



Summaries of the scorecards updated in 2021

Datum

12-11-2021

- *European Bank for Reconstruction and Development (EBRD),*
- *Global Environment Facility (GEF),*
- *International Finance Corporation (IFC),*
- *International Labour Organization (ILO),*
- *International Monetary Fund (IMF),*
- *Office for the Coordination of Humanitarian Affairs (OCHA),*
- *UN Women,*
- *United Nations Development Programme (UNDP),*
- *United Nations Environment Programme (UNEP),*
- *United Nations Population Fund (UNFPA),*
- *United Nations Children's Fund (UNICEF),*
- *World Food Programme (WFP).*

Scorecard summary for the European Bank for Reconstruction and Development (EBRD)

1.1 Institutional aspects and functioning

- The EBRD is a multilateral development bank with private sector expertise and a geographical focus on Central and Eastern Europe, Russia, the Southeast Mediterranean region (SEMED) and Mongolia.
- The Bank's mandate is geographically and thematically broad. Following the reinterpretation of this mandate in 2016, the Bank now focuses on the transition from a planned economy to a sustainable market economy. The following key qualities are central to a sustainable market economy: competitive, well-governed, green, inclusive, resilient and integrated.
- The Bank's short- and long-term policy planning is sound. Concentrating on these key qualities has resulted in a stronger strategic direction with a focus on transition impact. Yet the Bank's wide range of activities has also had a negative impact on its ability to evaluate projects. The key qualities have competing and overlapping priorities, making it difficult to identify specific themes for evaluation. Furthermore, prioritisation is weak within the current strategic framework. As a project-based organisation, the Bank is proud of its contribution to transition, but its strategic framework is based on a very broad scale of key qualities, strategic initiatives and broad priorities. It is also difficult to evaluate the EBRD's impact on transition due to the limitations on monitoring EBRD results.
- The Bank's policy dialogue has led to tangible results with an impact on both investors and the population in the countries concerned. However, the EBRD's Evaluation Department (EvD) admits that it does not have a functional database of policy dialogue activities. The EvD has compiled its own data and has come to the conclusion that policy dialogue is not, on the whole, always effective.
- Its financial and narrative reports are clear and well-structured.
- The Bank's financial profile is particularly strong. It implements a prudent risk policy and has robust capital and liquidity buffers.
- It makes a conscious effort to work in partnerships with other institutions and businesses.
- The Bank has highly capable staff and is governed efficiently and effectively. It devotes substantial energy to combating corruption.
- At the beginning of 2021 the Bank published an update on the IFIs' Joint Statement on the Continuous Advancement of Standards to Prevent Sexual Harassment, Abuse and Exploitation. Results achieved in 2020 include the following: the EBRD greatly improved its protection of whistleblowers, strengthened and organised its accountability framework and, in collaboration with other International Financial Institutions (IFIs), established guidelines for private sector clients to address gender-based violence and harassment (GBHV). The Bank has also established internal procedures specifically designed to screen, evaluate and monitor risks of GBHV in projects.
- The EBRD was the first IFI to present a series of COVID-19 recovery measures in its Solidarity Package which it unveiled on 13 March 2020. It reserved €21 billion to counter the economic impact of the pandemic in 2020-2021. Between 13 March and the end of October 2020 it spent €6.6 billion, allocated among 300 projects.

	Score	Change
Institutional aspects and functioning		

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

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

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

1.2

Policy relevance

- The EBRD focuses on the transition of middle-income countries to a modern, sustainable economy. As such, it is not concerned with all the priorities of the Netherlands' broad foreign trade and development cooperation agenda.
- The Bank does have considerable private sector expertise, however, and is relevant to the themes of climate and energy.

	Implementing	Coordinating	Normative
Organisation's roles			
Gender equality	3		
Climate	3		
Private sector mobilisation	4		
Responding to digitalisation	3		
Relevance for other goals			
Transition	4	4	3
Crisis response	4	4	4

Assessment: Light = 1, Mediocre = 2, Relatively strong = 3, Strong = 4

Scorecard summary for the Global Environment Facility (GEF)

1.1 Institutional aspects and functioning

On the whole, the GEF is a relevant, well-managed and effective mechanism (NB: the GEF is not an organisation but a financial mechanism as defined by the UN Framework Convention on Climate Change). Every four years its strategic plans and programmes are rigorously discussed and revised based on a broad set of evaluations. These evaluations show that the GEF fulfils its mandate and aims within the limits of its resources, which are insufficient in view of current global environmental problems. They also demonstrate the GEF's unique role as a financial mechanism, enabling developing countries to implement multilateral environmental conventions, and show that it is also relevant to regional and national priorities. The GEF has a good track record in achieving results, although it has been less successful in terms of sustainability and efficiency. For its operational management processes and financial controls, the GEF relies on World Bank structures. Certain improvements are possible, however. With the introduction of a digital portal, the GEF has responded to MOPAN's May 2019 finding that there was not yet a sufficiently reliable overarching system in place incorporating the entire project cycle and portfolio. This portal is being continually improved. Whether this has sufficiently improved the accessibility of the GEF's significant but fragmented and little-used knowledge (for management objectives and other purposes) is as yet unclear. Lastly, the relationship between the GEF secretariat and the 18 GEF Agencies, and the GEF's ability to attract private capital, remain areas of concern.

This scorecard is only a snapshot, but the GEF has been functioning well for some time. An Australian scorecard classified it as strong in all four of its strategic management and achievement criteria as far back as 2012. MOPAN (2019) also gave it the highest possible score for strategic dimensions such as long-term vision, organisational architecture, alignment and the implementation of evidence-based planning and programming. Dutch financing has never been in question.

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

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

1.2 Policy relevance

Since its inception in 1992 the GEF has remained a relevant mechanism for Dutch development cooperation policy, even in the early days when the environment was just one of the five cross-cutting themes of the Dutch development cooperation policy (and not a central theme as it is now). The GEF finances environmental activities in the broad sense of the word. For example, issues such as the access to water, food security, sustainable value chains and investment systems are relevant terrains for the GEF in the framework of climate adaptation. Although education, gender, work, human rights and so

on do not figure as key themes, the GEF clearly has to deal with these issues, and it employs social safeguards within that context. The mobilisation of private resources is in line with Dutch international development policy. The Dutch commitment to the GEF also contributes to achieving the Netherlands' climate and biodiversity financing aims.

The GEF is not a standard-setting mechanism. It is a fund that enables its 18 agencies to carry out environmental projects. These agencies have their own norms and values and are guided in their use of GEF funds by the norms and aims of the environmental conventions for which the GEF is the financing mechanism.

Since its foundation the GEF has disbursed over \$21.1 billion in grants and raised another \$114 billion in cofinancing for over 5,000 projects in 170 countries. For example, the Small Grants Programme has supported over 25,000 community initiatives in 133 countries. In this period the GEF has also supported the establishment and/or management of over 3,300 protected areas covering over 860 million hectares of globally significant biodiversity areas. Investments by the GEF have also resulted in 8 billion tonnes of avoided carbon emissions.

	Implementing	Coordinating	Normative
Organisation's roles			
Gender equality	2		
Education			
Work			
Food security	3		
Water	3		
Just and peaceful societies			
Reception in the region			
Migration cooperation			
Emergency aid			
Humanitarian diplomacy			
Climate	4	3	
Private sector mobilisation	2		
Responding to digitalisation			
Sustainable value chains	3		
Future-proof trade and investment systems			
Promoting human rights			

Assessment: Light = 1, Mediocre = 2, Relatively strong = 3, Strong = 4

Scorecard summary for the International Finance Corporation (IFC)

1.1 Institutional aspects and functioning

- Part of the World Bank Group, the International Finance Corporation's (IFC) key mandate is to stimulate private sector development in developing countries.
- IFC's Strategy 3.0, which dates from 2016, focuses on creating new markets through investments and advice. A mid-term evaluation in 2019 concluded that IFC had succeeded on that score but still needed to take steps to ensure market access for the poorest populations in project countries.
- IFC's operational management and delegation to country offices is sound. As a development finance institution, IFC exercises strong risk management.
- In 2021 IFC took an important step in terms of its accountability when its Board of Directors approved an extensive reform package which will strengthen the independence and scope of its accountability mechanism. The coming period will show how this new accountability policy will deliver in practice.
- Despite suffering a financial loss in 2021, IFC's financial stability is sound, with a stable Triple A rating.

	Score	Change
Institutional aspects and functioning		
Strategy and accountability	3	→
Focus on results and transparency	3	→
Partnerships and cooperation	3	→
Operational management	4	→
Policy evaluation	4	→
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: Positive = ↑, Neutral = →, Negative = ↓

1.2 Policy relevance

With the help of capital, expertise, advice and influence, IFC aims to make an active contribution to the private sector's role in achieving the World Bank Group's primary goals of ending poverty and promoting shared prosperity. Due to IFC's leverage, the impact of the Dutch contribution through shareholders' capital and Trust Funds is much higher than it could be bilaterally. IFC continues to be the main actor in the area of private sector development and as such has a major normative impact. In relation to climate policy, the Netherlands expects IFC in the coming years to align both its direct and indirect portfolios with the Paris Climate Agreement.

	Implementing	Coordinating	Normative
Organisation's roles			
Food security	4	3	4
Water	4	3	4
Gender equality	3	3	4
Climate	3	3	3
Private sector development	4	3	4

Future-proof trade and investment systems	3		
Reception in the region	3	3	3

Assessment: Light = 1, Mediocre = 2, Relatively strong = 3, Strong = 4

Scorecard summary for the International Labour Organization (ILO)

1.1 Institutional aspects and functioning

The ILO has a clear mandate based on the four pillars of the Decent Work Agenda: promoting decent employment, social protection, social dialogue and rights at work. With the tightening up of the programme guidelines, the Decent Work Country Programmes have become better aligned to national policy, resulting in improved programme effectiveness. The ILO's interpretation of its tripartite structure, which gives primacy to governments and labour and employer organisations, leaves little scope for other parties such as the self-employed, multinational corporations, NGOs and those in the informal sector to influence its agenda and decision-making process.

Significant progress has been made in improving the focus on results and transparency and embedding these in the organisation as a whole, primarily through the introduction of an integrated management support system. ILO evaluations are of high quality and published on its website. Findings and recommendations are being applied more effectively through the development of a more flexible, integrated and user-centred approach to evaluations and the mainstreaming of the evaluation process.

In an effort to generate more expertise at regional and country level, the number of administrative positions at ILO headquarters has been reduced and the number of positions in the regions, particularly of specialists, has been increased. This enables the ILO to operate and react more quickly to regional developments such as refugee crises. This has proven its worth during the COVID-19 crisis.

Improved transparency in the recruitment process, a more economical travel policy and staff development have become increasingly important aspects of the ILO's personnel policy.

Assessed contributions to the ILO are paid on time and arrears are limited. Cost efficiency has improved but can be improved further; operational processes are still too bureaucratic and slow and the ILO still does not make optimal use of its available resources. Lastly, accusations and complaints about corruption and fraud are dealt with well and the identification and resolution of complaints are well organised. Sexual exploitation and abuse remain areas of concern. Policy here needs to be elaborated further and the ILO's capacity to resolve complaints quickly needs to be 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	4	→
Human resource management	3	→
Financial stability	3	→
Efficiency	3	↑
Integrity and inappropriate behaviour	3	↓

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

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

1.2 Policy relevance

The ILO is relevant chiefly to four Dutch foreign trade and development cooperation priorities. First, with its extensive regime of international conventions, the ILO fulfils an important role in the domain of the international legal order and the promotion of and compliance with decent working conditions and labour rights. A number of these conventions deal directly with international labour rights and are closely intertwined with universal human rights. These rights form an integral part of Dutch human rights policy.

The promotion of equality between men and women is another important aspect of the ILO's mandate. This has yielded results, particularly at country level. Private sector development and upholding international labour standards are also of great importance to the ILO. With its technical assistance, the ILO helps governments to effectively protect decent working conditions. Lastly, the ILO runs both global and national programmes and activities dealing, for example, with promoting employment, including youth employment, fighting child labour and promoting gender equality at work, facilitating a living wage and sustainable value chains as well as promoting social security in the framework of inclusive development.

The ILO has an independent mechanism that monitors compliance with ratified conventions. A number of conventions are outdated and need to be reviewed. This will be carried out in the coming years.

The Netherlands has ratified 110 ILO conventions (of which 68 are still in force) and provides annual reports on a subset of conventions selected by the ILO for that year.

	Implementing	Coordinating	Normative
Organisation's roles			
Work	4	3	4
International legal order	4	4	4
Gender equality	3	3	4
Reception in the region	4		
Responding to digitalisation	3		2
Sustainable value chains	2		2
Promoting human rights	3		4
Relevance for other goals			
Promoting international labour standards			4
Added value for Dutch legislation			3

Assessment: Light = 1, Mediocre = 2, Relatively strong = 3, Strong = 4

Scorecard summary for the International Monetary Fund (IMF)

1.1 Institutional aspects and functioning

The IMF fosters global economic cooperation focusing particularly on international financial stability and monetary cooperation. It has an extensive set of instruments specifically aimed at supporting low-income countries in attaining financial and economic stability. Support with capacity building in low-income countries is a major component of this, along with inspection and financial assistance. The IMF has successfully provided high-quality technical assistance and support for capacity building.

The IMF's has responded vigorously to the COVID-19 outbreak by increasing spending from the Poverty Reduction and Growth Trust (PRGT) and the Catastrophe Containment and Relief Trust (CCRT) in the most affected countries. This has given low-income countries extra financial freedom, enabling them to finance their pandemic-induced increased expenditure.

The IMF regularly reports to the Executive Board and is improving its contact with other stakeholders, for example with a fortnightly press conference at its headquarters. The Netherlands and Belgium alternate sending Directors to the Executive Board. Due to its share of voting rights, the Dutch-Belgian group plays an important role in the IMF's decision-making. The IMF's financial stability is solid. Its annual figures remain consistent.

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

Assessment: Light = 1, Mediocre = 2, Relatively strong = 3, Strong = 4

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

1.2 Organisation's roles

Through inspection and the provision of financial support and technical assistance, the IMF aims to support all its members, particularly low- and middle-income countries, in achieving macroeconomic and financial stability, sustainable economic development, employment opportunities and poverty reduction and in facilitating international trade. The IMF still in search of a distinctive role in relation to climate change, but the urgency of the climate problem and its effect on stability are now broadly recognised. In the coming years the economic value of the climate will feature more highly on the IMF's agenda.

Organisation's roles			
	Implementing	Coordinating	Normative

Relevance for the Netherlands' foreign trade and development cooperation priorities			
Just and peaceful societies	2	2	2
Private sector mobilisation	2	4	4
Responding to digitalisation	3	3	3
Future-proof trade and investment systems	2	4	4
Relevance for other goals			
Monetary stability	4	4	4
Domestic resource mobilisation	4	4	4
Financing for development	3	3	3
Responding to the effects of the COVID-19 pandemic	4	4	4

Assessment: Light = 1, Mediocre = 2, Relatively strong = 3, Strong = 4

Scorecard summary for the Office for the Coordination of Humanitarian Affairs (OCHA)

1.1 Institutional aspects and functioning

The UN Office for the Coordination of Humanitarian Affairs (OCHA) is responsible for mobilising and coordinating the international humanitarian response. OCHA has clear added value in light of the increasing number of complex humanitarian crises, the architecture of the humanitarian system, and the importance of improving the effectiveness and efficiency of emergency aid.

OCHA has carried out a number of internal reorganisations since 2017, strengthening the organisation's ability to act effectively and efficiently and to take a leading role. Its capacity for leadership has become clear during the COVID-19 pandemic. OCHA is also financially healthier, more results-oriented and more transparent than it was a few years ago.

Yet, the implementation of OCHA's mandate remains challenging. The organisation is operating in a context of a growing number of humanitarian crises, whose complexity is increasing due to conflict and instability, climate change and the outbreak of infectious diseases, leading to large-scale displacement and food insecurity. The financing of humanitarian action is lagging behind. Furthermore, OCHA is dependent on the cooperation and performance of other international organisations offering emergency aid. Effective operation therefore requires persuasiveness and cooperation.

Internally, areas for improvement are risk management, strategy and accountability. A key challenge is ensuring that strategy is reflected in the operational and financial clout needed for policy implementation.

	Score	Change
Institutional aspects and functioning		
Strategy and accountability	3	→
Focus on results and transparency	2	→
Partnerships and cooperation	4	→
Operational management	3	→
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

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

1.2 Policy relevance

OCHA is a linchpin of the international emergency response. The organisation coordinates the identification of humanitarian needs, the development of response plans and the mobilisation of the financial resources necessary to carry these out. OCHA also oversees the implementation of humanitarian responses. Furthermore, it points the way and sets the agenda for the humanitarian system. As such, OCHA is relevant to the Netherlands' policy on humanitarian aid and diplomacy as described in the 'People First!' (2019) policy document.

OCHA has played a positive role in the Inter-Agency Standing Committee (IASC) in areas that the Netherlands views as important for an effective humanitarian policy. These include a focus on gender equality, inappropriate sexual behaviour and non-physical, psychosocial distress.

	Implementing	Coordinating	Normative
Organisation's roles			
Emergency aid and humanitarian diplomacy		4	3
Gender equality		3	3
Relevance for other goals			
International coordination of humanitarian aid		3	4
Reforming the humanitarian aid system		3	4

Assessment: Light = 1, Mediocre = 2, Relatively strong = 3, Strong = 4

Scorecard summary for UN Women

1.1 Institutional aspects and functioning

UN Women has improved institutionally in recent years and has attained a stronger position within the UN system. Ten years after its establishment, UN Women holds a unique position in the UN system, at country level and as a global advocate for gender equality and equal opportunities for women. The organisation is a strategic UN partner for the Netherlands in this area. UN Women played a coordinating and advisory role in drafting SDG 5 (gender equality) and is a key centre of knowledge on this topic. The organisation provides the UN system with information that is important in strengthening the UN's gender focus. UN Women achieved good results within the framework of the Strategic Plan for 2018-2021 and it is expected to continue to do so with the new Strategic Plan for 2022-2025. UN Women's financial situation is also steadily improving, although maintaining a high percentage of unearmarked resources is an ongoing challenge. UN Women continues to push through significant institutional changes, particularly at country level, in line with the UN-wide reform agenda. It also continues to take steps forward in the areas of risk management and combating inappropriate behaviour.

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

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

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

1.2 Policy relevance

UN Women plays several roles in promoting gender equality which align with Dutch gender policy priorities, including: 1) setting international standards, 2) coordination within the UN system on promoting a gender equality perspective and 3) operational support for programme countries. With its promotion of gender equality and women's rights, UN Women also contributes to SRHR and SDG 3 (healthcare including maternal health), both of which are important Dutch foreign trade and development cooperation policy areas. UN Women's humanitarian strategy focuses on advocacy, coordination and capacity development for the integration of a gender perspective into UN humanitarian actions.

Furthermore, UN Women's programmes promoting economic empowerment, entrepreneurship and women's autonomy contribute to private sector development. UN Women also chairs the Standing Committee on Women, Peace and Security, which coordinates UN efforts to implement UN Security Council resolution 1325. In this capacity, UN Women has developed a number of accountability mechanisms to monitor UN efforts in the area of women, peace and security. Lastly, it is relevant for the Netherlands due to the active Dutch participation in meetings of the Commission on the Status of Women (CSW), an intergovernmental platform set up and organised by UN Women. The Netherlands is committed to implementing the international agreements discussed in this commission.

	Implementing	Coordinating	Normative
Organisation's roles			
Gender equality	3	4	4
SRHR	3	3	3
Humanitarian aid	2	2	2
Private sector development	3	3	3
Security and the rule of law	3	3	4
Relevance for other goals			
Impact on Dutch legislation	4	3	4

Assessment: Light = 1, Mediocre = 2, Relatively strong = 3, Strong = 4

Scorecard summary for the United Nations Development Programme (UNDP)

1.1 Institutional aspects and functioning

UNDP is the largest development organisation within the UN system with an annual (2017-2019) income of approximately \$5 billion. It holds a central position in the UN system and has an extensive network of country offices. UNDP's SDG-wide mandate and its numerous relationships with other UN organisations mean it can play a major global, regional and national role.

The appointment of Achim Steiner as Administrator in 2017 and the UN reforms since 2018 have changed UNDP's role. It was previously responsible for UN-wide coordination, but this task has now been passed on to an independent UN Resident Coordinator (RC). UNDP's main role now is therefore spurring actors to achieve the Sustainable Development Goals (SDGs) through collaboration, but it no longer plays a coordinating role at country level. This has led to reflection on UNDP's added value and the substance of its new role. In order to give shape to its new role and responsibilities, UNDP has developed a number of initiatives, particularly in the areas of digitalisation, financing, more flexible staff working arrangements and better cooperation between divisions, within the UN and with other actors (partnerships). As the technical lead agency in the socioeconomic response to the COVID-19 pandemic, UNDP has shown that it is able to fulfil this new role.

The evaluation of UNDP's Strategic Plan for 2018-2021 by its Independent Evaluation Office (IEO) and MOPAN's provisional evaluation have yielded a number of findings. The main conclusion is that UNDP needs to define its new role and added value more rigorously. Other recommendations include UNDP's transitioning to a more strategic and pragmatic approach focusing less on projects and more on strategic policy advice, modifying its financing model and creating a more open culture on the work floor, as well as management and procedures better suited to flexible business models and working in partnerships. UNDP also suffers from a severe lack of non-earmarked funding. High levels of earmarked funding make it difficult for UNDP to avoid fragmentation and to fully focus on its priorities and new role. This new style UNDP is an organisation in the making, which will have to find more substance and shape during the implementation of the new Strategic Plan for 2022-2025.

In 2008 UNDP joined the International Aid Transparency Initiative (IATI), of which it is a driving force. Since 2016 the Aid Transparency Index has ranked UNDP as the top UN organisation in terms of transparency.

A malpractice incident in a UNDP-managed Global Environment Facility (GEF) programme came to light in 2018. It involved serious shortcomings in UNDP's internal audit and accountability systems. This case and pressure from donors, including the Netherlands, led to UNDP improving its internal control and accountability systems and its management culture. In 2020 the Netherlands suspended €10 million of its annual general voluntary contributions. It was decided in 2021 to hold back this sum as a clear signal to UNDP that such shortcomings in the internal audit and accountability systems are unacceptable. As a result, transparency around the GEF case has increased and the internal audit and accountability systems have been improved and tightened. As a consequence, the investigation into the GEF case is now in its final stages. The Netherlands and other donors will make use of the appropriate channels, including the Executive Board, to

continue to monitor and stimulate the necessary long-term changes in the audit and accountability systems.

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

Score Unsatisfactory = 1, Mediocre = 2, Satisfactory = 3, Good = 4

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

1.2 Policy relevance

As a system organisation, UNDP plays a key role within the multilateral framework and is thus an inherently relevant multilateral partner for the Netherlands. The organisation has a global presence, with a broad mandate that touches on the areas of humanitarianism and security. Furthermore, with its SDG-wide mandate with its emphasis on Leave No One Behind, UNDP plays an important role in reaching the poorest and most vulnerable groups and is therefore highly relevant to Dutch development cooperation policy. Sustainable development, poverty reduction and combating inequality are central to UNDP's mandate, the Strategic Plan for 2018-2021 and the new plan for 2022-2025. UNDP has particular added value to the Netherlands in areas such as democratisation, promoting the rule of law, conflict prevention and peacebuilding in fragile states.

The Netherlands continues to see UNDP as an important norm-setting and implementing organisation, particularly in its efforts to achieve SDG 16 (promote peaceful and inclusive societies). It also plays a leading role in the socioeconomic, green and inclusive recovery from the COVID-19 pandemic. Its efforts over many years on issues of gender, climate change and energy also correspond to Dutch priorities, though collaboration with other stakeholders is essential in these areas. The Netherlands continues to encourage UNDP to form inclusive partnerships to achieve the SDGs and in its integrating role at country level. To this end UNDP will also need to increase its efforts even more to focus centrally on a human rights approach, climate sensitivity, conflict sensitivity and gender sensitivity.

	Implementing	Coordinating	Normative
Organisation's roles			
Just and peaceful societies	4	4	3
Gender equality	3		
Climate	3		
Responding to digitalisation	3		
Relevance for other goals			
Ending poverty (SDG 1)	4	3	3
COVID-19 response	4	4	

Assessment: Light = 1, Mediocre = 2, Relatively strong = 3, Strong = 4

In the past few years, increasing focus has been placed on cross-cutting themes such as financing for development ('financing for the SDGs') and digitalisation. These themes are also important for the Netherlands, and there are collaborative efforts on them. UNDP has also placed itself in the driving seat in the search for innovative ideas to achieve the SDGs, for example by stimulating the use of artificial intelligence and smart technologies. With its accelerator labs, of which there are now 91, UNDP ensures that these innovations are shared more rapidly between countries and thus have more impact.

Scorecard summary for the United Nations Environment Programme (UNEP)

1.1 Institutional aspects and functioning

UNEP is the UN's climate and environment knowledge centre. Its strategy focuses on three interconnected global crises: loss of biodiversity, climate change and pollution. UNEP's underlying strategy to deal with these crises is sustainable production and consumption and a circular economy.

As a relatively small UN organisation with a limited budget and a broad mandate in the areas of the environment and climate, UNEP has made many changes in recent years. This is partly due to a growing demand for support from, primarily, developing countries for sustainability, biodiversity and climate adaptation, and partly due to the increasing concern for the climate and environment.

UNEP has taken advantage of UN reforms to strengthen its profile as a centre of knowledge on the climate and environment. It has ensured that climate and environment have become integral parts of the UN-wide strategy at country level. In the response to COVID-19, UNEP established itself as a major advocate of a greener and more inclusive recovery. Through its close collaboration with scientific institutes and the resulting publications, UNEP has put prevention on the international agenda.

Its broad mandate, its role in numerous multilateral conventions and its limited presence at country level mean that UNEP works primarily through partnerships. Despite this, some tension remains between its normative role and the increasing demand for advice and activities at country level. This is amplified by the organisation's heavy dependence on earmarked financing and its relatively low non-earmarked income.

Increased transparency of its results would improve UNEP's visibility and perhaps lead to a broader financial base. Although results-based management has improved in recent years, there is still room for further improvement. For example, major advances are needed to make programme implementation more efficient. UNEP continues to make efforts to increase its effectiveness, for example by making more use of partnerships and collaboration with the business community. It also hopes to enhance its impact and efficiency by increasing synergies with and between activities arising from the climate and environment conventions in which UNEP is closely associated. Furthermore, UNEP continues to invest in people, improve its transparency and accountability and strengthen its financial base in order to respond to growing demand and involved. The internal systems set up to safeguard integrity and to avoid inappropriate behaviour have, under new UNEP leadership, been improved in recent years.

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

Score Unsatisfactory = 1, Mediocre = 2, Satisfactory = 3, Good = 4

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

1.2 Policy relevance

UNEP's mandate on the climate and environment makes it relevant to Dutch policy. As a centre of knowledge, the organisation plays an important role in delivering up-to-date information on climate change, biodiversity and pollution. A particular focus here is the transition to more sustainable consumption and production methods (SDG 12), for example by speeding up the move to a circular economy. This aligns well with Dutch priorities.

UNEP's strategy for 2022-2025 makes it clear that it seeks to increase its efforts on digitalisation, strengthening gender and human rights and greening the business community. This strategy is in line with the EU's Green Deal and the findings of the recent report by the Intergovernmental Panel on Climate Change (IPCC). UNEP's scientific work, with its flagship Global Environment Outlook, is highly valued. UNEP should also be complimented for the secretariat role it plays for several international agreements on, for example, biodiversity (Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services - IPBES), climate change (Intergovernmental Panel on Climate Change - IPCC) and natural resources (International Resource Panel - IRP). UNEP is also relevant in areas such as sustainable ecosystems, water management and sustainable value chains, as is its collaboration with climate and environmental activists.

Its norm-setting role means that UNEP has tangible value for Dutch policymaking and legislation. It also collaborates with Dutch knowledge centres, for example in its work on international public goods and with the Netherlands Environment Assessment Agency.

UNEP's relevance is increasing due to the growing need to consider environmental and climate dimensions in the realisation of the SDGs. The demand from developing countries is also on the increase as the effects of climate change and loss of biodiversity become more tangible.

	Implementing	Coordinating	Normative
Organisation's roles			
Gender equality			3
Food security			3
Water		4	4
Emergency aid			3
Climate	4	4	4
Sustainable value chains			4
Promoting human rights			3
Relevance for other goals			
International environmental/climate policy		3	4
Dutch legislation			4
Integration of environmental and climate dimensions into UN country programmes	3	3	4

Assessment: Light = 1, Mediocre = 2, Relatively strong = 3, Strong = 4

Scorecard summary for the United Nations Population Fund (UNFPA)

1.1 Institutional aspects and functioning

UNFPA has seen some moderately positive policy and institutional developments in recent years. Due to its mandate and expertise the organisation continues to play a leading role within the UN system and in collaboration with governments, civil society and the private sector in the area of sexual and reproductive health and rights (SRHR). UNFPA continues to achieve good results in the framework of the Strategic Plan for 2018-2021, and the expectation is that it will continue to do so with the new Strategic Plan for 2022-2025. UNFPA continues to achieve good results despite continued pushback on its sensitive mandate. In the coming years it will have to remain alert to attempts to undermine this mandate. Financially the organisation is doing well, though it is still a challenge to maintain the current percentage of unearmarked resources and to reduce its relative dependence on a small group of large donors. Institutionally UNFPA has made some significant changes as part of its internal change management processes and the UN-wide reform agenda. It is also continuing to take steps in the areas of risk management and combating inappropriate behaviour.

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

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

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

1.2 Policy relevance

UNFPA focuses on and books good results on themes high on the Dutch foreign policy agenda. It is a highly relevant partner for progress on SRHR and SDG 3 (health). Collaboration with UNFPA is relevant for the Netherlands, as it is the only UN organisation which has SRHR as an integral part of its agenda, including themes such as sex education, access to contraceptives, female genital mutilation, child marriage and the position of sex workers. It also plays a crucial role in achieving SDG 5 (gender equality). Promoting gender equality is a cross-cutting theme that UNFPA includes in all of its interventions. Lastly, UNFPA's mandate enables it to also focus on humanitarian crisis situations, thus complementing to Dutch policy. UNFPA is part of the Inter-Agency Standing Committee (IASC), the coordinating forum for UN cooperation in humanitarian crisis situations. Within this forum, UNFPA advocates for the integration of SRHR into international humanitarian responses.

	Implementing	Coordinating	Normative
Organisation's roles			
Gender equality	4	3	3
SRHR	4	4	4
Humanitarian aid	2	-	3

Assessment: Light = 1, Mediocre = 2, Relatively strong = 3, Strong = 4

Scorecard summary for the United Nations Children's Fund (UNICEF)

1.1 Institutional aspects and functioning

The United National Children's Fund (UNICEF) has a double mandate, running both development and humanitarian programmes aimed at improving children's lives. The organisation is considered effective and efficient. It devotes substantial efforts to financial and risk management, making it a financially healthy organisation. The organisation's operations are particularly strong and it has a wide reach, enabling it to act quickly in emergency situations and giving it access to local communities. As a big player within the UN family, UNICEF is key to the successful implementation of UN reforms.

An important aspect of UNICEF's way of operating is working with partners, and it has increased its number of strategic partnerships in recent years. However, UNICEF's current approach to partnerships needs updating, particularly in relation to setting up and participating in multi-stakeholder partnerships. Although UNICEF's achievements in the area of partnerships have not declined, the Netherlands now applies stricter criteria. This is why UNICEF's score on this point has been reduced.

With its National Committees in 34 countries, UNICEF is unique within the UN. The National Committees bring UNICEF's work to the attention of a wide public. This structure means that the organisation is well-known and it provides opportunities for innovative financing and partnerships with the private sector.

The organisation scores well for its focus on results and transparency. UNICEF has invested in improving results-based management and to linking results to budgets, enabling it to monitor progress and financing per theme. UNICEF also uses the International Aid Transparency Initiative's (IATI) data standard in its reports, thus ensuring that its work is visible to everyone. In recent years UNICEF has risen to sixth position on the Aid Transparency Index. The only UN organisation doing better is UNDP, in third position.

UNICEF attracts highly competent staff and works with relevant local and international partners. In the past two years UNICEF has devoted considerable efforts to prevent sexual exploitation and abuse and harassment. Under the leadership of the Executive Director, UNICEF has broken the taboo on this topic by focusing on improving both its policies and its organizational culture.

	Score	Change
Institutional aspects and functioning		
Strategy and accountability	3	→
Focus on results and transparency	4	↑
Partnerships and cooperation	3	↓
Operational management	4	→
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: Positive = ↑, Neutral = →, Negative = ↓

1.2 Policy relevance

The priorities in UNICEF's new Strategic Plan (2022-2025) share much common ground with the key themes of Dutch international trade and development cooperation policy as well as its stated humanitarian aid policy priorities. UNICEF is an important partner in implementing a number of Dutch policy priorities. Furthermore, it coordinates the efforts of local organisations in areas within its mandate and supports governments in developing policies and legislation in line with international conventions aimed at improving the position of children, adolescents and mothers, as well as their families. UNICEF therefore remains a valuable partner with which the Netherlands can work strategically to achieve shared goals.

Organisation's roles			
	Implementing	Coordinating	Normative
COVID-19 response	4	3	3
Food security	4	3	1
Water/WASH	4	4	4
Humanitarian aid	3	3	3
Education	4	4	3
MHPSS	4	4	2
Youth	4	4	4
SRHR	3	3	3
Gender equality	3	3	2
Security and the rule of law	3	2	-
Private sector collaboration	3	3	2
International coordination and cooperation on development policy	3	3	-
Children's rights in the Netherlands	2	3	3

Assessment: Light = 1, Mediocre = 2, Relatively strong = 3, Strong = 4

Scorecard summary for the World Food Programme (WFP)

1.1 Institutional aspects and functioning

The WFP budget has almost doubled in recent years, meaning that it remains the largest humanitarian organisation in the UN system. In 2020, WFP was awarded the Nobel Peace Prize in appreciation of its efforts to combat hunger and preventing the use of hunger as a weapon of war. Partly due to interventions by WFP in collaboration with the Netherlands, the UN Security Council recognised the link between hunger and conflict in 2018 with resolution 2417, which concluded that achieving zero hunger will only be possible if peace is achieved first.

WFP is an organisation constantly developing, striving for improvement and optimisation. As part of the reform agenda of the past several years, all of its projects have been consolidated within overarching country programmes. This is taking place in close collaboration with broader UN reform processes. Furthermore, operationally, the organisation is characterised by efficient and effective execution of its mandate, often in extremely complex and difficult circumstances. Within the UN, WFP remains a leader in establishing public-private partnerships and since 2020, it has embraced fundraising from private donors through social media. WFP continues to share the results it has achieved in a transparent manner with member states and the rest of the world. Since WFP is responsible for large flows of money and goods in highly complex environments, fraud and anti-corruption are a continuous focus of the organisation. Donors are well informed about this as well.

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

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

1.2 Policy relevance

WFP is a major implementing organisation for Dutch emergency aid programmes and in the area of food security. Not only does it deliver assistance; it is also the logistical coordinator of the whole UN humanitarian system. WFP also contributes to gender equality, private sector development, reception in the region and humanitarian diplomacy (as shown by its Nobel Peace Prize), although these are not its main objectives.

	Implementing	Coordinating	Normative
Organisation's roles			
Gender equality	3		
Food security	4	4	
Reception in the region	4		
Emergency aid	4	4	4
Humanitarian diplomacy			4
Private sector mobilisation	4		4

Assessment: Light = 1, Mediocre = 2, Relatively strong = 3, Strong = 4