



**MOPAN
COMMON
APPROACH 2010**

**Country Data Summary
of the United Nations
Population Fund in
Kenya**

November, 2010

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JANUARY 2011**

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1. Foreword

This country data summary on the United Nations Population Fund (UNFPA) in Kenya is prepared for the Multilateral Organisation Performance Assessment Network (MOPAN), a network of 16 donor countries¹ with a common interest in assessing the organisational effectiveness of multilateral organisations.

For more information on MOPAN and the Common Approach, please visit the MOPAN website (www.mopanonline.org).

Acknowledgements

We thank all participants in the Kenya assessment. We also thank the United Nations Population Fund's senior management and their staff at headquarters and in-country, who made valuable contributions throughout the assessment. A representative of the Ministry of Foreign Affairs of Norway in Kenya served as the MOPAN Country Lead and oversaw the process. Offering full support, representatives of the United Nations Population Fund provided complete lists of their direct partners in Kenya. Finally, all the respondents, direct partners and UNFPA donors alike, contributed valuable insights and their time to respond to the survey.

Roles of Authors and the MOPAN Secretariat

The MOPAN Secretariat, in close cooperation with the MOPAN Technical Working Group, initiated and managed the survey. MOPAN developed Key Performance and Micro-indicators and designed the survey methodology. MOPAN then coordinated the development of lists of

survey respondents and approved the final survey questionnaire. MOPAN also oversaw the design, structure, tone, and content of the country data summaries.

Epinion and Universalia developed the survey instrument and conducted the survey and analysis. The Secretariat also wants to thank the Consultants in headquarters as well as in-country for a job well done.

Epinion and Universalia prepared the country data summaries.

On behalf of the MOPAN secretariat,

Kirsti Aarnio
MOPAN Secretariat

¹MOPAN members in 2010: Australia, Austria, Belgium, Canada, Denmark, Finland, France, Germany, Ireland, the Netherlands, Norway, Republic of Korea, Spain, Sweden, Switzerland, and the United Kingdom.

2. Introduction

The Common Approach 2010 assesses the organisational effectiveness of multilateral institutions based on the perceptions of MOPAN donors and direct partners/clients of these organisations, and on a review of publicly available documentation.² MOPAN defines organisational effectiveness as the extent to which a multilateral organisation is organised to contribute to development results in the countries where it operates. Therefore, the Common Approach examines the organisational systems, practices, and behaviours that MOPAN believes are important contributors to aid effectiveness and that are likely to contribute to results at the country level.³

In 2010, the United Nations Population Fund (UNFPA) was assessed at an institutional level and across ten developing countries: Afghanistan, Benin, Colombia, Indonesia, Kenya, Nicaragua, Rwanda, Sri Lanka, Viet Nam and Zambia. The countries were selected based on established MOPAN criteria⁴ and comprise only a small proportion of UNFPA's total programming. For the full report of the 2010 Common Approach for the UNFPA please see [<http://www.mopanonline.org/>]

The purpose of this country data summary is to provide an input to the dialogue between MOPAN donors and UNFPA at the country level. It highlights main strengths and areas for improvement as perceived by the survey respondents. It also describes any major differences in ratings compared to the other UNFPA countries surveyed by MOPAN in 2010.⁵ The data summary is based on the perceptions of MOPAN donors and UNFPA direct partners⁶ in Kenya. These were collected through a stakeholder survey conducted online and in face-to-face interviews during April and May 2010. A total of 26 individuals participated in the survey in Kenya: 9 were representatives of MOPAN donors and 17 were representatives of UNFPA direct partners. Survey data analysis included calculations of mean scores, frequency, differences between the two respondent groups and “don't know” responses. A weighting scheme was applied at the country level to ensure that there was equal representation of the representatives of MOPAN Country Offices and direct partners in the analysis of the data on each multilateral organisation. However, the sample size at the country level precludes statistical analyses or claims of statistical significance. The results presented are therefore provided as indicative information that can be used as a basis for discussion.

The majority of respondents described themselves as familiar with UNFPA, but while sixteen direct partners (94 percent) indicated that they were familiar or very familiar with UNFPA, only

² The review of publicly available documentation is only included in the assessment at the institutional level. This country data summary is based on data from the survey alone.

³ Whether or not a multilateral organisation contributes to the achievement of development results will also depend on how it is addressing development issues, the instruments it uses, and the scale of its interventions in the country contexts in which it operates.

⁴ MOPAN criteria for country selection include: presence and availability of MOPAN members, no recent inclusion in the survey, and the need for geographical spread, with a bias toward Asian countries given that the ADB was assessed in 2010.

⁵ Comparisons across countries are provided on an indicative basis. Due to the small number of respondents, differences in mean scores across countries should be used as a basis for discussion only.

⁶ In the 2010 assessment of UNFPA, direct partner respondents included government officials and members of non-governmental organisations.

two (22 percent) of the donors did so.⁷ Indeed, the majority of direct partners (47 percent) said that they had contact with UNFPA on a weekly or daily basis whereas none of the donors did so (see Appendix II for more detail).

The assessment is structured around four areas (or quadrants) of performance – strategic management, operational management, relationship management, and knowledge management. Within each performance area, organisational effectiveness is described using key performance indicators (KPIs) that are measured in a series of micro-indicators (MIs). In 2010, the Common Approach used 15 KPIs and between 44 and 46 MIs for each organisation at the country level.⁸ The full list of MIs assessed in 2010 is provided in Appendix I. Mean scores were calculated for each question (micro-indicator) and for each KPI by aggregating the scores for each MI within that KPI.⁹

Survey respondents were presented with statements describing an organisational practice, system, or behaviour and asked to rate the performance of the organisation on a scale of 1 to 6 as shown below. The country summary presents the mean scores on the indicators and the frequency of the distribution of the responses.

Exhibit 2.1 Band Ranges and Descriptors

Band	Range of the mean scores	Rating	Definitions
1	1 to 1.49	Very Weak	The multilateral organisation does not have this system in place and this is a source of concern.
2	1.50 to 2.49	Weak	The multilateral organisation has this system but there are important deficiencies.
3	2.50 to 3.49	Inadequate	The multilateral organisation's system in this area has deficiencies that make it less than acceptable.
4	3.50 to 4.49	Adequate	The multilateral organisation's system is acceptable in this area.
5	4.50 to 5.49	Strong	The multilateral organisation's system is more than acceptable yet without being "best practice" in this area.
6	5.50 to 6.00	Very Strong	The multilateral organisation's system is "best practice" in this area.

Country data summary outline

This country data summary presents a number of key findings based on the 2010 MOPAN Common Approach survey in Kenya.

- Section 3.1 includes a presentation of UNFPA's perceived internal effectiveness.
- Section 3.2 presents overall results on key performance indicators.

⁷ The level of familiarity is based on a scale from 1 – 5 where 5 is "very familiar" and 1 is "not at all familiar". "Familiar" or "very familiar" in this context includes respondents that rated their level of knowledge as 4 or 5 on the scale.

⁸ Variations are due to the customisation of the survey for each multilateral organisation.

⁹ The calculation of mean scores excludes the "don't know" responses. Although this reduces the respondent base, the results can be taken to be indicative of perceptions of those who provided an answer and are presented as a basis for discussion between MOPAN and the multilateral organisation.

- Section 3.3 compares UNFPA's performance in Kenya with its overall performance in all the countries surveyed.
- Section 3.4 highlights its key strengths and weaknesses as perceived by the respondents.
- Section 3.5 provides a comparison of the ratings provided by direct partners and the ratings provided by donors.

The appendices provide further details about ratings on key performance indicators and micro-indicators and the respondent profile.

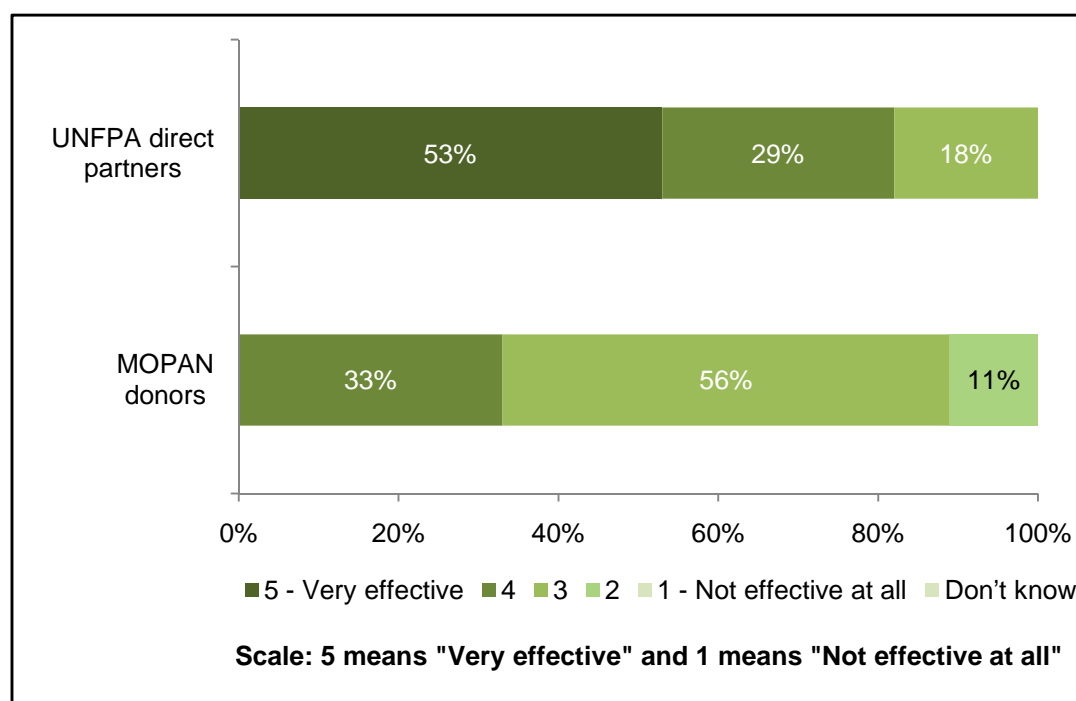
- Appendix I includes a detailed description of the distribution of scores on the key performance indicators and micro-indicators used for the survey.
- Appendix II provides a summary of the respondent profile.
- Appendix III compares the ratings of key performance indicators and micro-indicators in UNFPA Kenya to the overall ratings of UNFPA in all the countries that participated in the survey.
- Appendix IV compares the ratings of key performance indicators and micro-indicators between MOPAN donors and direct partners.

3. Summary of UNFPA’s performance in Kenya

3.1 Perceptions of overall internal effectiveness of UNFPA in Kenya

In the survey ratings of overall internal effectiveness, UNFPA was generally considered to be effective. MOPAN has defined ‘internal effectiveness’ as the extent to which a multilateral organisation is organised to support direct partners to produce and deliver expected results. Survey respondents were asked to rate the overall internal effectiveness of the multilateral organisation. As shown in the figure below, respondents generally considered UNFPA to be effective. Direct partner respondents were very positive about UNFPA’s internal effectiveness whereas donors gave it a more mixed review.

Figure 3.1 Overall Ratings of Effectiveness by Respondent Group¹⁰



¹⁰ The scale used for the rating of overall internal effectiveness is different than the scale used for assessing the other indicators. In this case, a scale from one to five was used where five means “very effective” and one means “not effective at all”.

3.2 Overall results on key performance indicators

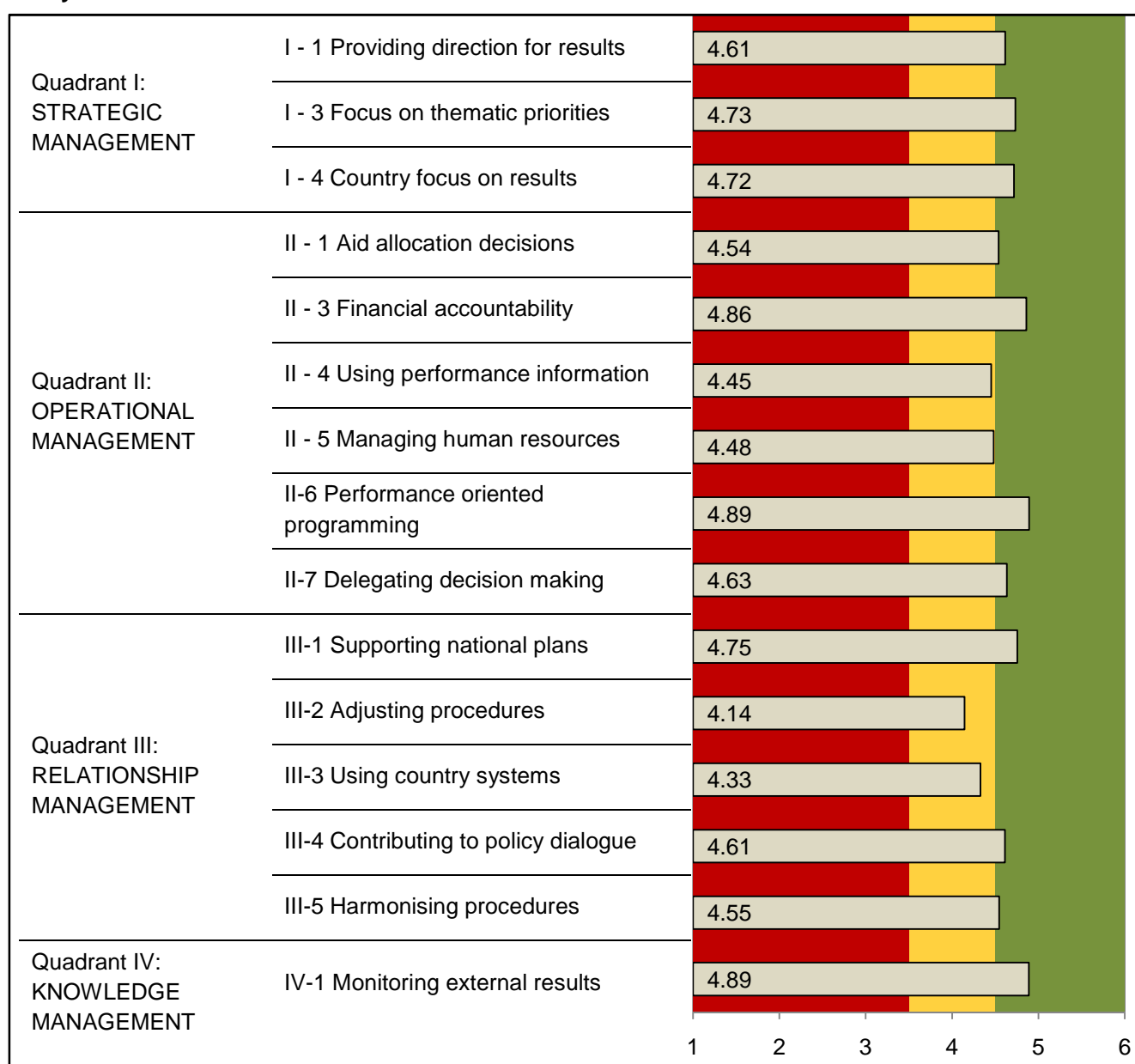
UNFPA received ratings of adequate or better on its performance in all 15 areas assessed. It was seen as strong in performance oriented programming, in monitoring external results, in its financial accountability, in supporting national plans and in its focus on thematic priorities, among other areas.¹¹

The grey bars in Figure 3.2 below present the survey scores received from the respondents on all 15 key performance indicators. For example, on the first indicator, “providing direction for results”, UNFPA Kenya received a mean score of 4.61 (strong) from the respondents.

Figure 3.2 Overall Ratings on Key Performance Indicators (mean scores)

■ Very weak (1.00 – 1.49)
 ■ Weak (1.50 – 2.49)
 ■ Inadequate (2.50 – 3.49)
 ■ Adequate (3.50 – 4.49)
 ■ Strong (4.50 – 5.49)
 ■ Very strong (5.50 – 6.00)

Key Performance Indicators



¹¹ Only the five key performance indicators with the highest rating are listed in the text.

Note: Survey respondents were asked to consider a series of statements that describe the practices, systems or behaviours of UNFPA and to rate these on a scale from 1 to 6, where 6 means very strong, 5 means strong, 4 means adequate, 3 means inadequate, 2 means weak and 1 means very weak (this scale was used for all statements), except the opening question to rate UNFPA's effectiveness.

3.3 UNFPA's performance in Kenya vs. overall performance

At the key performance indicator level, UNFPA in Kenya received a higher rating (strong) than the overall rating (adequate) on two indicators: providing direction for results and aid allocation decisions¹². Otherwise, UNFPA's performance in Kenya appears to be aligned to the average of all the countries.

For seven of the micro-indicators, UNFPA in Kenya received ratings that differ from the overall ratings provided by respondents in all the participating countries. However, there was no notable difference¹³.

3.4 Perceived strengths and areas for improvement

Strengths

UNFPA's key strengths in Kenya are based on 28 micro-indicators that received an overall mean score of strong or very strong. According to the survey respondents, UNFPA's strengths include¹⁴:

- **Allocations of core budget resources follow established criteria:** Respondents indicated that UNFPA allocates core budget resources according to the published criteria.
- **Mainstreaming gender:** Respondents rated UNFPA as strong for mainstreaming gender equality in its programmatic work.
- **Mainstreaming HIV/AIDS:** Respondents agreed that UNFPA is strong in mainstreaming HIV/AIDS in its programmatic work.
- **Performing audits at country level:** Respondents stated that UNFPA performs appropriate audits on programs and projects at country level.
- **Country strategies include results for cross-cutting thematic areas:** Respondents rated UNFPA as strong for having country strategies that include results for the thematic areas it defines as cross-cutting priorities (e.g., gender equality, environment, governance, Human Rights, HIV/AIDS)

Areas for improvement

There were no clear weaknesses identified by respondents. UNFPA in Kenya did not receive an overall mean score of inadequate or lower on any micro-indicators.

3.5 Direct partner responses vs. donor responses

Direct partner respondents rated UNFPA's performance more favourably than MOPAN donors on nearly all indicators. While 74 percent of the micro-indicators were rated as strong or very

¹² This means that the mean score for respondents in Kenya was higher than the mean score for respondents in the ten countries participating in the 2010 assessment of UNFPA: Afghanistan, Benin, Colombia, Indonesia, Kenya, Nicaragua, Rwanda, Sri Lanka, Viet Nam, and Zambia.

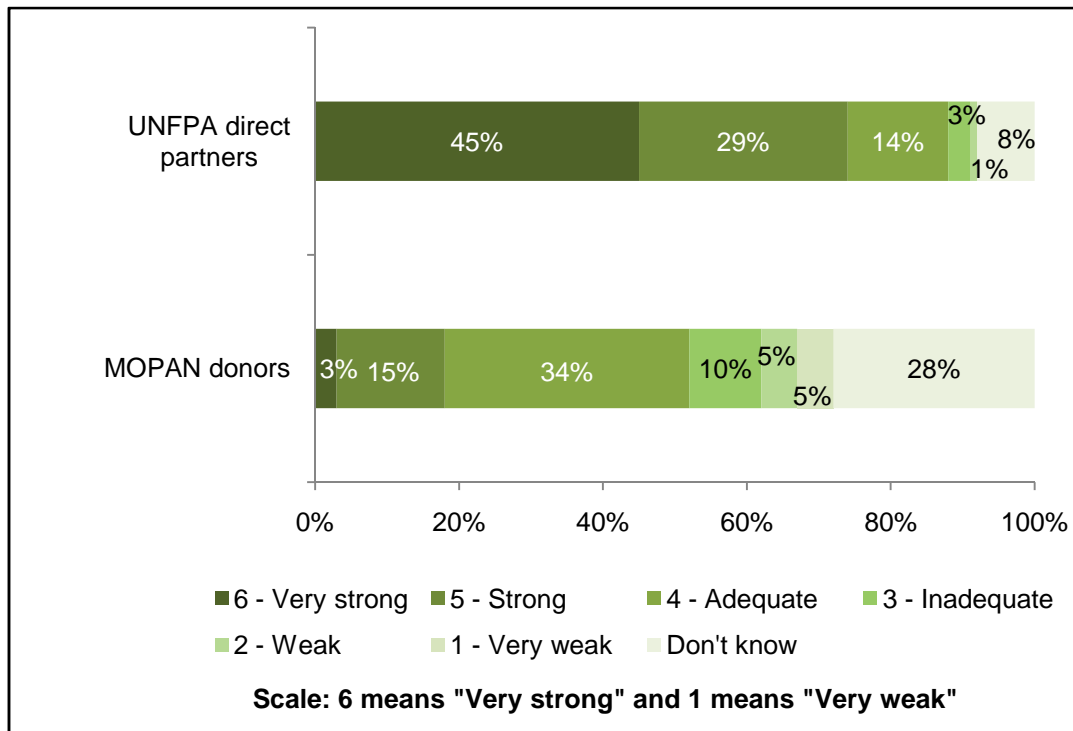
¹³ Notable differences refer to MIs that have differences that are equal to or higher than 0.5 between the mean score given by respondents in Kenya and the mean score given by respondents from all the countries that participated in the survey.

¹⁴ Only the five micro-indicators with the highest rating are listed.

strong by direct partners only 18 percent of the indicators received such ratings by donors. Indeed, direct partners rated UNFPA stronger than donors did on 40 micro-indicators. Direct partners were notably more positive with regard to 22 micro-indicators: the use of national procurement systems, the use of national auditing procedures, contribution to policy dialogue, flexibility in adjusting project/program implementation, and the use of parallel project implementation units.¹⁵

It is worth noting however that direct partner respondents' awareness of UNFPA appears to be stronger than the knowledge among donors (28 percent of their responses were "don't know").¹⁶

Figure 3.5 Distribution of Ratings across all Micro-Indicators, by Respondent Group



Note: Each statement is derived from a micro-indicator (MI) and rated on a scale of 1 to 6 where 1 is the most negative rating and 6 is the most positive.

¹⁵ This refers to MIs where the mean score of the direct partner respondents was at least 1.5 higher than the mean score of the donor respondents. A maximum of five of these areas are included in the text.

¹⁶ As noted in Section 2, the "don't know" responses were not included in the calculation of mean scores.

Appendix 1: UNFPA in Kenya – Data Tables

Distribution of scores on key performance indicators

The charts below show the survey scores for the key performance indicators in the four areas of performance: Strategic management, Operational management, Relationship management and Knowledge management.



Strategic management

	Total mean score	MOPAN donors	UNFPA direct partners
KPI I-1: Providing direction for results	4.61	3.91	5.21
KPI I-3: Focus on thematic priorities	4.73	4.32	5.06
KPI I-4: Country focus on results	4.72	3.93	5.41

Operational management

	Total mean score	MOPAN donors	UNFPA direct partners
KPI II - 1 Aid allocation decisions	4.54	4.17	4.69
KPI II - 3 Financial accountability	4.86	3.89	5.41
KPI II - 4 Using performance information	4.45	3.38	5.11
KPI II - 5 Managing human resources	4.48	3.86	5.17
KPI II-6 Performance oriented programming	4.89	4.38	5.35
KPI II-7 Delegating decision making	4.63	3.88	5.16

Relationship management

	Total mean score	MOPAN donors	UNFPA direct partners
KPI III-1 Supporting national plans	4.75	4.11	5.44
KPI III-2 Adjusting procedures	4.14	3.27	4.74
KPI III-3 Using country systems	4.33	3.21	5.33
KPI III-4 Contributing to policy dialogue	4.61	3.36	5.65
KPI III-5 Harmonising procedures	4.55	3.77	5.22

Knowledge management

	Total mean score	MOPAN donors	UNFPA direct partners
KPI IV-1 Monitoring external results	4.89	4.14	5.29

Frequency of responses on micro-indicators, by respondent group

Frequency of responses for micro-indicator is indicated as number (N) of respondents. The first line presents the figure for MOPAN donors, the second line presents the figure for UNFPA direct partners.

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't know	Missing
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Quadrant I- Strategic Management

KPI 1. UNFPA's Executive Management provides direction for the achievement of external / beneficiary focused results

UNFPA's institutional culture reinforces a focus on results	0 0	1 0	0 0	6 3	3 6	0 4	3 0	0 0
UNFPA's institutional culture is direct-partner focused	0 0	0 0	1 0	6 2	3 4	0 6	3 1	0 0
UNFPA makes key documents easily accessible to the public	0 0	3 0	3 0	1 2	3 5	1 5	1 0	0 0

KPI 3. UNFPA has adopted a strategic focus on the cross-cutting thematic priorities identified in its strategic framework, based on its mandate and international commitments

UNFPA sufficiently mainstreams gender equality in its programmatic work	0 0	0 0	0 1	7 2	3 2	3 8	0 0	0 0
UNFPA sufficiently mainstreams environment in its programmatic work	0 0	1 2	0 2	3 3	0 4	0 2	9 1	0 0
UNFPA sufficiently promotes the principles of good governance in its work	0 0	0 0	1 0	3 2	7 5	0 5	1 0	0 0
UNFPA sufficiently applies human rights-based approaches to development in its programmatic work	0 0	0 0	3 0	6 2	3 4	1 7	0 0	0 0
UNFPA sufficiently mainstreams HIV/AIDS in its programmatic work	0 0	0 0	1 2	1 1	4 2	3 8	3 0	0 0

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't know	Missing
KPI 4. UNFPA's country strategy is results-focused								
UNFPA has results frameworks that link results across project, program, sector and country levels	1 0	0 1	0 1	7 0	3 4	0 8	1 0	0 0
UNFPA's results frameworks include indicators at all levels (country, sector, and project/program)	1 0	0 1	0 0	9 1	1 3	0 8	1 1	0 0
UNFPA country strategies contain statements of expected results consistent with those in the country's national development strategies	0 0	1 0	0 0	6 1	6 4	0 8	0 0	0 0
UNFPA consults with beneficiaries to develop its expected results	1 0	0 0	1 1	6 2	0 3	0 8	4 0	0 0
UNFPA's country strategies include results for the thematic areas it defines as cross-cutting priorities (e.g., gender equality, environment, governance, Human Rights, HIV/AIDS)	0 0	0 0	1 0	6 2	4 2	1 8	0 1	0 0

Quadrant II. Operational Management

KPI 1. UNFPA makes transparent and predictable aid allocation decisions								
UNFPA publishes its criteria for allocating core budget resources	1 1	0 2	0 1	1 2	1 2	0 4	9 2	0 0
UNFPA allocates core budget resources according to the published criteria	0 0	0 0	0 1	0 2	3 2	0 4	1 1	9 4
KPI 3. UNFPA has policies and processes for financial accountability (financial accountability, risk management, anti-corruption)								
UNFPA performs appropriate audits on programs and projects at country level	0 0	0 0	0 0	6 1	1 6	0 6	6 0	0 0

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't know	Missing
UNFPA has appropriate policies or guidelines in place to follow up on financial irregularities and corruption	0 0	0 0	1 0	4 1	1 6	0 5	6 1	0 0
UNFPA follows up on policies or guidelines on financial management and anti-corruption	0 0	0 0	1 0	4 2	0 4	0 6	7 2	0 0
UNFPA has procurement and contract management processes for the provision of services or goods that are usually timely, efficient and effective	0 0	0 0	3 0	4 1	0 5	0 6	6 1	0 0
KPI 4. Performance information on results is used by UNFPA for:								
UNFPA uses information on country performance to plan new areas of cooperation at country level	0 0	0 0	3 0	9 2	0 6	0 5	1 0	0 0
UNFPA actively manages less effective activities from the previous programming cycle	0 0	1 0	1 1	1 2	0 4	0 3	9 3	0 0
KPI 5. UNFPA manages human resources using methods to improve organisational performance								
UNFPA keeps deployed international staff in country offices for a sufficient time to maintain effective partnerships at country level	0 0	0 0	3 0	6 2	1 5	0 3	3 4	0 0
KPI 6. Country / regional programming processes are performance oriented.								
UNFPA sets targets to enable monitoring of progress in project/program implementation at country level	0 0	0 0	0 0	7 2	4 4	0 7	1 0	0 0
KPI 7. UNFPA delegates decision-making authority (to the country or other levels)								
UNFPA's project/program tasks are managed at country level	0 0	0 0	0 0	9 3	3 4	0 6	1 0	0 0
UNFPA can approve funding for new areas of cooperation locally, within a budget cap	0 0	1 1	0 0	4 2	0 3	0 5	7 3	0 0

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't know	Missing
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Quadrant III. Relationship Management

KPI 1. UNFPA coordinates and directs its aid programming (including capacity building) at the country level in support of agreed national plans or partner plans

UNFPA supports funding proposals designed and developed by the national government or direct partners	0	1	1	6	3	1	0	0
	0	0	0	2	4	7	1	0

KPI 2. UNFPA's procedures take into account local conditions and capacities

UNFPA uses procedures that can be easily understood and followed by direct partners	1	0	4	3	1	0	3	0
	0	0	1	3	4	5	0	0

The length of time it takes to complete UNFPA procedures does not affect implementation	0	0	1	0	1	0	10	0
	1	1	2	5	3	1	0	0

UNFPA adjusts overall portfolio in country quickly, to respond to changing circumstances	1	1	0	3	1	0	6	0
	0	0	1	2	5	4	2	0

UNFPA flexibly adjusts its implementation of individual projects/programs as learning occurs	1	1	3	1	0	0	6	0
	0	0	1	4	3	5	1	0

KPI 3. UNFPA uses country systems for disbursement and operations

UNFPA's expected disbursements are recorded in governments' national budgets where appropriate	1	1	0	3	1	1	4	0
	0	0	0	2	5	4	3	0

UNFPA uses national budget execution procedures in its projects/programs where appropriate	4	0	0	4	0	1	3	0
	0	0	1	1	4	5	2	0

UNFPA uses national procurement systems in its projects/programs where appropriate	3	3	1	0	0	0	6	0
	0	0	0	1	5	5	3	0

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't know	Missing
UNFPA uses national financial reporting procedures in its projects/programs where appropriate	3 1	1 0	1 1	3 2	0 3	0 4	4 2	0 0
UNFPA uses national auditing procedures in its projects/programs where appropriate	4 0	1 0	0 0	3 1	0 5	0 5	4 2	0 0
UNFPA avoids the use of parallel project implementation units	0 0	3 0	1 1	3 2	0 2	0 6	6 3	0 0
UNFPA encourages mutual accountability assessment of Paris Declaration and ACCRA Agenda for Action commitments	0 0	1 0	3 0	4 1	1 4	0 5	3 4	0 0
UNFPA uses country systems (non-financial) as a first option for its operations (i.e. monitoring, auditing, etc.)	1 0	0 0	1 1	7 0	0 2	0 6	3 4	0 0
KPI 4. UNFPA adds value to policy dialogue with its direct partner								
UNFPA provides valuable inputs to policy dialogue	1 0	1 0	4 0	4 1	1 3	0 9	0 0	0 0
UNFPA respects the views of direct partner when it undertakes policy dialogue	1 0	0 0	1 0	4 1	1 3	0 9	4 0	0 0
KPI 5. UNFPA harmonises arrangements and procedures with other programming partners (donors, UN agencies, etc) as appropriate								
UNFPA participates in joint missions	1 0	0 0	3 1	3 2	3 4	1 5	1 2	0 0
UNFPA's technical assistance is provided through coordinated programs in support of capacity development	0 0	1 0	1 1	3 2	1 3	1 6	4 1	0 0
UNFPA participates in program-based approaches (other than through budget support)	3 0	0 0	1 0	1 3	4 2	0 6	3 2	0 0

Quadrant IV: Knowledge Management

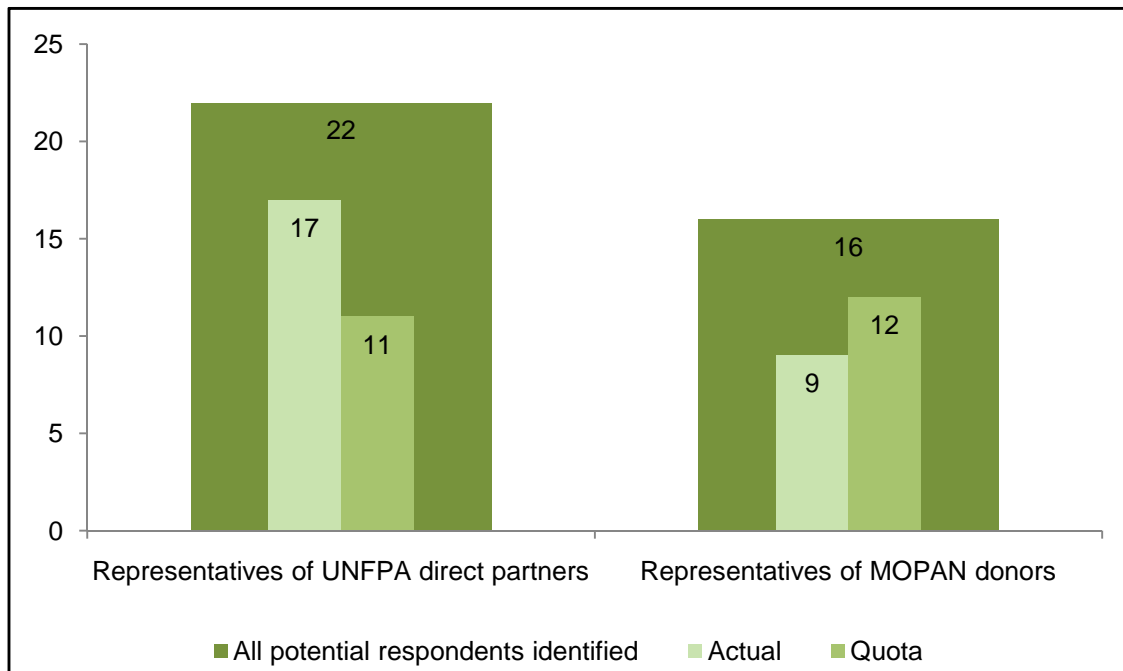
KPI 1. UNFPA consistently monitors and evaluates its delivery and external results

Country Data Summary – Kenya

	Very weak	Weak	Inadequate	Adequate	Strong	Very strong	Don't know	Missing
UNFPA requires the involvement of key direct partners and beneficiaries in monitoring and evaluation functions	0	0	0	9	1	0	3	0
	0	0	0	2	4	8	0	0

Appendix 2: Respondent Profile

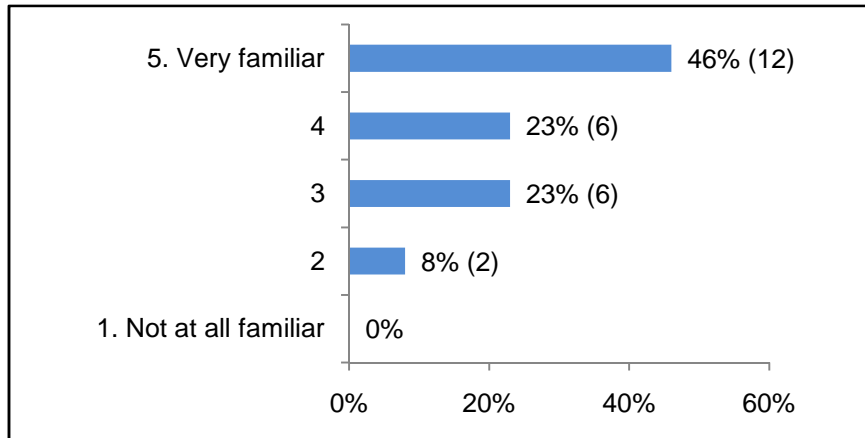
Number of respondents



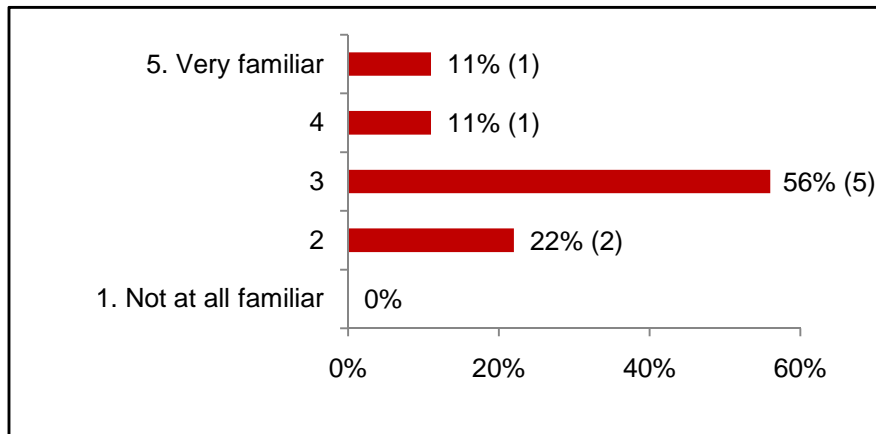
Note: The “potential respondents” refer to all those who were invited to complete the survey. The “actual” respondents refer to those individuals who completed the survey and the “quota” refers to the target number of responses set by MOPAN.

Respondent familiarity with the United Nations Population Fund

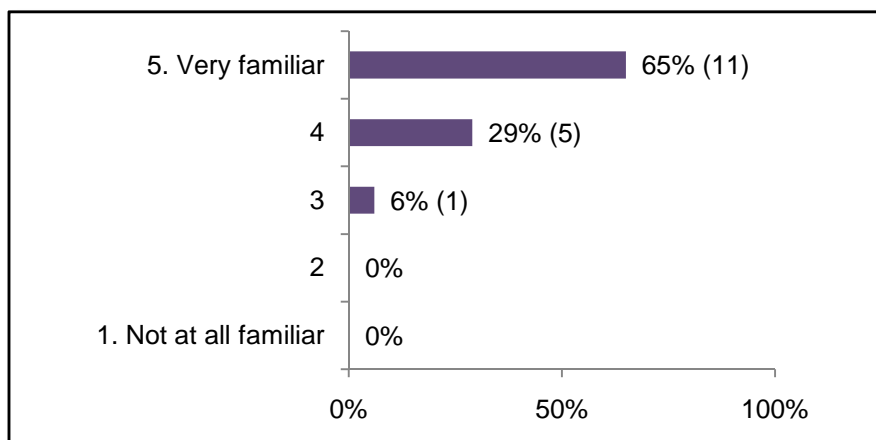
All respondents (N = 26)



Representatives of MOPAN donors (N = 9)

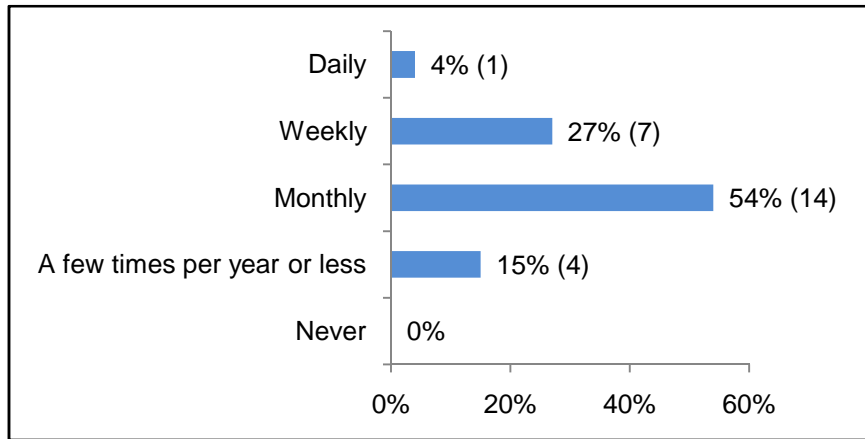


Representatives of UNFPA direct partners (N = 17)

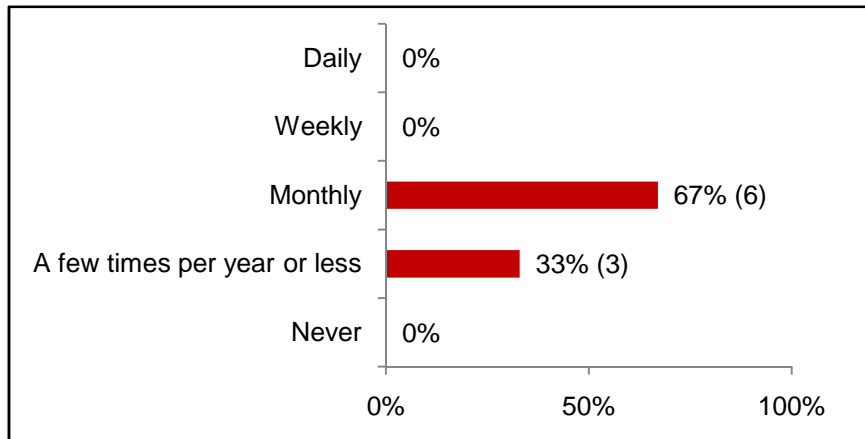


Respondent Frequency of Contact with the United Nations Population Fund

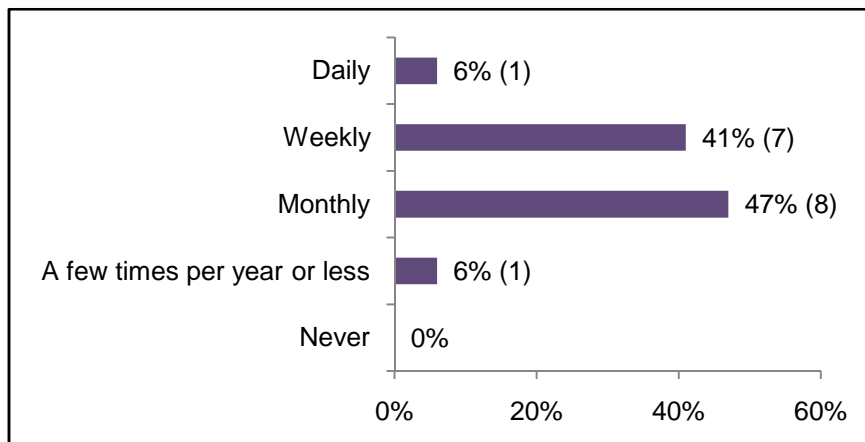
All respondents (N = 26)



Representatives of MOPAN donors (N = 9)

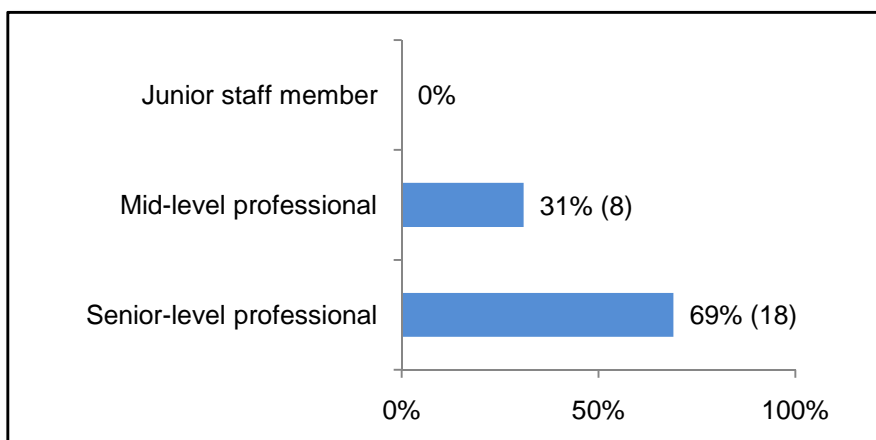


Representatives of UNFPA direct partners (N = 17)

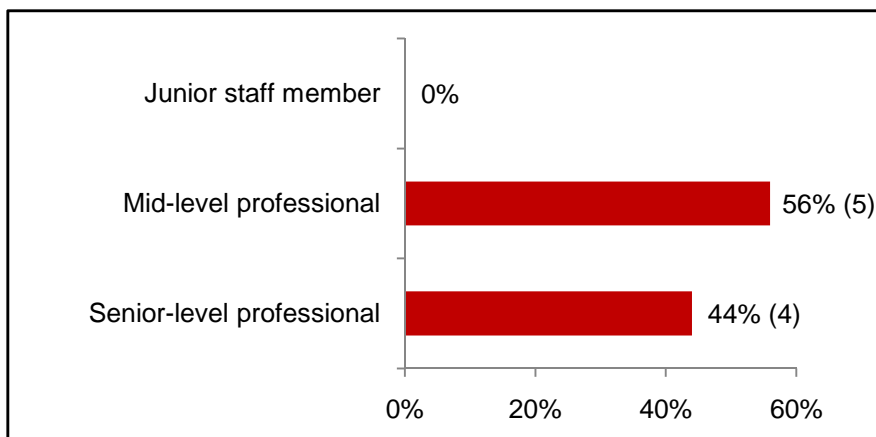


Respondent Level of Seniority

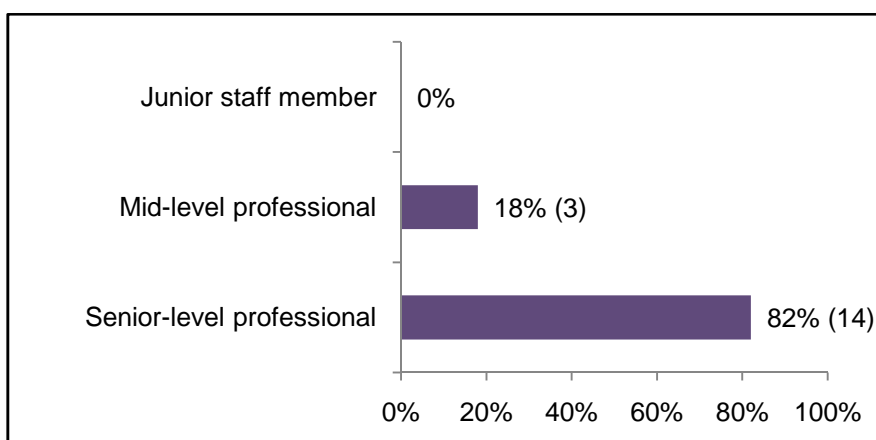
All respondents (N = 26)



Representatives of MOPAN donors (N = 9)



Representatives of UNFPA direct partners (N = 17)



Appendix 3: Summary of UNFPA scores in Kenya vs. overall scores¹⁷

Very weak (1.00 – 1.49)	Weak (1.50 – 2.49)	Inadequate (2.50 – 3.49)	Adequate (3.50 – 4.49)	Strong (4.50 – 5.49)	Very strong (5.50 – 6.00)
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Questions	UNFPA Overall: Percentage unfavourable responses ¹⁸	UNFPA Kenya: Percentage unfavourable responses	UNFPA Overall: Percentage favourable responses ¹⁹	UNFPA Kenya: Percentage favourable responses	UNFPA Overall: Mean score	UNFPA Kenya: Mean score
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Quadrant I – Strategic management

KPI 1. UNFPA's Executive Management provides direction for the achievement of external / beneficiary focused results	15.8%	13.9%	70.2%	77.0%	4.42	4.61
UNFPA's institutional culture reinforces a focus on results	11.5%	5.6%	69.5%	83.3%	4.40	4.60
UNFPA's institutional culture is direct-partner focused	9.8%	5.6%	73.9%	80.4%	4.51	4.78
UNFPA makes key documents easily accessible to the public	20.9%	22.2%	68.7%	72.2%	4.37	4.54

¹⁷ Unfavourable responses, favourable responses and mean scores in Kenya compared to the unfavourable responses, favourable responses and mean scores of the survey respondents in all ten countries.

¹⁸ For each indicator, the “unfavourable responses” column shows the frequency of responses of inadequate, weak or very weak from survey respondents.

¹⁹ For each indicator, the “favourable responses” column shows the frequency of responses of adequate, strong or very strong from survey respondents.

Country Data Summary – Kenya

Questions	UNFPA Overall: Percentage unfavourable responses	UNFPA Kenya: Percentage unfavourable responses	UNFPA Overall: Percentage favourable responses	UNFPA Kenya: Percentage favourable responses	UNFPA Overall: Mean score	UNFPA Kenya: Mean score
KPI 3. UNFPA has adopted a strategic focus on the cross-cutting thematic priorities identified in its strategic framework, based on its mandate and international commitments	9.7%	10.8%	69.9%	78.6%	4.61	4.73
UNFPA sufficiently mainstreams gender equality in its programmatic work	6.2%	2.9%	80.3%	97.1%	4.94	5.04
UNFPA sufficiently mainstreams environment in its programmatic work	16.7%	20.3%	46.7%	43.5%	3.98	3.92
UNFPA sufficiently promotes the principles of good governance in its work	12.3%	5.6%	68.0%	88.9%	4.51	4.89
UNFPA sufficiently applies human rights-based approaches to development in its programmatic work	6.6%	11.1%	80.9%	88.9%	4.75	4.79
UNFPA sufficiently mainstreams HIV/AIDS in its programmatic work	6.6%	14.4%	73.8%	74.5%	4.88	5.04
KPI 4. UNFPA's country strategy is results-focused	7.6%	9.0%	67.6%	84.2%	4.71	4.72

Country Data Summary – Kenya

Questions	UNFPA Overall: Percentage unfavourable responses	UNFPA Kenya: Percentage unfavourable responses	UNFPA Overall: Percentage favourable responses	UNFPA Kenya: Percentage favourable responses	UNFPA Overall: Mean score	UNFPA Kenya: Mean score
UNFPA has results frameworks that link results across project, program, sector and country levels	8.5%	11.4%	65.9%	83.0%	4.67	4.63
UNFPA's results frameworks include indicators at all levels (country, sector, and project/program)	7.7%	8.5%	64.6%	83.0%	4.67	4.59
UNFPA country strategies contain statements of expected results consistent with those in the country's national development strategies	5.3%	5.6%	72.5%	94.4%	4.84	4.91
UNFPA consults with beneficiaries to develop its expected results	12.6%	14.1%	62.1%	69.3%	4.58	4.55
UNFPA's country strategies include results for the thematic areas it defines as cross-cutting priorities (e.g., gender equality, environment, governance, Human Rights, HIV/AIDS)	4.1%	5.6%	72.7%	91.5%	4.80	4.93

Country Data Summary – Kenya

Questions	UNFPA Overall: Percentage unfavourable responses	UNFPA Kenya: Percentage unfavourable responses	UNFPA Overall: Percentage favourable responses	UNFPA Kenya: Percentage favourable responses	UNFPA Overall: Mean score	UNFPA Kenya: Mean score
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Quadrant II. Operational Management

KPI 1. UNFPA makes transparent and predictable aid allocation decisions	13.8%	11.5%	54.4%	59.3%	4.20	4.54
UNFPA publishes its criteria for allocating core budget resources	18.5%	17.3%	35.6%	40.5%	3.86	4.01
UNFPA allocates core budget resources according to the published criteria	9.1%	5.7%	73.3%	78.0%	4.54	5.07
KPI 3. UNFPA has policies and processes for financial accountability (financial accountability, risk management, anti-corruption)	7.6%	5.6%	51.8%	67.9%	4.68	4.86
UNFPA performs appropriate audits on programs and projects at country level	5.6%	0.0%	55.9%	77.8%	4.82	4.98
UNFPA has appropriate policies or guidelines in place to follow up on financial irregularities and corruption	6.5%	5.6%	52.8%	69.3%	4.71	4.86

Country Data Summary – Kenya

Questions	UNFPA Overall: Percentage unfavourable responses	UNFPA Kenya: Percentage unfavourable responses	UNFPA Overall: Percentage favourable responses	UNFPA Kenya: Percentage favourable responses	UNFPA Overall: Mean score	UNFPA Kenya: Mean score
UNFPA follows up on policies or guidelines on financial management and anti-corruption	5.8%	5.6%	49.8%	60.8%	4.74	4.85
UNFPA has procurement and contract management processes for the provision of services or goods that are usually timely, efficient and effective	12.5%	11.1%	48.5%	63.7%	4.47	4.76
KPI 4. Performance information on results is used by UNFPA for:	10.6%	12.6%	52.5%	62.1%	4.45	4.45
UNFPA uses information on country performance to plan new areas of cooperation at country level	10.7%	11.1%	63.6%	83.3%	4.56	4.57
UNFPA actively manages less effective activities from the previous programming cycle	10.6%	14.1%	41.4%	40.8%	4.33	4.34
KPI 5. UNFPA manages human resources using methods to improve organisational performance	14.5%	11.1%	56.3%	63.1%	4.22	4.48

Country Data Summary – Kenya

Questions	UNFPA Overall: Percentage unfavourable responses	UNFPA Kenya: Percentage unfavourable responses	UNFPA Overall: Percentage favourable responses	UNFPA Kenya: Percentage favourable responses	UNFPA Overall: Mean score	UNFPA Kenya: Mean score
UNFPA keeps deployed international staff in country offices for a sufficient time to maintain effective partnerships at country level	14.5%	11.1%	56.3%	63.1%	4.22	4.48
KPI 6. Country / regional programming processes are performance oriented	5.3%	0.0%	70.7%	94.4%	4.71	4.89
UNFPA sets targets to enable monitoring of progress in project/program implementation at country level	5.3%	0.0%	70.7%	94.4%	4.71	4.89
KPI 7. UNFPA delegates decision-making authority (to the country or other levels)	6.7%	4.2%	53.2%	73.2%	4.61	4.63
UNFPA's project/program tasks are managed at country level	4.8%	0.0%	68.7%	94.4%	4.72	4.77
UNFPA can approve funding for new areas of cooperation locally, within a budget cap	8.6%	8.5%	37.6%	52.0%	4.49	4.50

Country Data Summary – Kenya

Questions	UNFPA Overall: Percentage unfavourable responses	UNFPA Kenya: Percentage unfavourable responses	UNFPA Overall: Percentage favourable responses	UNFPA Kenya: Percentage favourable responses	UNFPA Overall: Mean score	UNFPA Kenya: Mean score
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Quadrant III. Relationship Management

KPI 1. UNFPA coordinates and directs its aid programming (including capacity building) at the country level in support of agreed national plans or partner plans	11.9%	11.1%	70.8%	85.9%	4.54	4.75
UNFPA supports funding proposals designed and developed by the national government or direct partners	11.9%	11.1%	70.8%	85.9%	4.54	4.75
KPI 2. UNFPA's procedures take into account local conditions and capacities	21.6%	21.2%	50.1%	52.3%	4.05	4.14
UNFPA uses procedures that can be easily understood and followed by direct partners	18.6%	25.2%	58.9%	63.7%	4.30	4.28
The length of time it takes to complete UNFPA procedures does not affect implementation	27.3%	20.3%	43.9%	40.8%	3.83	3.90
UNFPA adjusts overall portfolio in country quickly, to respond to changing circumstances	21.9%	14.1%	43.1%	54.9%	3.96	4.32

Country Data Summary – Kenya

Questions	UNFPA Overall: Percentage unfavourable responses	UNFPA Kenya: Percentage unfavourable responses	UNFPA Overall: Percentage favourable responses	UNFPA Kenya: Percentage favourable responses	UNFPA Overall: Mean score	UNFPA Kenya: Mean score
UNFPA flexibly adjusts its implementation of individual projects/programs as learning occurs	18.5%	25.2%	54.6%	49.7%	4.10	4.07
KPI 3. UNFPA uses country systems for disbursement and operations	14.7%	17.2%	43.1%	54.8%	4.27	4.33
UNFPA's expected disbursements are recorded in governments' national budgets where appropriate	13.4%	11.1%	43.1%	60.5%	4.31	4.50
UNFPA uses national budget execution procedures in its projects/programs where appropriate	16.1%	19.6%	43.9%	60.5%	4.23	4.18
UNFPA uses national procurement systems in its projects/programs where appropriate	18.2%	27.8%	43.5%	38.2%	4.18	3.88
UNFPA uses national financial reporting procedures in its projects/programs where appropriate	16.7%	28.1%	44.2%	46.4%	4.15	3.72
UNFPA uses national auditing procedures in its projects/programs where appropriate	16.3%	22.2%	40.1%	52.3%	4.16	3.97

Country Data Summary – Kenya

Questions	UNFPA Overall: Percentage unfavourable responses	UNFPA Kenya: Percentage unfavourable responses	UNFPA Overall: Percentage favourable responses	UNFPA Kenya: Percentage favourable responses	UNFPA Overall: Mean score	UNFPA Kenya: Mean score
UNFPA avoids the use of parallel project implementation units	16.3%	19.6%	41.3%	46.4%	4.30	4.34
UNFPA encourages mutual accountability assessment of Paris Declaration and ACCRA Agenda for Action commitments	12.1%	16.7%	46.1%	57.5%	4.32	4.45
UNFPA uses country systems (non-financial) as a first option for its operations (i.e. monitoring, auditing, etc.)	14.8%	14.1%	42.2%	60.1%	4.25	4.41
KPI 4. UNFPA adds value to policy dialogue with its direct partner	12.2%	19.4%	68.0%	72.2%	4.70	4.61
UNFPA provides valuable inputs to policy dialogue	15.0%	27.8%	66.1%	72.2%	4.61	4.43
UNFPA respects the views of direct partner when it undertakes policy dialogue	9.4%	11.1%	69.9%	72.2%	4.79	4.79

Country Data Summary – Kenya

Questions	UNFPA Overall: Percentage unfavourable responses	UNFPA Kenya: Percentage unfavourable responses	UNFPA Overall: Percentage favourable responses	UNFPA Kenya: Percentage favourable responses	UNFPA Overall: Mean score	UNFPA Kenya: Mean score
KPI 5. UNFPA harmonises arrangements and procedures with other programming partners (donors, UN agencies, etc) as appropriate	12.2%	16.8%	66.6%	67.2%	4.54	4.55
UNFPA participates in joint missions	13.2%	19.6%	65.1%	69.0%	4.52	4.54
UNFPA's technical assistance is provided through coordinated programs in support of capacity development	11.8%	14.1%	70.4%	66.3%	4.54	4.70
UNFPA participates in program-based approaches (other than through budget support)	11.5%	16.7%	64.2%	66.3%	4.55	4.41

Quadrant IV: Knowledge Management

KPI 1. UNFPA consistently monitors and evaluates its delivery and external results	13.6%	0.0%	64.7%	88.9%	4.52	4.89
UNFPA requires the involvement of key direct partners and beneficiaries in monitoring and evaluation functions	13.6%	0.0%	64.7%	88.9%	4.52	4.89

Appendix 4: MOPAN donors vs. UNFPA direct partners' scores

■ Very weak (1.00 – 1.49)	■ Weak (1.50 – 2.49)	■ Inadequate (2.50 – 3.49)	■ Adequate (3.50 – 4.49)	■ Strong (4.50 – 5.49)	■ Very strong (5.50 – 6.00)
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	Total mean score	MOPAN donors	UNFPA direct partners
Quadrant I- Strategic Management			
KPI 1. UNFPA's Executive Management provides direction for the achievement of external / beneficiary focused results	4.61	3.91	5.21
UNFPA's institutional culture reinforces a focus on results	4.60	4.00	5.06
UNFPA's institutional culture is direct-partner focused	4.78	4.14	5.31
UNFPA makes key documents easily accessible to the public	4.54	3.75	5.24
KPI 3. UNFPA has adopted a strategic focus on the cross-cutting thematic priorities identified in its strategic framework, based on its mandate and international commitments	4.73	4.32	5.06
UNFPA sufficiently mainstreams gender equality in its programmatic work	5.04	4.67	5.41
UNFPA sufficiently mainstreams environment in its programmatic work	3.92	3.33	4.13
UNFPA sufficiently promotes the principles of good governance in its work	4.89	4.50	5.24
UNFPA sufficiently applies human rights-based approaches to development in its programmatic work	4.79	4.22	5.35
UNFPA sufficiently mainstreams HIV/AIDS in its programmatic work	5.04	4.86	5.18
KPI 4. UNFPA's country strategy is results-focused	4.72	3.93	5.41
UNFPA has results frameworks that link results across project, program, sector and country levels	4.63	3.88	5.29
UNFPA's results frameworks include indicators at all levels (country, sector, and project/program)	4.59	3.75	5.38

Country Data Summary – Kenya

	Total mean score	MOPAN donors	UNFPA direct partners
UNFPA country strategies contain statements of expected results consistent with those in the country's national development strategies	4.91	4.22	5.59
UNFPA consults with beneficiaries to develop its expected results	4.55	3.33	5.35
UNFPA's country strategies include results for the thematic areas it defines as cross-cutting priorities (e.g., gender equality, environment, governance, Human Rights, HIV/AIDS)	4.93	4.44	5.44

Quadrant II. Operational Management

KPI 1. UNFPA makes transparent and predictable aid allocation decisions	4.54	4.17	4.69
UNFPA publishes its criteria for allocating core budget resources	4.01	3.33	4.29
UNFPA allocates core budget resources according to the published criteria	5.07	5.00	5.09
KPI 3. UNFPA has policies and processes for financial accountability (financial accountability, risk management, anti-corruption)	4.86	3.89	5.41
UNFPA performs appropriate audits on programs and projects at country level	4.98	4.20	5.41
UNFPA has appropriate policies or guidelines in place to follow up on financial irregularities and corruption	4.86	4.00	5.38
UNFPA follows up on policies or guidelines on financial management and anti-corruption	4.85	3.75	5.40
UNFPA has procurement and contract management processes for the provision of services or goods that are usually timely, efficient and effective	4.76	3.60	5.44
KPI 4. Performance information on results is used by UNFPA for:	4.45	3.38	5.11
UNFPA uses information on country performance to plan new areas of cooperation at country level	4.57	3.75	5.29
UNFPA actively manages less effective activities from the previous programming cycle	4.34	3.00	4.92

Country Data Summary – Kenya

	Total mean score	MOPAN donors	UNFPA direct partners
KPI 5. UNFPA manages human resources using methods to improve organisational performance	4.48	3.86	5.17
UNFPA keeps deployed international staff in country offices for a sufficient time to maintain effective partnerships at country level	4.48	3.86	5.17
KPI 6. Country / regional programming processes are performance oriented	4.89	4.38	5.35
UNFPA sets targets to enable monitoring of progress in project/program implementation at country level	4.89	4.38	5.35
KPI 7. UNFPA delegates decision-making authority (to the country or other levels)	4.63	3.88	5.16
UNFPA's project/program tasks are managed at country level	4.77	4.25	5.24
UNFPA can approve funding for new areas of cooperation locally, within a budget cap	4.50	3.50	5.08

Quadrant III. Relationship Management

KPI 1. UNFPA coordinates and directs its aid programming (including capacity building) at the country level in support of agreed national plans or partner plans	4.75	4.11	5.44
UNFPA supports funding proposals designed and developed by the national government or direct partners	4.75	4.11	5.44
KPI 2. UNFPA's procedures take into account local conditions and capacities	4.14	3.27	4.74
UNFPA uses procedures that can be easily understood and followed by direct partners	4.28	3.29	5.06
The length of time it takes to complete UNFPA procedures does not affect implementation	3.90	4.00	3.88
UNFPA adjusts overall portfolio in country quickly, to respond to changing circumstances	4.32	3.20	5.07
UNFPA flexibly adjusts its implementation of individual projects/programs as learning occurs	4.07	2.60	4.94

Country Data Summary – Kenya

	Total mean score	MOPAN donors	UNFPA direct partners
KPI 3. UNFPA uses country systems for disbursement and operations	4.33	3.21	5.33
UNFPA's expected disbursements are recorded in governments' national budgets where appropriate	4.50	3.67	5.23
UNFPA uses national budget execution procedures in its projects/programs where appropriate	4.18	3.00	5.29
UNFPA uses national procurement systems in its projects/programs where appropriate	3.88	1.80	5.38
UNFPA uses national financial reporting procedures in its projects/programs where appropriate	3.72	2.50	4.71
UNFPA uses national auditing procedures in its projects/programs where appropriate	3.97	2.17	5.43
UNFPA avoids the use of parallel project implementation units	4.34	3.00	5.31
UNFPA encourages mutual accountability assessment of Paris Declaration and ACCRA Agenda for Action commitments	4.45	3.57	5.42
UNFPA uses country systems (non-financial) as a first option for its operations (i.e. monitoring, auditing, etc.)	4.41	3.43	5.50
KPI 4. UNFPA adds value to policy dialogue with its direct partner	4.61	3.36	5.65
UNFPA provides valuable inputs to policy dialogue	4.43	3.22	5.65
UNFPA respects the views of direct partner when it undertakes policy dialogue	4.79	3.50	5.65
KPI 5. UNFPA harmonises arrangements and procedures with other programming partners (donors, UN agencies, etc) as appropriate	4.55	3.77	5.22
UNFPA participates in joint missions	4.54	3.88	5.20
UNFPA's technical assistance is provided through coordinated programs in support of capacity development	4.70	4.00	5.19
UNFPA participates in program-based approaches (other than through budget support)	4.41	3.43	5.27

Country Data Summary – Kenya

	Total mean score	MOPAN donors	UNFPA direct partners
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Quadrant IV: Knowledge Management

KPI 1. UNFPA consistently monitors and evaluates its delivery and external results	4.89	4.14	5.29
UNFPA requires the involvement of key direct partners and beneficiaries in monitoring and evaluation functions	4.89	4.14	5.29