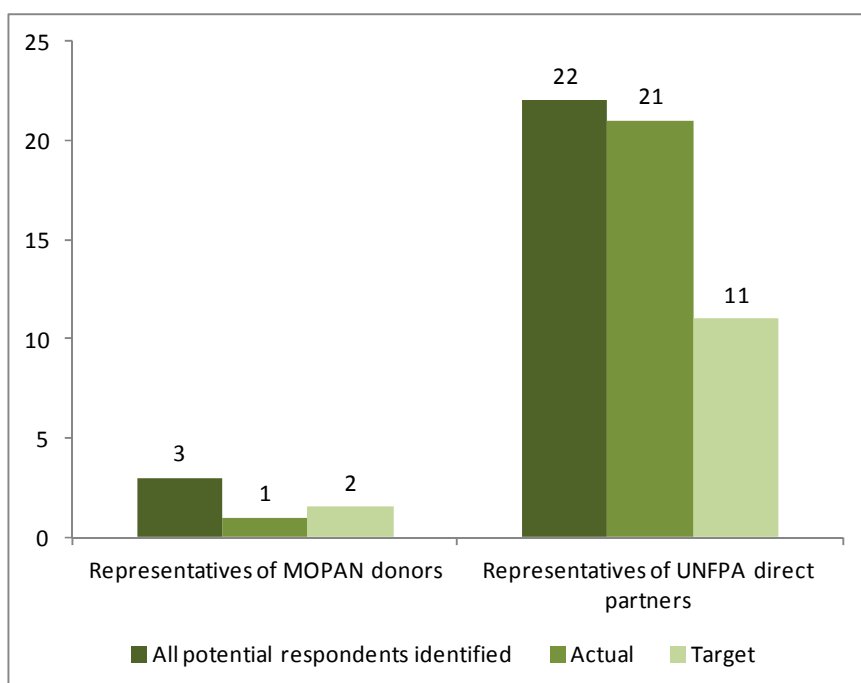
#### UNFPA's strategy in Ecuador

UNFPA implemented its fifth country programme in Ecuador from 2010 to 2014. The programme was aligned with Ecuador's 2008 constitution and its national priorities, the UNDAF framework, the ICPD and the MDGs. UNFPA allocated 63% of its resources to sexual and reproductive health, 23% to population and development and 13% to gender equality. The UNFPA Executive Board approved a total commitment of USD 5 million from regular resources in support of the Country Programme, subject to the availability of funds. The Board also authorised UNFPA to seek additional funding of USD 5 million, bringing the total value of the approved Country Programme to USD 10 million. The CO has favoured direct execution over national execution as required by the government partners. While this modality is not UNFPA's preferred implementation arrangement, this choice was primarily driven by the limited capacity of national implementing partners to deliver programmes, and chosen as an efficiency measure to facilitate achievement of programme results. (Rodríguez M., Miranda G., & Álvarez R., 2013 [01]).

#### 4.5.2 Profile of survey respondent groups in Ecuador

The MOPAN survey in Ecuador included direct partners and MOPAN in-country donors.

##### Number of respondents



Note: The “potential respondents” refer to all those who were invited to complete the survey. The “actual” respondents refer to those individuals who completed the survey and the “target” refers to the target number of responses set by MOPAN (i.e. 50% of the potential respondents).

### 4.5.3 UNFPA's organisational effectiveness in Ecuador



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

- a) equal weight is given to the views of each of the respondent groups
  - b) equal weight is given to each of the countries where the survey took place
  - c) equal weight is given to respondent groups within each country where the survey took place
- However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.

"--" indicates that the question was not asked among a particular respondent group.

% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

N/A indicates that all respondents answered "don't know" to that question.

### Survey results (mean scores) in Ecuador and don't know responses

| Indicators                                         |                                                                                                                                                    | Survey mean scores<br>(Ecuador) <sup>xviii</sup> | % DK (Ecuador) |
|----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|----------------|
| <b>Performance area I: Strategic management</b>    |                                                                                                                                                    |                                                  |                |
| <b>KPI 1</b>                                       | <b>The Multilateral Organisation (MO) provides direction for the achievement of development results</b>                                            | <b>5.15</b>                                      |                |
| 1.1                                                | The MO has a value system that supports a results-orientation.                                                                                     | 5.06                                             | 7%             |
| 1.3                                                | The MO ensures application of an organisation-wide policy on results management.                                                                   | 5.24                                             | 19%            |
| <b>KPI 4</b>                                       | <b>The MO maintains focus on the cross-cutting thematic priorities identified in its strategic framework, and/or considered important by MOPAN</b> | <b>5.08</b>                                      |                |
| 4.1                                                | Gender equality                                                                                                                                    | 5.29                                             | 0%             |
| 4.2                                                | Environment                                                                                                                                        | 4.47                                             | 5%             |
| 4.3                                                | Good governance                                                                                                                                    | 4.89                                             | 5%             |
| 4.4                                                | Human rights-based approaches                                                                                                                      | 5.43                                             | 0%             |
| 4.5                                                | HIV and AIDS                                                                                                                                       | 5.30                                             | 2%             |
| <b>KPI 5</b>                                       | <b>The MO's country strategies are results-focused</b>                                                                                             | <b>5.21</b>                                      |                |
| 5.3                                                | Country strategies are developed through consultation with partners                                                                                | 5.21                                             | 10%            |
| <b>Performance area II: Operational management</b> |                                                                                                                                                    |                                                  |                |
| <b>KPI 6</b>                                       | <b>The MO's development co-operation funding is transparent and predictable</b>                                                                    | <b>5.08</b>                                      |                |
| 6.1                                                | The MO's criteria for allocating resources are transparent.                                                                                        | 4.93                                             | 5%             |
| Sub-MI                                             | i) UNFPA makes readily available its criteria for allocating resources.                                                                            | 4.90                                             | 5%             |
| Sub-MI                                             | ii) UNFPA allocates resources according to the criteria mentioned above.                                                                           | 4.95                                             | 5%             |

| Indicators                                           |                                                                                                                                                                                              | Survey mean scores<br>(Ecuador) <sup>xviii</sup> | % DK (Ecuador) |
|------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|----------------|
| 6.2                                                  | The MO predicts its development co-operation funding.                                                                                                                                        | 5.24                                             | 19%            |
| Sub-MI                                               | i) UNFPA is adopting measures to make its funding more predictable.                                                                                                                          | --                                               | --             |
| Sub-MI                                               | ii) UNFPA provides its funding to countries and other partners according to schedule.                                                                                                        | 5.24                                             | 19%            |
| <b>KPI 8</b>                                         | <b>The MO has policies and processes for financial accountability (audit, risk management, anti-corruption)</b>                                                                              | <b>5.24</b>                                      |                |
| 8.5                                                  | Processes are in place to quickly follow up on any irregularities identified at the country (or other) level.                                                                                | N/A                                              | 0%             |
| 8.6                                                  | The MO's procurement procedures provide effective control on purchases of goods and services.                                                                                                | 5.24                                             | 19%            |
| <b>KPI 9</b>                                         | <b>The MO demonstrates the use of performance information for decision-making</b>                                                                                                            | <b>4.98</b>                                      |                |
| 9.2                                                  | Performance information is used by the MO for planning new interventions at the country level.                                                                                               | 5.05                                             | 5%             |
| 9.3                                                  | Poorly performing programmes, projects and/or initiatives are addressed proactively so as to improve performance.                                                                            | 4.91                                             | 19%            |
| Sub-MI                                               | i) UNFPA regularly identifies poorly performing programmes and projects.                                                                                                                     | 4.82                                             | 19%            |
| Sub-MI                                               | ii) UNFPA proactively addresses performance issues identified in poorly performing programmes and projects.                                                                                  | 5.00                                             | 19%            |
| <b>KPI 12</b>                                        | <b>The MO delegates decision-making authority and staff accordingly (to the country or other levels)</b>                                                                                     | <b>4.26</b>                                      |                |
| 12.1                                                 | Staff deployment in country is adequate for the development of effective country-level partnerships.                                                                                         | 4.29                                             | 10%            |
| 12.2                                                 | Aid reallocation decisions can be made locally                                                                                                                                               | 4.29                                             | 59%            |
| 12.3                                                 | New programmes/projects can be approved locally within a budget cap                                                                                                                          | 4.20                                             | 52%            |
| <b>Performance area III: Relationship management</b> |                                                                                                                                                                                              |                                                  |                |
| <b>KPI 14</b>                                        | <b>The MO co-ordinates and directs its development co-operation at the country level in support of agreed national plans or partner plans</b>                                                | <b>5.17</b>                                      |                |
| 14.1                                                 | Extent to which MO supported funding proposals have been fully designed and developed with the national government or direct partners, rather than conceptualised or initiated by MO itself. | 5.00                                             | 0%             |
| 14.2                                                 | Statements of expected results are consistent with those in national development strategies and UNDAF, as appropriate.                                                                       | 5.33                                             | 0%             |
| <b>KPI 15</b>                                        | <b>The MO's procedures take into account local conditions and capacities</b>                                                                                                                 | <b>4.94</b>                                      |                |
| 15.1                                                 | The procedures of the MO can be easily understood and completed by partners.                                                                                                                 | 5.19                                             | 0%             |
| 15.2                                                 | The length of time for completing MO procedures does not have a negative effect on implementation.                                                                                           | 4.62                                             | 50%            |
| 15.3                                                 | The MO has the operational agility to respond quickly to changing circumstances on the ground.                                                                                               | 4.89                                             | 5%             |
| 15.4                                                 | The MO has operational flexibility to adjust its implementation of projects/programmes as learning occurs.                                                                                   | 5.05                                             | 5%             |
| <b>KPI 16</b>                                        | <b>The MO uses country systems for disbursement and operations</b>                                                                                                                           | <b>5.13</b>                                      |                |
| 16.1                                                 | The MO uses country systems (both financial and non-financial), where appropriate.                                                                                                           | 5.00                                             | 19%            |

| Indicators                                       |                                                                                                                                  | Survey mean scores<br>(Ecuador) <sup>xviii</sup> | % DK (Ecuador) |
|--------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|----------------|
| 16.2                                             | The MO participates in mutual assessments of progress in implementing agreed commitments with national partners.                 | 5.25                                             | 2%             |
| <b>KPI 17</b>                                    | <b>The MO adds value to policy dialogue with its partners</b>                                                                    | <b>5.36</b>                                      |                |
| 17.1                                             | The MO has reputation among its stakeholders for high quality, valued policy dialogue inputs.                                    | 5.33                                             | 0%             |
| 17.2                                             | The MO's policy dialogue is undertaken in a manner which respects partner views and perspectives.                                | 5.38                                             | 0%             |
| <b>KPI 18</b>                                    | <b>The MO harmonises arrangements and procedures with other programming partners (donors, UN agencies, etc.) as appropriate.</b> | <b>5.20</b>                                      |                |
| 18.1                                             | The MO co-ordinates planning, programming, monitoring and reporting with other partners.                                         | 5.25                                             | 2%             |
| 18.2                                             | The MO builds on the initiative of others to avoid duplication.                                                                  | 5.10                                             | 5%             |
| 18.3                                             | The MO's work reflects its comparative advantage.                                                                                | 5.26                                             | 10%            |
| <b>Performance area IX: Knowledge management</b> |                                                                                                                                  |                                                  |                |
| <b>KPI 19</b>                                    | <b>The MO consistently evaluates its results</b>                                                                                 | <b>5.00</b>                                      |                |
| 19.5                                             | Direct beneficiaries and stakeholder groups are involved in evaluation processes.                                                | 5.00                                             | 7%             |
| Sub-MI                                           | i) UNFPA involves key partners in evaluations of its projects or programmes.                                                     | 5.05                                             | 5%             |
| Sub-MI                                           | ii) UNFPA involves key beneficiaries in evaluations of its projects and programmes.                                              | 4.95                                             | 10%            |

#### 4.5.4 UNFPA's relevance and development results in Ecuador



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

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

However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.

"—" indicates that the question was not asked among a particular respondent group.

% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

#### Summary of survey results (mean scores) in Ecuador

| Indicators |                                                                                                                                                                                                                                                                | Survey mean scores (Ecuador) <sup>xix</sup> | % DK (Ecuador) |
|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|----------------|
| <b>A.</b>  | <b>Evidence of UNFPA's relevance</b>                                                                                                                                                                                                                           |                                             |                |
| A1         | The MO is pursuing results in areas within its mandate.                                                                                                                                                                                                        | 5.48                                        | 0%             |
| A2         | The MO's results are in line with global trends and priorities in the development field.                                                                                                                                                                       | 5.35                                        | 2%             |
| A3         | The MO's results respond to the needs/priorities of its target group (beneficiaries).                                                                                                                                                                          | 5.33                                        | 0%             |
| A4         | The MO adapts its work to the changing needs and priorities of the country.                                                                                                                                                                                    | 5.14                                        | 0%             |
| <b>C.</b>  | <b>Evidence of UNFPA's progress towards its stated country-level results</b>                                                                                                                                                                                   |                                             |                |
| C1         | Outcome 1: The national health system has strengthened management in order to increase the demand for, and improve access to, sexual and reproductive health services, emphasising equity, quality, cultural sensitivity, women, adolescents and young people. | 5.02                                        | 0%             |
| Sub-MI     | i) UNFPA has demonstrated progress towards its stated objective of improving the management of the national health system in Ecuador.                                                                                                                          | 4.71                                        | 0%             |
| Sub-MI     | ii) 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.                                                                              | 5.33                                        | 0%             |
| C2         | Outcome 1: The national planning system is strengthened through training, and through the availability of social and demographic information and systems to formulate, implement, monitor and evaluate public policies.                                        | 4.95                                        | 2%             |
| C3         | Outcome 1: Authorities, national civil servants and civil society improve their knowledge and develop their skills to implement public policies according to international standards.                                                                          | 4.76                                        | 1%             |
| Sub-MI     | i) UNFPA has demonstrated progress towards its stated objective of improving national partners' knowledge of and promotion of gender equality in Ecuador                                                                                                       | 4.76                                        | 0%             |
| Sub-MI     | ii) UNFPA has demonstrated progress towards its stated objective of strengthening national capacities to prevent gender-based violence and address gender equality concerns in Ecuador.                                                                        | 4.75                                        | 2%             |
| <b>D.</b>  | <b>Evidence of UNFPA's contribution to national goals and priorities, including the Millennium Development Goals</b>                                                                                                                                           |                                             |                |
| D1         | The MO contributes to development results that support the achievement of national priorities.                                                                                                                                                                 | 5.00                                        | 0%             |

| Indicators |                                                                   | Survey mean scores (Ecuador) <sup>xix</sup> | % DK (Ecuador) |
|------------|-------------------------------------------------------------------|---------------------------------------------|----------------|
| D2         | The MO is making effective contributions to relevant MDGs.        | 5.14                                        | 0%             |
| D3         | The MO programming has resulted in positive benefits for Ecuador. | 5.24                                        | 0%             |

#### 4.5.5 Summary of evidence on UNFPA relevance and results in Ecuador

The assessment in Ecuador focuses on UNFPA's 5<sup>th</sup> country programme document (CPD) 2010-2014 and on the country programme action plan 2010-2014. It draws on the following reports and evaluation documents:

- Country programme evaluation (CPE) of Ecuador 2010-2014 (Evaluación Independiente del Programa País Ecuador 2010-2014)
- Ecuador country programme performance summary (CPS) 2010-2014
- Country office annual reports (COAR) for 2012 and 2013.

The evidence of contributions to results is limited to what is provided in the CPE and CPS, which provide an output-focused overview of results achieved in the country. The CPE and CPS do not comment on UNFPA contributions to the country programme outcomes. In addition, the links between the activities and achievements reported as well as between outputs and proposed outcomes is often unclear due to vague narratives that do not explicitly highlight these links.

| Key performance indicator                            | Evidence                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| KPI A: UNFPA's relevance                             | <p>+</p> <p>The CPE confirms that the 5<sup>th</sup> country programme responded adequately to international commitments and targets set in the MDGs (Second MDG report) and ICPD and that it contributed to UNDAF outcomes (Rodríguez M., Miranda G., &amp; Álvarez R., 2013 [01], p. 90). In addition, the evaluation notes that UNFPA's country programme was relevant to national policies and priorities (2008 Constitution of Ecuador, National Plan for Good Living 2009-2013, National Development Plan 2007-2010), international commitments and the needs and interests of the priority groups (Rodríguez M., Miranda G., &amp; Álvarez R., 2013 [01], p. 91). UNFPA has also shown flexibility and adaptability, according to the CPE. This is evident in its ability to adapt to the institutional reforms that have been implemented in Ecuador's public administration in the last few years and its "territorial strategy", which consisted of establishing Technical Assistance Units across the country to implement the new integral SRH model (Rodríguez M., Miranda G., &amp; Álvarez R., 2013 [01], pp. 80-81)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| KPI C: Progress towards stated country-level results | <p><b>Reproductive health and rights</b></p> <p>Outcome: The national health system has strengthened management in order to increase the demand for, and improve access to, sexual and reproductive health services, emphasising equity, quality, cultural sensitivity, women, adolescents and young people.</p> <p>- <i>Output 1 National Strategic Plans and Multisectorial Comprehensive Local Health Plans incorporate sexual and reproductive health and rights to prevent maternal mortality and morbidity, adolescent pregnancy, gender-based violence, and HIV and aids in selected geographical areas.</i></p> <p>The CPS reports that continued changes in national and local authorities have led to discontinuity in the activities and, at times, conservative positions have hampered advances made in sexual and reproductive health and rights (UNFPA, 2014 [33]).</p> <p>- <i>Output 2 Improved demand and capacity of provincial networks of the National Health System strengthened to offer comprehensive sexual and reproductive health services, including, obstetric care, family planning, HIV aids prevention, adolescent pregnancy prevention, and sexual violence prevention and treatment in selected geographical areas</i></p> <p>The CPE considers that UNFPA's knowledge management, advocacy and policy dialogue have contributed to the "design and initial implementation of a SRH Training Centre in co-ordination with MOH, Professional Federations (Gynecology and Midwifery), and Academia" (UNFPA, 2014 [33]). This centre has trained more than 1 000 primary health care officials via its online and blended learning services (Rodríguez M., Miranda G., &amp; Álvarez R., 2013 [01], p. 67).</p> <p>The implementation of Technical Assistance Units (UAT), which are sub-regional offices established in the six provinces across the country are considered by the CPE as a good practice that contributed to the implementation of the country programme, especially the Integrated Health Model on SRH. UNFPA's UAT are located within the offices of the Provincial Health Directorate where Public Health Ministry's SRH staff is located. The CPE acknowledges that the presence of UNFPA in the provinces allowed the country office to be more aware of the needs and interests of priority groups.</p> <p>- <i>Output 3 Intercultural sexual and reproductive health policies and programmes are implemented to improve the access of indigenous people and Ecuadorians of African descent to health services in selected geographical areas</i></p> <p>Limited evidence</p> <p>± <i>Output 4 The educational community (teachers and students) have access to comprehensive sex education that includes HIV aids prevention, adolescent pregnancy prevention, and gender based violence eradication.</i></p> <p>The CPE identified good practices in sex education that have been supported by UNFPA.</p> |

| Key performance indicator                                                                                                                                                                                                    | Evidence                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                              | <p>The CPS also notes that the introduction of “a virtual radio programme directed to teachers through the CSE Course “DES Multimedia” in the province of Manabí” is a key achievement related to output 4 (UNFPA, 2014 [33]). Furthermore, for this specific project, since 2006, UNFPA provided technical assistance to the Provincial Directorate of the Ministry of Education so that the ministry can provide training and raise awareness of educators in the province of Manabí. The DES course provides a holistic approach to human rights, gender and intergenerational communication. The introduction of this course at the national level is being considered (Rodríguez M., Miranda G., &amp; Álvarez R., 2013 [01], p. 66).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Population and development</b>                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <p>Outcome: The national planning system is strengthened through training, and through the availability of social and demographic information and systems to formulate, implement, monitor and evaluate public policies.</p> | <p><b>+</b> <i>Output 1 National capacities increased in the analysis and linkage of population dynamics, with the National Development Plan, and with national and local planning frameworks</i></p> <p>The CPE confirmed that socio-demographic variables have been increasingly integrated in the tools used by the National Statistics System and by the National Information System. UNFPA played a role in sharing knowledge and providing technical assistance for the design of data collection instruments, the use of the 2010 Population and Housing Census micro-data, and the design of other statistical instruments (such as the Continuous Household survey) (Rodríguez M., Miranda G., &amp; Álvarez R., 2013 [01], p. 64). UNFPA also provided financial and technical support to strengthen capacity of the National Institute of Statistics and Census for conducting the 2010 Population and Housing Census (UNFPA, 2014 [33]).</p> <p><b>-</b> <i>Output 2 National capacity is increased to produce, use and disseminate disaggregated socio-demographic information to formulate, monitor and evaluate public policies at national and local levels</i></p> <p>Limited evidence</p> <p><b>-</b> <i>Output 3 Government officials guarantee youth the exercise, protection and promotion of their sexual and reproductive health and reproductive rights, and sexual violence prevention in the context of human mobility in selected geographical areas of the northern border.</i></p> <p>UNFPA has contributed to strengthening knowledge management through research and studies that have helped implementing partners make policy decisions and define strategies. In this area, the CPS identifies as a key achievement the “generation of information on SRH of affected populations and relevant national and local response in the Northern Border, especially related to youth and women.” It adds “this effort has eased decision-taking and definition of strategies and main actions aimed to have an impact on these populations” (UNFPA, 2014 [33]).</p> <p>Other studies include:</p> <ul style="list-style-type: none"> <li>• <i>Social and cultural barriers in the promotion, access and use of the female and male condoms in Quito, Guayaquil and Cuenca. Report of qualitative research. National Programme for Control and VIH-Sida/ITS. MSP.</i></li> <li>• <i>Multiple sociocultural factors about teenage pregnancy in seven cantons of Ecuador: La Concordia, Chunchi, Portoviejo, Quinindé, Loreto, La Joya de los Sachas y Orellana.</i></li> <li>• <i>Perceptions of health around the use and access of contraceptives in adolescents. Dirección Nacional de Normalización del Ministerio de Salud Pública del Ecuador-UNFPA (Rodríguez M., Miranda G., &amp; Álvarez R., 2013 [01], p. 65).</i></li> </ul> |
| <b>Gender</b>                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <p>Outcome: Authorities, national civil servants and civil society improve their knowledge and develop their skills to implement public policies according to international standards.</p>                                   | <p><b>-</b> <i>Output 1 Gender equality, women's, adolescent and youth rights, and reproductive health rights are incorporated in national laws, policies and plans, using a culturally sensitive approach, in selected geographical areas</i></p> <p>Limited evidence</p> <p><b>±</b> <i>Output 2 Improved knowledge and implementation of gender equality, gender based violence, within Government, especially in the Judiciary sector, National Assembly, Police and Armed Forces.</i></p> <p>Advocacy and policy dialogue have been the principal strategies deployed to influence the policy reform process in Ecuador. The National Assembly and the Public Prosecutor's Office (Fiscalía general del Estado) have been the principal partners in UNFPA's efforts to advance women's rights. According to the CPE, as a result of this advocacy work, various policies, plans and programmes have been introduced such as a reform of the Criminal Code that now integrates GBV issues – criminalisation of femicide and domestic violence, establishment of a victim's protection system (Rodríguez M., Miranda G., &amp; Álvarez R., 2013 [01], p. 62)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

| Key performance indicator                            | Evidence                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| KPI D: Contributions to national priorities and MDGs | <p data-bbox="548 264 1393 352">- <i>Output 3: The capacity of women, including indigenous women and those of African descent, communities and youth networks is strengthened in the promotion of, demand for and surveillance of sexual and reproductive health and rights</i><br/>Limited evidence</p> <p data-bbox="418 373 1393 772">± The CPE highlights that MMR in Ecuador remains relatively high compared to the region with 70.4 deaths per 100 000 live births in 2011. UNFPA has contributed to national efforts to address this situation over the last two programming cycles. The Fund contributed to the institutionalisation of the Free Maternity and Child Care Act, to the National Plan for Accelerated Reduction of Maternal Mortality and contributed to MMR reduction through the Reproductive Health Commodity Security project (Rodríguez M., Miranda G., &amp; Álvarez R., 2013 [01], pp. 39-53).<br/>Progress towards the achievement of universal access to SRH (MDG 5) and reduction of HIV (MDG 6) also began during the previous programming cycle with support provided to establish the Teen Pregnancy Prevention Plan and the National Multisectoral Strategic Plan 2007-2015 on HIV-AIDS (Rodríguez M., Miranda G., &amp; Álvarez R., 2013 [01], p. 39). During the current cycle, UNFPA provided support to establish the National Programme for Care and Control of HIV-AIDS / STI (2012), the regulations governing access to and availability of contraceptives (2013) and the National Training Center for Sexual and Reproductive Health. UNFPA is also supporting the government in a consolidated purchasing process for contraceptive commodities entirely managed and financed by the government.<br/>Overall, the CPE found that UNFPA had contributed to the national goals of improving the lives of youth, young women, indigenous people, people living with HIV, and women victims of violence (Rodríguez M., Miranda G., &amp; Álvarez R., 2013 [01], p. 91).</p> |

## 4.6 Kenya

### 4.6.1 Country context and UNFPA strategy

#### Context

Kenya is a low income country (UNFPA's red quadrant in 2013) and a fragile state according to the OECD (OECD, 2012 [01]). It has a population of 43.2 million, with a majority (64%) below the age of 24. Almost half of the population (46%) lives below the poverty line (UNFPA, 2014 [28]; World Bank, 2014 [01]). Over the past decade there have been improvements in economic growth, although growth declined after the post-election violence in 2008. Key contextual issues of relevance to the work of UNFPA in this country include:

- A high maternal mortality ratio (MMR) that increased between 2003 and 2008/2009 due to limited use of skilled antenatal care. Limited coverage of facilities providing obstetric care and poorly skilled health care providers as well as inadequate implementation of policies limits usage of skilled care.
- A declining total fertility rate (TFR) between 2003 and 2008/2009 from 4.9 to 4.6 children per women that may be related to increases in the contraceptive prevalence rate.
- The pregnancy rate for teenagers (15 to 19 years old) slightly declined but is still affecting nearly a fifth of this population. Comprehensive sexuality education has not been integrated in school curriculum, and overall, access to sexual and reproductive health information and services is still weak.
- The government's efforts to combat HIV/AIDS have resulted in a drop of HIV prevalence although recent data show new infections remain high. Furthermore, risks are four times higher for girls than boys.
- Kenya's policy and legislative framework on gender equality represents a great improvement in the area of gender but its implementation remains weak. Furthermore, GBV prevention and response is still poorly resourced. GBV and FGM/C prevalence rate both decreased but remain high with respective levels around 40% and 30%.
- Kenya witnessed an increase in the frequency and severity of natural disasters, was challenged by an influx of more than half a million refugees and by ongoing conflicts. This context has the potential to exacerbate GBV and SRH of women and young girls (UNFPA, 2014 [28]).
- As mentioned in interviews and in the 7<sup>th</sup> CPE, services to vulnerable people, particularly in emergencies, tend to focus on food and shelter and much less on sexual reproductive health needs (Olenja, Gor, & Okoth-Juma, 2013 [01], p. 25).

#### UNFPA's strategy in Kenya

UNFPA implemented its seventh country programme in Kenya from 2009 to 2013 (which was extended until June 2014) in line with the Kenya Vision 2030, within the context of the Kenya Joint Assistance Strategy and the five-year Medium Term Plan (Olenja, Gor, & Okoth-Juma, 2013 [01], p. 14). The country programme is also aligned with the UNDAF.

UNFPA's assistance has been in the areas of reproductive health and rights, population and development, and gender equality. The first area received 46% of the total resources and responds to priorities outlined in the Kenya Health Policy Framework (2012-2030), the National Health Sector Strategic Plan (NHSSP II 2005-2012) and NHSSP III (2012-2016). It is also aligned with the National Reproductive Health Policy (2007), the Adolescent Reproductive Health and Development Policy (2003), Plan of Action (2005- 2015) and Reproductive Health Commodity Security (2007) (Olenja, Gor, & Okoth-Juma, 2013 [01], p. 19). In addition, 20% of resources are devoted to population and development and 15% to gender equality. The UNFPA Executive Board approved a total commitment of USD 25.5 million from regular resources in support of the country programme, subject to the availability of funds. The Board also authorised UNFPA to seek for an additional funding of USD 7 million, bringing the total value of the approved country programme to USD 32.5 million (UNFPA, 2008 [03], p. 1).

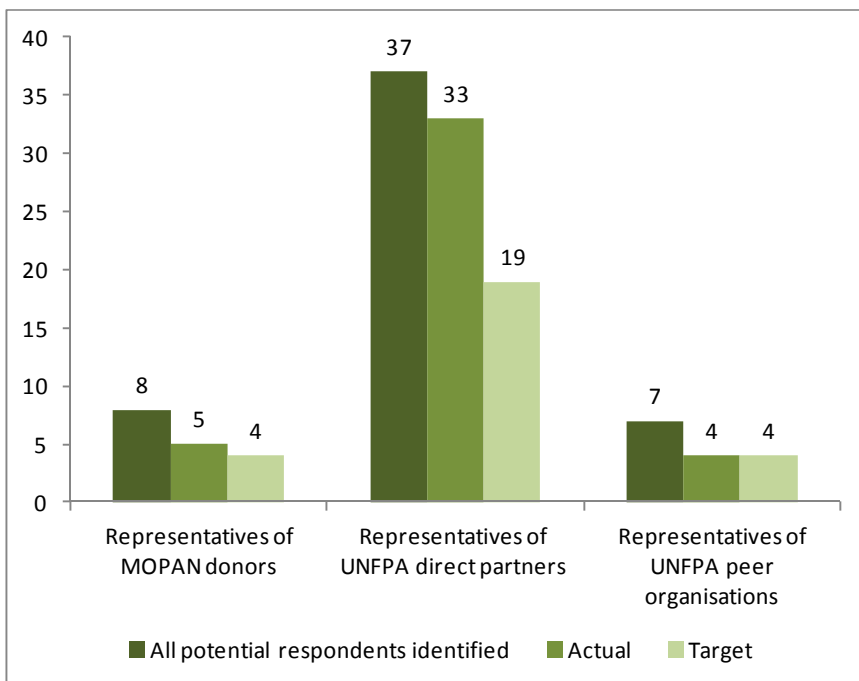
UNFPA contributes to three of the six UNDAF outcomes; the first two are related to the reproductive health and rights component while the third is related to the population and development component. The UNDAF falls under the umbrella of Delivering as One. Although Kenya is not a pilot country for the DaO

initiative, the Government of Kenya indicated its preference for this modality, which requires one leader, one funding modality.

#### 4.6.2 Profile of survey respondent groups in Kenya

The MOPAN survey in Kenya included direct partners, MOPAN in-country donors, and peer organisations. The peer organisations were primarily asked questions related to UNFPA's engagement in emergency settings.

##### Number of respondents



Note: The “potential respondents” refer to all those who were invited to complete the survey. The “actual” respondents refer to those individuals who completed the survey and the “target” refers to the target number of responses set by MOPAN (i.e. 50% of the potential respondents).

### 4.6.3 UNFPA's organisational effectiveness in Kenya



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

- a) equal weight is given to the views of each of the respondent groups
  - b) equal weight is given to each of the countries where the survey took place
  - c) equal weight is given to respondent groups within each country where the survey took place
- However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.

"--" indicates that the question was not asked among a particular respondent group.

% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

#### Survey results (mean scores) in Kenya and don't know responses

| Indicators                                         |                                                                                                                                                    | Survey mean scores (Kenya) | % DK (Kenya) |
|----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|--------------|
| <b>Performance area I: Strategic management</b>    |                                                                                                                                                    |                            |              |
| <b>KPI 1</b>                                       | <b>The Multilateral Organisation (MO) provides direction for the achievement of development results</b>                                            | <b>4.98</b>                |              |
| 1.1                                                | The MO has a value system that supports a results-orientation.                                                                                     | 4.74                       | 13%          |
| 1.3                                                | The MO ensures application of an organisation-wide policy on results management.                                                                   | 5.22                       | 3%           |
| <b>KPI 4</b>                                       | <b>The MO maintains focus on the cross-cutting thematic priorities identified in its strategic framework, and/or considered important by MOPAN</b> | <b>4.85</b>                |              |
| 4.1                                                | Gender equality                                                                                                                                    | 5.03                       | 2%           |
| 4.2                                                | Environment                                                                                                                                        | 4.18                       | 23%          |
| 4.3                                                | Good governance                                                                                                                                    | 4.86                       | 12%          |
| 4.4                                                | Human rights-based approaches                                                                                                                      | 5.30                       | 12%          |
| 4.5                                                | HIV and AIDS                                                                                                                                       | 4.90                       | 2%           |
| <b>KPI 5</b>                                       | <b>The MO's country strategies are results-focused</b>                                                                                             | <b>5.72</b>                |              |
| 5.3                                                | Country strategies are developed through consultation with partners.                                                                               | 5.72                       | 3%           |
| <b>Performance area II: Operational management</b> |                                                                                                                                                    |                            |              |
| <b>KPI 6</b>                                       | <b>The MO's development co-operation funding is transparent and predictable</b>                                                                    | <b>4.71</b>                |              |
| 6.1                                                | The MO's criteria for allocating resources are transparent.                                                                                        | 4.85                       | 8%           |
| Sub-MI                                             | i) UNFPA makes readily available its criteria for allocating resources.                                                                            | 4.77                       | 6%           |
| Sub-MI                                             | ii) UNFPA allocates resources according to the criteria mentioned above.                                                                           | 4.93                       | 9%           |

| Indicators                                           |                                                                                                                                                                                              | Survey mean scores (Kenya) | % DK (Kenya) |
|------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|--------------|
| 6.2                                                  | The MO predicts its development co-operation funding.                                                                                                                                        | 4.57                       | 9%           |
| Sub-MI                                               | i) UNFPA is adopting measures to make its funding more predictable.                                                                                                                          | --                         | --           |
| Sub-MI                                               | ii) UNFPA provides its funding to countries and other partners according to schedule.                                                                                                        | 4.57                       | 9%           |
| <b>KPI 8</b>                                         | <b>The MO has policies and processes for financial accountability (audit, risk management, anti-corruption)</b>                                                                              | <b>4.55</b>                |              |
| 8.5                                                  | Processes are in place to quickly follow up on any irregularities identified at the country (or other) level                                                                                 | 4.00                       | 60%          |
| 8.6                                                  | The MO's procurement procedures provide effective control on purchases of goods and services                                                                                                 | 5.10                       | 9%           |
| <b>KPI 9</b>                                         | <b>The MO demonstrates the use of performance information for decision-making</b>                                                                                                            | <b>5.14</b>                |              |
| 9.2                                                  | Performance information is used by the MO for planning new interventions at the country level                                                                                                | 5.22                       | 3%           |
| 9.3                                                  | Poorly performing programmes, projects and/or initiatives are addressed proactively so as to improve performance                                                                             | 5.07                       | 9%           |
| Sub-MI                                               | i) UNFPA regularly identifies poorly performing programmes and projects.                                                                                                                     | 5.17                       | 9%           |
| Sub-MI                                               | ii) UNFPA proactively addresses performance issues identified in poorly performing programmes and projects.                                                                                  | 4.97                       | 9%           |
| <b>KPI 12</b>                                        | <b>The MO delegates decision-making authority and staff accordingly (to the country or other levels)</b>                                                                                     | <b>4.49</b>                |              |
| 12.1                                                 | Staff deployment in country is adequate for the development of effective country-level partnerships.                                                                                         | 4.08                       | 6%           |
| 12.2                                                 | Aid reallocation decisions can be made locally.                                                                                                                                              | 4.53                       | 28%          |
| 12.3                                                 | New programmes/projects can be approved locally within a budget cap.                                                                                                                         | 4.85                       | 18%          |
| <b>KPI 13</b>                                        | <b>Mainstreaming humanitarian programming into programmes and operations</b>                                                                                                                 | <b>4.54</b>                |              |
| 13.2                                                 | The MO has the necessary resources to engage in humanitarian and emergency settings.                                                                                                         | 4.16                       | 19%          |
| Sub-MI                                               | i) UNFPA has adequate human resources (e.g. skills, knowledge and experience) to engage in humanitarian and emergency settings.                                                              | 4.27                       | 12%          |
| Sub-MI                                               | ii) UNFPA dedicates sufficient financial resources to engage in humanitarian and emergency settings.                                                                                         | 4.06                       | 26%          |
| 13.3                                                 | The MO plays an effective leadership and advocacy role in humanitarian and emergency settings.                                                                                               | 4.58                       | 1%           |
| Sub-MI                                               | i) UNFPA is effective in its co-ordination of efforts to ensure the prevention of gender-based violence (GBV) in humanitarian and emergency settings.                                        | 4.35                       | 1%           |
| Sub-MI                                               | ii) UNFPA is effective in advocating for women's reproductive health and rights in humanitarian and emergency settings.                                                                      | 4.81                       | 1%           |
| 13.4                                                 | The MO respects humanitarian principles while carrying work in emergencies.                                                                                                                  | 4.88                       | 12%          |
| <b>Performance area III: Relationship management</b> |                                                                                                                                                                                              |                            |              |
| <b>KPI 14</b>                                        | <b>The MO co-ordinates and directs its development co-operation at the country level in support of agreed national plans or partner plans</b>                                                | <b>5.16</b>                |              |
| 14.1                                                 | Extent to which MO supported funding proposals have been fully designed and developed with the national government or direct partners, rather than conceptualised or initiated by MO itself. | 5.02                       | 10%          |

| Indicators                                       |                                                                                                                                  | Survey mean scores (Kenya) | % DK (Kenya) |
|--------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|----------------------------|--------------|
| 14.2                                             | Statements of expected results are consistent with those in national development strategies and UNDAF, as appropriate.           | 5.30                       | 0%           |
| <b>KPI 15</b>                                    | <b>The MO's procedures take into account local conditions and capacities</b>                                                     | <b>4.57</b>                |              |
| 15.1                                             | The procedures of the MO can be easily understood and completed by partners.                                                     | 4.81                       | 22%          |
| 15.2                                             | The length of time for completing MO procedures does not have a negative effect on implementation.                               | 4.04                       | 23%          |
| 15.3                                             | The MO has the operational agility to respond quickly to changing circumstances on the ground.                                   | 4.37                       | 13%          |
| 15.4                                             | The MO has operational flexibility to adjust its implementation of projects/programmes as learning occurs.                       | 5.06                       | 3%           |
| <b>KPI 16</b>                                    | <b>The MO uses country systems for disbursement and operations</b>                                                               | <b>5.19</b>                |              |
| 16.1                                             | The MO uses country systems (both financial and non-financial), where appropriate.                                               | 5.09                       | 3%           |
| 16.2                                             | The MO participates in mutual assessments of progress in implementing agreed commitments with national partners.                 | 5.30                       | 10%          |
| <b>KPI 17</b>                                    | <b>The MO adds value to policy dialogue with its partners</b>                                                                    | <b>5.11</b>                |              |
| 17.1                                             | The MO has reputation among its stakeholders for high quality, valued policy dialogue inputs.                                    | 5.20                       | 0%           |
| 17.2                                             | The MO's policy dialogue is undertaken in a manner which respects partner views and perspectives.                                | 5.03                       | 10%          |
| <b>KPI 18</b>                                    | <b>The MO harmonises arrangements and procedures with other programming partners (donors, UN agencies, etc.) as appropriate.</b> | <b>5.01</b>                |              |
| 18.1                                             | The MO co-ordinates planning, programming, monitoring and reporting with other partners.                                         | 4.70                       | 2%           |
| 18.2                                             | The MO builds on the initiative of others to avoid duplication.                                                                  | 5.03                       | 3%           |
| 18.3                                             | The MO's work reflects its comparative advantage.                                                                                | 5.31                       | 3%           |
| <b>Performance area IV: Knowledge management</b> |                                                                                                                                  |                            |              |
| <b>KPI 19</b>                                    | <b>The MO consistently evaluates its results</b>                                                                                 | <b>5.43</b>                |              |
| 19.5                                             | Direct beneficiaries and stakeholder groups are involved in evaluation processes.                                                | 5.43                       | 3%           |
| Sub-MI                                           | i) UNFPA involves key partners in evaluations of its projects or programmes.                                                     | 5.55                       | 0%           |
| Sub-MI                                           | ii) UNFPA involves key beneficiaries in evaluations of its projects and programmes.                                              | 5.32                       | 6%           |

#### 4.6.4 UNFPA's relevance and development results in Kenya



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

- a) equal weight is given to the views of each of the respondent groups
  - b) equal weight is given to each of the countries where the survey took place
  - c) equal weight is given to respondent groups within each country where the survey took place
- However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.  
 “--” indicates that the question was not asked among a particular respondent group.  
 % DK = percentage of respondents who indicated “don’t know” to the question (weighted data)

#### Summary of survey results (mean scores) in Kenya

| Indicators |                                                                                                                                                                                                                             | Survey mean scores (Kenya) | % DK (Kenya) |
|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|--------------|
| <b>A.</b>  | <b>Evidence of UNFPA's relevance</b>                                                                                                                                                                                        |                            |              |
| A1         | The MO is pursuing results in areas within its mandate.                                                                                                                                                                     | 5.15                       | 2%           |
| A2         | The MO's results are in line with global trends and priorities in the development field.                                                                                                                                    | 4.98                       | 0%           |
| A3         | The MO's results respond to the needs/priorities of its target group (beneficiaries).                                                                                                                                       | 5.12                       | 2%           |
| A4         | The MO adapts its work to the changing needs and priorities of the country.                                                                                                                                                 | 4.89                       | 2%           |
| <b>C.</b>  | <b>Evidence of UNFPA's progress towards its stated country-level results</b>                                                                                                                                                |                            |              |
| C1         | Outcome 1: Increased utilisation of equitable, efficient and effective health services, especially for vulnerable populations.                                                                                              | 4.74                       | 2%           |
| C2         | Outcome 2: Equitable and universal access to high-quality prevention, treatment, care and support services for HIV, including the protection of human rights.                                                               | 4.28                       | 2%           |
| C3         | Outcome 1: Population dynamics and its interlinkages with gender equality, sexual and reproductive health and HIV/AIDS incorporated in public policies, poverty reduction plans and expenditure frameworks.                 | 4.66                       | 7%           |
| Sub-MI     | i) 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. | 4.85                       | 2%           |
| Sub-MI     | ii) 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.                      | 4.47                       | 12%          |
| C4         | Outcome 1: Gender equality, the empowerment of women, and the realisation of human rights are enhanced.                                                                                                                     | 4.61                       | 5%           |
| Sub-MI     | i) UNFPA has demonstrated progress towards its stated objective of promoting gender equality and the empowerment of women in Kenya.                                                                                         | 4.70                       | 0%           |
| Sub-MI     | ii) UNFPA has demonstrated progress towards its stated objective of promoting human rights in Kenya.                                                                                                                        | 4.53                       | 10%          |
| <b>D.</b>  | <b>Evidence of UNFPA's contribution to national goals and priorities, including the Millennium Development Goals</b>                                                                                                        |                            |              |
| D1         | The MO contributes to development results that support the achievement of national priorities.                                                                                                                              | 5.38                       | 0%           |

| Indicators |                                                                 | Survey mean scores (Kenya) | % DK (Kenya) |
|------------|-----------------------------------------------------------------|----------------------------|--------------|
| D2         | The MO is making effective contributions to relevant MDGs.      | 5.27                       | 0%           |
| D3         | The MO programming has resulted in positive benefits for Kenya. | 5.32                       | 2%           |

#### 4.6.5 Summary of evidence on UNFPA relevance and results in Kenya

The MOPAN assessment of Kenya focuses on the seventh (7<sup>th</sup>) country programme document (CPD) 2009-2013 (extended to 2014) and on the country programme action plan 2009-2013. The review of documents draws on the following reports and evaluations:

- GOK/UNFPA 7th country programme report for mid-term review
- GOK/UNFPA 7th Country Programme Evaluation (CPE)
- Kenya country programme performance summary (CPS) 2009-2013
- Country office annual reports (COAR) for 2012 and 2013
- Standard progress reports (SPRs)
- Evaluation of UNFPA support to maternal health mid-term evaluation of the maternal health thematic fund - Country report: Kenya
- Country case study – Joint evaluation UNFPA-UNICEF joint programme on female genital mutilation/cutting: accelerating change 2008-2012 - Kenya.

Overall, available reports and evaluations provide a good picture of UNFPA's work in Kenya. Despite the limitations in monitoring and in the quality of results framework highlighted in the CPE (Olenja, Gor, & Okoth-Juma, 2013 [01], p. 38), the CPS provides clear output level evidence of achievements, which are linked to desired results at the outcome level. The CPE provides a clear narrative of UNFPA's achievements during the 7<sup>th</sup> country programme. Reported results are often confirmed by the CPE and other thematic reports mentioned above.

As in other programme countries, UNFPA activities in Kenya were often complemented by the work of other agencies. It is thus difficult to attribute specific improvements and contributions to outcomes solely to the work of UNFPA. Establishing a causal link between UNFPA's inputs and contributions to outcomes is thus a challenging task (Olenja, Gor, & Okoth-Juma, 2013 [01], p. 4).

| Key performance indicator                            | Evidence                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| KPI A: UNFPA's relevance                             | <p><b>+</b> The CPE confirmed the relevance of the 7<sup>th</sup> country programme. There was a high degree of alignment between the country programme and national priorities, as articulated in the political and social pillars of Vision 2030 and selected national priorities outlined in the first Medium Term Plan (MTP1) 2008-2012 (Olenja, Gor, &amp; Okoth-Juma, 2013 [01], p. 34). The CPE also found that the country programme was well-aligned with UNFPA's strategic plan and its focus on helping programme countries to achieve the MDGs. The programming interventions were appropriate for meeting the needs of UNFPA's target groups. Relevance was further evidenced by complementarity between UNFPA and other UN agencies through the existence of joint programming especially on M&amp;E and in active participation in the Development Partners for Health in Kenya (Olenja, Gor, &amp; Okoth-Juma, 2013 [01], p. xxvii). Finally, UNFPA demonstrated timely response to government requests even when the request fell outside the original programme design. This was the case with emergency support during and after the post-election violence. UNFPA came in to provide reproductive health services and commodities through Red Cross Society of Kenya and International Rescue Committee (IRC). Subsequently, UNFPA has maintained emergency preparedness and response as a core activity (Olenja, Gor, &amp; Okoth-Juma, 2013 [01], p. 60).</p>                                                                                                                              |
| KPI C: Progress towards stated country-level results | <p><b>Reproductive health and rights</b></p> <p>Outcome 1: Increased utilisation of equitable, efficient and effective health services, especially for vulnerable populations.</p> <p><b>±</b> <i>Output 1: Maternal health services, including services to prevent and manage fistula, are available, especially for young people and vulnerable groups in selected districts</i></p> <p>Basic Emergency Obstetric Care (EOC) was strengthened through the training of health service providers in EOC; data showed that 120 health service providers were trained in EOC. Furthermore, the proportion of sites offering EOC steadily increased in monitored districts but only attained the expected target in Migori district (Olenja, Gor, &amp; Okoth-Juma, 2013 [01], pp. 20-21). The CPE also notes that although training helped to improve the skills of health workers and led to positive changes in the management of labour and delivery, the service statistics showed a mixed trend with regard to the utilisation of skilled delivery service. Indeed, Migori district showed no improvement in utilisation of services, Kilifi showed a marginal increase while Naivasha showed a decline that began in 2009.</p> <p><b>Factor that affected results:</b> "Part of the drop could be explained by the fact that the original districts had since been sub-divided into smaller districts thus independently reporting new and fewer numbers of expected deliveries. This change in the target districts was not revised in the CP targets accordingly" (Olenja, Gor, &amp; Okoth-Juma, 2013</p> |

| Key performance indicator                                                                                                                                                                                  | Evidence                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                            | [01], p. 23).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|                                                                                                                                                                                                            | <p>± <i>Output 2: Increased gender-sensitive and culturally sensitive behaviour change interventions for maternal health, including family planning, fistula management, and services to prevent female genital mutilation/cutting</i></p> <p>The UNFPA CO complemented these initiatives with the renovation, refurbishment and equipping of four "Centres of Excellence" / Model Health Centres across the country to serve as models of excellence in delivery of quality integrated health/reproductive health services and to motivate women to demand and utilise these facilities. Despite challenges to fully equip all centres, the CPE observed deliveries greatly improved in the fully functional centres (Olenja, Gor, &amp; Okoth-Juma, 2013 [01], p. 27). The CPE highlights that according to data from Kangemi, Kawangware and Kibera slums within Nairobi West there was an upward trend in the number of deliveries conducted by community midwives over a two year period (Olenja, Gor, &amp; Okoth-Juma, 2013 [01], p. 24).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Outcome 2: Equitable and universal access to high-quality prevention, treatment, care and support services for HIV, including the protection of human rights                                               | <p>+ <i>Output 3: Increased availability of high-quality services to prevent HIV and sexually transmitted infections, especially for women, young people and other vulnerable groups</i></p> <p>During interviews with country office staff, it was mentioned that UNFPA had achieved important results in the outcome area related to prevention of HIV/AIDS through the Comprehensive Condom Programming. This is confirmed in the evaluation of UNFPA support to maternal health that mentions "UNFPA has supported the community-based distribution of commodities and demand creation for family planning services through advocacy, capacity development and the provision of family planning commodities, such as female condoms which UNFPA had introduced to Kenya.[...] UNFPA was responsible for the introduction of female condoms in Kenya. By 2011, their consumption had already risen to 300 000 condoms per year. As of 2011, 99 per cent of service delivery points in Kenya provided at least three modern contraceptive methods (types of contraceptives were not specified)" (UNFPA Evaluation Branch, 2012 [04], p. 25).</p> <p>Furthermore, UNFPA supported commodity security through direct purchase of male and female condoms, management and distribution. The CO also helped to strengthen the logistics management information system and provided assistance to the procurement of trucks and equipment. Funding for contraceptives has been reduced since 2008 with the objective to phase it out four years later. UNFPA obtained funding for three more years in 2012.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Population and development</b>                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Outcome 1: Population dynamics and its interlinkages with gender equality, sexual and reproductive health and HIV/AIDS incorporated in public policies, poverty reduction plans and expenditure frameworks | <p>± <i>Output 1: Improved co-ordination, monitoring, implementation and evaluation of gender-responsive population and reproductive health policies and programmes</i></p> <p>UNFPA's work in Kenya with regard to the integration of relevant variables in public policies and plans has achieved important results. The Evaluation of UNFPA support to maternal health noted that UNFPA's technical and financial assistance to surveys such as the Kenyan Population and Housing Census contributed to ensuring the availability of maternal health data and its utilisation by national ministries and department heads at district level (UNFPA Evaluation Branch, 2012 [04], p. 31).</p> <p><b>Challenge:</b> There has been limited monitoring and implementation of various policies, standards and guidelines that UNFPA has helped develop in the area of reproductive and maternal health (UNFPA Evaluation Branch, 2012 [04], p. 32)</p> <p>+ <i>Output 2: Improved collection, analysis and dissemination of high-quality, gender-sensitive population and reproductive health data</i></p> <p>There is evidence of UNFPA's contributions to the use of population data in public policies. The evaluation of UNFPA support to maternal health noted that UNFPA technical and financial assistance to surveys such as the Kenyan Population and Housing Census helped to ensure the availability of maternal health data and its utilisation by national ministries and department heads at district level (UNFPA Evaluation Branch, 2012 [04], p. 31). In addition, the 7<sup>th</sup> CPE highlights that UNFPA was perceived as a critical direct and indirect partner in the strengthening of the country's statistical system given its role in providing both financial and technical support to KNBS (Kenya National Bureau of Statistics) and in mobilising and co-ordinating other development partners to support the Bureau (Olenja, Gor, &amp; Okoth-Juma, 2013 [01], p. 38). According to the evaluation, these efforts improved the quality of data and the overall planning process in the country.</p> <p>Despite positive changes, the CPE also recognises that in general there are still low levels of awareness and integration of population, health and environment variables in planning at national/sub-national levels (Olenja, Gor, &amp; Okoth-Juma, 2013 [01], p. 38).</p> |
| <b>Gender</b>                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

| Key performance indicator                                                                              | Evidence                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Outcome 1: Gender equality, the empowerment of women, and the realisation of human rights are enhanced | <p>+ <i>Output 1: Increased access to accurate information and services on sexual and gender-based violence, including in emergency and post-emergency situations</i></p> <p>To address FGM and GBV, implementing partners focused on advocacy and policy dialogue to sensitise community leaders to address unaddressed cases of SGBV though, for example, GBV committees. 28 GBV committees were created which led to the reporting of 10 cases of child abuse and 15 of GBV to the police and to Chief's Office and to referrals to the hospital (Olenja, Gor, &amp; Okoth-Juma, 2013 [01], p. 47).</p> <hr/> <p>+ <i>Output 2: Enhanced institutional mechanisms to reduce and respond to gender-based violence and discrimination, particularly among marginalised populations and during humanitarian crises</i></p> <p>UNFPA contributed to training 1 400 law enforcement officers to enforce gender responsive law and policies. It helped establish working groups consisting of community watch groups, GBV working groups and Court Users' committees to reduce GBV. It contributed to establish the National Response and Prevention framework on GBV and the National Action Plan for the co-ordination of GBV (Olenja, Gor, &amp; Okoth-Juma, 2013 [01], pp. 111-112).</p> <hr/> <p>+ <i>Output 3: Improved advocacy for the reproductive rights of women and adolescent girls, male participation in reproductive health, and the elimination of harmful practices, particularly female genital mutilation/cutting</i></p> <p>UNFPA/UNICEF joint programme on Female Genital Mutilation/Cutting (FGM/C) made significant contributions to strengthening the national environment for FGM abandonment by enhancing co-ordination among national and international actors, and contributing to passing the FGM/C Act in 2011. The programme also contributed to enhancing local-level commitment to FGM/C abandonment in the targeted areas (UNFPA, UNICEF Evaluation Office, 2013 [02]).</p> <p><b>Challenges:</b> Although there were public declarations by leaders from various communities, evidence showed that FGM and other harmful practices still continued, with the 'medicalization' of FGM occurring in the same places. Therefore, it is important to determine if there is any behaviour and attitude change towards gender equality, and support towards the eradication of harmful practices including FGM. (Olenja, Gor, &amp; Okoth-Juma, 2013 [01], p. 51). In addition, illiteracy, low level of education and remoteness of communities limit the ability of community members to access information on FGM/C which helps retain traditions and mistrust towards influences coming from outside the community. In some communities, groups have been promoting the continuation of FGM/C (UNFPA, UNICEF Evaluation Office, 2013 [02], p. 27).</p> |
| KPI D: Contributions to national priorities and MDGs                                                   | <p>- As noted above, UNFPA's recent programme cycles in Kenya have been closely aligned with government priorities. Evidence of progress, contributions and of challenges in the three focus areas are highlighted above.</p> <p>Kenya continues to face challenges in reducing maternal mortality. According to a review of the Road Map for accelerating the attainment of MDGs relating to maternal and newborn health, Kenya has made no progress in this area between 1990 and 2010 (Olenja, Gor, &amp; Okoth-Juma, 2013 [01], p. 19). In fact, the 2013 Kenya Population Situation Analysis indicates that MMR increased to 495 deaths per 100 000 live births in 2009 compared to 414 in 2003 (NCPD/UNFPA, 2013 [01], p. 92) while utilisation of maternal health care services remained low (NCPD/UNFPA, 2013 [01], p. 99). Another challenge related to the achievement of MDGs 4 and 5 lies in the inadequacy of requisite data to monitor progress appropriately; this is in part due to the inefficiency of the Kenyan civil registration system. Overall, it seems MDG targets for 2015 in the country are unlikely to be achieved (NCPD/UNFPA, 2013 [01], pp. 99-100).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

## 4.7 Tanzania

### 4.7.1 Country context and UNFPA strategy

#### Context

The United Republic of Tanzania is a low income country (UNFPA's red quadrant in 2013) with a population of 49.25 million. Poverty figures indicate that approximately 28.2% of the population lived below the poverty line in 2013, a decrease from 33.6% in 2007 (World Bank, 2014 [02]). Nevertheless, most optimistic estimates indicate there are still approximately 12 million poor people living in Tanzania, a number similar to that reported in 2001. This situation is in part due to the country's rapid population growth which is estimated at 3% in 2013, slightly more than the 2.7% rate of 2004 (World Bank, 2014 [01]).

- Tanzania's total fertility rate (TFR) has been high and stable over the last two decades. It decreased slightly from 5.8 births per women in 1996 to 5.4 in 2010 and 5.3 in 2012 and is still more than two times higher than the world average (UNFPA, 2011 [07], p. 5; World Bank, 2014 [01]).
- The country is lagging in the area of maternal health although the maternal mortality ratio (MMR) decreased to 410 maternal deaths per 100 000 live births in 2013 compared to 610 deaths per 100 000 live births in 2005 (WHO, 2014 [01]). It is still above the national target of 265 by 2015 (UNFPA, 2011 [07], p. 5). Nearly half of all deliveries are attended by skilled health staff or in a health facility (UNFPA, 2011 [07], p. 5; World Bank, 2014 [01]). There is a high need for skilled health providers as 65% of posts are vacant (UNFPA, 2011 [07], p. 5).
- Gender inequalities represent an important issue as low socio-economic status of women is still closely related to the absence of progress in maternal health (e.g. maternal mortality and fertility levels). More than half of the women under the age of 19 are pregnant or are already mothers and these trends are often related to early marriage. Lack of gender equality is also noticeable in the political sphere as there are few possibilities for women to advance to leadership positions (UNFPA, 2011 [07], p. 7).
- Tanzania has made important progress in combating HIV/AIDS as HIV prevalence declined from 7% in 2004 to 5.4% in 2008 in Mainland Tanzania and remained around 0.6% in Zanzibar (UNFPA, 2011 [07], pp. 5-6). Nevertheless, differences exist among socio-economic groups as the prevalence is significantly higher for women aged 15 to 24 than for men. Furthermore, condom use and perception of risks is generally low and inconsistent while high-risk behaviour persists. Overall, HIV prevention, care and treatment have been scaled up (UNFPA, 2011 [07], p. 5; World Bank, 2014 [01]).
- According to the World Bank, Tanzania is on track to meeting MDGs related to HIV/AIDS and in reducing infant under five mortality (World Bank, 2014 [02]).
- Tanzania is prone to influx of refugees since the UN estimates it is assisting nearly 100 000 refugees in north-west Tanzania (UNFPA, 2011 [07], p. 7) mainly from the Democratic Republic of Congo and Burundi.
- Tanzania is a stable and peaceful parliamentary democracy that achieved rapid economic growth with an annual gross domestic product growth greater than 7% since 2001 (UNFPA, 2011 [07]). The estimates indicating these growth rates should be maintained in the next few years encouraged the government to increase expenditures to achieve priority areas of its national development plan Vision 2025 (World Bank, 2014 [02]).

#### UNFPA's strategy in Tanzania

##### *Delivering as One*

Tanzania was one of the first eight countries to pilot the United Nations Delivering as One (DaO) approach. The goal of this initiative is to improve synergies and coherence in the UN's approach to crosscutting issues, including sustainable development, gender equality and human rights; to reduce transaction costs for UN agencies and their partners and improve efficiencies; and to increase responsiveness to national priorities (Nordic Consulting Group, 2010 [01]). To guide UN agencies in their work in Tanzania, the UN country team developed the UN Development Assistance Plan (UNDAP) 2011-

2015, which articulates the precise contribution of the UN to Tanzania's national development priorities and sets indicators, baselines, targets and means of verification to enable annual reporting across UN agencies on progress made against joint annual targets. For most agencies, including UNFPA, the UNDAP substitutes individual agency-specific country programme planning documents which are signed with the Government of Tanzania.

### ***UNFPA strategy in Tanzania through DaO***

The last UNFPA-specific country programme document – the sixth assistance cycle of the Fund in Tanzania – covered the 2007-2010 period and mobilised USD 23 million (UNFPA, 2006 [01]). Also in 2007, the government agreed to implement the DaO reform which led UN Tanzania to initiate 11 Joint Programmes (JP) from 2008-2011 under the DaO modality in which UNFPA was designated as the managing agent of the JP on maternal and newborn mortality reduction.

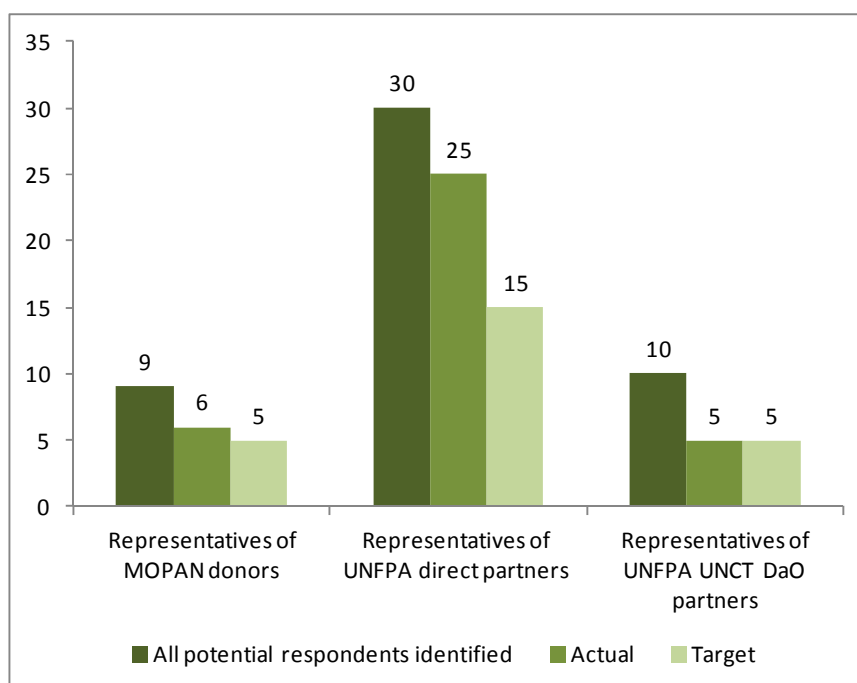
In 2011, the UNDAP 2011-2015 replaced the joint programme approach. It commits to support the achievement of the MDGs and national development priorities. The UNDAP also aims to improve partner capacities for: “pro-poor growth; enhanced sector capacities for delivery of comprehensive basic social services; and stronger governance and accountability, encompassing human rights, gender responsiveness, humanitarian assistance and disaster risk reduction” (UNFPA, 2011 [07], p. 12). The UNDAP supports and contributes to three clusters of the national strategies for growth and reduction of poverty for mainland (MKUKUTA) and Zanzibar (MKUZA II), namely: (i) economic growth and poverty reduction, (ii) quality of life and social well-being and (iii) good governance and accountability. Under the UNDAP, each cluster is further divided in ten inter-agency Programme Working Groups (PWG) responsible for co-ordination and implementation of agreed programmes.

UNFPA contributes to outcomes in seven working groups across all three clusters that are aligned with the focus areas in UNFPA's strategic plan 2008-2011. UNFPA's operating budget is USD 33.85 million out of which 65% is directed towards reproductive health and rights, 24% to population and development and 9% to gender equality. The country office planned to operate with USD 18.8 million of regular resources, USD 14.25 million of other resources and USD 800 000 for co-ordination and assistance (UNFPA, 2011 [07], p. 29).

### 4.7.2 Profile of survey respondent groups in Tanzania

The MOPAN survey in Tanzania included direct partners and MOPAN in-country donors.

#### Number of respondents



Note: The “potential respondents” refer to all those who were invited to complete the survey. The “actual” respondents refer to those individuals who completed the survey and the “target” refers to the target number of responses set by MOPAN (i.e. 50% of the potential respondents).

### 4.7.3 UNFPA's organisational effectiveness in Tanzania



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

- a) equal weight is given to the views of each of the respondent groups
  - b) equal weight is given to each of the countries where the survey took place
  - c) equal weight is given to respondent groups within each country where the survey took place
- However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.

"--" indicates that the question was not asked among a particular respondent group.

% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

#### Survey results (mean scores) in Tanzania and don't know responses

| Indicators                                         |                                                                                                                                                    | Survey mean scores (Tanzania) | % DK (Tanzania) |
|----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-----------------|
| <b>Performance area I: Strategic management</b>    |                                                                                                                                                    |                               |                 |
| <b>KPI 1</b>                                       | <b>The Multilateral Organisation (MO) provides direction for the achievement of development results</b>                                            | <b>4.51</b>                   |                 |
| 1.1                                                | The MO has a value system that supports a results-orientation.                                                                                     | 4.26                          | 17%             |
| 1.3                                                | The MO ensures application of an organisation-wide policy on results management.                                                                   | 4.76                          | 0%              |
| <b>KPI 4</b>                                       | <b>The MO maintains focus on the cross-cutting thematic priorities identified in its strategic framework, and/or considered important by MOPAN</b> | <b>4.67</b>                   |                 |
| 4.1                                                | Gender equality                                                                                                                                    | 4.96                          | 11%             |
| 4.2                                                | Environment                                                                                                                                        | 4.01                          | 51%             |
| 4.3                                                | Good governance                                                                                                                                    | 4.82                          | 11%             |
| 4.4                                                | Human rights-based approaches                                                                                                                      | 4.81                          | 11%             |
| 4.5                                                | HIV and AIDS                                                                                                                                       | 4.72                          | 32%             |
| <b>KPI 5</b>                                       | <b>The MO's country strategies are results-focused</b>                                                                                             | <b>4.83</b>                   |                 |
| 5.3                                                | Country strategies are developed through consultation with partners.                                                                               | 4.83                          | 4%              |
| <b>Performance area II: Operational management</b> |                                                                                                                                                    |                               |                 |
| <b>KPI 6</b>                                       | <b>The MO's development co-operation funding is transparent and predictable</b>                                                                    | <b>4.57</b>                   |                 |
| 6.1                                                | The MO's criteria for allocating resources are transparent.                                                                                        | 4.55                          | 20%             |
| Sub-MI                                             | i) UNFPA makes readily available its criteria for allocating resources.                                                                            | 4.48                          | 16%             |
| Sub-MI                                             | ii) UNFPA allocates resources according to the criteria mentioned above.                                                                           | 4.63                          | 24%             |

| Indicators                                           |                                                                                                                                                                                              | Survey mean scores (Tanzania) | % DK (Tanzania) |
|------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-----------------|
| 6.2                                                  | The MO predicts its development co-operation funding.                                                                                                                                        | 4.58                          | 24%             |
| Sub-MI                                               | i) UNFPA is adopting measures to make its funding more predictable.                                                                                                                          | --                            | --              |
| Sub-MI                                               | ii) UNFPA provides its funding to countries and other partners according to schedule.                                                                                                        | 4.58                          | 24%             |
| <b>KPI 8</b>                                         | <b>The MO has policies and processes for financial accountability (audit, risk management, anti-corruption)</b>                                                                              | <b>4.47</b>                   |                 |
| 8.5                                                  | Processes are in place to quickly follow up on any irregularities identified at the country (or other) level.                                                                                | 4.00                          | 67%             |
| 8.6                                                  | The MO's procurement procedures provide effective control on purchases of goods and services.                                                                                                | 4.94                          | 32%             |
| <b>KPI 9</b>                                         | <b>The MO demonstrates the use of performance information for decision-making</b>                                                                                                            | <b>4.79</b>                   |                 |
| 9.2                                                  | Performance information is used by the MO for planning new interventions at the country level.                                                                                               | 4.78                          | 10%             |
| 9.3                                                  | Poorly performing programmes, projects and/or initiatives are addressed proactively so as to improve performance.                                                                            | 4.80                          | 25%             |
| Sub-MI                                               | i) UNFPA regularly identifies poorly performing programmes and projects.                                                                                                                     | 4.80                          | 28%             |
| Sub-MI                                               | ii) UNFPA proactively addresses performance issues identified in poorly performing programmes and projects.                                                                                  | 4.81                          | 23%             |
| <b>KPI 12</b>                                        | <b>The MO delegates decision-making authority and staff accordingly (to the country or other levels)</b>                                                                                     | <b>3.87</b>                   |                 |
| 12.1                                                 | Staff deployment in country is adequate for the development of effective country-level partnerships.                                                                                         | 3.66                          | 30%             |
| 12.2                                                 | Aid reallocation decisions can be made locally.                                                                                                                                              | 3.81                          | 42%             |
| 12.3                                                 | New programmes/projects can be approved locally within a budget cap.                                                                                                                         | 4.14                          | 32%             |
| <b>Performance area III: Relationship management</b> |                                                                                                                                                                                              |                               |                 |
| <b>KPI 14</b>                                        | <b>The MO co-ordinates and directs its development co-operation at the country level in support of agreed national plans or partner plans</b>                                                | <b>4.74</b>                   |                 |
| 14.1                                                 | Extent to which MO supported funding proposals have been fully designed and developed with the national government or direct partners, rather than conceptualised or initiated by MO itself. | 4.62                          | 12%             |
| 14.2                                                 | Statements of expected results are consistent with those in national development strategies and UNDAF, as appropriate.                                                                       | 4.85                          | 7%              |
| <b>KPI 15</b>                                        | <b>The MO's procedures take into account local conditions and capacities</b>                                                                                                                 | <b>4.44</b>                   |                 |
| 15.1                                                 | The procedures of the MO can be easily understood and completed by partners.                                                                                                                 | 4.72                          | 50%             |
| 15.2                                                 | The length of time for completing MO procedures does not have a negative effect on implementation.                                                                                           | 4.22                          | 37%             |
| 15.3                                                 | The MO has the operational agility to respond quickly to changing circumstances on the ground.                                                                                               | 4.21                          | 34%             |
| 15.4                                                 | The MO has operational flexibility to adjust its implementation of projects/programmes as learning occurs.                                                                                   | 4.60                          | 20%             |
| <b>KPI 16</b>                                        | <b>The MO uses country systems for disbursement and operations</b>                                                                                                                           | <b>4.83</b>                   |                 |
| 16.1                                                 | The MO uses country systems (both financial and non-financial), where appropriate.                                                                                                           | 4.85                          | 19%             |

| Indicators                                       |                                                                                                                                  | Survey mean scores (Tanzania) | % DK (Tanzania) |
|--------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-----------------|
| 16.2                                             | The MO participates in mutual assessments of progress in implementing agreed commitments with national partners.                 | 4.81                          | 22%             |
| <b>KPI 17</b>                                    | <b>The MO adds value to policy dialogue with its partners</b>                                                                    | <b>4.86</b>                   |                 |
| 17.1                                             | The MO has reputation among its stakeholders for high quality, valued policy dialogue inputs.                                    | 4.90                          | 3%              |
| 17.2                                             | The MO's policy dialogue is undertaken in a manner which respects partner views and perspectives.                                | 4.82                          | 7%              |
| <b>KPI 18</b>                                    | <b>The MO harmonises arrangements and procedures with other programming partners (donors, UN agencies, etc.) as appropriate.</b> | <b>4.50</b>                   |                 |
| 18.1                                             | The MO co-ordinates planning, programming, monitoring and reporting with other partners.                                         | 4.23                          | 15%             |
| 18.2                                             | The MO builds on the initiative of others to avoid duplication.                                                                  | 4.57                          | 10%             |
| 18.3                                             | The MO's work reflects its comparative advantage.                                                                                | 4.71                          | 3%              |
| <b>Performance area IV: Knowledge management</b> |                                                                                                                                  |                               |                 |
| <b>KPI 19</b>                                    | <b>The MO consistently evaluates its results</b>                                                                                 | <b>4.79</b>                   |                 |
| 19.5                                             | Direct beneficiaries and stakeholder groups are involved in evaluation processes.                                                | 4.79                          | 14%             |
| Sub-MI                                           | i) UNFPA involves key partners in evaluations of its projects or programmes.                                                     | 4.78                          | 8%              |
| Sub-MI                                           | ii) UNFPA involves key beneficiaries in evaluations of its projects and programmes.                                              | 4.80                          | 20%             |

#### 4.7.4 UNFPA.s relevance and development results in Tanzania



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

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

However, the base is un-weighted. For a description of weighting, please see the Methodology in Volume II, Appendix I.

"--" indicates that the question was not asked among a particular respondent group.

% DK = percentage of respondents who indicated "don't know" to the question (weighted data)

#### Summary of survey results (mean scores) in Tanzania

| Indicators |                                                                                                                                                                                                                                   | Survey mean scores (Tanzania) | % DK (Tanzania) |
|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-----------------|
| <b>A.</b>  | <b>Evidence of UNFPA's relevance</b>                                                                                                                                                                                              |                               |                 |
| A1         | The MO is pursuing results in areas within its mandate.                                                                                                                                                                           | 4.95                          | 8%              |
| A2         | The MO's results are in line with global trends and priorities in the development field.                                                                                                                                          | 4.76                          | 0%              |
| A3         | The MO's results respond to the needs/priorities of its target group (beneficiaries).                                                                                                                                             | 4.71                          | 0%              |
| A4         | The MO adapts its work to the changing needs and priorities of the country.                                                                                                                                                       | 4.54                          | 0%              |
| <b>C.</b>  | <b>Evidence of UNFPA's progress towards its stated country-level results</b>                                                                                                                                                      |                               |                 |
| C1         | UNDAP outcome: Relevant ministries, departments, agencies and local government administrations develop, implement and monitor policies, plans and budgets for the effective delivery of health services.                          | 4.53                          | 14%             |
| C2         | UNDAP outcome: Tertiary and district health facilities in Zanzibar increase the coverage of quality emergency obstetric care, newborn, child and post-natal services.                                                             | 4.84                          | 50%             |
| C3         | UNDAP outcome: 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. | 4.21                          | 24%             |
| C4         | UNDAP outcome: Ministries of Health and Social Welfare and local government administrations develop human resources for health policy and plans.                                                                                  | 4.09                          | 20%             |
| C5         | UNDAP outcome: An effective national integrated supply chain and management system for medical supplies is operationalised.                                                                                                       | 4.12                          | 44%             |
| C6         | UNDAP outcome: Tanzania AIDS Commission and Zanzibar AIDS Commission provide effective guidance to the national HIV/AIDS response, based on evidence and per agreed human rights standards.                                       | 4.33                          | 33%             |
| C7         | UNDAP outcome: Selected ministries, departments and agencies, local government administrations and non-state actors implement evidence-based HIV prevention programmes.                                                           | 4.47                          | 33%             |
| C8         | UNDAP outcome: Ministries, departments and agencies and civil society organisations reach and mobilise most-at-risk populations to utilise appropriate user-friendly HIV/AIDS services.                                           | 4.50                          | 38%             |

| Indicators |                                                                                                                                                                                                                                                                                                                                              | Survey mean scores (Tanzania) | % DK (Tanzania) |
|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-----------------|
| C9         | UNDAP outcome: Disaster management 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.                                                                                                                     | 4.22                          | 69%             |
| C10        | UNDAP outcome: Relevant ministries, departments and agencies, local government administrations, and non-state actors are prepared, have adequate sectoral capacity and provide an effective, co-ordinated response in water, sanitation and hygiene, health, education, protection, agriculture, food security and nutrition in emergencies. | 4.38                          | 68%             |
| C11        | UNDAP outcome: Refugees have access to basic services and protection in line with international norms and standards.                                                                                                                                                                                                                         | 4.52                          | 61%             |
| C12        | UNDAP Outcome: Key national institutions develop and enhance evidence-based, pro-poor economic development policies and strategies.                                                                                                                                                                                                          | 4.57                          | 26%             |
| C13        | UNDAP outcome: Government addresses priority gaps in legislation, strategies and guidelines to protect children and women from abuse, violence and exploitation.                                                                                                                                                                             | 4.86                          | 24%             |
| C14        | UNDAP outcome: Government advances the fulfilment of its international treaty obligations.                                                                                                                                                                                                                                                   | 4.16                          | 26%             |
| C15        | UNDAP outcome: Government justice system better protects the rights of women and children in contact or in conflict with the law and is better able to respond to their needs.                                                                                                                                                               | 4.32                          | 41%             |
| <b>D.</b>  | <b>Evidence of UNFPA's contribution to national goals and priorities, including the Millennium Development Goals</b>                                                                                                                                                                                                                         |                               |                 |
| D1         | The MO contributes to development results that support the achievement of national priorities.                                                                                                                                                                                                                                               | 4.78                          | 0%              |
| D2         | The MO is making effective contributions to relevant MDGs.                                                                                                                                                                                                                                                                                   | 5.00                          | 6%              |
| D3         | The MO programming has resulted in positive benefits for Tanzania.                                                                                                                                                                                                                                                                           | 4.73                          | 0%              |

#### 4.7.5 Summary of evidence on UNFPA relevance and results in Tanzania

The MOPAN assessment focuses on the common country programme document for the United Republic of Tanzania (2011-2015) and the United Nations Development Assistance Plan (UNDAP 2012-2015). The document review is based on the following reports and evaluations:

- Country office annual report (COAR) for 2012 and 2013
- UNDAP Annual Report 2011-2012
- UNDAP Annual Report 2012-2013
- UNFPA Meeting the needs of women and young people in Tanzania - Key Achievements 2011-2013.
- UNDAP Results Monitoring System: <http://dad.synisys.com/undaprms>
  - Working Group Summary Report for Annual Review 2011/2012
  - Working Group Summary Report for Annual Review 2012/2013
  - Working Group Summary Report for Mid-Year Review 2013/2014
  - UNDAP 2011-2016 Annual Review: Activity Status 2011/12
  - UNDAP 2011-2016 Annual Review: Activity Status 2012/13

As with planning, monitoring and evaluation of the UNDAP is carried out by one working group and serves the entire UN Country Team. Key results are updated into a central web-based Results and Monitoring System (RMS, <http://dad.synisys.com/undaprms/>). Annual Reports produced twice a year provide a “comprehensive account of results achieved under the UNDAP, incorporating all UN agencies operating in Tanzania” (UNRC Tanzania, 2013 [01], p. 46).

Currently, the RMS provides information on key actions and activities to be implemented (including inputs/resources to be allocated) by UNFPA for each output to which it planned to contribute. It also provides information on the status of activities (i.e. completed, postponed, etc.) related to outputs. However, the system does not include information on key achievements / progress made by UNFPA to planned UNDAP WG outcomes (UN Tanzania DaO, 2014 [01]). The RMS provides information on key achievements / progress made by working groups to planned UNDAP WG outcomes realised in the *Working Group Summary Report for Annual Review 2011/2012* and *2012/2013* (UN Tanzania DaO, 2014 [03]; UN Tanzania DaO, 2014 [02]).

Annual reports highlight the key results achieved by working groups for all three clusters. However, they do not link the progress on specific outputs or outcomes to the work of single agencies or to any specific working group. UNFPA Tanzania recently produced a report called *Meeting the needs of women and young people in Tanzania – Key achievements 2011-2013* that provides an overview of UNFPA's key results in the country according to its agency specific focus areas (UNFPA Tanzania, 2013 [01]).

In this context, it is particularly challenging to determine the contribution of each agency to specific results. Thus, the analysis in the following section is based on comparing UNFPA's specific RRF – including outputs and output indicators – in the CCPD 2011-2015 – and the achievements reported in the outcome-level description of UNDAP results in the working group summary reports.

| Key performance indicator | Evidence                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| KPI A: UNFPA's relevance  | <p>UNDP, UNFPA, UNCEF and WFP prepared a common country programme document (CCPD) that illustrates the four agencies programming commitments in the UNDAP. The CCPD includes a results framework specific to UNFPA that shows the alignment of programme components to the UNFPA strategic plan goal and to the national strategy (UNFPA, 2011 [07], pp. 29-32).</p> <p>UNFPA Tanzania reported on its key achievements 2011-2013 and noted that the Fund's downstream work “is strategically focused to reach the most marginalised people” (UNFPA Tanzania, 2013 [01], p. 6). Moreover, it mentions the geographic focus of interventions is determined by needs highlighted through reproductive and maternal health indicators (i.e. MMR, TFR, HIV prevalence rate, etc.) especially among women and young people. Focus is thus placed on the poor regions where the needs are high.</p> |
| KPI C:                    | <b>Reproductive health</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

| Key performance indicator                     | Evidence                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Progress towards stated country-level results | <p>UNDAP outcome: Relevant ministries, departments, agencies and local government administrations (LGAs) develop, implement and monitor policies, plans and budgets for the effective delivery of health services.</p>                                  | <p><b>+</b> <i>UNDAP Output: MOHSW and LGA capacity to plan, implement, monitor and evaluate the One Plan for Maternal, Newborn and Child Health improved</i></p> <p>UNFPA is a member of the Sector Wide Approach (SWAP) committee and health sector basket financing committee and its efforts through these mechanisms helped ensure adequate funding, capacity and focus on SRH services. Improvements have also been noticed in the aid co-ordination harmonisation and alignment.</p> <p>UNFPA provided specific support to equip strategic health facilities in order to improve the quality of Maternal Newborn and Child Health (MNCH)</p> <p>The Fund contributed to the renovation and upgrade of 4 out of 8 targeted high burden health centres (Nindo-Shinyanga, Uyovu-Bukombe, Bulungwa and Lunguya-Kahama districts) to provide EmONC, SRH services and family planning. It also supported the training of more than 200 health care workers to Post Abortion Care, Family Planning, and Integration of SRH services in HIV programmes.</p> <p>UNFPA procured seven ambulances that contributed to increase the number of patients using emergency referral systems (264 in 2011 to 811 in 2012/13) (UN Tanzania DaO, 2014 [02]).</p> |
|                                               | <p>UNDAP outcome: Tertiary and district health facilities in Zanzibar increase the coverage of quality emergency obstetric care, newborn, child and post-natal services.</p>                                                                            | <p><b>±</b> <i>UNDAP Output: Tertiary and District health facilities in Zanzibar are equipped to provide quality EmOC, Newborn and Postnatal services</i></p> <p>Procurement of contraceptives for MoH Zanzibar was undertaken by UNFPA, and it trained 60 health service providers on family planning and post natal care (UN Tanzania DaO, 2014 [02]).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|                                               | <p>UNDAP outcome: Ministries of Health and Social Welfare (MoHSW), local government administrations (LGAs) and shehias (villages) strengthen community health structures and communication strategies for promoting health and nutrition behaviour.</p> | <p><b>+</b> <i>UNDAP Output: Evidence based integrated communication strategies for improving behaviours and uptake of services, including adolescent health and nutrition, are developed and implemented</i></p> <p>UNFPA provided financial support to a FP technical working group and a community based FP Task Force through the Ministry of Health and Social Welfare (MoHSW). It also provided financial and technical support to behaviour change communication interventions to increase youth participation and access to SRH, FP and HIV information and education in Zanzibar. UNFPA's efforts to improve uptake of SRH in Shinyanga contributed to increase the number of FP acceptors from 65 293 in 2010 to 84 617 in 2012.</p> <p>UNFPA supported the production and dissemination of the baseline study on reasons for adolescent girl's school dropout. It also supported the Government's engagement in the London Summit on FP as well as consultations to revitalise FP in order to increase the chances of attaining MDG 5.</p>                                                                                                                                                                                                |
|                                               | <p>UNDAP outcome: Ministries of Health and Social Welfare and local government administrations develop human resources for health policy and plans.</p>                                                                                                 | <p><b>+</b> <i>UNDAP Output: Alternative approaches to health worker skills development and utilisation are in place</i></p> <p>As part of the task shifting strategy, UNFPA provided support to Amref to facilitate 3-month EmONC competency based training at Ifakara Health Institute to 18 to 27 health care workers (UNFPA Tanzania, 2013 [01], p. 8). It supported the recruitment of eight students for 3-year diplomas and 2-year certificates for pre-service nursing and midwifery programme. It supported MoH Zanzibar to provide 20 scholarships to 3-year nurse midwifery students and to two MoH staff with two years medical training. It also supported training 34 health care workers in teaching methodologies, nursing curriculum orientation and clinical supervision, 48 on FO and teaching methodologies, 25 tutors and 30 clinical instructors (UN Tanzania DaO, 2014 [05]).</p>                                                                                                                                                                                                                                                                                                                                             |

| Key performance indicator                                                                                                                                                                   | Evidence                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| UNDAP outcome: An effective national integrated supply chain and management system for medical supplies is operationalised.                                                                 | <p>± <i>UNDAP Output: Medical supplies systems for quantification, procurement, storage and distribution are accurate, centrally linked and computerised</i></p> <p>UNFPA supported the MoHSW to strengthen the Reproductive Health commodity security through the training of 20 ministry staff on an integrated logistics management system (UN Tanzania DaO, 2014 [02]). It also supported the training, distribution and installation of EmONC equipment in Shinyanga and Geita (UN Tanzania DaO, 2014 [05]).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| UNDAP outcome: Tanzania AIDS Commission and Zanzibar AIDS Commission provide effective guidance to the national HIV/AIDS response, based on evidence and per agreed human rights standards. | <p>- <i>UNDAP Output: Existing M&amp;E systems and sector reviews optimised to provide strategic information to decision-makers and implementers at all levels for evidence-based planning</i></p> <p>Study on socio-cultural determinants and dynamics of heterosexual anal sex finalised and disseminated (UN Tanzania DaO, 2014 [05]).</p> <p>± <i>UNDAP Output: TACAIDS and ZAC have appropriate technical capacity to support MDAs, LGAs and NSAs to mainstream Human Rights and Gender considerations and articulate the National Strategic Plans (NMSF III and ZNSP II) in accordance with region/district specific situations</i></p> <p>UNFPA supported the training of 25 officials on Gender Operation Plan for HIV and AIDS and community dialogue meetings in Shinyanga. It supported community level implementation of the Plan in 29 Shehia (villages) in Zanzibar (UN Tanzania DaO, 2014 [05]).</p>                                                                                                                                                                                                                                                                                                                                              |
| UNDAP outcome: Selected ministries, departments and agencies, local government administrations and non-state actors implement evidence-based HIV prevention programmes.                     | <p>± <i>UNDAP Output: Support to enable National and sub-national co-ordination mechanisms for HIV prevention are functional and guide implementation of evidence based HIV prevention policies, strategies and guidelines.</i></p> <p>UNFPA supported two field visits covering the district of Shinyanga from which key issues and recommendations related to implementation and co-ordination of HIV preventions were documented (UN Tanzania DaO, 2014 [05]).</p> <p>± <i>UNDAP Output: Policies, strategies and guidelines are adapted to the needs and realities of the HIV evidence at MDAs, LGAs and CSOs levels.</i></p> <p>UNFPA's work focused on HIV prevention and included the implementation of the condom programming and life skills based SRH/HIV education for young people out of school (UNFPA Tanzania, 2013 [01], p. 14).</p> <p>- <i>UNDAP Output: Quality and coverage of BCC interventions for young people operationalised, expanded and evaluated</i></p> <p>Sex workers were sensitised on issues related to SRH and HIV with the support of UNFPA. HIV prevention information was also disseminated through a media competition which resulted in articles in print, electronic and social media (UN Tanzania DaO, 2014 [05]).</p> |
| UNDAP outcome: Ministries, departments and agencies and civil society organisations reach and mobilise most-at-risk populations to utilise appropriate user-friendly HIV/AIDS services.     | <p>+ <i>UNDAP Output: MDAs and CSOs provide user-friendly HIV/AIDS services to MARPs</i></p> <p>UNFPA provided technical and financial assistance to the Zanzibar AIDS commission which reached 15 sober house clients with SRH information, developed communication material to reach intravenous drug users and supported 40 faith based organisations to implement SRH/HIV guidelines for interventions (UN Tanzania DaO, 2014 [05]).</p> <p>- <i>UNDAP Output: TACAIDS, ZAC, MDAs and CSOs implement programmes to link KPs to available services and reduce risk behaviours in young people.</i></p> <p>UNFPA supported the Zanzibar AIDS commission to reach more than 1 000 people from various villages with HIV prevention information (UN Tanzania DaO, 2014 [05]).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

| Key performance indicator                                                                                                                                                                                                                                                                                                                    | Evidence                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| UNDAP outcome: Disaster management departments of the Prime Minister's Office and the Chief Minister's Office effectively lead emergency preparedness and response (EPR), with a focus on areas most susceptible to disasters.                                                                                                               | <p>- <i>UNDAP Output: Operational framework and dialogue structure for implementation of the Disaster Management Policies in Mainland and Zanzibar in place</i></p> <p>No evidence of contribution/progress of integration of RH, gender and population concerns in disaster management guidelines.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| UNDAP outcome: Relevant ministries, departments and agencies, local government administrations, and non-state actors are prepared, have adequate sectoral capacity and provide an effective, co-ordinated response in water, sanitation and hygiene, health, education, protection, agriculture, food security and nutrition in emergencies. | <p>± <i>UNDAP Output: MOHSW co-ordination mechanism for Health in Emergencies functional and has enhanced response capacity</i></p> <p>UNFPA supported the procurement and preposition of 600 dignity kits in warehouses across mainland (UN Tanzania DaO, 2014 [05]). Furthermore, 30 humanitarian response managers were trained on the 3-days Minimal Initial Service Package for Reproductive Health in Crisis (UN Tanzania DaO, 2014 [02]) and 30 front line humanitarian stakeholders were trained on the 5-day MISP training (UN Tanzania DaO, 2014 [05])</p>                                                                                                                                                                                                                                                                     |
| UNDAP outcome: Refugees have access to basic services and protection in line with international norms and standards.                                                                                                                                                                                                                         | <p>+ <i>UNDAP Output: Refugees' access to quality, gender sensitive and Sexual and Reproductive Health (SRH) and SGBV services according to Minimum Initial Service Package (MISP) enhanced</i></p> <p>UNFPA supported the procurement and distribution of 300 000 male condoms and 500 female condoms in refugee settings through the Tanzania Red Cross Society (TCRS). It supported TRCS to conduct FP training for 29 staff in the Nyarugusu Camp. It also conducted sensitisation sessions on SRH and Gender in refugee settings (UN Tanzania DaO, 2014 [05]).</p>                                                                                                                                                                                                                                                                  |
| <b>Population and development</b>                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| UNDAP Outcome: Key national institutions develop and enhance evidence-based, pro-poor economic development                                                                                                                                                                                                                                   | <p>+ <i>UNDAP Output: Appropriately disaggregated demographic and housing data from national censuses and surveys available</i></p> <p>UNFPA supported the National Bureau of Statistics (NBS) to conduct in-house training of its staff on population and housing census data analysis. NBS then produced two analytical reports on general census information and administrative units and a third report on age and sex distributions (UN Tanzania DaO, 2014 [05]).</p> <p>In 2011, it supported NBS thorough technical assistance to undertake the pilot census which helped the launch of the 2012 census (UN Tanzania DaO, 2014 [03]).</p> <p>UNFPA has been providing technical and financial support to "prepare and produce the following analytic reports in 2014; a) Population Dynamics; b) Fertility and Nuptiality; c)</p> |

| Key performance indicator                                                                                                                                                                      | Evidence                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| <p>policies and strategies.</p> <p>+</p>                                                                                                                                                       | <p>Mortality (maternal) and health; d) Census Methodological report" (UNFPA Tanzania, 2013 [01], p. 24).</p> <p><i>UNDAP Output: Relevant MDAs, higher learning and other research institutions utilise population variables in developing sector policies and plans</i></p> <p>Self-reported evidence mentions that population related variables have been integrated in sectoral plans and used for better planning of development programmes (UN Tanzania DaO, 2014 [02]).</p>                                                                                                                                                                                                                                                                                               |  |
| <b>Gender</b>                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |  |
| <p>UNDAP outcome: Government addresses priority gaps in legislation, strategies and guidelines to protect children and women from abuse, violence and exploitation.</p> <p>±</p>               | <p><i>UNDAP Output: Increased response to GBV by law enforcement agencies</i></p> <p>Awareness raising activities resulted in an increase of the number of girls (350) registering for alternative rites of passage to FGM in the Maa region in 2012. Furthermore, 113 one-on-one parental counselling sessions were held to ensure FGM would not be encouraged by parents.</p> <p>UNFPA supported the development of a training manual for journalists. It was used to train 90 journalists which improved their capacity to report on GBV. The report mentions mainstream media is giving more visibility to the FGM issue (UN Tanzania DaO, 2014 [02]).</p> <p>In 2014, 5 out of 7 GBV cases resulted in convictions to jail (UN Tanzania DaO, 2014 [05]).</p>               |  |
| <p>UNDAP outcome: Government advances the fulfilment of its international treaty obligations.</p> <p>-</p>                                                                                     | <p><i>UNDAP Output: Adherence to key treaties and the Universal Periodic Review (UPR) is continuously monitored, reported on and relevant commissions' observations are followed-up</i></p> <p>A training on CEDAW reporting to GFPs was held and tools for data collection were developed (UN Tanzania DaO, 2014 [05]).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  |
| <p>UNDAP outcome: Government justice system better protects the rights of women and children in contact or in conflict with the law and is better able to respond to their needs.</p> <p>±</p> | <p><i>UNDAP Output: An effective gender sensitive legal framework to address GBV</i></p> <p>UNFPA has been supporting efforts to develop the regulations of the Kadhi's Court Act which resulted in draft regulations that are waiting to be passed by the House of Representatives. Lobbying work is still ongoing (UN Tanzania DaO, 2014 [05]).</p> <p>A study of the Marriage and Registration Amendment Decree of 1966 has been completed and a revised version of the act is being drafted (UN Tanzania DaO, 2014 [05]).</p>                                                                                                                                                                                                                                               |  |
| <p>KPI D: Contributions to national priorities and MDGs</p> <p>+</p>                                                                                                                           | <p>As in the UNDAP and UNFPA's strategic documents, alignment to national priorities and contribution to MDGs is an essential aspect of the Fund's work, most specifically to MDG 5 on maternal mortality. Nevertheless, the country is lagging in the area of maternal health although maternal mortality ratio (MMR) decreased to 410 maternal deaths per 100 000 live births in 2013 compared to 610 deaths per 100 000 live births in 2005 (WHO, 2014 [01]). The level is still far from the Health Sector Strategic Plan III of 265 by 2015 (UNRC Tanzania, 2012 [01], p. 28)</p> <p>Concerning other MDGs, according to the World Bank, Tanzania is on track to meeting MDGs related to HIV/AIDS and in reducing infant under five mortality (World Bank, 2014 [02]).</p> |  |

## 5. Endnotes

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<sup>i</sup> <http://www.unfpa.org/pds/policy.html>

<sup>ii</sup> At the time of the assessment, the most recent CPDs for Ecuador (2015-2018) and Kenya (2014-2018) were either in the process of being developed or finalised.

<sup>iii</sup> This criterion is considered 'partially met' if the organisation has a theory of change, and 'met' if the organisation reports according to its theory of change. '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). Reporting according to a theory of change is understood to mean the extent to which organisations provide a narrative describing the actual implementation process and results achieved in relation to that foreseen in the initial 'theory of change'.

<sup>iv</sup> This refers to the existence of reports on outputs as defined by the OECD (i.e. lower level results). Some MOs use different terminology for the various levels of results.

<sup>v</sup> This refers to the existence of reports on outcomes as defined by the OECD (i.e. higher level results). Some MOs use different terminology for the various levels of results.

<sup>vi</sup> Quality of data refers to accuracy and credibility of the data used for the report, particularly considering the extent to which data used to substantiate contributions to results was derived from or validated by an external and/or independent source.

<sup>vii</sup> [http://www.un.org/popin/icpd/newslett/94\\_20/icpd9420.eng/6ch12.html](http://www.un.org/popin/icpd/newslett/94_20/icpd9420.eng/6ch12.html)

<sup>viii</sup> <http://www.un.org/popin/icpd/conference/offeng/poa.html>

<sup>ix</sup> <http://www.unfpa.org/public/cache/offonce/home/publications/pid/396;jsessionid=77506302C46FE5B2B9AFABDD263D0D9C.jahia02>

<sup>x</sup> This criterion is considered 'partially met' if the organisation has a theory of change, and 'met' if the organisation reports according to its theory of change.

<sup>xi</sup> This refers to the existence of reports on outputs as defined by the OECD (i.e. lower level results).

<sup>xii</sup> This refers to the existence of reports on outcomes as defined by the OECD (i.e. higher level results). The reports include thematic evaluations that discuss progress towards outcomes.

<sup>xiii</sup> Quality of data refers to accuracy and credibility of the data used for the report, particularly considering the extent to which data used to substantiate contributions to results was derived from or validated by an external and/or independent source.

<sup>xiv</sup> A red quadrant country is a country with the highest needs and lowest ability to finance (UNFPA, 2013 [25]).

<sup>xv</sup> MDG 5.A: reduce by three quarters the maternal mortality ratio; MDG 5.B: Achieve universal access to reproductive health.

<sup>xvi</sup> UNFPA is already implementing its fourth country programme, extending from 2013 to 2017. Considering the fourth CPD implementation is at an early implementation stage, the MOPAN assessment focused on the earlier programme.

<sup>xvii</sup> A pink quadrant country is a country with low needs and high ability to finance (UNFPA, 2013 [25])

<sup>xviii</sup> In analysing the survey data, the assessment team identified outliers whose survey responses shifted the trend in the mean scores in Ecuador due to the weighting formula that is applied. Consequently, this chapter on Ecuador presents the mean scores without the outlier responses. A comparison of mean scores with and without the outliers is available upon request.

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