

# MOPAN assessment of the UNEP

## Presentation of key findings

CPR Subcommittee meeting  
23 November 2021



# What is MOPAN?

## MOPAN Members

as at 1 October 2021



Australia



Belgium



Canada



Denmark



European Union\*



Finland



France



Germany



Ireland



Italy



Japan



Korea



Luxembourg



Netherlands



Norway



Qatar\*



Sweden



Switzerland



United Arab Emirates



United Kingdom



United States

\*MOPAN Observers

Qatar joined as an Observer in February 2021, and the European Union joined in September 2021.

The Multilateral Organisation Performance Assessment Network (MOPAN) is a network of 21 multilateral stakeholders who share a common interest in assessing the effectiveness of the major multilateral organisations that they fund.

MOPAN stakeholders provide **USD 68.5 billion** in annual contributions to the multilateral system

Source: OECD (2021), Development Co-operation Report

# Reminder: the MOPAN assessment framework

ORGANISATIONAL  
EFFECTIVENESS

## PERFORMANCE AREAS

### STRATEGIC MANAGEMENT

*Clear strategic direction geared to key functions, intended results and integration of relevant cross-cutting priorities*

### OPERATIONAL MANAGEMENT

*Assets and capacities organised behind strategic direction and intended results, to ensure relevance, agility and accountability*

### RELATIONSHIP MANAGEMENT

*Engaging in inclusive partnerships to support relevance, to leverage effective solutions and to maximise results (in line with Busan Partnerships commitments)*

### PERFORMANCE MANAGEMENT

*Systems geared to managing and accounting for development and humanitarian results and the use of performance information, including evaluation and lesson-learning*

### RESULTS

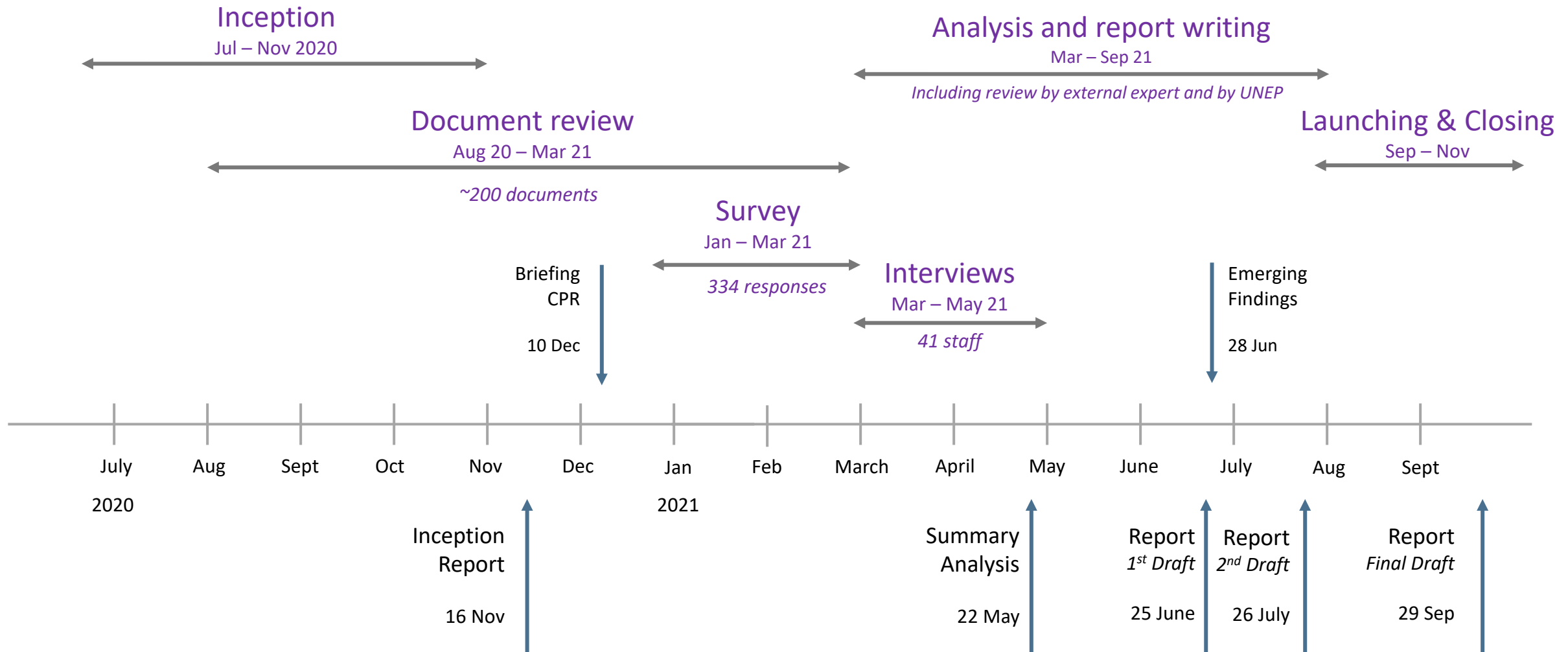
*Achievement of relevant, inclusive and sustainable contributions to humanitarian and development results in an efficient way*

## NEW (2020):

- + Agenda 2030
- + UNDS Reform
- + SEA/SH

Source: MOPAN 3.1 Methodology

# The process for the UNEP assessment

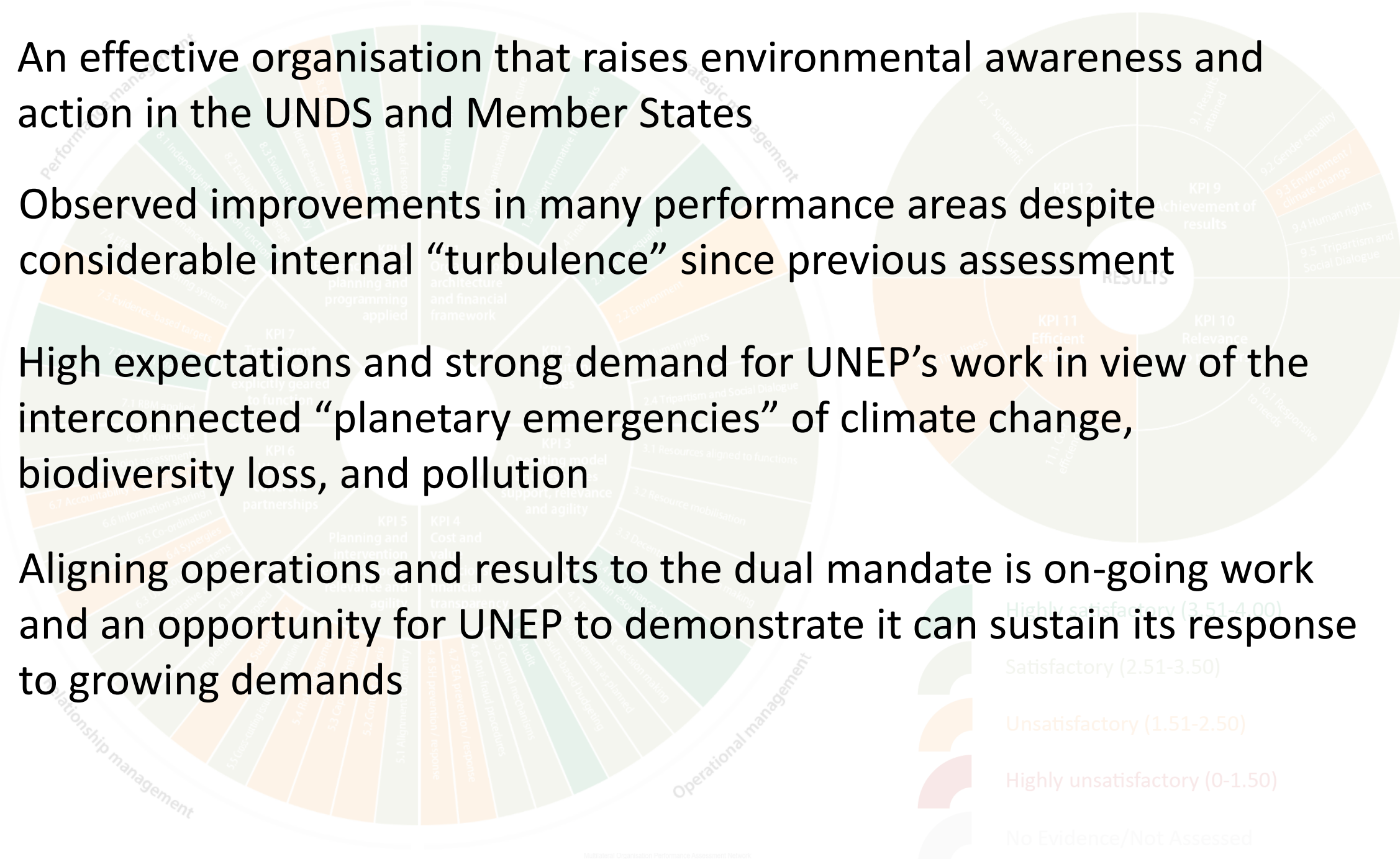


An effective organisation that raises environmental awareness and action in the UNDS and Member States

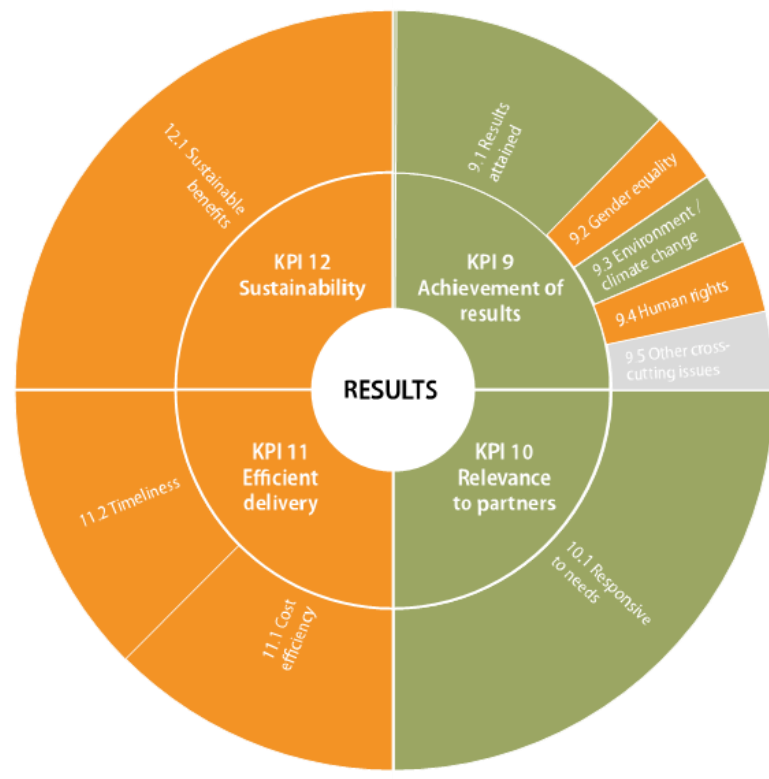
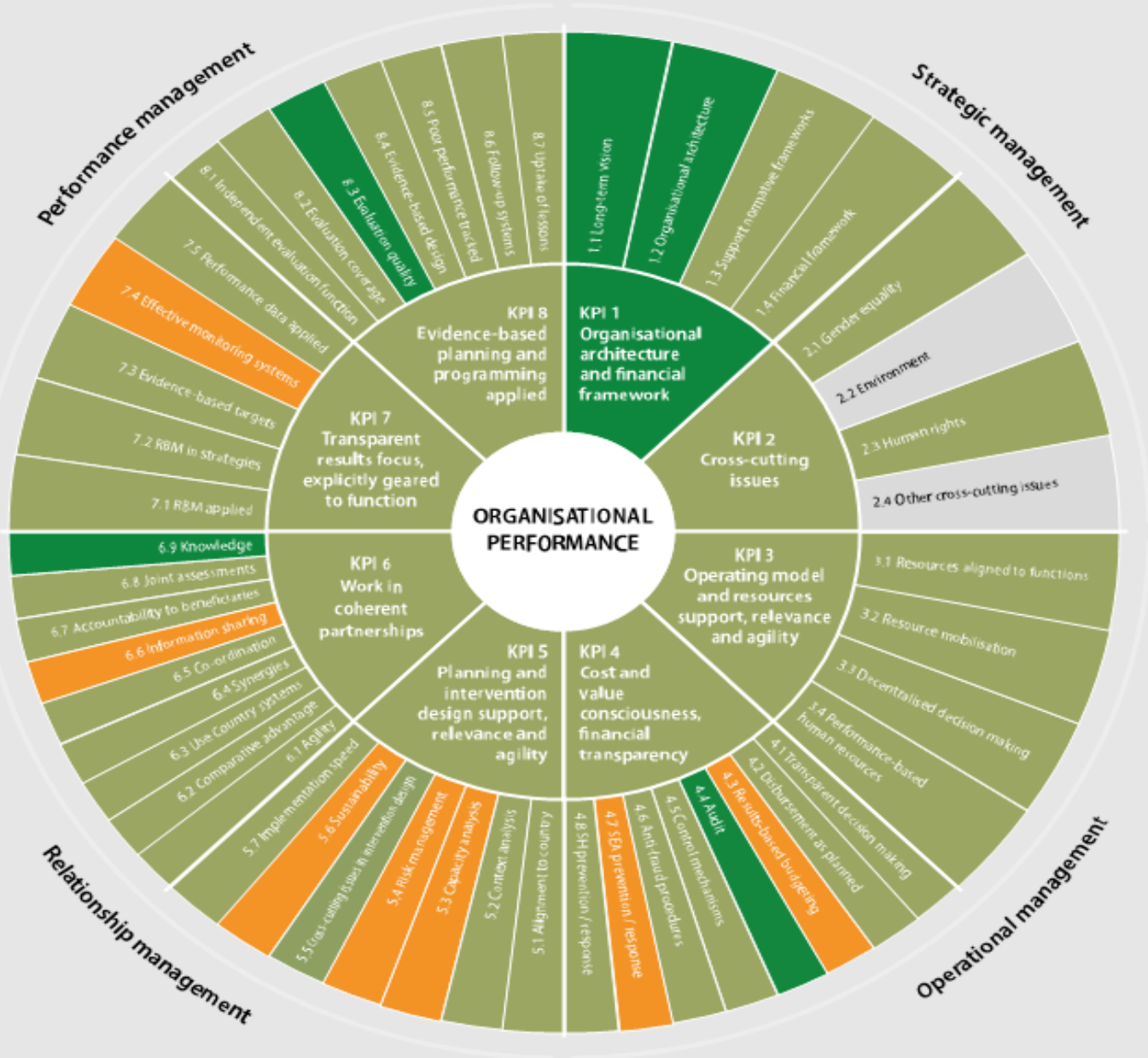
Observed improvements in many performance areas despite considerable internal “turbulence” since previous assessment

High expectations and strong demand for UNEP’s work in view of the interconnected “planetary emergencies” of climate change, biodiversity loss, and pollution

Aligning operations and results to the dual mandate is on-going work and an opportunity for UNEP to demonstrate it can sustain its response to growing demands



# Performance Ratings



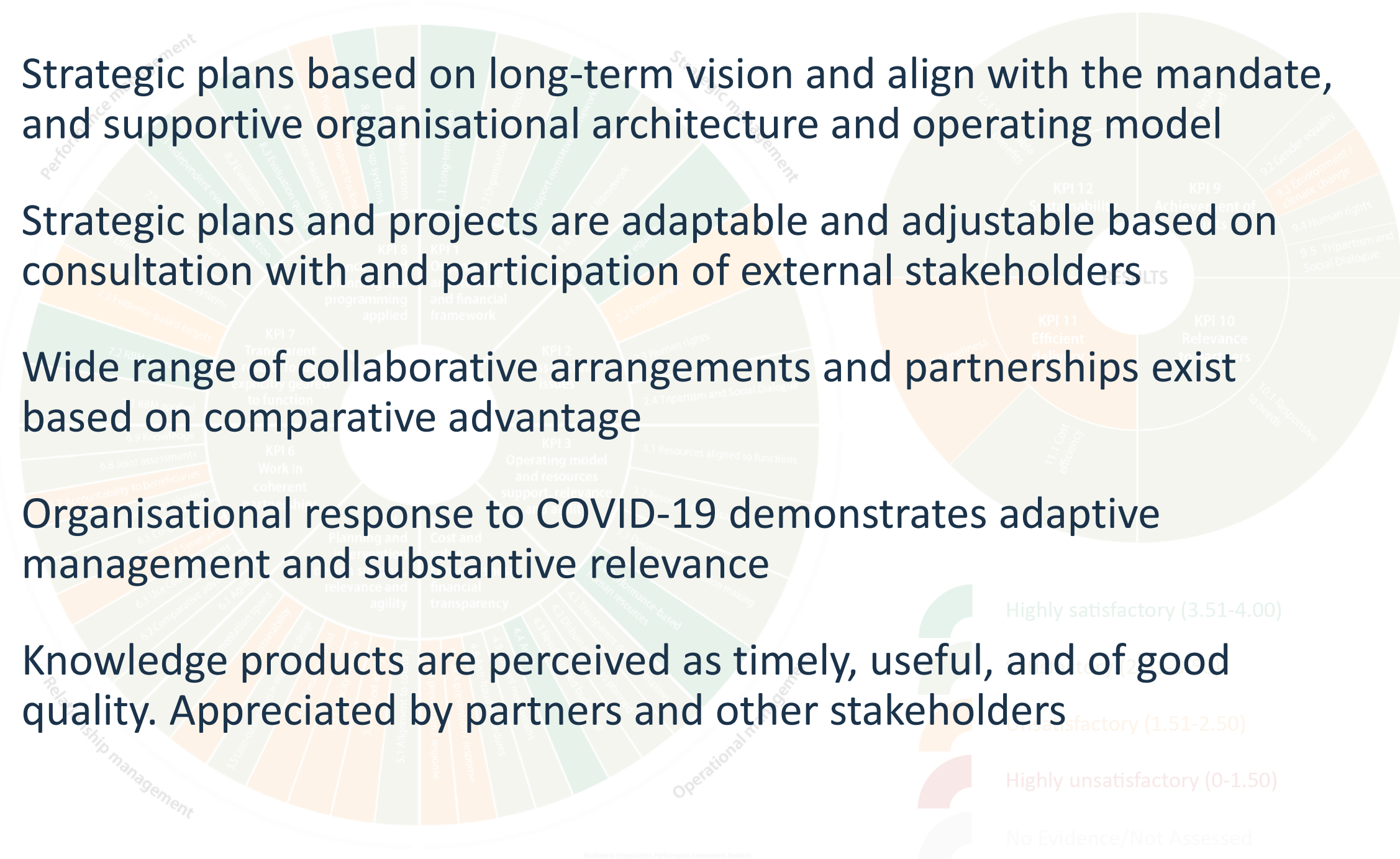
Strategic plans based on long-term vision and align with the mandate, and supportive organisational architecture and operating model

Strategic plans and projects are adaptable and adjustable based on consultation with and participation of external stakeholders

Wide range of collaborative arrangements and partnerships exist based on comparative advantage

Organisational response to COVID-19 demonstrates adaptive management and substantive relevance

Knowledge products are perceived as timely, useful, and of good quality. Appreciated by partners and other stakeholders



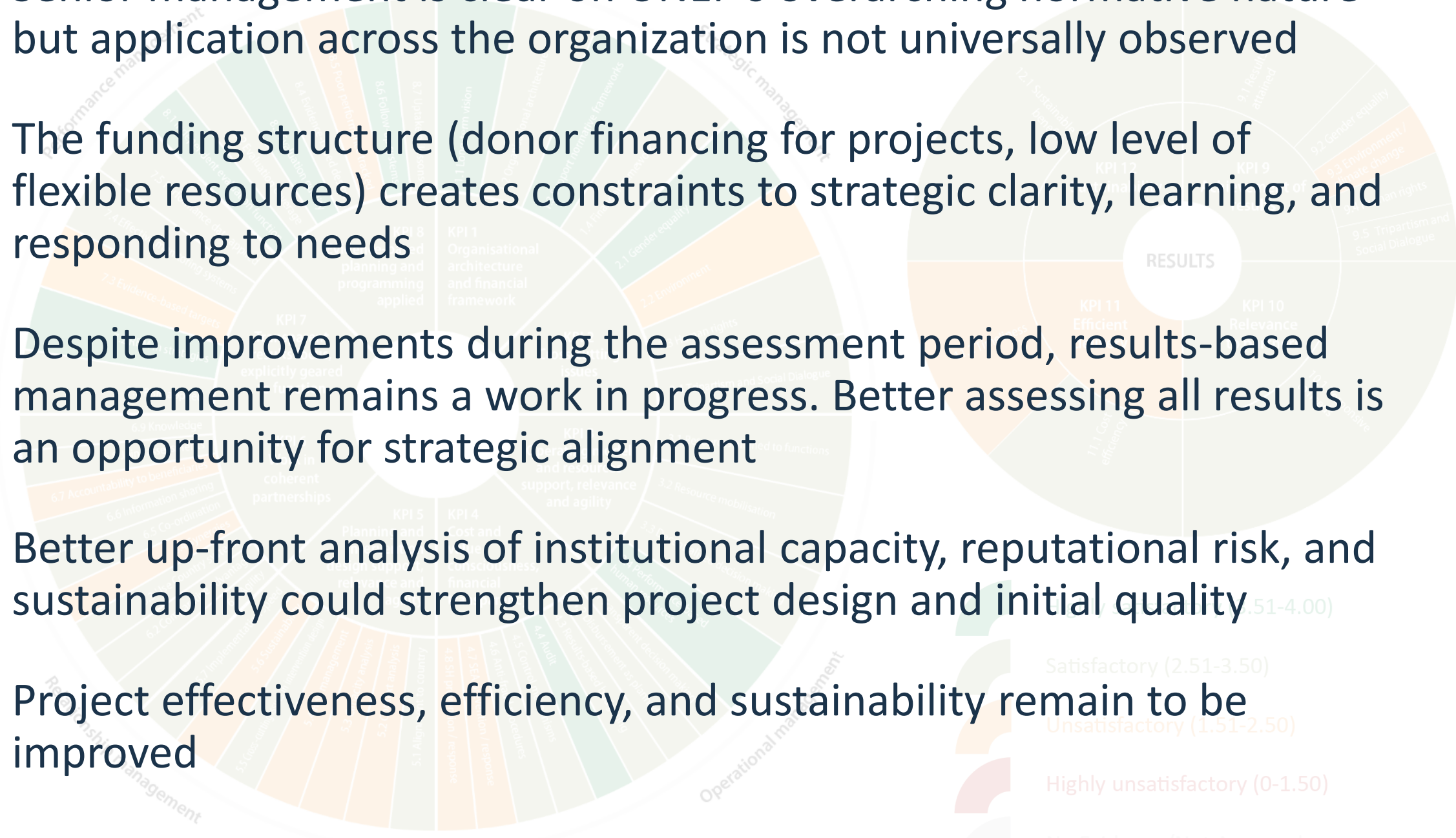
Senior management is clear on UNEP's overarching normative nature but application across the organization is not universally observed

The funding structure (donor financing for projects, low level of flexible resources) creates constraints to strategic clarity, learning, and responding to needs

Despite improvements during the assessment period, results-based management remains a work in progress. Better assessing all results is an opportunity for strategic alignment

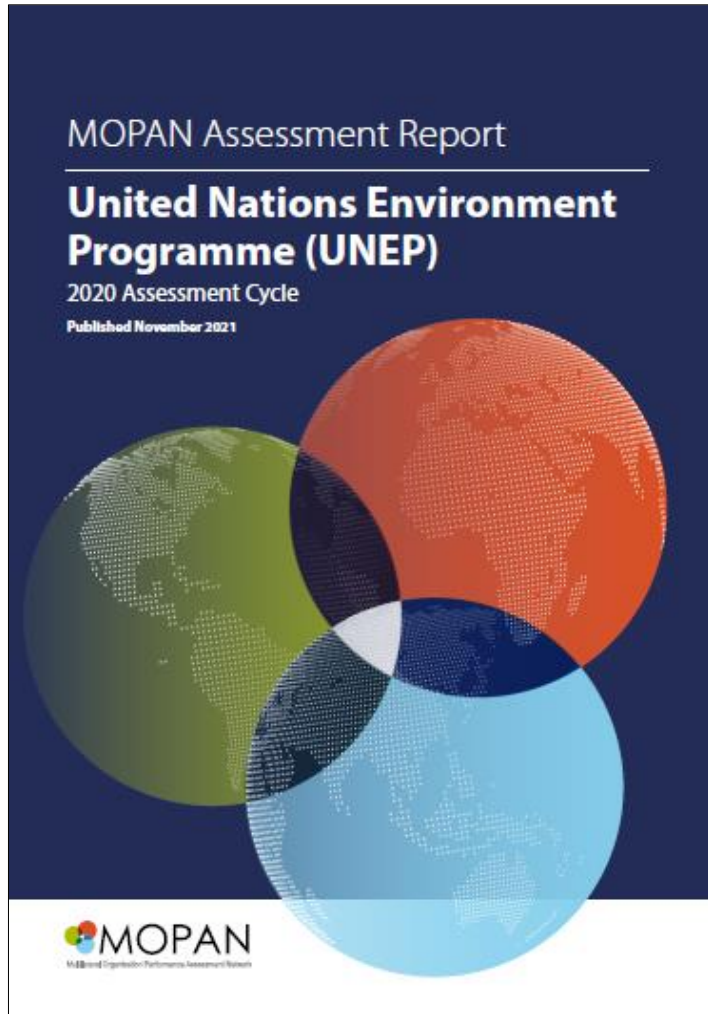
Better up-front analysis of institutional capacity, reputational risk, and sustainability could strengthen project design and initial quality

Project effectiveness, efficiency, and sustainability remain to be improved





# Full report and next steps



## Full report and performance brief

- Now available!

## Management Response

- Within about 2-3 months

## Publicly accessible at:

[www.mopanonline.org](http://www.mopanonline.org)

**Thank you!**