

UNDP Results

Performance and effectiveness surveys



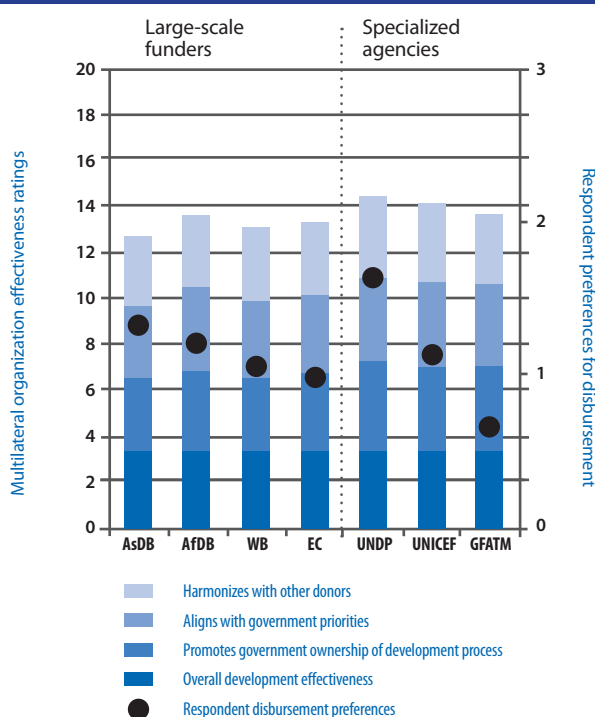
Approach

Performance effectiveness, accountability and transparency are critical ingredients to trusted development partnerships. The United Nations Development Programme (UNDP) has made itself readily available to outside scrutiny through the assessment tools of its partner constituencies. These include external surveys and assessments conducted by donor governments, donor networks, non-governmental organizations (NGOs) and think tanks such as the Overseas Development Institute (ODI), One World Trust and the Multilateral Organisations Performance Assessment Network (MOPAN). Taken together, the various assessments of UNDP document the organization's ambition to continuously enhance its efficiency, effectiveness, accountability and transparency.

RESULTS

Overseas Development Institute (United Kingdom) survey of stakeholder perceptions of the effectiveness of multi-lateral organizations: The 2007 ODI survey sought perceptions of multilateral performance according to three measures (overall development effectiveness; donor harmonization; and alignment with government priorities). A total of 261 stakeholders from six countries judged the effectiveness of seven organizations—African Development Bank (AfDB), Asian Development Bank (AsDB), European Commission (EC), Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM), the World Bank, United Nations Children's Fund (UNICEF) and UNDP—against 15 effectiveness criteria. The survey also asked respondents to rank the organizations in the order in which they would prefer them to act as disbursement channels for additional development aid. UNDP was rated as top performer for more than half of the funding criteria, and half of the policies and procedures criteria. *Respondents ranked UNDP first as the preferred partner for disbursing additional aid.*

Multilateral organization effectiveness ratings and respondents preferences for disbursement of additional aid flows



UN Transparency and Accountability Initiative (United States, annual): At the request of the US, all UN funds and programmes, including UNDP, provide regular progress reports on their compliance with the UN Transparency and Accountability Initiative (UNTAI) of the US. UNDP scores strongly across the eight UNTAI goals, covering:

- independence of the internal oversight function;
- disclosure of internal audit and oversight reports to Member States;
- access to relevant information related to the organization's operations;
- independent ethics function;
- whistleblower protection;
- financial disclosure;
- implementation of International Public Sector Accounting Standards, and
- transparent administrative support costs.

One World Trust's Global Accountability Report (UK, 2007):

In 2007 UNDP was assessed by One World Trust, a UK based

NGO consortium that assesses regularly “the capability of the world’s most powerful intergovernmental organizations (IGOs), international NGOs and transnational corporations to be accountable to civil society, affected communities and the wider public”. The assessment—published in the *Global Accountability Report*—measures organizational and management policies and systems along four dimensions: transparency; participation;

evaluation and complaint/response mechanisms. Among the 30 assessed organizations—including the African Union (AU), ASDB, Organization for Security Co-operation in Europe (OSCE), United Nations Environment Programme (UNEP), World Food Programme (WFP), Greenpeace, Human Rights Watch, Fédération Internationale de Football Association (FIFA), General Electric, Coca-Cola, Google, HSBC—UNDP was given the highest score on overall accountability capabilities (88%) and one of only three scoring above 80%. Among its IGO “peers,” UNDP rated strongly along each of the four dimensions: transparency (2nd); participation (1st); evaluation (2nd), and complaint/response (4th).

Assessment of UNDP’s internal and external effectiveness

(Sweden, 2009): In the context of a comprehensive report of its development assistance performance to Parliament, the Government of Sweden assessed multilateral organizations through the Swedish International Development Cooperation Agency (SIDA) and Swedish embassies in selected programme countries. The assessment of UNDP’s performance focuses on:

- relevance for Swedish development objectives;
- internal effectiveness, and
- external effectiveness.

The report found UNDP to be very relevant for Sweden’s development objectives and assessed UNDP as having good internal effectiveness with scope for improvements in results-based management and in communicating results. The report found UNDP’s broad country presence and its mandate as its foremost comparative advantages.

Multilateral Development Effectiveness Framework/Studies

(UK): The UK Department for International Development (DFID) launched a Multilateral Effectiveness Framework in 2003/4, assessing 23 organizations. DFID focused on organizational effectiveness, based on the results orientation of: corporate governance and



strategy; resource management; operational management; quality assurance; staff management; monitoring and evaluation and reporting. Across all corporate systems UNDP scored 96% on internal performance, 98% on country-level results, and 98% on partnerships. From 2007 onwards, DFID followed-up with *Multilateral Development Effectiveness Studies (MDES)* of 18 organizations, including UNDP. The MDES collate existing information about organizational effectiveness. Data on UNDP underlying the study shows that 96% of country programmes acceptably met programme targets.

MOPAN: This assessment is one of the broadest in terms of scope and government participation. Current MOPAN members are Austria, Australia, Canada, Denmark, Finland, France, Ireland, the Netherlands, Norway, Sweden, Switzerland, and the UK. Spain and the Republic of Korea joined recently as observers. UNDP is being assessed in 2009 and has been subject to MOPAN surveys with overall positive results in 2004 and 2007. Observations in 2007 included: positive results on UNDP’s performance in national policy dialogue and information sharing; the quality of UNDP’s technical advice; alignment with national policies in support of poverty reduction strategies, and active participation in donor and UN system harmonization initiatives. The report on UNDP’s assessment in the 2009 MOPAN survey is expected in early 2010.

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For more information:

United Nations Development Programme
 Office of Communications
 One United Nations Plaza
 New York, NY 10017

www.undp.org

