The Multilateral Organisation Performance Assessment Network

Multilateral organisations receive and deliver a significant share of development assistance, over USD 60 billion per year. To what extent do they achieve the results they set out to? How effective are their planning, systems and operations? And how do they work with partners at the country level?

The Multilateral Organisation Performance Assessment Network (MOPAN) is a group of governments with a common interest in responding to these questions, particularly as the global context is changing. Network members carry out joint assessments of multilateral organisations, share information and draw on each other's expertise in monitoring and evaluation. Together the members of the Network provide more than 95% of the development funding to multilateral organisations.

The Network's assessments identify strengths and areas for improvement in the multilateral organisations. Findings are used for discussions with the organisations and with their partners, and as ways to further build the organisations' capacity to be effective. Network members also use assessment findings as a source of input for strategic decision-making about their ways of engaging with the organisations, and as an information source when undertaking individual reviews.

MOPAN has taken steps over the last couple of years to become more ambitious and professional, with a reshaped assessment approach, more organisations assessed and a permanent Secretariat.

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.

MOPAN

Multilateral Organisation Performance Assessment Network
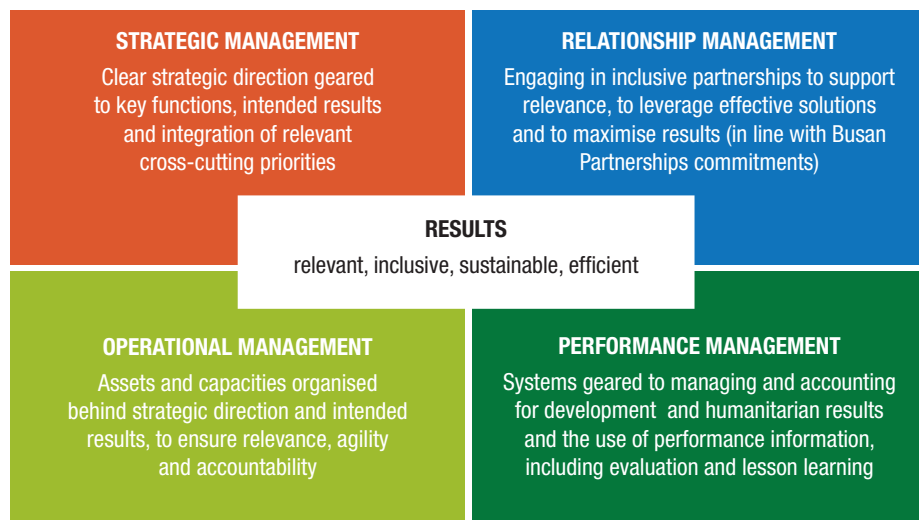
A reshaped assessment approach

Under MOPAN's new approach, "MOPAN 3.0", the Network is assessing more organisations concurrently than previously (normally 13 over a two-year cycle), collecting data from more partner countries, and widening the range of organisations assessed.

MOPAN is also sharpening its focus on results and development effectiveness, while continuing to assess organisational effectiveness.

Due to the diversity of the organisations' mandates and structures, MOPAN does not compare or rank them.

What does MOPAN assess and how?

Using the MOPAN 3.0 approach, the Network is assessing the multilateral organisations' management of strategic, operational, relationship and performance aspects (organisational effectiveness), and whether the organisations make an efficient contribution to relevant and sustainable results.

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

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

RESULTS
relevant, inclusive, sustainable, efficient

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

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

MOPAN works with an external service provider to carry out the assessments. The provider gathers information both at the organisations' headquarters and in countries where they operate through reviews of documents and evaluations; surveys of MOPAN members, clients, and other relevant actors; and interviews and consultations with the organisations' staffs. The Secretariat and MOPAN member countries guide the assessments, providing the interface between the service provider, host countries, and organisations. MOPAN sequences data collection to maximise the use of existing information.

Which organisations does MOPAN assess and where?

MOPAN members select what organisations to assess when, on a consensus-basis.

In 2015-2016, MOPAN is assessing 12 organisations:

African Development Bank (AfDB)

Gavi, The Vaccine Alliance

Global Fund to Fight AIDS, Tuberculosis and Malaria

Inter-American Development Bank (IDB)

International Labour Organization (ILO)

Joint United Nations Programme on HIV/AIDS (UNAIDS)

United Nations Development Programme (UNDP)

United Nations Environment Programme (UNEP)

United Nations Human Settlements Programme (UN Habitat)

United Nations Children's Fund (UNICEF)

United Nations Office for the Coordination of Humanitarian Affairs (UN OCHA)

World Bank

These organisations will be assessed in 16 countries:

Afghanistan, Brazil, Burkina Faso, Colombia, Haiti, India, Iraq, Liberia, Moldova, Mozambique, Nepal, Nigeria, Solomon Islands, Somalia, Tajikistan, Viet Nam

Between 2003 and 2014, the Network assessed:

Asian Development Bank: 2003, 2006, 2010, 2013

African Development Bank: 2003, 2004, 2007, 2009, 2012

European Commission: 2008

Food and Agriculture Organization of the United Nations: 2004, 2011, 2014

Gavi, The Vaccine Alliance: 2012

International Fund for Agricultural Development: 2010, 2013

International Labour Organization: 2006

Inter-American Development Bank: 2003, 2011

Joint United Nations Programme on HIV/AIDS: 2005, 2012

United Nations Development Programme: 2004, 2007, 2009, 2012

United Nations Environment Programme: 2011

United Nations Population Fund: 2005, 2008, 2010, 2014

United Nations High Commissioner for Refugees: 2011, 2014

United Nations Children's Fund : 2003, 2006, 2009, 2012

United Nations Relief and Works Agency for Palestine Refugees in the Near East: 2011

United Nations Entity for Gender Equality and the Empowerment of Women: 2014

World Food Programme: 2013

World Health Organization: 2003, 2007, 2010, 2013

World Bank: 2003, 2005, 2008, 2009, 2012

MOPAN as a source of knowledge

"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 enables 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."

"While most of the findings are not new or surprising, they were a good reminder of the main issues and have been integrated in overall reforms of the organization."

Source: quotes by multilateral organisations assessed

How do members use the assessments?

Almost all MOPAN members use 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, including funding decisions.

Some Network members pair MOPAN's findings with bilateral reviews of how the multilateral organisations address their government's specific political priorities. When doing so, Network members use MOPAN's assessment findings as an information source.

What is the added value of being a MOPAN member?

The incentives and added value of being a Network member include the opportunities to:

- Take part in a community of practice and share experiences with other countries that fund multilateral organisations.
- Strengthen the relationship with multilateral organisations by leading assessments.
- Improve internal knowledge about the organisations by engaging in the assessment process.
- Influence the future direction of MOPAN, including which multilateral organisations and what topics to assess and how.
- Implement policy commitments on aid and effectiveness to reduce burden and duplication through joint assessments.

How is MOPAN organised?

MOPAN members are: Australia, Canada, Denmark, Finland, France, Germany, Ireland, Japan, Korea, Luxembourg, The Netherlands, Norway, Spain, Sweden, Switzerland, the United Kingdom and the United States of America.

Representatives from all member countries come together a few times per year in the meetings of MOPAN's Steering Committee – the Network's primary decision making body.

The Network's Chair is elected for a period of a calendar year from among the members. Korea chairs the Network in 2016.

A Secretariat supports the Network. It is since 2013 hosted by the OECD.