# MOPAN 2015-16 Assessments

# United Nations Human Settlements Programme (UN-Habitat)

## Institutional Assessment Report

MOPAN

Multilateral Organisation Performance Assessment Network

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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 2015-2016 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 2015-2016 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 2015-2016 assessment of UN-Habitat. UN-Habitat'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 Lead, Norway, represented MOPAN in this assessment, liaising with UN-Habitat 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. Chantal Verger from the MOPAN Secretariat provided the oversight for this UN-Habitat report.

IOD PARC is an independent consultancy company specialising on 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.

Website: **http://www.iodparc.com**

For more information on MOPAN and to access previous MOPAN reports, please visit the MOPAN website: www.mopanonline.org

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# Acronyms and abbreviations

| | |
|---|---|
| AfDB | African Development Bank |
| AU | African Union |
| CPR | Committee of Permanent Representatives |
| ECOSOC | UN Economic and Social Council |
| ERM | Enterprise risk management |
| GC | Governing Council of the United Nations Human Settlements Programme |
| GEAP | Gender Equality Action Plan |
| GLTN | Global Land Tool Network |
| IATI | International Aid Transparency Initiative |
| IMDIS | Integrated Monitoring and Document Information System |
| INGO | International non-governmental 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 | Non-governmental organisation |
| OIOS | UN Office of Internal Oversight Services |
| PAAS | Project and accrual accounting system |
| PAG | Project Advisory Group |
| PoW | Program of work |
| RBM | Results-based management |
| ROAP | UN-Habitat Regional Office for Asia and the Pacific |
| SDG | Sustainable Development Goal |
| SWOT | Strengths, weaknesses, opportunities and threats |
| UN | United Nations |
| UNDAF | United Nations Development Assistance Framework |
| UNECA | United Nations Economic Commission for Africa |
| UNEG | United Nations Evaluation Group |
| UNON | United Nations Office at Nairobi |
| UN-SWAP | UN System-wide Action Plan on Gender Equality and the Empowerment of Women |

# Executive summary

This institutional assessment of UN-Habitat 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 UN-Habitat 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 UN-Habitat's performance against a framework of key indicators and associated micro-indicators that comprise the standards that characterise an effective multilateral organisation. The assessment also provides an overview of its performance trajectory. This is the first MOPAN assessment of UN-Habitat.

## Context

### UN-HABITAT

- Is mandated by the UN General Assembly to promote the development of socially and environmentally sustainable human settlements and the achievement of adequate shelter for all
- Is governed by a 58-member Governing Council and is managed as a non-resident agency of the UN subject to UN, rules and regulations
- Is focused on promoting urban governance and planning, economic opportunities and delivery of basic services, with the aim of ensuring that slum upgrading programmes, and risk reduction and rehabilitation, are integrated with overall city planning and development
- Is seeking more predictable multi-year funding for its normative work, as the volume of voluntary non-earmarked contributions for its core activities is declining
- Has gone through an extensive reform process to improve efficiency, shifting to a decentralised and matrix-based operating model and a new system for financial and performance management

### Organisation at a glance

- Established 1978
- Expenditure: USD 167 million (2015)
- Active in 76 countries
- Over 400 core staff
- Secretariat operates through:
  - – Nairobi headquarters
  - – 4 regional offices
  - – 4 liaison offices
  - – 55 country offices

## Overall performance

The 2016 MOPAN assessment concludes that overall, UN-Habitat largely meets the requirements of an effective

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https://www.yunbaogao.cn/report/index/report?reportId=5_19474