



Summaries of the scorecards updated in 2020

Datum

19-10-2020

- *Food and Agriculture Organization (FAO),*
- *Asian Development Bank (AsDB),*
- *International Fund for Agricultural Development (IFAD),*
- *United Nations Industrial Development Organization (UNIDO)*
- *Gavi, the Vaccine Alliance (Gavi),*
- *United Nations High Commissioner for Refugees (UNHCR),*
- *United Nations Educational, Scientific and Cultural Organization (UNESCO),*
- *United Nations Conference on Trade and Development (UNCTAD),*
- *United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA).*

Scorecard summary for the Food and Agriculture Organization (FAO)

1 Institutional aspects and functioning

The Food and Agriculture Organization (FAO) of the United Nations has a broad mandate, focusing on improving the standard of living of the very poorest, on a life without hunger and malnourishment and with a healthy diet, and on safe foodstuffs which are economically, socially and environmentally sustainable. It does this by promoting sustainable agriculture and food systems, a circular economy, biodiversity and the sustainable use of natural resources. Its core mandate is closely linked to Sustainable Development Goal (SDG) 2: 'Zero Hunger', but is also relevant for several other associated SDGs.

FAO collects statistical data, draws up global norms and standards, drafts policies on sustainable food production and is concerned with the sustainable management of forests, fisheries, the oceans and biodiversity. Given this broad mandate, it is important to set clear priorities. Under the leadership of the new Director-General who took office in 2019, the organisation is modernising, improving its performance, developing greater transparency and openness and improving its human resources policy and cooperation with other UN organisations. Its financial situation is also improving. FAO has a good evaluation service.

Institutional aspects and functioning	Score	Change
Strategy and accountability	3	→
Focus on results and transparency	3	→
Partnerships and cooperation	3	→
Operational management	3	→
Policy evaluation	4	→
Human resource management	3	→
Financial stability	3	→
Cost efficiency	4	→
Integrity and inappropriate behaviour	4	→

Assessment: Unsatisfactory = 1, Mediocre = 2, Satisfactory = 3, Good = 4

Change since 2017: Neutral = →, Positive = ↑, Negative = ↓

2 Policy relevance

FAO helps establish norms and policies on a broad range of topics such as agricultural and food systems, food security and safety, sustainable forest management, sustainable fisheries and the sustainable use of natural resources. Based on this core mandate, the organisation is also relevant for the Dutch policy themes water and climate. In line with its normative role, FAO has established several independent technical committees to monitor and enforce its norms. Years of mediocre

management led to a decline in FAO's performance as a knowledge provider, but since the 2013 reforms it is once again making useful contributions to all international forums that matter for its role in knowledge-sharing role. This is reinforced by the reforms it is currently undertaking.

Relevance for the Netherlands' foreign trade and development cooperation priorities	Organisation's roles		
	Implementing	Coordinating	Normative
Gender equality	3		
Food security	4	4	4
Water	4		
Climate	4		
Private sector development	4		
Humanitarian aid	4		

Relevance for other goals			
Animal and plant disease and health	4	4	4
Natural resources	3	4	4

Assessment: Unsatisfactory = 1, Mediocre = 2, Satisfactory = 3, Good = 4

Scorecard summary for the Asian Development Bank (ADB)

1 Institutional aspects and functioning

ADB is an effective, transparent development bank. ADB's comparative added value lies in its focus on large-scale infrastructure projects, regional integration and close partnerships with developing member countries (the countries it lends money to). This makes the Bank a unifying force and ensures a high degree of ownership by countries in the region. Its strengths include its results-based management, independent evaluation and transparency and its high degree of financial stability. Improvements could be made to its human resources policy, through further decentralisation to country offices and in the generation of funds.

Institutional aspects and functioning	Score	Change
Strategy and accountability	3	→
Focus on results and transparency	4	→
Partnerships and cooperation	3	→
Operational management	3	→
Policy evaluation	4	→
Human resource management	2	→
Financial stability	4	→
Efficiency	3	→
Integrity and inappropriate behaviour	4	→

Assessment: Unsatisfactory = 1, Mediocre = 2, Satisfactory = 3, Good = 4

Change since 2017: Neutral = →, Positive = ↑, Negative = ↓

2 Policy relevance

ADB is an important organisation for sustainable economic growth in Asia and the Pacific. Its activities tie in closely with the Netherlands' policy on foreign trade and development cooperation, especially in the areas of water, food security, climate and gender equality. In addition, it plays a major role in the region in promoting regional cooperation and economic integration and in encouraging sound public finance management.

	Implementing	Coordinating	Normative
Relevance for the Netherlands' foreign trade and development cooperation priorities			
Food security	3	3	n/a
Work	4	3	n/a
Education	3	3	n/a
Gender equality	3	3	n/a
Climate	4	3	n/a
Private sector mobilisation	3	3	n/a
Relevance for other goals			
Regional cooperation and economic integration	3	3	n/a
Promoting knowledge-building	3	3	n/a
Procurement and watchdog role	4		4

Assessment: Unsatisfactory = 1, Mediocre = 2, Satisfactory = 3, Good = 4

Scorecard summary for the International Fund for Agricultural Development (IFAD)

1 Institutional aspects and functioning

IFAD focuses on inclusive and sustainable rural transformation. As a niche actor, the Fund expressly restricts itself to its core mandate of investing in poor rural populations, thus empowering them to overcome poverty and achieve food security, particularly in the most remote and inaccessible areas. IFAD is operationally strong but not always efficient. Although IFAD's current financial situation is worrying, it has taken sufficient practical steps to secure its financial stability, including a reassessment of the Debt Sustainability Framework.

Institutional aspects and functioning	Score	Change
Strategy and accountability	4	→
Focus on results and transparency	4	→
Partnerships and cooperation	3	→
Operational management	3	→
Policy evaluation	3	↓
Human resource management	3	→
Financial stability	3	→
Efficiency	3	→
Integrity and inappropriate behaviour	4	↑

Assessment: Unsatisfactory = 1, Mediocre = 2, Satisfactory = 3, Good = 4

Change since 2015: Neutral = ↑, Positive = →, Negative = ↓

2 Policy relevance

IFAD is both an international financial institution and a specialised UN agency. As such, it is both an implementing and a policy advisory organisation. The Fund aims to raise the living standards of small farmers by funding projects that foster agricultural development and market access. That makes it a major partner for the Netherlands' development cooperation policy.

IFAD's focus is on food security in rural areas and on raising agricultural productivity, and it thus contributes directly to SDG 2.3. Evaluations of IFAD's projects indicate that they have a positive impact on alleviating rural poverty. The Dutch focus on the position of small farmers, knowledge transfer and improving market access tie in well with IFAD's working methods. In addition to agriculture and rural development, IFAD also attempts to proactively integrate cross-cutting themes such as climate, gender, conflict, land rights and employment into its work. The Netherlands continues to see IFAD as a useful actor on climate and private sector development issues, but its

contribution should not be overstated: the Fund's policy relevance to the Netherlands lies primarily in its focus on food security in regions in which other organisations are not active. In the past few years, IFAD projects have reached relatively fewer women (47% in 2019, 50% in 2015), although the score is still good.

	Implementing	Coordinating	Normative
Relevance for the Netherlands' foreign trade and development cooperation priorities			
Food security	4		4
Water	4		
Gender equality	3		3
Climate	4		
Private sector development	3		
Security and the rule of law	2		

Assessment: Unsatisfactory = 1, Mediocre = 2, Satisfactory = 3, Good = 4

Scorecard summary for the United Nations Industrial Development Organization (UNIDO)

1 Institutional aspects and functioning

UNIDO is the specialised UN agency that promotes industrial development in developing countries for poverty reduction, inclusive globalisation and sustainable development. UNIDO helps countries set up sustainable, inclusive and innovative industries and links local industries to global value chains and markets. In so doing, it contributes to achieving SDG 9 and related targets identified in Agenda 2030.

In the past two years, UNIDO has made further improvements in the areas of strategy, focus on results, gender equality, combating abuses of power and internal auditing. The danger that fraud, abuse of power and/or corruption go unnoticed has been reduced by tightening policy in these areas. UNIDO's overarching strategic efforts are clearly laid out in the 2013 Lima Declaration on inclusive and sustainable industrial development. This declaration is supported by its members and was reaffirmed in the Abu Dhabi Declaration agreed by UNIDO's General Conference in 2019. The organisation's efforts are also guided by the SDGs.

Eight countries ended their membership between 2012 and 2017. Although UNIDO has managed to avoid further losses, reduced membership has resulted in fewer resources being available to finance its core functions. UNIDO has become more dependent on earmarked voluntary contributions and therefore threatens to become an implementing organisation at the expense of research and standard-setting.

In 2018 over half of UNIDO's voluntary contributions came from three partners: the Global Environment Facility, the Montreal Protocol on reducing the depletion of the ozone layer, and the European Union. Arrears in and late payment of assessed, non-earmarked contributions continue to be an area of concern for UNIDO.

Further efficiency measures in relation to the office network and staff are not really feasible without endangering UNIDO's proper functioning.

With the introduction of country programmes in 2016, the first successful steps were taken to enhance the impact and reach of UNIDO's technical assistance. The partnerships forged by these programmes with the UN, the private sector, governments and academia contribute to coherence, mobilise knowledge and resources and, by pooling efforts, help avoid fragmentation.

A number of donors, including the EU, Germany, Norway and Japan, and funds such as the Global Environment Fund, value UNIDO's knowledge and expertise. This can be seen from the steadily increasing level of voluntary, earmarked contributions. The risk that the implementation of the Lima Declaration will be jeopardised by UNIDO acting on the priorities of individual donors must continue to be monitored, especially as such a commitment would seem to be at the expense of UNIDO's role in setting norms and exchanging industrial knowledge. It is the responsibility of the Executive Board to ensure a good balance between the organisation's various tasks.

Institutional aspects and functioning	Score	Change
Strategy and accountability	3	➔
Focus on results and transparency	3	➔
Partnerships and cooperation	3	➔
Operational management	3	➔
Policy evaluation	3	↓
Human resource management	2	➔
Financial stability	2	➔
Cost efficiency	4	➔
Integrity and inappropriate behaviour	3	↑

Assessment: Unsatisfactory = 1, Mediocre = 2, Satisfactory = 3, Good = 4

Change since 2017: Neutral = ↑, Positive = ➔, Negative = ↓

2 Policy relevance

Industrial development is not a priority for the Netherlands' foreign trade and development cooperation policy. UNIDO is, however, relevant to Dutch policies and activities in the areas of private sector development, mobilising the business community to achieve climate-related and other SDGs, contributing to food safety and security and improving the sustainability of value chains. The limited size of the regular budget is putting pressure on the implementation of UNIDO's norm-setting functions.

Relevance for the Netherlands' foreign trade and development cooperation priorities	The organisation's roles		
	Implementing	Coordinating	Normative
Gender equality	3		3
Education			
Work			2
Food security and safety	3		2
Water			
Just and peaceful societies			
Reception in the region			

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Migration cooperation			
Emergency aid			
Humanitarian diplomacy			
Climate	4		3
Private sector development	4		3
Responding to digitalisation			
Sustainable value chains	3		2
Future-proof trade and investment systems			
Promoting human rights			

Assessment: Unsatisfactory = 1, Mediocre = 2, Satisfactory = 3, Good = 4

Scorecard summary for Gavi, the Vaccine Alliance

1 Institutional aspects and functioning

Gavi, the Vaccine Alliance is a global health partnership, bringing together governments, vaccine producers, NGOs, multilateral organisations, the Bill and Melinda Gates Foundation (BMGF) and the private sector. Its aim is to improve access to immunisation in low-income countries and to introduce new and underused vaccines into these countries. Gavi has helped immunise over 760 million children since 2000, helping prevent over 13 million future deaths from vaccine-preventable diseases.

Gavi has achieved good results over the course of its current multiannual strategy (2016-2020). These include reaching more children with more vaccinations, improving coverage, building country ownership and strengthening health systems. Gavi has a clear and measurable strategy and a well-functioning management, and works efficiently with, for example, other global health funds. Gavi is closely involved in the Global Action Plan for Healthy Lives and Well-being for All (GAP) process and in the development of the Immunization Agenda 2030, ensuring that the Alliance's strategy and work contribute to these agendas (and vice versa), and strengthening the coordination with other healthcare stakeholders such as the Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM), the Global Financing Facility (GFF) and Unitaid within the broader global health architecture.

Gavi does not have its own country offices and so works in close collaboration with the World Health Organization (WHO) at regional and country levels. For example, WHO offices assist national health authorities in preparing applications for support from Gavi and provide technical assistance in the implementation of immunisation programmes. To achieve 100% coverage (particularly the last 20%), requires more cooperation between global health funds and between other stakeholders in healthcare systems, for example by increasing joint action at country level.

Gavi's financial position is sound, it has a professional audit and risk management system, it is transparent about its results and risks and the organisation is highly diverse. Gavi shares offices with GFATM, Unitaid and several other partners, leading to greater cost efficiency.

One of Gavi's strengths is the cofinancing of immunisation programmes by the countries themselves; 49 of the 50 countries that were scheduled to meet their cofinancing obligations in December 2019 did so on time - the best result since the introduction of the cofinancing policy. At the end of 2018, 16 countries successfully moved from receiving support from Gavi to self-financing their vaccination programmes, with nine countries maintaining diphtheria-tetanus-pertussis (DTP3) coverage of over 90%.

The introduction of new vaccines has improved protection against vaccine-preventable diseases. The vaccines do not reach everyone equally, however, and the most vulnerable are still under-reached. These gaps in coverage increase the risk of disease outbreaks and place a burden on local health systems. Greater coordination and targeting at national level are therefore required. The new Gavi 5.0 strategy for 2021-2025 focuses particularly on making progress in these areas.

COVID-19: despite the COVID-19 pandemic, the alliance is close to achieving its mission of preventing five to six million deaths and should be able to reach the target of immunising an additional 300 million children in the period 2016-2020, unless routine immunisation coverage falls by more than 50% in 2020. However, COVID-19 is expected to have a negative impact on progress

and poses risks to the health, economic, social and political landscape in countries eligible for Gavi assistance. Although the full implications will only become clear over time, the pandemic has already had a significant and visible negative impact on vaccine introduction, routine immunisation, planned campaigns and the fiscal room available to Gavi-aided countries, placing a disproportionate burden on the most marginalised populations.

Institutional aspects and functioning	Score	Change
Strategy and accountability	4	→
Focus on results and transparency	4	→
Partnerships and cooperation	4	→
Operational management	4	→
Policy evaluation	4	↑
Human resource management	4	→
Financial stability	3	→
Cost efficiency	4	↑
Integrity and inappropriate behaviour	4	→

Assessment: Unsatisfactory = 1, Mediocre = 2, Satisfactory = 3, Good = 4

Change since 2017: Neutral = →, Positive = ↑, Negative = ↓

2 Policy relevance

Although Gavi's work does not entirely fall under the focus area of SRHR, including HIV/AIDS, it still has great relevance for the Netherlands' foreign trade and development cooperation priorities in this area. Its activities are very specific and results-oriented and it works in a niche in the field of international health. Of specific relevance to the Dutch priorities is Gavi's work in helping to improve healthcare systems, and in distributing vaccines for rubella,¹ tetanus² and HPV,³ as well as its focus on gender equality, innovation and private sector development (the latter through a range of funding options for the private sector and the involvement of businesses from developing countries). Examples of Gavi's innovative capacity include the Advance Market Commitment (AMC) and Innovation for Uptake, Scale and Equity in Immunisation (INFUSE) to improve vaccine delivery systems through, for example, digital health cards, biometric data and birth notification text messages.

Equality has an even more central position in the new 2021-2025 strategy, with its goal of reaching every child and unreached community. Measures include removing gender-based barriers to immunisation and a more focused and differentiated approach with a greater emphasis on programme sustainability.

¹ Rubella can cause serious deformities and handicaps such as deafness, blindness and heart anomalies in babies whose mothers are infected during the first three months of pregnancy.

² Tetanus is still a serious problem in developing countries. In particular, new-born babies from unvaccinated mothers born under poor hygienic conditions are at increased risk of infection.

³ Human papillomavirus: the virus that can cause cervical cancer.

Gavi is applying its experience and expertise to the COVID-19 pandemic and is taking a leading role in public-private partnerships, in the fair distribution of vaccines and in health infrastructure. This is visible in the role played by Gavi in the Access to COVID-19 Tools (ACT) Accelerator which was launched at the end of April at an event jointly organised by the Director-General of WHO, the president of France, the chair of the European Commission and the BMGF. The ACT-Accelerator brings together governments, businesses, civil society organisations, philanthropists and global health organisations (BMGF, CEPI, FIND, Gavi, GFATM, Unitaid, Wellcome, WHO, the World Bank and the Global Financing Facility) to ensure that COVID-19 diagnostics, therapies and vaccines are available to everyone in the shortest possible time. With over two decades of experience in the introduction of almost 500 new vaccines, Gavi can help in identifying and prioritising the most suitable vaccines and in scaling up production. In addition, with the infrastructure it has helped set up in the countries it supports, Gavi aims to reach out to target groups at community level. Gavi is already helping countries provide essential testing and other equipment and is trying to maintain life-saving vaccination programmes, even as countries face the pandemic.

	Implementing	Coordinating	Normative
Relevance for the Netherlands' foreign trade and development cooperation priorities			
Gender equality	3		
Private sector mobilisation	3		
Responding to digitalisation	3		
Relevance for other goals			
Emergency vaccinations	3		
International health	4	3	
SRHR	2		
Strengthening health systems	3	2	

Assessment: Unsatisfactory = 1, Mediocre = 2, Satisfactory = 3, Good = 4

Scorecard summary for the United Nations High Commissioner for Refugees (UNHCR)

1 Institutional aspects and functioning

UNHCR is a healthy organisation with a strong mandate, actively responding to recommendations on making institutional improvements. The organisation continues to function well, despite the sharp increase in the number and size of its country operations and programmes. UNHCR is praised for its rapid deployment in crisis situations and its flexibility in the face of changing circumstances. Currently UNHCR is undergoing a transformation, including a shift in emphasis from its headquarters to its regional and country offices, setting up a new results framework and reviewing its human resources policy.

In recent years UNHCR has made clear progress and shown leadership in combating sexual exploitation and in fraud prevention. With the current large-scale implementation of cash-based programmes in response to COVID-19, fraud prevention remains an area of concern. UNHCR should make even more systematic use of programme evaluations and could provide more clarity about its successes. The new results-based management framework will be introduced in the coming years and should play a role in this. UNHCR's score has remained the same on key aspects since the last scorecard in 2017; on certain sub-aspects the organisation has improved.

Institutional aspects and functioning		Score	Change
Strategy and accountability		4	→
Focus on results and transparency		3	→
Partnerships and cooperation		3	→
Operational management		3	→
Policy evaluation		3	→
Human resource management		4	→
Financial stability		4	→
Cost efficiency		3	→
Integrity and inappropriate behaviour		4	↑

Assessment: Unsatisfactory = 1, Mediocre = 2, Satisfactory = 3, Good = 4

Change since 2017: Neutral = →, Positive = ↑, Negative = ↓

2 Policy relevance

UNHCR is particularly relevant to Dutch humanitarian aid priorities and the pillars of its Comprehensive Agenda on Migration, including strengthening the reception and protection of refugees and displaced persons in the region. In this way, UNHCR contributes to humanitarian aid, resettlement and reception and protection in the region. UNHCR has a unique mandate for the

protection of refugees and stateless people and is an important implementing and coordinating organisation in the humanitarian system. It also plays an important normative role in the Netherlands, Europe and worldwide.

	Implementing	Coordinating	Normative
Relevance for the Netherlands' foreign trade and development cooperation priorities			
Gender equality	4		
Reception in the region	4	4	4
Migration cooperation	4	3	
Emergency aid and humanitarian diplomacy	4	3	4
Promoting human rights	4	4	4
Relevance for other goals			
Dutch, European and international legislation and migration and asylum policy	4		4

Assessment: Unsatisfactory = 1, Mediocre = 2, Satisfactory = 3, Good = 4

Scorecard summary for the United Nations Educational, Scientific and Cultural Organization (UNESCO)

1 Institutional aspects and functioning

UNESCO meets the requirements of a relevant and effective multilateral organisation. The last MOPAN assessment underscored the organisation's importance as a major advocate with a multilayered and complex mandate.

MOPAN assesses UNESCO as relevant to the UN system because of its normative role, its leading role on various 2030 Agenda themes and its contributions to nine of the seventeen SDGs.

There is certainly still considerable room for improvement in terms of organisational functioning, and UNESCO shows sufficient motivation to press ahead with such improvements.

Progress has been made in areas such as strategy and accountability, focus on results and transparency, and financial stability.

Institutional aspects and functioning	Score	Change
Strategy and accountability	3	↑
Focus on results and transparency	4	↑
Partnerships and cooperation	3	→
Operational management	2	→
Policy evaluation	4	→
Human resource management	3	→
Financial stability	3	↑
Cost efficiency	3	→
Integrity and inappropriate behaviour	3	↓

Assessment: Unsatisfactory = 1, Mediocre = 2, Satisfactory = 3, Good = 4

Change since 2017: Neutral = ↑, Positive = →, Negative = ↓

2 Policy relevance

UNESCO is mainly relevant to the Netherlands' foreign trade and development cooperation policy in the long term. This is because the organisation is primarily a global platform for cooperation in setting standards for better education, knowledge exchange, tolerance and respect for cultural diversity and heritage. This platform is essential, firstly, in making it possible to discuss global challenges like protecting freedom of expression and achieving gender equality through education, and in establishing a joint approach to address them. Secondly, the organisation is essential in implementing this approach, for example, through conventions (e.g. the World Heritage Convention) or through the UN Plan of Action on the Safety of Journalists and the Issue of Impunity. Thirdly, UNESCO is important as a body that provides governments with resources to implement its approach through capacity building, knowledge clustering and policy recommendations. The Netherlands' emphasis lies on international public goods (IPG) such as cultural heritage, freedom of expression and sustainable access to knowledge and information.

	Implementing	Coordinating	Normative
Relevance for the Netherlands' foreign trade and development cooperation priorities			
Gender equality		4	
Education	3	4	4
Work			
Food security			
Water		3	4
Just and peaceful societies		4	
Reception in the region			
Migration cooperation			
Emergency aid			
Humanitarian diplomacy			
Climate			4
Private sector mobilisation			
Responding to digitalisation			4
Sustainable value chains			

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Future-proof trade and investment systems			
Promoting human rights and press freedom		4	4
Relevance for other goals			
Protecting cultural heritage		4	4
Cultural cooperation		4	4

Assessment: Unsatisfactory = 1, Mediocre = 2, Satisfactory = 3, Good = 4

Scorecard summary for the United Nations Conference on Trade and Development

1 Institutional aspects and functioning

The aim of the United Nations Conference on Trade and Development (UNCTAD) is to help developing countries integrate into the global economy. The picture remains mixed: some parts of UNCTAD are not functioning satisfactorily, while others are delivering good results that are relevant to and in line with Dutch policy priorities.

UNCTAD's various divisions are decentralised and therefore tend to work independently of one another. This operational model does not contribute to either internal or external strategic coordination. Furthermore, senior management has not been able to introduce a coherent management structure and horizontal strategy.

UNCTAD is a significant player in the field of private sector development and there is considerable demand from developing countries for its technical assistance in the areas of aid, trade and investments. Its Debt Management and Financial Analysis System (DMFAS) provides a simple but effective tool for developing country governments to manage their debt burden. This will continue to be of great importance to developing countries, especially in a post-COVID era with growing debt burdens. In the area of trade facilitation, UNCTAD's Automated System for Customs Data (ASYCUDA) program helps low-income countries to digitalise, simplify and standardise their customs procedures in order to speed up customs clearance processes and increase customs revenue. UNCTAD also makes a valuable contribution to innovation in areas such as e-commerce and the digital economy. Among other things, UNCTAD identifies opportunities to make investment policy more sustainable and supports developing countries with implementation.

As a research institute, UNCTAD enjoys a high degree of legitimacy in developing countries. With policy analyses such as the World Investment Report and the Digital Economy Report, UNCTAD demonstrably influences policy in both the North and the South.

MOPAN's recent assessment of UNCTAD confirmed the need to improve the efficiency and effectiveness of the organisation as a whole and of its management structure in particular, not least to expand its reduced donor base and ensure that UNCTAD continues to be able to meet demand from developing countries and fulfil its mandate.

The four-yearly Ministerial Conference (UNCTAD XV) has been postponed due to the COVID-19 pandemic and is now scheduled for 25-30 April 2021. A new Secretary-General will be elected at the end of 2021. The Netherlands and the EU will call at the conference for reform of UNCTAD, with more focus on setting priorities and on developing an overarching strategy for and the implementation of results-based management.

The Netherlands focuses its relationship with UNCTAD on thematic cooperation with sectors of the organisation that achieve good results on a limited number of themes important to the Netherlands: debt management, digital trade, private sector development and the promotion of sustainable investment.

The Netherlands continues to take every opportunity to emphasise the need for reform. Cooperation within UNCTAD and with other international organisations should take place in the

framework of broader UN reforms and contribute to the realisation of the Sustainable Development Goals (SDGs) as part of the 2030 Agenda for Sustainable Development.

Institutional aspects and functioning	Score	Change
Strategy and accountability	2	→
Focus on results and transparency	2	→
Partnerships and cooperation	4	→
Operational management	2	↓
Policy evaluation	3	→
Human resource management	3	→
Financial stability	3	→
Cost efficiency	3	→
Integrity and inappropriate behaviour	3	→

Assessment: Unsatisfactory = 1, Mediocre = 2, Satisfactory = 3, Good = 4

Despite efforts by members, donors and the UNCTAD secretariat, little has changed compared to the 2017 scorecard.

2 Policy relevance

UNCTAD is a significant player in the field of sustainable development and private sector development in developing countries. Because of its role in supporting developing countries in the areas of aid, trade and investment, UNCTAD ties in closely with Dutch efforts in these areas. UNCTAD's Debt Management and Financial Analysis System (DMFAS) is a simple but effective means for governments to manage debt. This will continue to be of great importance to developing countries, especially in a post-COVID era with increasing debt burdens. The accounting program and related training developed by DMFAS enable developing countries to gain insight into their public debt and associated repayment commitments.

As a research institute, UNCTAD enjoys a high degree of legitimacy in developing countries. UNCTAD's policy analyses, such as the World Investment Report and the Digital Economy Report, have an excellent reputation, are nuanced and influence policy processes in both the North and South. Among other things, UNCTAD identifies opportunities to make investment policy more sustainable and supports developing countries in implementing it.

In addition, UNCTAD has recently made effective commitments to support developing countries in inclusive digitalisation for development.

Relevance for the Netherlands' foreign trade and development cooperation priorities	Organisation's roles
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	Implementing	Coordinating	Normative
Gender equality	3		3
Education			
Work			
Food security			
Water			
Just and peaceful societies			
Reception in the region			
Migration cooperation			
Emergency aid			
Humanitarian diplomacy			
Climate			
Private sector development	3		3
Responding to digitalisation	3	3	4
Sustainable value chains			
Investment policy	3	4	4
Future-proof trade and investment systems	3 (new)		4 (new)
Promoting human rights			

Assessment: Unsatisfactory = 1, Mediocre = 2, Satisfactory = 3, Good = 4

Scorecard summary for the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA)

1 Institutional aspects and functioning

UNRWA's mandate remains as timely as ever in the absence of a long-term solution to the Palestinian refugee problem. The organisation's strategy and accountability are good, as is its focus on results and transparency. In recent years, UNRWA's financial situation has deteriorated to such an extent that, despite previous reforms in operational and human resource management and improved cost efficiency, the organisation is struggling to make ends meet. It has also worked hard on policy evaluation but, due to a lack of funds, there is still a capacity problem in the Evaluation Division.

Securing financial stability remains a major challenge for UNRWA and the international community. The loss of US support and increasing demand for UNRWA's services (due to the growing Palestinian population and an increasingly complex conflict) have made it more and more difficult to raise the required funds. The management crisis in 2019 affected the confidence of a number of UNRWA's loyal donors. Under the leadership of the new Commissioner-General, UNRWA has drawn up a management reform plan and is working hard to regain trust and to ensure that all checks and balances are in place to prevent a repetition of such a crisis in the future.

Institutional aspects and functioning	Score	Change
Strategy and accountability	4	→
Focus on results and transparency	4	→
Partnerships and cooperation	3	→
Operational management	3	↓
Policy evaluation	3	→
Human resource management	3	→
Financial stability	2	→
Cost efficiency	4	→
Integrity and inappropriate behaviour	3	↓

Assessment: Unsatisfactory = 1, Mediocre = 2, Satisfactory = 3, Good = 4

Change since 2017: Neutral = ↑, Positive = →, Negative = ↓

2 Policy relevance

UNRWA continues to play a key role in preserving stability in the Middle East by providing education and health services directly to Palestinian refugees. It thus remains a very significant player for the Netherlands and for Dutch policy. It does good work in a fragile context, has a strong track record in the field of humanitarian aid and scores well on gender equality.

	Implementing	Coordinating	Normative
Relevance for the Netherlands' foreign trade and development cooperation priorities			
Gender equality	4		
Education	4	4	
Emergency aid	4		
Relevance for other goals			
Stability in the Middle East	4		

Assessment: Unsatisfactory = 1, Mediocre = 2, Satisfactory = 3, Good = 4