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INTRODUCTION
Donor countries rely to a large extent on the multilateral system when providing Official Development Assistance (ODA). About two fifths of the aid from members of the OECD Development Assistance Committee (DAC) – USD 59 billion in 2013 – is channelled to and through multilateral organisations. MOPAN members provide approximately 95% of this aid.

The Multilateral Organisation Performance Assessment Network (MOPAN) is an independent network of donor countries that assesses the effectiveness of multilateral organisations and aims to strengthen these organisations’ contributions to results. The Network responds to its members’ needs to understand how public funds are used by multilateral organisations and how funds contribute to strengthening the effectiveness of these organisations.

**MOPAN’s MISSION STATEMENT**

_The mission of MOPAN is to support its members in assessing the effectiveness of the multilateral organisations that receive development and humanitarian funding. Aiming to strengthen the organisations’ contribution to overall greater development and humanitarian results, the network generates, collects, analyses and presents relevant and credible information on the organisational and development effectiveness of multilateral organisations. This knowledge base is intended to contribute to organisational learning within and among multilateral organisations, their direct clients/partners and other stakeholders. (Agreed in 2013)_

**Key achievements**

In 2014, MOPAN assessed four multilateral organisations: UN Women, UNHCR, FAO and UNFPA. MOPAN examined these organisations’ organisational effectiveness, relevance and evidence of results achieved through surveys and document reviews, and complemented the findings with interviews of staff of the organisations. MOPAN’s “Common Approach” for assessing multilateral organisations was adjusted for the 2014 assessments to better meet members’ needs and start responding to the comprehensive external evaluation of MOPAN undertaken in 2013.² MOPAN worked closely with the four organisations throughout the year and presented the final findings to them at the end of the process.

This was the last year that MOPAN used the “Common Approach” for assessing multilateral organisations. The Network agreed in 2014 on a framework for a more ambitious approach, which will be implemented in 2015. MOPAN will assess more organisations over two-year cycles, collect data from more countries and sharpen the focus on the multilateral organisations’ results and development effectiveness. MOPAN also identified a service provider that will help the Network conduct its future assessments.

MOPAN members agreed to invite the OECD to renew the hosting arrangement of the Secretariat, which expires at the end of 2015.

Two countries joined MOPAN during the year: Japan and Luxembourg.

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1. In 2013, 41% of gross ODA was channelled to and through multilateral organisations.
2. Evaluation of MOPAN (2013), SIPU.
Overview

The 2014 Annual Report presents the main findings from the four assessments undertaken in 2014 and describes the methodology used. It also explains the extent to which MOPAN members and multilateral organisations used these assessments.

The report furthermore sets out the changes to MOPAN's assessment approach that were agreed in 2014 and will be applied as of 2015, describes the Network's efforts to conduct outreach and to communicate its work, and explains the functioning of the Network and its Secretariat during 2014.
1. FINDINGS FROM THE ASSESSMENTS IN 2014
In 2014 MOPAN assessed the performance of:

- Food and Agriculture Organization of the United Nations (FAO)
- United Nations Entity for Gender Equality and the empowerment of Women (UN Women)
- United Nations Population Fund (UNFPA)
- United Nations High Commissioner for Refugees (UNHCR)

These four organisations were assessed at their headquarters and in six countries:

- Bangladesh
- Cambodia
- The Democratic Republic of the Congo
- Ecuador
- Kenya
- Tanzania

3. UNHCR was not assessed in Cambodia.
Food and Agriculture Organization of the United Nations

FAO envisions a world free from hunger and malnutrition where food and agriculture contribute to improving the living standards of all, especially the poorest, in an economically, socially and environmentally sustainable manner.

It has a normative, and a development assistance and emergency support function, operating in over 130 countries. Its field programming involves both development and emergency/rehabilitation programming. The organisation has since 2009 undergone a major reform exercise for renewal, reinforced by a transformative process from 2012 emphasising strategic focus, efficiency and results, particularly at the country level.

Norway and Korea were Institutional Leads for MOPAN’s assessment of FAO.

**MAIN FINDINGS**

**Key strengths of FAO**

- FAO has a clear mandate. Its reviewed Strategic Framework 2014-17 is aligned with its mandate and with the Quadrennial Comprehensive Policy Review (QCPR) cycle.

- FAO’s country level strategic objectives are closely aligned with national development priorities – taking into account local conditions and capacities – and with the UN Development Assistance Framework (UNDAF).

- FAO is pursuing results that are relevant to its mandate and aligned with global development trends and priorities to improve food security and agricultural systems, adapted to changing country circumstances and responds to the needs of beneficiaries.

- Increased delegation of authority to country representatives have led to improvements in some areas such as strategic planning, resource mobilisation, work in emergencies, procurement, hiring of human resources and approval of Technical Cooperation Programme (TCP) projects.

- FAO has decentralised emergency operations and strengthened its practices and systems for emergency preparedness and response. This has led to strengthened country leadership for FAO’s work in emergencies.

- FAO has made concerted efforts to co-ordinate with partners, harmonise its operations with other UN agencies and maximise its comparative advantage.

- FAO is acknowledged for its role as a global convener and knowledge broker on food and agriculture, in particular at the global and regional levels.
Follow-up on FAO assessment findings

The findings from the 2014 assessment were discussed at FAO headquarters in January 2015. FAO appreciated having the views of a large number of donors and of the six partner countries brought into one single assessment.

The organisation recognised MOPAN’s assessment as a strong basis for continuing dialogue with its member countries. FAO welcomed the recognition of its recent reforms and of the new systems in place. These will support more effective management and operations, cohesive programming and better internal co-ordination, and advancements in FAO’s ability to deliver results and have an impact at the country, regional, global levels.

In FAO’s management response to the assessment, the organisation agreed with MOPAN on the need to strengthen its capacity to capture its contribution to national priorities, and to continue improving its ability to generate better and more comprehensive evidence of its results and impact. FAO management noted that the MOPAN assessment provided a detailed and constructive analysis.

Key areas for improvement for FAO

- There is room for improvement in results-based management across the organisation relating to capacities and knowledge, quality of indicators and country-level frameworks, and reporting. This is particularly important in the context of the reviewed Strategic Framework 2014-2017.
- FAO’s corporate budgets and reports presented to the Governing Bodies do not yet provide a complete picture of how resources are used to achieve organisational outputs and outcomes.
- As a co-lead of the Food Security Cluster, while rated adequate overall for its role in cluster management in humanitarian settings, continued efforts are needed in some cluster management practices such as contingency planning, preparedness into food security co-ordination and handing over of coordination responsibilities to the government.
- While progress in managing human resources has been achieved, further efforts in this area are needed to address remaining weaknesses.
- Administrative and operational efficiencies at the country level are still a source of concern among stakeholders.

4. See also FAO’s Management Response and Chapter 6 on Outreach and communication.
UN Women emerged in 2011 from the consolidation of four previously distinct entities: the Division for the Advancement of Women (DAW), the International Research and Training Institute for the Advancement of Women (INSTRAW), the Office of the Special Advisor on Gender Issues and Advancement of Women (OSAGI) and the UN Development Fund for Women (UNIFEM).

The organisation envisions a world free of gender-based discrimination, where women and men have equal opportunities, where women and girls can be active agents of change, and where women's rights are upheld in all efforts to further development, human rights, peace and security. UN Women has a triple mandate that encompasses i) support for inter-governmental bodies in their formulation of policies, global standards and norms, ii) help UN Member States to implement these standards, and iii) to lead and co-ordinate the UN system's work on gender equality as well as promote accountability, including through regular monitoring of system-wide progress.

The Netherlands and Spain were Institutional Leads for MOPAN’s assessment of UN Women.

### MAIN FINDINGS

#### Key strengths of UN Women

- UN Women has a clear mandate to support gender equality and women’s empowerment. This mandate is well reflected in its planning and programming. It reflects the recognition of the lack of leadership for UN activities on gender equality and the important challenges persisting across countries.

- The organisation is pursuing results that are relevant to its mandate and pertinent at the global and national levels. The rationale for the creation of UN Women – the need for leadership on gender equality at the global level – remains valid.

- UN Women has a strong commitment to developing a results culture at the organisational and country levels.

- UN Women has strong evaluation practices. Its evaluation function shows a high degree of independence, and has a strong structure and planning system.

- UN Women has a reputation for high-quality and valued inputs to policy dialogue and advice at the country, regional and global levels. The organisation often acts as a bridge-builder between stakeholders, for example by providing a platform for discussion between governments and local women’s organisations.

- UN Women makes efforts to ensure that its programmes align with and support national commitments on gender equality and women’s empowerment.

- The organisation’s decentralisation process is underway with clear delegation of decision-making authority.

- UN Women uses performance information for its decision-making.
### Key areas for improvement for UN Women

- There is room for improved transparency of UN Women’s resource allocation system to the country level. UN Women does not have a formalised methodology for the allocation of core programmable resources at the country level.
- UN Women’s capacity to lead and co-ordinate the United Nation’s work on gender equality is uneven at the country level. Funding challenges may limit the organisation’s ability to implement planned activities.
- UN Women has not yet adopted a formal and systematic approach to risk management.
- There is room for improvement in the results chain, which translates into difficulties in assessing UN Women’s contributions to development.

### Follow-up on UN-WOMEN assessment findings

The findings from the assessment were discussed at UN Women headquarters in January 2015. UN Women welcomed the first ever MOPAN assessment of the entity, which presented a review of the first three years of its work. The organisation appreciated the consultative and constructive approach taken by MOPAN, and noted that the assessment provided a broadly accurate picture of its situation.

In UN Women’s management response to the assessment, the organisation welcomed the efforts to put the identified findings into the specific context of the organisation, as newly established and with a unique mandate. The organisation was also pleased with many of the findings, but disagreed with the finding that there is room for improvement in the results chain. UN Women noted that the assessment presented a comprehensive, robust and evidence based review of the first three years of the organisation’s work.

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5. See also UN Women’s Management Response Chapter 6 on Outreach and communication.
United Nations Population Fund

UNFPA has as its mission to “deliver a world where every pregnancy is wanted, every birth is safe, and every young person’s potential is fulfilled”, guided by the International Conference on Population and Development Programme of Action adopted in Cairo in 1994 and the Millennium Development Goals (MDGs) established in 2000 at the Millennium Summit. The organisation gives special attention to sexual and reproductive health and reproductive rights in its 2014-2017 Strategic Plan.

UNFPA has over the last few years taken a number of initiatives aimed at strengthening the organisation’s mandate and its focus on results, and to improve accountability.

Denmark was Institutional Lead for MOPAN’s assessment of UNFPA.

**Main Findings**

**Key strengths of UNFPA**
- UNFPA has a clear and targeted mandate, and aligns its strategic plan with the guidance and priorities of the Quadrennial Comprehensive Policy Review (QCPR).
- UNFPA has worked to instil a results-oriented organisational culture, including by adopting a robust integrated results framework, theories of change and improved country level monitoring and evaluation.
- UNFPA is pursuing results that are relevant to its mandate and aligned with global development trends and priorities, and the needs of beneficiaries.
- The organisation aligns its country programmes with government priorities in programming countries, and with the UN Development Assistance Framework (UNDAF).
- UNFPA has policies and processes in place for financial accountability. It has strengthened its internal audit function and updated its methods for allocating resources.
- UNFPA makes appropriate use of country systems and is seen to contribute to mutual assessments of progress with its implementing partners.
- UNFPA is recognised for its valuable role and contributions to policy dialogue at the global and country levels. As the leading multilateral agency on population and reproductive health, it is seen to add value both in terms of content and respect for partner views.
- The organisation has appropriate policies to guide its humanitarian response and is seen to respect humanitarian principles while delivering assistance.

**Key areas for improvement for UNFPA**
- The policies and systems in place to manage staff performance are not yet used to full advantage.
- Further effort could be made in providing evidence of progress towards the organisation’s stated results at the country level. UNFPA is in the process of strengthening the availability of data on its contributions to outcomes.
- UNFPA could strengthen its strategies to identify, mitigate, monitor and report on risks.
- Procedures could be improved to respond to partners and to changing circumstances in a more timely manner at the country level.
Follow-up on UNFPA assessment findings
The findings from the assessment were discussed at UNFPA headquarters in December 2014. UNFPA appreciated the effort made by MOPAN members to unify one joint assessment instrument. UNFPA welcomed the acknowledgement by MOPAN that the organisation has made progress in strengthening its evaluation function and the recognition of the organisation’s ongoing efforts to strengthen systems and processes for reporting on results. UNFPA also appreciated that MOPAN finds the organisation’s policies and systems to manage staff performance adequate. The organisation highlighted that it has taken steps to improve the coverage and quality of programme evaluations, and that efforts are ongoing to strengthen systems and processes for reporting on results.

In UNFPA’s management response to the assessment, the organisation noted the discrepancy between the results from MOPAN’s survey and the document review regarding the systems in place to manage staff performance, and argued that this reflects an issue with the perceptions of MOPAN’s survey respondents. UNFPA appreciated the effort made by the 19 members of MOPAN to unify one joint assessment instrument.

6. See also UNFPA’s Management Response, and Chapter 6 on Outreach and communication.
United Nations High Commissioner for Refugees

UNHCR was established by the United Nations General Assembly in 1950 in recognition of the United Nations’ responsibility to protect refugees and resolve refugee problems worldwide. Since then, resolutions of the General Assembly and the UN Economic and Social Council (ECOSOC) have further developed the organisation’s mandate: refining its responsibilities with respect to refugees and asylum seekers; formalising its functions regarding returnees and stateless persons; and conferring it authority under certain conditions to engage with internally displaced persons. The organisation operates in a context that has placed significant demands on the organisation’s capacities, with a number of simultaneous large-scale emergency crises in complex political situations since 2011, contributing to the highest ever displacement figures.

Canada and The United States of America were Institutional Leads for MOPAN’s assessment of UNHCR.

MAIN FINDINGS

Key strengths of UNHCR

- UNHCR is a unique multilateral agency that, since its founding in 1950, has adapted to vastly changed world circumstances and humanitarian needs.
- UNHCR has a relevant, clear and valued mandate that has evolved over time to protect, provide assistance and seek permanent solutions for refugees as well as other persons of concern.
- UNHCR is continuing delegation of authority for operational and management decisions to country and regional offices.
- UNHCR has taken key steps to apply the Inter-Agency Standing Committee (IASC) Transformative Agenda. This Humanitarian Reform process was initiated by the Emergency Relief Coordinator in 2005 to improve the effectiveness of humanitarian response through greater predictability, accountability, responsibility and partnership.
- UNHCR has a good reputation for the quality of its policy dialogue and how it uses advocacy to enhance protection for refugees and other persons of concern.
- UNHCR uses reliable needs-assessments to inform its humanitarian operations.

Key areas for improvement for UNHCR

- UNHCR is seen as making positive contributions to results. However, at the moment the organisation’s reporting and performance measurement systems do not provide a clear and complete picture of how it is improving the circumstances and well-being of persons of concern.
- UNHCR could better link its corporate results framework with its strategic plan, so that organisation-wide results can be clearly articulated and measured.
- Greater structural independence may be required for the evaluation function, in combination with adequate financial support and management buy-in. UNHCR should also develop a regular and systematic process for follow-up on evaluation recommendations.
- UNHCR has been working actively to improve its relationships with its implementing and operational partners but further improvements are needed.
- As with other organisations engaged in humanitarian action, there is room for improvement in the use of evidence in decision making and reporting.
Follow-up on UNHCR assessment findings

The findings from the 2014 assessment were discussed at UNHCR headquarters in January 2015. UNHCR was pleased with the overall positive assessment of its work. The organisation appreciated MOPAN’s insights and analysis of different aspects of UNHCR’s management, and found the observations regarding the impact of humanitarian interventions valuable. UNHCR also welcomed the positive findings on its response to changing circumstances, on its engagement with partners and inter-agency co-operation, and the recognition of its efforts to align with the IASC Transformative agenda.

In UNHCR’s management response to the assessment, the organisation indicated that it is already addressing some of the areas requiring improvement. For example, contingency planning will be addressed based on a new policy released in January 2015. The organisation will continue to work to improve its leadership/co-leadership of clusters and co-ordination with operational partners. UNHCR also noted the need for improvement in its results reporting at the organisation-wide level. UNHCR welcomed MOPAN’s objective of providing a framework for a unified organisational assessment tool, thus reducing the number of bilateral assessments.

7. See also UNFPA’s Management Response, and Chapter 6 on Outreach and communication.
Using MOPAN’s “Common Approach”, the Network assessed the multilateral organisations’:

- performance in four areas of **organisational effectiveness**: strategic management, operational management, relationship management and knowledge management, and

- concrete **evidence of results** achieved and the **relevance** of their work.

Data were collected through a survey of the organisations’ stakeholders at headquarters and in the six countries, and a review of documents prepared by the organisations assessed and from other sources. Interviews with the multilateral organisations’ staff contributed to contextualising data and helped clarify findings emerging from other data sources.

**Figure 1 | Data sources for the 2014 assessments**

The four 2014 assessments were carried out by MOPAN’s service provider, with support and oversight by representatives from MOPAN’s Institutional Lead countries, Secretariat and Technical Working Group (see Annex B for an overview of roles and responsibilities). MOPAN’s Institutional Leads and Secretariat worked closely with the assessed organisations throughout the assessment process.

The Common Approach framework, which had been adopted by MOPAN in 2009, was used for the last time in 2014. Some adjustments were made to the approach in 2014 compared to 2013, with a view to meeting members’ needs and responding to the independent evaluation of MOPAN.

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9. As of 2015, MOPAN will apply the “MOPAN 3.0” approach. See Chapter 5.
10. Evaluation of MOPAN (2013), SIPU.
New topics addressed by the 2014 assessments included:

- The multilateral organisation’s strategy alignment with the UN Quadrennial Comprehensive Policy Review (QCPR), and the organisation’s comparative advantage and extent to which it builds on the initiatives of others to avoid duplication.

- More explicit focus on evidence of the multilateral organisations’ progress towards their stated country-level objectives/results, and on evidence of their contributions to national goals and priorities, including relevant Millennium Development Goals (MDGs).

- Questions on human resources and financial irregularities were reintroduced in MOPAN’s survey of stakeholders. The existing indicators on relevance of the organisations and their mandates were reviewed.

The synthesis reports of the 2014 assessments were shorter and presented higher-level analysis than in previous years. For the first time, the MOPAN reports included an overview of specific findings from each of the six countries where the multilateral organisations were assessed.

MOPAN and the donors commissioning Development Effectiveness Reviews (DERs)\(^\text{11}\) made efforts to bring together the DERs planned for 2014 and the MOPAN assessments of UN Women and UNFPA.

\(^{11}\) Methodology endorsed by the OECD DAC Evaluation Network.
3. THE USE OF MOPAN’S ASSESSMENTS
There is evidence that MOPAN members and multilateral organisations use MOPAN’s assessments when making strategic decisions and in dialogue about multilateral effectiveness. Seventeen MOPAN members and seven multilateral organisations assessed by MOPAN in 2013 and 2014 provided feedback about their use of assessments, in March-April 2015.12

**MOPAN members**

All representatives in MOPAN’s Steering Committee (MOPAN Focal Points) disseminated MOPAN’s assessment findings to colleagues at headquarters and in country offices. Almost all MOPAN members used the assessments both as background material for their discussions with multilateral organisations and as a source of input for strategic decision-making about their ways of working with the organisations.

Members also use MOPAN’s findings as a data source when undertaking bilateral reviews of the performance of multilateral organisations, thereby limiting information requests put directly to organisations (Annex E).

Fifteen of the seventeen MOPAN members that responded to a survey in March 2015 stated that they had used MOPAN findings from the 201313 and/or 2014 assessments as information for discussions in replenishment and governing board meetings, as well as for bilateral meetings and/or informal discussions with the multilateral organisations. Some members noted that MOPAN’s findings had confirmed their existing areas of engagement with the assessed organisations.

Fifteen of the seventeen MOPAN members that responded to the survey had used the findings from at least one of the assessments undertaken by MOPAN in 2013 and/or in 2014 as an input into their strategic decision-making, including to: decide on funding allocations about multilateral organisations, prepare organisation strategies and internal due diligence tools, and identify with which multilateral organisations to collaborate. One member noted that a MOPAN assessment had helped secure funding to a multilateral organisation in the member country’s parliamentary budget process. MOPAN assessments are also regularly used as inputs to members’ bilateral reviews of multilateral organisations (see also Annex E).

The 2014 assessments had only just been published at the time of the survey of MOPAN members. Some members indicated that they had not yet used but plan to use in the future the findings from MOPAN’s 2014 assessments for their strategic decision making and as background for their discussions with multilateral organisations.

The newer MOPAN members indicated that they plan to increase their use of MOPAN’s findings.

**Multilateral organisations**

Two of the organisations indicated that they had overall used the assessments “extensively” and five that they had used the assessment “moderately.”14

Six of the responding organisations noted that they had used MOPAN’s assessment for improving their performance management. Specific examples cited include the strengthening of monitoring and evaluation,

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12. Survey of MOPAN members and survey of multilateral organisations, both undertaken in March-April 2015.
14. The following organisations responded to the survey: ADB, IFAD, UNFPA, UNHCR, UN Women, WFP and WHO.
and improved use of monitoring frameworks for managing and reporting. Some respondents noted that MOPAN’s assessment had added weight to push efforts already underway in these areas.

Five respondents identified the MOPAN assessment as an impetus for the refinement of the organisation’s corporate or reform strategies. Four of these organisations were assessed in 2013.

Five organisations noted that they had used the assessment for changes in relationships and co-ordination at the country or regional level, for example as a basis for action plans or as a starting point for meeting with new bilateral counterparts or implementing partners.

**Figure 2 | How the organisations assessed in 2013 and 2014 are using the assessments**

<table>
<thead>
<tr>
<th>Area</th>
<th>2013 Organisations</th>
<th>2014 Organisations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Refinement of organisation’s corporate or reform strategy</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Reforms to operations</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Management reforms</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Improvements to performance management</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Changes to relationships or co-ordination at the country or regional level</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Learning, including evaluations</td>
<td>3</td>
<td>2</td>
</tr>
</tbody>
</table>

Five organisations reported that MOPAN’s assessment had been used for learning, including evaluations. Out of these five, one organisation indicated that the assessment had led to immediate action to improve project-level evaluations and to boost coverage of and field-level capacity for programme reviews.

Four organisations used MOPAN’s assessment to reform their operations. Examples include the introduction of and advancement of policies, the strengthening of human resource systems, the revision of internal control frameworks and improvement of in-country results-based budgeting. Three respondents used the assessment for management reforms.

Five of the seven organisations that responded to the questionnaire noted that the timing for MOPAN’s assessment was opportune. The assessments were useful for implementing the Strategic Plan, developing new country programming, confirming the direction of change processes, internal reviewing and reporting on previous strategic cycle. One respondent noted that the assessment came amidst the reform taking place in the organisation, hence was poorly timed, and one that the topics covered and depth of analysis were more important than the timing.
“MOPAN provides useful insights of external perceptions of [the organisation’s] management and performance. MOPAN information is not used in isolation but is useful to triangulate data from other sources.”

“The report provided [the organisation] with a wealth of valuable and detailed information about its strengths and areas for improvement, drawing attention to the specific criteria MOPAN members consider constitute good organisational practice. The assessment therefore contributed to overall organisational learning. In addition, the report enabled [the organisation] to take stock of how its practices align or differ from those of its peers, and has promoted discussion with UN sister agencies on practices and systems (for instance, regarding performance reporting).”

Suggested areas for improvement by MOPAN included that the Network should: broaden and deepen its coverage at the country level, better assess the full breadth of organisations’ activities, and refine its Key Performance Indicators to develop pragmatic and concrete recommendations. One organisation also noted that assessment process is quite heavy, and another that it would be useful to create greater synergies between MOPAN and other assessments, including individual assessments carried out by MOPAN members. MOPAN is considering how to address these areas in the future (see Chapter 5).
4. RESHAPING THE APPROACH FOR 2015 AND BEYOND: MOPAN 3.0
The Network agreed on a framework for a more ambitious assessment approach that will be implemented as of 2015-2016.

**The assessments**

With “MOPAN 3.0”, members aim to ensure that MOPAN and its assessments correspond to their accountability requirements and information needs. MOPAN will in the future:

- Assess more multilateral organisations: thirteen organisations over two-year cycles. While MOPAN’s reports will be published biannually at the end of each assessment cycle, some performance information will be available to members on an annual basis.

- Sharpen its focus on development effectiveness and results, while still assessing organisational effectiveness. MOPAN will assess organisations in five performance areas: operational, strategic, knowledge and relationship management, and development effectiveness.

- Collect information from more countries and more sources, using document reviews and meta-syntheses of evaluations, surveys and interviews. MOPAN will incorporate criteria for assessing the development effectiveness of multilateral organisations from the OECD-DAC EvalNet approach.

Based on the agreed framework, MOPAN launched a Call for Tenders in 2014 and selected a consultant to carry out its assessments in the 2015-2016 and 2017-2018 cycles. The selection process was rigorous and highly competitive, with a large number of bidders and extensive membership involvement. The design and methodological details of MOPAN’s reshaped approach will be finalised in 2015 together with MOPAN’s consultant.

**The broad picture – towards 2015**

With more assessments in progress in parallel, the MOPAN 3.0 approach will result in somewhat modified roles and responsibilities for MOPAN members, the Secretariat and the consultant.

MOPAN agreed to set up a web-based repository of information, accessible to members, to complement its reports. Assessment data and findings will be uploaded to the repository as they become available. The repository will be introduced incrementally and will be subject to review before MOPAN members decide whether to make the repository publicly available.

The Network will continue to present its assessment findings to multilateral organisations at their headquarters, and organise dialogues in the countries where assessment data are collected.

The work to develop the framework for MOPAN 3.0 was undertaken in 2013 and early 2014 with significant member involvement. The revised approach responds to many of the recommendations in the comprehensive external evaluation of MOPAN undertaken in 2013 (see Annex C for an overview of responses to the Evaluation’s recommendations).
5. OUTREACH AND COMMUNICATION
Stakeholder consultations on MOPAN 3.0

MOPAN organised two consultations with multilateral organisations in March 2014 in Geneva and New York, to discuss strengths and weaknesses of MOPAN’s “Common Approach” and to share initial thinking on the “MOPAN 3.0” approach. The multilateral organisations that participated welcomed the opportunity for an exchange on MOPAN’s approach and plans. They noted the usefulness of the external perspective of their performance that MOPAN provides, and that the findings from MOPAN’s survey is a unique source of information about their stakeholders’ perceptions. Most of the organisations emphasised that MOPAN was moving in the right direction with MOPAN 3.0, and welcomed key features such as the integration of criteria for assessing the development effectiveness of multilateral organisations from the OECD-DAC EvalNet approach, and the development of a web-based repository of information.

Framework for MOPAN’s External Communication

MOPAN members agreed on a Framework for MOPAN’s External Communication, with two overarching communication objectives:

1. MOPAN’s assessment findings are better disseminated and increasingly used by members, multilateral organisations and other stakeholders.

2. The Network is recognised as a credible and professional actor, and as a place where to find information about the performance of multilateral organisations.

The Framework is a living document that will be updated and complemented as needed.
Communicating the 2014 assessments

The assessment reports and Executive Summaries were made available and brief “Main Findings” documents were prepared from the 2014 assessments.

In addition to presenting findings at the assessed organisations’ headquarters, MOPAN also aims to present its findings to the organisations and their stakeholders in the countries where data are collected for the assessments. Presentations of the 2014 assessments were organised in Ecuador in March 2015, in Kenya in April 2015 and in Cambodia in May 2015.

<table>
<thead>
<tr>
<th>Country</th>
<th>Details</th>
</tr>
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<tbody>
<tr>
<td>Ecuador</td>
<td>MOPAN could further address regional programmes and projects, organisations’ political and normative roles, and how organisations' work to strengthen gender equality. Overall, the assessments were perceived as very – possibly too – positive. The dialogue in Ecuador was seen as a very helpful exercise for stakeholders to better understand the functioning of the four organisations.</td>
</tr>
<tr>
<td>Kenya</td>
<td>The focus of the assessments resonate very closely with the country’s principles for aid effectives, i.e. managing for results, ownership, transparency and accountability, and inclusiveness. The assessment exercise was perceived as useful in that it created a valuable information base on the effectiveness of the four multilateral organisations’ work in Kenya, and that it stimulated dialogue on their performance and on how performance could be improved further. The Kenyan government emphasised the need for further dissemination and follow-up on the findings.</td>
</tr>
<tr>
<td>Cambodia</td>
<td>The different stakeholders in Cambodia welcomed the MOPAN assessments. The process was perceived as valuable for enhancing mutual accountability, and for laying the grounds for joint programming and delivering as one. In addition, it was beneficial for feeding into the UN Development Assistance Framework (UNDAF) 2016-2018 preparation exercise. The presentation of MOPAN’s findings meaningfully contributed to the national dialogue in the country. In the future, MOPAN could further enhance inclusiveness by translating its survey into local languages.</td>
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</table>
6. THE NETWORK AND ITS SECRETARIAT
The MOPAN Steering Committee met three times in 2014, chaired by France.

During 2014 the Secretariat was able to support MOPAN in becoming a more effective and professional Network, and help strengthen the quality of MOPAN’s assessments. In June 2014, MOPAN’s Steering Committee reviewed the future of the MOPAN Secretariat and agreed in principle to renew the current hosting arrangements with the OECD, which terminates on 31 December 2015. MOPAN will remain an independent network and retain full ownership of any work led or financed by MOPAN. The work programme for the Secretariat and MOPAN’s budget will continue to be agreed by MOPAN members.

The OECD Council reviewed, in December 2014, the first report on the functioning of the MOPAN Secretariat’s hosting by the OECD.

During the year, MOPAN members also agreed on Governance Arrangements for the Network and took forward work on a Performance and Risk Management Framework for MOPAN.
ANNEXES
Annex A: FINANCIAL INFORMATION

Table 1 | Income and Expenditure 2014

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<thead>
<tr>
<th>Details</th>
<th>Income EUR</th>
<th>Expenditure EUR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening Balance</td>
<td>1,024</td>
<td>Staff costs</td>
</tr>
<tr>
<td>Actual Income for 2014</td>
<td>1,988</td>
<td>Non-staff costs</td>
</tr>
<tr>
<td><strong>Total Income 2014</strong></td>
<td><strong>3,012</strong></td>
<td><strong>Total Expenditure 2014</strong></td>
</tr>
</tbody>
</table>

Table 2 | Financial statement for Year 2 (2014)

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<thead>
<tr>
<th></th>
<th>Budget (Year 2)</th>
<th>Actual expenditure</th>
<th>Commitments</th>
<th>Total (Actuals + Commitments)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A. 2014 Secretariat staff and related costs</strong></td>
<td>651,475</td>
<td>601,917</td>
<td>–</td>
<td>601,917</td>
</tr>
<tr>
<td><strong>B. 2014 Non-staff costs</strong></td>
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<tr>
<td>Consultancies</td>
<td>890,000</td>
<td>524,205</td>
<td>235,292</td>
<td>759,497</td>
</tr>
<tr>
<td>Missions/Travel</td>
<td>50,000</td>
<td>5,901</td>
<td>3,886</td>
<td>9,787</td>
</tr>
<tr>
<td>Translations</td>
<td>70,000</td>
<td>7,003</td>
<td>2,605</td>
<td>9,608</td>
</tr>
<tr>
<td>Operating expenses</td>
<td>23,352</td>
<td>20,095</td>
<td>18</td>
<td>20,113</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,035,352</td>
<td>557,204</td>
<td>241,801</td>
<td>799,005</td>
</tr>
<tr>
<td><strong>C. Cost recovery charge for voluntary contributions</strong></td>
<td>–</td>
<td>13,860</td>
<td>–</td>
<td>13,860</td>
</tr>
<tr>
<td><strong>TOTAL (A+B+C)</strong></td>
<td>1,686,827</td>
<td>1,172,981</td>
<td>241,801</td>
<td>1,414,782</td>
</tr>
</tbody>
</table>
ANNEX B: ROLES AND RESPONSIBILITIES IN 2014

2014 Chair
France, represented by Jean-Marc Châtaigner, Deputy Director-General, Ministry of Foreign Affairs and International Development.15

2014 Bureau
2014 Chair (France, Ludovic Signarbieux), 2013 Chair (Australia, Deborah Fulton and Jessica Hoverman), 2015 Chair (The United States of America, Lauren Platukis), Chair of the Technical Working Group (Thomas Dam, Norway), Chair of the Strategic Working Group (Julia Lehman, Germany and Lucien Aegerter, Switzerland), Head of Secretariat (Björn Gillsåter).

2014 Working groups

Technical Working Group
The Technical Working Group played a key role in the application of MOPAN's methodology for the 2014 assessments.16 Working Group members contributed to developing a Performance Management Framework for MOPAN.

Chair: Thomas Dam, Norway.

Members: Belgium, Canada, Germany, Korea, Norway, Spain, Sweden, the United Kingdom and the United States.

Strategic Working Group
The Strategic Working Group led the preparation of MOPAN's Governance arrangements and guided the development of the Framework for MOPAN's External Communication. The Group also took forward work on roles and responsibilities of the different MOPAN stakeholders, as well as aspects of the renewal of the hosting arrangements of the Secretariat at the OECD.

Chair: Julia Lehman, Germany (first half of 2014) and Lucien Aegerter, Switzerland (second half of 2014).

Members: Australia, Belgium, Canada, Denmark, Finland, Switzerland, The Netherlands and the United Kingdom.

Procurement Group
The Procurement Group led the process of selecting a service provider to carry out MOPAN's assessments in 2015-2018.

Chair: Frode Neergaard, Denmark.

The following members were involved in the selection of MOPAN's new service provider: Canada, France, Germany, Ireland, The Netherlands, Norway, Spain, Sweden, Switzerland, United Kingdom, The United States of America.
**MOPAN 3.0 Task Team**
The Task Team was set up to develop options for MOPAN’s approach to assessing multilateral organisations from 2015 onwards. Its mandate was from December 2013 to April 2014.

*Chair:* Björn Gillsäter, MOPAN Secretariat.

*Members:* Norway, the United Kingdom and Switzerland. Observer: the 2014 Chair (France).

The Secretariat participated in and supported the activities of all working groups.

**Institutional Leads and Country Leads in 2014**
MOPAN’s Institutional Leads are the key interface between MOPAN and the multilateral organisations assessed. They are responsible for communication with and liaison between MOPAN and the multilateral organisations. In 2014, the Leads were:

<table>
<thead>
<tr>
<th>Multilateral organisation</th>
<th>Institutional Leads</th>
</tr>
</thead>
<tbody>
<tr>
<td>FAO</td>
<td>Norway and Korea</td>
</tr>
<tr>
<td>UN Women</td>
<td>The Netherlands and Spain</td>
</tr>
<tr>
<td>UNFPA</td>
<td>Denmark</td>
</tr>
<tr>
<td>UNHCR</td>
<td>Canada and the United States</td>
</tr>
</tbody>
</table>

MOPAN Country Leads represent MOPAN in each survey country and are responsible for co-ordinating the assessment in-country:

<table>
<thead>
<tr>
<th>Survey country</th>
<th>Country Leads</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bangladesh</td>
<td>United States</td>
</tr>
<tr>
<td>Cambodia</td>
<td>Switzerland</td>
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<tr>
<td>Democratic Rep. of the Congo</td>
<td>France and Belgium</td>
</tr>
<tr>
<td>Ecuador</td>
<td>Germany</td>
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<tr>
<td>Kenya</td>
<td>Finland</td>
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<tr>
<td>Tanzania</td>
<td>Ireland</td>
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</table>
**The Secretariat**

MOPAN is supported by a four-person Secretariat as follows: Björn Gillsäter, Head of Secretariat, Brigitte Malenfant, Senior Technical Advisor, Jenny Hedman, Policy Analyst, and Sophia Katsira, Administrative assistant. It is hosted by the Development Co-operation Directorate of the OECD since early 2013.

The Secretariat is the focal point for members and other actors involved in the assessment process and other MOPAN activities. It is responsible for co-ordinating the MOPAN assessments and supporting the Network and its members.

**Overview of MOPAN and its actors in 2014**

- **Steering Committee** – all members
- **Chair** – 2014: France
- **Bureau**
- **Working Groups** – Permanent and *ad hoc*
- **The assessments**
  - **MOPAN Institutional Leads and Country Facilitators**
  - **Consultants**

**Secretariat**

**Support and Co-ordination**
ANNEX C: MOPAN’S RESPONSES TO ITS 2013 EXTERNAL EVALUATION

MOPAN commissioned an independent external evaluation of itself in 2013. The evaluation came up with a set of recommendations on the possible future scope and evolution of MOPAN, which provided a basis for the work to renew MOPAN’s assessment approach as of 2015.

The evaluation found that MOPAN remains relevant and has been successful in meeting some of the information needs of members at a perceived reasonable cost, but that the usefulness of MOPAN’s assessments to the multilateral organisations is limited in terms of enhancing their effectiveness. The evaluation recommendations and MOPAN’s responses to these recommendations in 2014 are presented below and overleaf:

<table>
<thead>
<tr>
<th>RECOMMENDATION</th>
<th>RESPONSE BY MOPAN</th>
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<tbody>
<tr>
<td>Recommendation 1: Establish a strategic objective to change the approach under MOPAN so that in the future, evidence used in the members’ assessments can be drawn mostly from information reported by the multilateral organisations themselves. For the future, three main options have been identified and considered. These options, which represent a progressive expansion in the roles and responsibilities of MOPAN, are:</td>
<td>MOPAN has revised its assessment approach in line with Option 1.</td>
</tr>
</tbody>
</table>
| **Option 1:** Maintain the current focus of MOPAN on assessing the performance of individual multilateral organisations, but improve its methodology and make it more responsive to the needs of its users. | **Option 2:** Embed MOPAN within a wider initiative aimed at supporting a rapid move to a system under which MOPAN members can increasingly rely on credible and validated evidence drawn from information reported by the multilateral organisations.  
**Option 3:** In the medium term, expand MOPAN’s role into the validation of evidence presented by the multilateral organisations.  
The evaluation recommended that at this point Options 1 and 2 are most appropriate. |
| Recommendation 2: The remit of MOPAN 3.0 should explicitly acknowledge MOPAN’s proposed contribution to meeting members’ demands in the areas of comparison of performance and cost-effectiveness, as well as the present development results and organisational effectiveness. | MOPAN agreed to continue to not compare organisations in its new Approach. It will however collect information on the multilateral organisations’ implementation of international standards in some areas and use as benchmarks.  
MOPAN 3.0 will cover a range of organisational effectiveness and performance aspects such as cost and value-consciousness, as well as development and humanitarian results. |
<p>| Recommendation 3: Continued high level input into decision making within MOPAN is essential. | The discussions in the Senior-Level Donor Meeting on Multilateral Reform and in MOPAN continue to be linked. |</p>
<table>
<thead>
<tr>
<th>RECOMMENDATION</th>
<th>RESPONSE BY MOPAN</th>
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<tr>
<td><strong>Recommendation 4:</strong> The MOPAN and EvalNet approaches to assessing multilateral organisations’ development results should be merged into one assessment and led by MOPAN as soon as possible. The decision on whether MOPAN should synthesise evaluation evidence of results should be based on whether there is sufficient demand for this within the membership.</td>
<td>MOPAN 3.0 will assess the development results/development effectiveness of multilateral organisations. It will seek a balance between recent/current advancements in the organisations’ programming and achievement of their stated objectives, and evidence from past activities gathered through a meta-synthesis of evaluations. The meta-synthesis will be based on the criteria derived from the <em>OECD DAC EvalNet Approach to Assessing the Development Effectiveness of Multilateral Organisations</em>.</td>
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<td><strong>Recommendation 5:</strong> The MOPAN Steering Group needs to improve how it accesses and uses strong methodological capacity in the further development, and continued refinement, of the MOPAN 3.0 approach.</td>
<td>MOPAN’s new service provider for 2015-2018 will support the continued refinement of the MOPAN 3.0 approach. The service provider was selected through a rigorous and highly competitive process with a large number of bidders and extensive membership involvement.</td>
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<td><strong>Recommendation 6:</strong> The reform process recommended is ambitious, and it will be important to ensure the Secretariat is adequately resourced to fulfil its function in light of any decisions taken on MOPAN reform/new directions.</td>
<td>Discussions were ongoing in 2014 about the resources and size of the Secretariat.17</td>
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<tr>
<td><strong>Recommendation 7:</strong> Reduce the complexity of the organisational effectiveness balanced scorecard. Improve the accessibility, and hence usefulness, of the assessment reports.</td>
<td>MOPAN’s new intellectual service provider for 2015-2018 will support the continued refinement of the MOPAN 3.0 approach and indicators. A simpler rating scheme will be used, with a single set of scores applied across all relevant data collection methods. The 2014 assessment reports were shorter, more accessible and present higher level analysis than in previous years. The 2014 reports also include an overview of organisational effectiveness, relevance and evidence of results in each of the countries where the multilateral organisation was assessed. In addition, the Executive Summaries were made available as stand-alone documents and the Main Findings from each assessment were presented in a one-page document.</td>
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<td><strong>Recommendation 8:</strong> What precisely the demand for a knowledge repository is needs to be verified with the main potential users before full implementation.</td>
<td>MOPAN agreed to set up a web based repository of information with information about the performance of multilateral organisations. As a first step, the repository will be accessible for MOPAN members and contain data collected by MOPAN only.</td>
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17. In March 2015, MOPAN agreed to reinforce the Secretariat including by allowing for the recruitment of an additional professional staff member.
## ANNEX D: MOPAN ASSESSMENTS 2003-2014

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</table>
## ANNEX E: BILATERAL ASSESSMENTS OF MULTILATERAL ORGANISATIONS
**UNDERTAKEN BY MOPAN MEMBERS IN 2014**

<table>
<thead>
<tr>
<th>Member</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Canada</td>
<td>Development Effectiveness Review of IFAD and the Inter-American Development Bank, using the OECD DAC EvalNet Approach to Assessing the Development Effectiveness of Multilateral Organisations. Findings will become publicly available</td>
</tr>
<tr>
<td>Germany</td>
<td>Review of 30 multilateral organisations receiving funding from Germany. The review relies on existing data such as MOPAN assessments and other bilateral assessments. Will be completed in 2015.</td>
</tr>
<tr>
<td>Sweden</td>
<td>Assessments of FAO, GFATM and UNDP in relation to internal and external efficiency, observed trends/tendencies and Swedish priorities. The assessments were based primarily on internal documentation by the multilateral organisations, independent evaluations, other assessments and reports from embassies and partners, in addition to studies undertaken by SIDA. The assessments are not yet publicly available.</td>
</tr>
<tr>
<td>Switzerland</td>
<td>First Annual Multilateral Performance Assessment-Analysis of 18 Swiss priority organisations. This consisted of an aggregation of existing and available information from MOPAN's assessments, Switzerland's core contribution management process, as well as from effectiveness and performance reviews by the organisations themselves.</td>
</tr>
</tbody>
</table>

*This table does not include MOPAN members’ reviews of specific programmes/projects implemented by multilateral organisations.*

## ANNEX F: MOPAN MEMBERS AND YEAR OF MEMBERSHIP

- 2002 Canada, Denmark, Germany, The Netherlands, Norway, Sweden, Switzerland and the United Kingdom
- 2004 Austria
- 2005 Finland
- 2007 France
- 2008 Ireland
- 2009 Australia, Republic of Korea and Spain
- 2010 Belgium
- 2012 The United States of America
- 2014 Japan, Luxembourg