



# Gouvernance et performances des organisations multilatérales

Paris, 18 mai 2017

Petit-déjeuner d'échange et d'information

G7 : DE LA NECESSITE DU MULTILATERALISME POUR REpondre AUX  
ENJEUX DE LUTTE CONTRE LES PANDEMIES DANS UN CONTEXTE DE  
MIGRATION INTERNATIONALE

# 3 évaluations récentes de la performance des organisations multilatérales

---

- Multilateral Development Review, DFID, décembre 2016
- MOPAN, Multilateral Organization Performance Assessment Network, mars 2017
- Performance of Australian Aid, mai 2017

# Raising the standard: the Multilateral Development Review 2016



December 2016

## MDR Assessment Framework Structure

Index	Component	Assessment Question
Match with UK Priorities (average of 1+2+3)	1. What it does (average of A+B)	<b>A: Critical role:</b> does the agency have a critical role in delivering DFID's Strategic Objectives, including achieving the Global Goals and improving resilience and response to crises? <b>B: Comparative advantage:</b> does the agency provide an advantage over UK bilateral aid?
	2. How it Delivers (average of C+D+E+F)	<b>C: Partnership:</b> does the agency work well with others to achieve UK and international development outcomes? <b>D: Leave No-one Behind:</b> does the agency take action to meet the Global Goal to leave no-one behind? <b>E: Gender:</b> does the agency ensure a suitable focus on girls and women in its policies, investment choices and partnerships? <b>F: Climate:</b> does the agency support 'climate smart' development, and resilience to disasters and other climate shocks?
	3. Where it works (average of G+H)	<b>G: Geography and Resources:</b> does the agency work in the right places for its particular role and mandate, informed by an appropriate graduation strategy? <b>H: Performance in fragile states:</b> does the agency perform well in fragile and conflict-affected states?

Index	Component	Assessment Question
Organisational strengths (average of 4+5+6)	4. Results and value (average of I+J+K+L)	<b>I: Results:</b> does the agency demonstrate delivery against results and objectives? <b>J: Controlling Costs:</b> does the agency take action to drive down costs to secure value for money? <b>K: Efficiency:</b> does the agency demonstrate efficiency in managing its operations and programme and investment choices? <b>L: Human Resources:</b> does the agency deploy Human Resources for maximum impact?
	5. Risk and assurance (average of M+N)	<b>M: Risk and assurance:</b> does the agency promote risk management and assurance in its corporate governance? <b>N: Fraud:</b> does the agency prevent, detect and take sanctions against fraud and corruption?
	6. Transparency and accountability (average of O+P)	<b>O: Transparency:</b> does the agency strive to exceed global aid transparency standards? <b>P: Accountability:</b> Is the agency accountable to partner governments or clients and beneficiaries through all of its work?

Figure 1: Multilateral Development Review agency scores

Multilateral agency	Match with UK development objectives	Organisational strength
African Development Bank	● Good	● Good
Asian Development Bank	● Good	● Very Good
Caribbean Development Bank	● Good	● Adequate
Central Emergency Response Fund	● Very Good	● Adequate
Climate Investment Funds	● Good	● Good
Commonwealth Secretariat	● Adequate	● Adequate
European Bank for Reconstruction and Development	● Good	● Good
European Commission development (DCI and EDF)	● Very Good	● Good
European Commission Humanitarian Aid and Civil Protection	● Very Good	● Good
Food and Agriculture Organisation	● Good	● Good
Gavi, the Vaccine Alliance	● Very Good	● Very Good
Global Environment Facility	● Good	● Good
Global Facility for Disaster Reduction and Recovery	● Adequate	● Adequate
Global Fund	● Very Good	● Very Good
Global Green Growth Institute	Not scored	Not scored
Global Partnership for Education	● Very Good	● Adequate
Green Climate Fund	Not scored	Not scored
Inter-American Development Bank	● Good	● Good
International Committee of the Red Cross	● Very Good	● Good
International Federation of Red Cross and Red Crescent Societies	● Very Good	● Adequate
International Finance Corporation	● Good	● Good

## Scoring legend

Rating and colour	● Weak	● Adequate	● Good	● Very Good
Score	0 to 2.0	2.01 to 2.5	2.51 to 3.0	3.01 to 4

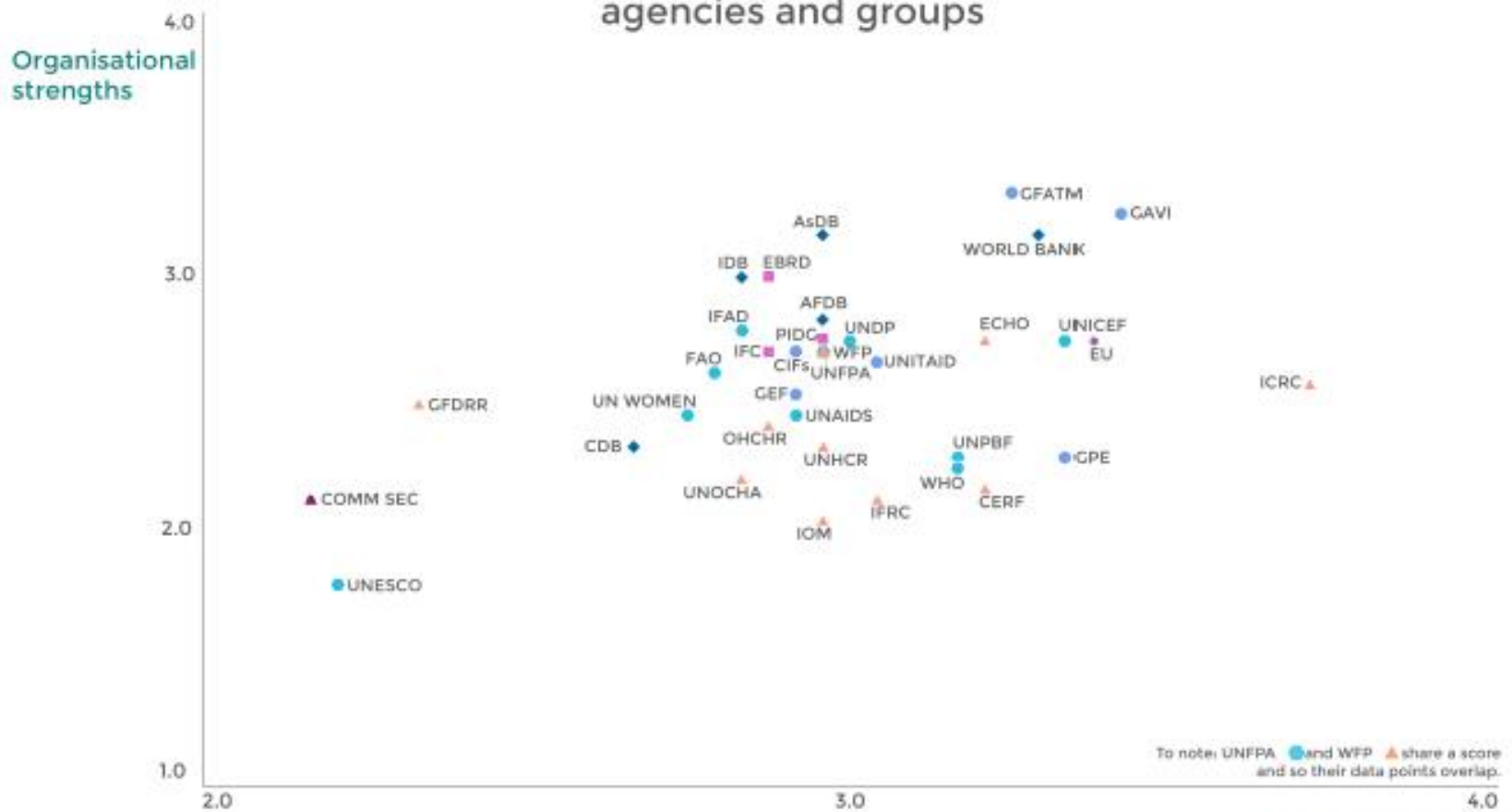
Figure 1: Multilateral Development Review agency scores

Multilateral agency	Match with UK development objectives	Organisational strength
International Fund for Agricultural Development	● Good	● Good
International Organisation for Migration	● Good	● Adequate
Office of the High Commissioner for Human Rights	● Good	● Adequate
Private Infrastructure Development Group	● Good	● Good
UNAIDS	● Good	● Adequate
UNFPA	● Good	● Good
UNICEF	● Very Good	● Good
UNITAID	● Very Good	● Good
United Nations Development Programme	● Good	● Good
United Nations Educational, Scientific and Cultural Organisation	● Adequate	● Weak
United Nations High Commission for Refugees	● Good	● Adequate
United Nations Office for the Coordination of Humanitarian Affairs	● Good	● Adequate
United Nations Peacebuilding Fund	● Very Good	● Adequate
UN Women	● Good	● Adequate
World Food Programme	● Good	● Good
World Health Organisation	● Very Good	● Adequate
World Bank (IDA and IBRD)	● Very Good	● Very Good

Scoring legend

Rating and colour	● Weak	● Adequate	● Good	● Very Good
Score	0 to 2.0	2.01 to 2.5	2.51 to 3.0	3.01 to 4

Figure 4: Performance of Multilateral Development Review agencies and groups



Grouping legend

- Development finance institutions and funds supporting private sector development
- European Commission excluding humanitarian
- Global funds for health, education and climate change
- ◆ Multilateral development banks using highly concessional and/or less concessional funds
- UN organisations excluding humanitarian
- ▲ Humanitarian organisations
- ▲ Other





## Qu'évalue le MOPAN et comment ?

Evaluation de la gestion des organisations multilatérales en matière stratégique, opérationnelle, de relations et de performance (efficacité organisationnelle), et contribution efficace à des résultats pertinents et pérennes.

Informations recueillies à la fois auprès des sièges des organisations et dans les pays où elles interviennent, à travers :

- l'examen de documents et d'évaluations ;
- une enquête auprès des membres du MOPAN, de clients et d'autres acteurs pertinents parmi une sélection des pays partenaires;
- des entretiens et consultations avec le personnel des organisations.



**Table 1: Performance Areas and Key Performance Indicators**

Performance Area	KPI
Strategic Management	<b>KPI 1:</b> Organisational architecture and financial framework enable mandate implementation and achievement of expected results <b>KPI 2:</b> Structures and mechanisms in place and applied to support the implementation of global frameworks for cross-cutting issues at all levels
Operational Management	<b>KPI 3:</b> Operating model and human/financial resources support relevance and agility <b>KPI 4:</b> Organisational systems are cost- and value-conscious and enable financial transparency/accountability
Relationship Management	<b>KPI 5:</b> Operational planning and intervention design tools support relevance and agility (within partnerships). <b>KPI 6:</b> Works in coherent partnerships directed at leveraging and/or ensuring relevance and catalytic use of resources.
Performance Management	<b>KPI 7:</b> Strong and transparent results focus, explicitly geared to function <b>KPI 8:</b> Evidence-based planning and programming applied
Results	<b>KPI 9:</b> Achievement of development and humanitarian objectives and results – e.g. at the institutional/corporate-wide level and regional/country level, with results contributing to normative and cross-cutting goals. <b>KPI 10:</b> Relevance of interventions to the needs and priorities of partner countries and beneficiaries. <b>KPI 11:</b> Results delivered efficiently <b>KPI 12:</b> Sustainability of results



# FONDS MONDIAL

## Organisational Effectiveness scoring summary

### SCORING COLOUR CODES

Highly unsatisfactory (0.00 – 1.00)	Unsatisfactory (1.01 – 2.00)	Satisfactory (2.01 – 3.00)	Highly satisfactory (3.01 – 4.00)
--	---------------------------------	-------------------------------	--------------------------------------

### PERFORMANCE AREA: STRATEGIC MANAGEMENT

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

KPI 1: Organisational architecture and financial framework	MI 1.1	MI 1.2	MI 1.3	MI 1.4	
KPI 2: Implementation of cross-cutting issues	MI 2.1	MI 2.2	MI 2.3	MI 2.4	MI 2.5

### PERFORMANCE AREA: OPERATIONAL MANAGEMENT

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

KPI 3: Operating model and human/financial resources	MI 3.1	MI 3.2	MI 3.3	MI 3.4		
KPI 4: Financial transparency/ accountability	MI 4.1	MI 4.2	MI 4.3	MI 4.4	MI 4.5	MI 4.6

## PERFORMANCE AREA: RELATIONSHIP MANAGEMENT

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

KPI 5: Planning and tools support relevance and agility	MI 5.1	MI 5.2	MI 5.3	MI 5.4	MI 5.5	MI 5.6	MI 5.7		
KPI 6: Leveraging/ensuring catalytic use of resources	MI 6.1	MI 6.2	MI 6.3	MI 6.4	MI 6.5	MI 6.6	MI 6.7	MI 6.8	MI 6.9

## PERFORMANCE AREA: PERFORMANCE MANAGEMENT

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

KPI 7: Strong and transparent results focus	MI 7.1	MI 7.2	MI 7.3	MI 7.4	MI 7.5				
KPI 8: Evidence-based planning and programming	MI 8.1	MI 8.2	MI 8.3	MI 8.4	MI 8.5	MI 8.6	MI 8.7		
KPI 9: Achievement of development and humanitarian objectives and results									
KPI 10: Relevance of interventions to needs and priorities of partner countries and beneficiaries									
KPI 11: Results delivered efficiently									
KPI 12: Sustainability of results									

## Organisational Effectiveness scoring summary

### SCORING COLOUR CODES

<b>Highly unsatisfactory</b> (0.00 – 1.00)	<b>Unsatisfactory</b> (1.01 – 2.00)	<b>Satisfactory</b> (2.01 – 3.00)	<b>Highly satisfactory</b> (3.01 – 4.00)
---	--	--------------------------------------	---

### PERFORMANCE AREA: STRATEGIC MANAGEMENT

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

KPI 1: Organisational architecture and financial framework	MI 1.1	MI 1.2	MI 1.3	MI 1.4
KPI 2: Implementation of cross-cutting issues	MI 2.1	MI 2.2	MI 2.3	

### PERFORMANCE AREA: OPERATIONAL MANAGEMENT

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

KPI 3: Operating model and human/financial resources	MI 3.1	MI 3.2	MI 3.3	MI 3.4		
KPI 4: Financial transparency/ accountability	MI 4.1	MI 4.2	MI 4.3	MI 4.4	MI 4.5	MI 4.6

## PERFORMANCE AREA: RELATIONSHIP MANAGEMENT

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

KPI 5: Planning and tools support relevance and agility	MI 5.1	MI 5.2	MI 5.3	MI 5.4	MI 5.5	MI 5.6	MI 5.7		
KPI 6: Leveraging/ensuring catalytic use of resources	MI 6.1	MI 6.2	MI 6.3	MI 6.4	MI 6.5	MI 6.6	MI 6.7	MI 6.8	MI 6.9

## PERFORMANCE AREA: PERFORMANCE MANAGEMENT

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

KPI 7: Strong and transparent results focus	MI 7.1	MI 7.2	MI 7.3	MI 7.4	MI 7.5				
KPI 8: Evidence-based planning and programming	MI 8.1	MI 8.2	MI 8.3	MI 8.4	MI 8.5	MI 8.6	MI 8.7		

KPI 9: Achievement of development and humanitarian objectives and results

KPI 10: Relevance of interventions to needs and priorities of partner countries and beneficiaries

KPI 11: Results delivered efficiently

KPI 12: Sustainability of results

PERFORMANCE OF  
AUSTRALIAN AID  
2015-16

## Evaluation selon 10 cibles stratégiques :

- Promotion du développement économique
- Collaboration avec le secteur privé
- Réduction de la pauvreté
- Empowerment des femmes et des jeunes filles
- Région indopacifique
- Tenir ses engagements
- Travailler avec les partenaires les plus efficaces
- Garantir le meilleur rapport qualité-prix (value for money)
- Consolidation : réduire le nombre d'investissements individuels et se concentrer sur la réduction des coûts de transaction
- Combattre la corruption

## Global Fund to Fight Aids, Tuberculosis and Malaria (Global Fund)

Australia contributed \$83 million in core funding to the Global Fund in 2015-16.

### Multilateral Performance Assessment: Global Fund to Fight Aids, TB and Malaria

#### Overview of performance

Results and Impact	Good	Partnership <u>Behaviour</u>	Good
Relevance and Alignment	Good	<u>Organisational</u> Capacity	Good
Value for Money	Good	<u>Organisational</u> Governance	Good

## World Health Organisation (WHO)

Australia contributed \$12.4 million in core funding to WHO in 2015-16.

### Multilateral Performance Assessment: WHO

#### Overview of performance

<b>Results and Impact</b>	Adequate	<b>Partnership Behaviour</b>	Adequate
<b>Relevance and Alignment</b>	Adequate	<b>Organisational Capacity</b>	Less than Adequate
<b>Value for Money</b>	Adequate	<b>Organisational Governance</b>	Adequate