



MOPAN 2015-16 Assessments

**United Nations Environment Programme
(UNEP)**

Institutional Assessment Report



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Preface

ABOUT MOPAN

The Multilateral Organisation Performance Assessment Network (MOPAN) is a network of donor countries with a common interest in assessing the effectiveness of multilateral organisations. Today, MOPAN is made up of 18 donor countries: Australia, Canada, Denmark, Finland, France, Germany, Ireland, Italy, Japan, Luxembourg, the Netherlands, Norway, Korea, Spain, Sweden, Switzerland, the United States of America and the United Kingdom. Together, they provide 95% of all development funding to multilateral organisations.

The mission of MOPAN is to support its members in assessing the effectiveness of the multilateral organisations that receive development and humanitarian funding. The Network's assessments are primarily intended to foster learning, and to identify strengths and areas for improvement in the multilateral organisations. Ultimately, the aim is to improve the organisations' contribution to overall greater development and humanitarian results. To that end, MOPAN generates, collects, analyses and presents relevant information on the organisational and development effectiveness of multilateral organisations. The purpose of this knowledge base is to contribute to organisational learning within and among multilateral organisations, their direct clients, partners, and other stakeholders. MOPAN members use the findings for discussions with the organisations and with their partners, and as ways to further build the organisations' capacity to be effective. Network members also use the findings of MOPAN assessments as an input for strategic decision-making about their ways of engaging with the organisations, and as an information source when undertaking individual reviews. One of MOPAN's goals is to reduce the need for bilateral assessments and lighten the burden for multilateral organisations. To that end, MOPAN members are closely involved in identifying which organisations to assess and in designing the scope and methodology of the assessments to ensure critical information needs are met.

MOPAN 3.0 — A reshaped assessment approach

MOPAN carries out assessments of multilateral organisations based on criteria agreed by MOPAN members. Its approach has evolved over the years. The 2015-16 cycle of assessments uses a new methodology, MOPAN 3.0. The assessments are based on a review of documents of multilateral organisations, a survey of clients and partners in-country, and interviews and consultations at organisation headquarters and in regional offices. The assessments provide a snapshot of four dimensions of organisational effectiveness (strategic management, operational management, relationship management and performance management), and also cover a fifth aspect, development effectiveness (results). Under MOPAN 3.0, the Network is assessing more organisations concurrently than previously, collecting data from more partner countries, and widening the range of organisations assessed. Due to the diversity of the organisations' mandates and structures, MOPAN does not compare or rank them.

MOPAN assessed 12 multilateral organisations in the 2015-16 cycle. They are the African Development Bank (AfDB); Gavi; the Global Fund to Fight Aids, Tuberculosis and Malaria (The Global Fund); the Inter-American Development Bank (IDB); the International Labour Organization (ILO); the Joint United Nations Programme on HIV/AIDS (UNAIDS); the United Nations Development Programme (UNDP); the United Nations Environment Programme UNEP; UN-Habitat; the United Nations Children's Fund (UNICEF); the United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA); and the World Bank.

Acknowledgements

We would like to thank all participants in the MOPAN 2015-16 assessment of UNEP. UNEP's senior management and staff made valuable contributions throughout the assessment, in particular in relation to the document review and headquarters interview processes, and they provided lists of their direct partners and co-sponsors to be surveyed. Survey respondents contributed useful insights and time to respond to the survey. The MOPAN Institutional Leads, Finland and Sweden, represented MOPAN in this assessment, liaising with UNEP throughout the assessment and reporting process. MOPAN members provided the MOPAN Country Facilitators who oversaw the process in the partner countries where the survey took place.

Roles of authors and the MOPAN Secretariat

The MOPAN Secretariat, led by Björn Gillsäter (until early May 2016) and Chantal Verger (since then), worked in close co-operation with the MOPAN Technical Working Group and IOD PARC on all methodological aspects. Together they developed the Key Performance Indicators (KPIs) and micro-indicators (MIs), designed the survey and its methodology, and defined the approach to the document review. The MOPAN Secretariat drew up lists of survey respondents with the help of MOPAN members and the multilateral organisations being assessed, and approved the final survey questionnaire. IOD PARC carried out the survey in partnership with Ipsos mori. IOD PARC also analysed the survey, carried out the document reviews, conducted the interviews, analysed the data and drafted the reports. The MOPAN Secretariat oversaw the design, structure, tone and content of the reports, liaising with MOPAN's Institutional Leads and the focal points of the multilateral organisations. Jolanda Profos from the MOPAN Secretariat provided the oversight for this UNEP report.

IOD PARC is an independent consultancy company specialising in performance assessment and managing change in the field of international development. Through this blended expertise IOD PARC helps organisations, partnerships and networks identify the needs, chart the journey and deliver improved performance to achieve greater impact.

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Acronyms and abbreviations

CCA	Common Country Assessments
CPR	Committee of Permanent Representatives
DCPI	Division of Communications and Public Information
DELC	Division of Environmental Law and Conventions
DEPI	Division of Environmental Policy Implementation
DTIE	Division of Technology, Industry and Economics
DEWA	Division of Early Warning and Assessment
ECA	Economic Commission for Africa
GEF	Global Environment Facility
INGO	International nongovernmental organisation
IPSAS	International Public Sector Accounting Standards
KPI	Key Performance Indicator
MEA	Multilateral environmental agreement
MI	Micro-indicator
MOPAN	Multilateral Organisation Performance Assessment Network
MTS	Medium-term strategy
NGO	Nongovernmental organisation
OIOS	Office of Internal Oversight Services
PEI	Poverty-Environmental Initiative
QCPR	Quadrennial Comprehensive Policy Review
RBM	Results-based management
RCM	Regional Coordination Mechanism
SDG	Sustainable Development Goal
SGB	Secretariat of Governing Bodies
SWAP	System-wide action plan
UN	United Nations
UNCT	United Nations Country Team
UNDA	United Nations Development Account
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNEA	United Nations Environment Assembly
UNEG	United Nations Evaluation Group
UNEP	United Nations Environment Programme
UNON	United Nations Office at Nairobi
UNSAS	United Nations System Accounting Standards
VISC	Voluntary indicative scale of contributions

Executive summary

This institutional assessment of the United Nations Environment Programme (UNEP) covers the period from 2014 to mid-2016. Applying the MOPAN 3.0 methodology, the assessment considers organisational systems, practices and behaviours, as well as the results UNEP achieves. The assessment considers five performance areas: four relate to organisational effectiveness (strategic management, operational management, relationship management and performance management) and the fifth relates to development effectiveness (results). It assesses performance against a framework of key performance indicators and associated micro-indicators that comprise the standards that characterise an effective multilateral organisation. The assessment also provides an overview of its trajectory of performance improvement. UNEP was last assessed by MOPAN in 2011.

Context

UNEP

- Is mandated by the UN General Assembly to promote international co-operation in the field of the environment.
- Is governed by the UN Environment Assembly (UNEA) and its operations are led by its Executive Office at its headquarters in Nairobi, Kenya.
- Has a medium-term strategy (2014-17) set within a longer-term vision (Vision 2030) that speaks to its critical normative (growing in significance with the Sustainable Development Goals) and operational roles.
- Provides access to timely, substantiated knowledge about the environment and emerging issues for informed decision making in the focus areas of climate change; disasters and conflicts; ecosystem management; environmental governance; chemicals and waste; resource efficiency and environment under review.
- Is funded predominantly through earmarked contributions. Since Rio+20, there has been a commitment to increase UNEP's non-earmarked funding.
- Introduced a New Funding Strategy in 2014 to consolidate resource mobilisation and developed proposals on strengthening its regional presence.

Organisation at a glance

- Established 1972
- Expenditure: USD 796m (2015)
- Active globally
- Over 900 staff
- Operates through:
 - Nairobi headquarters
 - 7 regional offices
 - 5 sub-regional offices
 - 5 country offices
 - 3 liaison offices

Overall performance

The overall conclusion of the 2016 MOPAN assessment is that while there are some areas where

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