

Annual Report



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Preface

by Efraim Gomez,
Swedish Chair of MOPAN 2019

2019 was a milestone year for MOPAN.



From agreeing the 2020-22 Memorandum of Understanding (MoU), which renewed the organisation's mandate for another period, to delivering a record 14 institutional performance assessments; this year saw MOPAN build upon the achievements it has made over its short history – and in particular over the past five years.

In February 2019, we forged a consensus on a common vision for the Network's future. Supported by the Secretariat, this agreement defined MOPAN's strategic direction and ultimately yielded the MoU. It provides a strong foundation for the Network to build upon, extend its evidence-based approach, and deepen its engagement with members and multilateral organisations.

MOPAN's assessments continued to generate impact. Alongside the acknowledgement of the Network's findings, we witnessed how assessed organisations use our work to pursue transformational change. Our launch events continued to be the place for engagement between broad constituencies, helping to create a shared vision on how members and shareholders can engage with multilateral organisations. In conjunction, the Network began the implementation of the 2019 Assessment Cycle, with two multilateral organisations being assessed by MOPAN for the first time, highlighting the Network's growing influence.

To remain agile in a dynamic landscape, MOPAN upgraded its approach to bring some of the most salient multilateral issues into our assessments. In 2019, our Network began asking 'Do multilateral organisations implement their mandates aligned to the 2030 Agenda and UN Reform? Do they prevent and respond to Sexual Exploitation and Abuse and Harassment?' These questions inform MOPAN's evolving methodology, with the new MOPAN 3.1 methodological approach expected to be finalised in early 2020.

Engagement and membership activities grew. With MOPAN's standards, assessments and learning products continuing to spark interest, testimonies were received throughout the year

from both members and countries beyond our membership, emphasising the value of our work. As Chair, our outreach efforts set the stage for a growing MOPAN. In this capacity, I was delighted to welcome the United Arab Emirates as a permanent member in October. This expanded the Network to 19 members and further supports MOPAN's collective voice in shaping the multilateral system.

We have also undertaken reforms to improve the Network's working methods; including growing the number of MOPAN service providers and agreeing revised governance arrangements. These changes will not only streamline our operations but also further consolidate our *Acquis* to date.

To conclude, 2019 was a great success. These achievements, attained by the collective efforts of MOPAN members and the guidance of the Secretariat, further strengthen the relevance of MOPAN going into 2020 and beyond.

In ending my Chairmanship, I remain committed to our highly influential and strong Network and look forward to continuing to champion this unique venture.

Efraim Gomez
Deputy Director General,
Head of the UN Policy Department
Ministry for Foreign Affairs, Sweden



The Year in Review

MOPAN 2019: Promoting Accountability,



A new strategic framework:
2020-22 MOPAN Memorandum of Understanding



Presentation of the first **MOPAN analytical study**



Improved effectiveness and efficiency:
Reforming MOPAN's governance mechanisms



Expanded MOPAN membership:
19 members providing USD 65 billion in multilateral funding

Enhancing Learning



Beginning the
2019 MOPAN
Assessment Cycle:
5 institutional
assessments



Enhanced
multilateral
organisation
selection process



Launch of
MOPAN
Methodology 3.0*



Completion of
MOPAN's 2017-18
Assessment Cycle:
14 institutional
assessments



Successful procurement:
Selection of new
MOPAN service providers

Foreword

by Suzanne Steensen,
Head of the MOPAN Secretariat

As the global landscape evolves, so must multilateral organisations.



These institutions face complex challenges and increased public scrutiny; it is therefore essential they are effective and achieve results.

MOPAN is at the forefront of ensuring this happens. Over the following pages, you will see how the Network took on this challenge in 2019 and how we will continue to do so in the future.

In 2019, we agreed to a new Memorandum of Understanding for 2020-22. All members reaffirmed MOPAN's mandate and mission, and the OECD agreed to remain the Network's host. MOPAN thus has the strategic platform to continue evaluating the effectiveness and results of the multilateral system with a view to improving it.

Through an assessment programme covering a record 14 institutions, MOPAN provided valuable information on their strengths and areas for improvement. As the Head of the Secretariat, I had the pleasure to attend the assessment launch events and hear how the organisations are using MOPAN's work to guide reform and achieve success.

MOPAN also strengthened its evidence-based approach and its impact and influence in setting performance standards. The Network enhanced its selection process, launched MOPAN Methodology 3.0* and presented its first analytical study.

Adopting new governance mechanisms and finalising the procurement of new service providers were additional key developments that allowed MOPAN to remain fit for the future.

By welcoming the United Arab Emirates (UAE) as the 19th member of the Network, MOPAN strengthened its institutional prominence and its wealth of knowledge and expertise. The Secretariat looks forward to working with the UAE and extending its membership moving forward, in order to play an ever more influential role in the multilateral landscape.

2020 is proving to be an exciting year for the Network.

Finalising the 2019 Assessment Cycle and embarking on the 2020 cycle are evidence of our ambition to increase the quantity and quality of our work. Collaborating with organisations to overcome the challenges of COVID-19 will pose difficulties, but it will also offer opportunities to innovate, co-operate and share learning as we deliver.

Our new analytical studies are an important investment in efforts to guide policy. With the studies, we will share thematic insights that emerge from multiple assessments, such as progress towards implementing United Nations (UN) Reform. These products will support our members' policy discussions aimed at sharing knowledge and expertise on how to navigate through the multilateral system.

The launch of the upcoming MOPAN 3.1 methodology will ensure the Network's performance assessments adapt to a dynamic environment. By streamlining the indicator framework and placing greater focus on critical emerging issues, MOPAN will remain at the cutting edge of performance assessment. We also intend to undertake an external independent evaluation of MOPAN to shape our future direction.

Our work also requires a sharper focus on communications and engagement to deepen and broaden our outreach. With improved accessibility and visibility comes exciting opportunities for dialogue, partnership and impact. We plan to take part in more external fora, where MOPAN can meaningfully contribute to improving accountability and learning.

Overall, 2019 and the Network's growing reputation highlight how MOPAN is uniquely placed to support our members, key stakeholders and the wider multilateral system.

I hope this snapshot of our achievements and vision will encourage you to join us on our journey.



Suzanne Steensen
Head of the MOPAN Secretariat



Participants of the October 2019 Steering Committee meeting in Stockholm



Key achievements

Key achievements

Agreeing to a new strategic framework

MOPAN begins an exciting new journey in 2020. The approval of the 2020-22 strategic framework strongly affirms MOPAN's growing influence in the multilateral system. It also reinforces the importance of the Network's mission: to assess the effectiveness of multilateral organisations in order to strengthen their contribution to greater development and humanitarian results.

Following extensive discussion, members reached a consensus, resulting in the new framework being confirmed and celebrated at a signing ceremony in September 2019. The renewal of the Network's mandate, hosting agreements with the OECD and financial structure were all driven by members and create a strong foundation for the continued success of MOPAN.

Over the next three years, the Network will provide greater value through increasing the number and quality of its independent institutional assessments. The MOPAN methodology will also continue to adapt to the dynamically changing multilateral landscape, and new analytical products will be available to support programming, governance and accountability needs. In addition, increased engagement and communication activities, along with the improved professionalisation of the Secretariat, will ensure the Network remains on its positive trajectory.

In doing so, MOPAN will strive to use its unique role to promote accountability and enhance learning, while cementing its reputation as the leading collective action mechanism for multilateral performance information.

Delivering MOPAN's institutional assessments

2017-18 Assessment Cycle

In 2019, MOPAN successfully completed 14 institutional assessments, the largest MOPAN assessment cycle ever. The Network reached a total of 31 assessments across the 2015-19 MoU period, doubling what had been achieved under the previous MoU.

Across the 14 assessments, improved quality assurance and a greater sensitivity to the context of the assessed organisations ensured that MOPAN's approach was thorough. In addition, by actively engaging with stakeholders and operating in a collaborative and transparent manner, the robust assessments supported constructive dialogue between the organisations, their constituencies and MOPAN members.

To promote discussion and enhance the impact of the assessment reports, MOPAN held launch events around governing body and executive board meetings (alongside ad hoc events), with 12 events taking place in 2019. The launch events provided an opportunity for engagement between broad constituencies.

Feedback received at launch events and via management responses was positive. The Food and Agriculture Organization of the United Nations (FAO) praised MOPAN for its “comprehensive approach through multiple streams of evidence, as well as the provision of a detailed diagnostic assessment”. The World Health Organization (WHO) said that “MOPAN provided invaluable, validation of WHO’s strengths”, with the assessment “directly contribut[ing] to the WHO Transformation Agenda”. The International Fund for Agricultural Development (IFAD) stated that it “greatly values the MOPAN Institutional Assessment Process” and commended the “MOPAN Secretariat and the assessment team for a comprehensive, high-quality and insightful review”.

Multilateral organisation	Launch event	Anchor event	Location
Global Environment Facility (GEF)	12 June 2019	Council meeting	Washington, DC
Global Partnership for Education (GPE)	11 June 2019	Board event	Stockholm
International Fund for Agricultural Development (IFAD)	24 April 2019	Board meeting	Rome
International Organization for Migration (IOM)	29 April 2019	Ad hoc event	Geneva
Office of the United Nations High Commissioner for Human Rights (OHCHR)	7 May 2019	Ad hoc event	Geneva
UN Women	13 February 2019	Board event	New York
United Nations Educational, Scientific and Cultural Organization (UNESCO)	14 March 2019 / 1 April 2019	Members / information meeting	Paris
United Nations Population Fund (UNFPA)	3 June 2019	Board meeting	New York
Office of the United Nations High Commissioner for Refugees (UNHCR)	5 March 2019	Standing committee	Geneva
United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA)	18 June 2019	Advisory commission	Amman
United Nations World Food Programme (WFP)	27 February 2019	Board meeting	Rome
World Health Organization (WHO)	15 May 2019	World Health Assembly	Geneva

“The findings and recommendations of the MOPAN assessment have sparked an immense interest among UNESCO’s key stakeholders and partners ... The MOPAN report’s findings will ... contribute to enhancing the efficiency, effectiveness, and relevance of UNESCO.”

UNESCO Management Response, July 2019

“We believe the MOPAN approach will deliver great dividends for the World Food Programme and the people we serve ... WFP intends to make continuous use of the MOPAN assessment. In fact, we are doing that right away.”

WFP Management Response, July 2019

2019 Assessment Cycle

MOPAN’s 2019 Assessment Cycle consisted of five institutional assessments. Accompanying this cycle were changes in the assessment processes and methodology, all made to enhance the timeliness and quality of the Network’s institutional assessments. These were:



Multilateral organisations to be assessed in 2019

CGIAR (formerly Consultative Group for International Agricultural Research)

Multilateral Fund for the Implementation of the Montreal Protocol (MLF)

United Nations Conference on Trade and Development (UNCTAD)

United Nations Industrial Development Organization (UNIDO)

United Nations Office on Drugs and Crime (UNODC)

Strengthening the MOPAN approach

An important priority in 2019 was to finalise the review of MOPAN's approach in the context of its strategic reflection. This review was geared to better grasp salient features of the multilateral system and improve the ways in which MOPAN assessments can reflect them. This is with the view to ensure the Network's relevance and utility for members, stakeholders and organisations.

“FAO appreciates MOPAN's comprehensive approach through multiple streams of evidence, as well as the provision of a detailed diagnostic assessment.”

FAO Management Response, June 2019

Enhanced multilateral organisation selection process

MOPAN continued to improve its approach to selecting organisations for assessment. The enhanced two-stage process was implemented in 2019. The first phase consisted of members selecting, via a survey, which organisations are a priority for assessment. The second phase of the process involved deciding when to assess organisations.

MOPAN Methodology 3.0*

In 2019, members took steps to adjust the MOPAN methodology based on lessons from implementation and the new multilateral context. This allowed the assessments to remain relevant, improved the accuracy of the scoring indicators and provided a more realistic picture of organisational performance.

In addition, MOPAN conducted five methodological studies to prepare for upgrading the methodology to MOPAN 3.1, applicable from 2020. MOPAN 3.1 will align with the 2030 Agenda on Sustainable Development, include a focus on prevention against sexual exploitation, abuse and harassment, and integrate monitoring of progress on UN Reform.

Analytical studies

An objective of the strategic review was for the Network to help members influence the performance of the multilateral system as a whole, beyond the performance of individual agencies.

Analytical studies were identified as a means to do so. In 2019, MOPAN presented one such learning product, which reviewed co-ordination among the UN Rome-based agencies (IFAD, FAO and WFP). Two more will follow in 2020. These learning products inform MOPAN members' reflections and dialogues on issues facing the multilateral system.

Jolanda Profos, Policy Adviser at the MOPAN Secretariat, presents the findings of the 2019 MOPAN analytical study in Rome at the WFP headquarters.



Preparing for the future

The multilateral system is constantly evolving to meet emerging challenges. Consequentially, MOPAN must ensure it is agile and ready to adapt to different contextual and systemic issues.

Expanding MOPAN membership

An increase in MOPAN membership allows the Network to build its collective voice and have greater influence in shaping performance standards, and the future, of the multilateral system.

MOPAN was delighted to welcome the United Arab Emirates as a permanent member in 2019. The graduation of the UAE from observer to permanent member status raised the number of MOPAN members to 19 and resulted in the Network representing approximately USD 65 billion¹ of investments channelled through the multilateral system.

1. Source: *OECD.Stat*, multilateral disbursement in 2018 in constant 2018 USD.



The United Arab Emirates joins MOPAN: UAE Ambassador HE Ali Abdulla Al Ahmed signing the 2020-22 MOPAN MoU, with Suzanne Steensen, Head of the MOPAN Secretariat

“MOPAN is a powerful political tool ... [and] a good example of how common tools for accountability have evolved, and how important they are.”

Susanna Moorehead, Chair of the OECD Development Assistance Committee

Reforming MOPAN's governance mechanisms

In July 2019, MOPAN commissioned a governance review to develop recommendations on how to ensure the Network functions efficiently, effectively and transparently. Following consultations, members adopted revised governance arrangements, which include:

- a new article to reflect MOPAN's mission and objectives
- clarification of the Steering Committee's function and decision-making
- specification of the Chair's function and removal of the Chair's responsibility for oversight of the Secretariat's daily operations
- explanation of the role and accountability of the Secretariat, with explicit reference to the implementation of the Programme of Work and Budget
- a new article on financial provisions, including budget processes and members' obligations.



As MOPAN Chair, Sweden led the 2019 October MOPAN Steering Committee meeting, gathering all members in Stockholm to confirm the Networks objectives for the upcoming year.

Successful procurement

Following a successful procurement process, seven service providers were selected to support the application of the 2020-22 MOPAN MoU. The new service providers will strengthen MOPAN assessments by bringing a variety of experience and expertise across the multilateral system.

The contracts, purchase orders and clearance of conflicts of interest are to be finalised in mid-2020.

Communications and outreach

The Secretariat furthered its communication activities to maximise the dissemination of MOPAN information. For example, it began to develop synergies with the United Nations Evaluation Group and increased MOPAN's collaboration with the Results and Evaluation communities of the OECD Development Assistance Committee (DAC). In addition, MOPAN enhanced the layout of its assessment reports and introduced assessment briefs to provide a readable, attractive summary to a wider audience.

With the Network's growing reputation as a standard-bearer on multilateral performance assessments, 2019 saw MOPAN increase its outreach activities. Alongside presenting the findings of the FAO assessment to a working party of the European Council, the Secretariat represented MOPAN at a number of UNESCO events, including holding a briefing for ambassadors and an adjacent seminar in

“MOPAN is a useful and effective accountability tool for multilateral cooperation.”

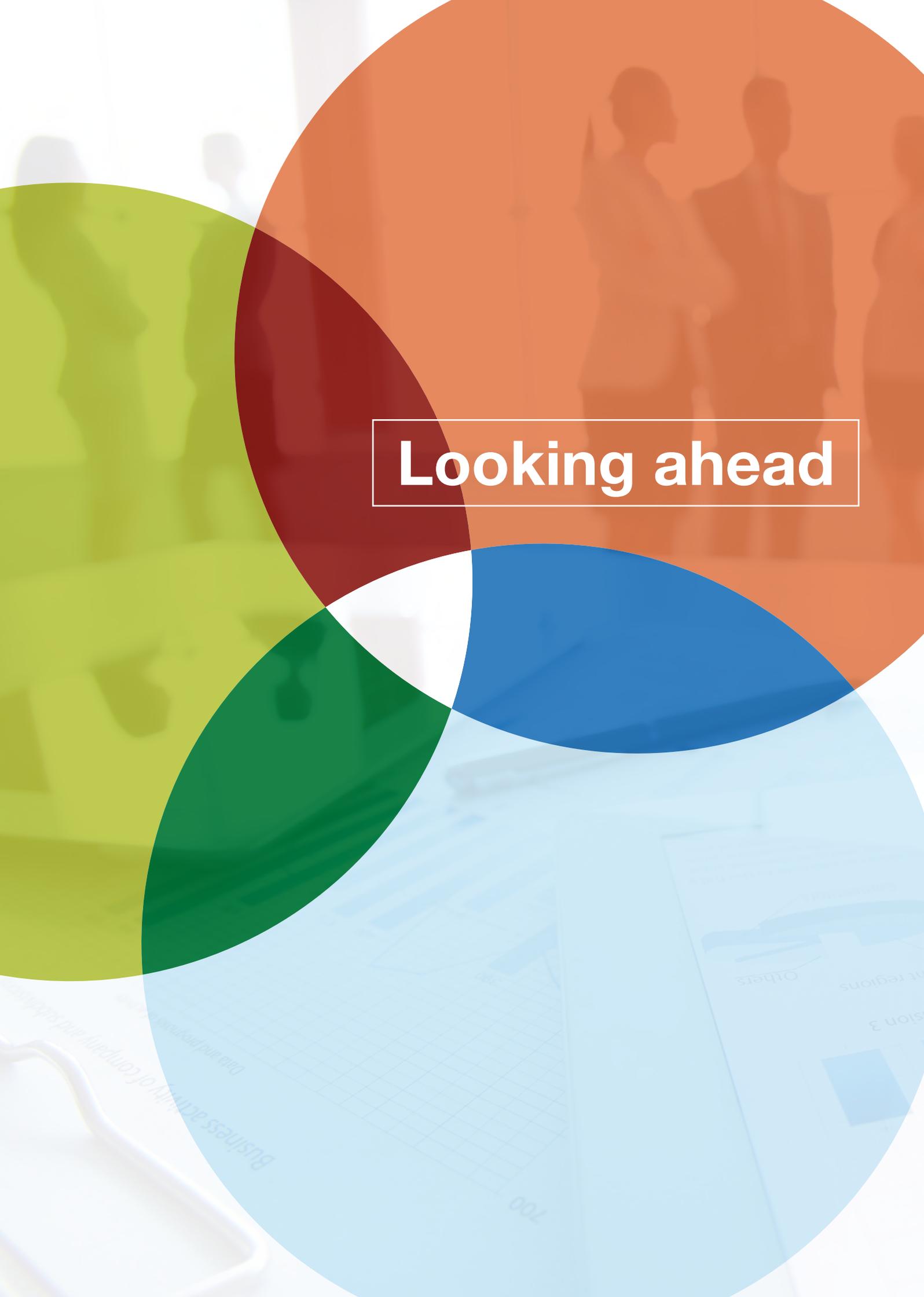
Ambassador Anna Brandt, Swedish Ambassador to the OECD

Copenhagen. The Secretariat also participated in an expert workshop by the Bertelsmann Foundation, presented the Network to the International Civil Aviation Organization at the request of one member and briefed the Korean Development Institute on the MOPAN methodology.

In addition, MOPAN has continued its efforts to broaden its membership base and held an ambassadors' lunch for potential members in December 2019, organised by the 2019 MOPAN Chair.



The OECD Secretary-General speaking at the signing ceremony of the MOPAN MoU 2020-22 in September 2019.



Looking ahead



Completing the 2019 Assessment Cycle:
5 performance assessments



Delivering the 2020 Assessment Cycle:
7 performance assessments



Launching
MOPAN 3.1 methodology



Learning from the
MOPAN evaluation



Guiding policy:
**Analytical studies on UN Reform, on the
performance of humanitarian organisations
and on other member-driven topics**



Expanding MOPAN's reach:
**Increased engagement
and communication activities**

Looking ahead

The Network's new strategic framework presents MOPAN with an opportunity to further its support for its members and multilateral organisations, while pushing for greater development and humanitarian results.

In 2020, MOPAN has identified four areas that can advance these goals. These are completing the 2019 Assessment Cycle, delivering the 2020 Assessment Cycle, launching the MOPAN 3.1 methodology and learning from the MOPAN evaluation.

In this strategic period, the Network will also further its efforts to guide policy and increase knowledge sharing through analytical studies. Additionally, MOPAN will increase its engagement and communication activities to expand the Network's reach and accessibility of its performance information. MOPAN will thereby continue to work towards guaranteeing a fit-for-the-future multilateral system.

Completing the 2019 Assessment Cycle

The 2019 Assessment Cycle encompassed a mix of organisations, presenting MOPAN with a wide variety of features to assess. This included understanding the organisational structure of CGIAR, the political dynamics surrounding the assessment of UNCTAD and the normative role of UNIDO.

In addition, MOPAN amended its methodology to MOPAN 3.0* for this assessment cycle, in order to improve the quality of its assessments. This was done by shortening the assessment cycle to one year, as well as by adjusting the rating scale.

When completed, the institutional assessments will be made available on the MOPAN website for public viewing.

Delivering the 2020 Assessment Cycle

The 2020 Assessment Cycle is ambitious. Following confirmation from the Steering Committee and the Bureau, seven organisations were selected for assessment. These organisations present a wide array of mandates, focusing on humanitarian response (United Nations Office for the Coordination of Humanitarian Affairs), poverty eradication and reduced inequalities (United Nations Development Programme), or human capital and labour policies (International Labour Organization).

In addition, two organisations will receive their first MOPAN performance assessment: the Green Climate Fund and the United Nations Office for Project Services. Preparatory analysis and initial engagement with the organisations began in the first quarter of 2020.

COVID-19

At the time of writing, COVID-19 is affecting all corners of the globe, including the work of multilateral organisations. In response, the Secretariat is engaging with members, organisations and service providers to adjust the programmatic delivery of the 2020 Assessment Cycle to meet the realities of these challenging circumstances.

Multilateral organisation	Mission
Green Climate Fund (GCF)	GCF is a funding mechanism that was set up in 2010 by the United Nations Framework Convention on Climate Change. GCF advocates for mobilising efforts to respond effectively to the global climate challenge. GCF leverages public resources and investments to assist developing countries in reducing their greenhouse gas emissions and address climate change.
International Labour Organization (ILO)	The ILO is a tripartite UN agency, bringing together governments, employers and workers to shape labour policies, norms and standards and develop programmes. The structure of the ILO allows giving an equal voice to each of its actors to ensure a strengthened social dialogue, reflecting all stances. The ILO also seeks to assist countries by providing technical co-operation.
Office for the Coordination of Humanitarian Affairs (OCHA)	OCHA is a body of the UN Secretariat co-ordinating humanitarian action to ensure a rapid, concerted and coherent response to emergencies. OCHA also serves as a knowledge institution promoting humanitarian principles and advocating for policy development.
United Nations Development Programme (UNDP)	UNDP is the development body of the UN that aims at eradicating poverty and reducing inequalities. UNDP provides resources and advisory services to countries to help them design policies, develop partnership and leadership skills, strengthen their institutional capacity and build their resilience to ensure sustainable development.
United Nations Environment Programme (UNEP)	UNEP is the highest environment authority. It sets the global environmental agenda, strengthens environmental standards and practice, facilitates global co-operation for the protection of the environment and safeguards the environmental dimension within the UN system.
United Nations International Children's Emergency Fund (UNICEF)	UNICEF is a UN agency defending children's rights and working to improve their conditions. UNICEF helps children overcome the obstacles preventing their well-being and the fulfilment of their potential, such as poverty, insecurity and diseases. UNICEF provides emergency relief to children as well as addresses their long-term needs.
United Nations Office for Project Services (UNOPS)	UNOPS is a self-funded UN agency, which provides expert technical advice to the UN, governments and donors to help them build peace, security, and humanitarian and development solutions. UNOPS is also a manager and implementer of projects as well as a procurement and infrastructure service provider.

Launching the MOPAN 3.1 methodology

MOPAN sees the updating of its methodology as a continually evolving process. This is the rationale behind the creation and upcoming launch of MOPAN 3.1, which strengthens the quality of MOPAN assessments and ensures their relevance in the face of the ever-changing multilateral context.

The benefits of MOPAN 3.1 are:

- a greater focus on critical emerging issues in the multilateral system, such as evaluating organisations against the principle of “no-one left behind” and an increased focus on partnership formation
- increased alignment of the methodology to the needs of MOPAN members
- a streamlined indicator framework to improve clarity and avoid overlap
- enhanced results and process efficiency
- strengthened comparability.

The methodology changes have been informed by the critical issues affecting the multilateral system, by discussions between the Secretariat and MOPAN members, and by relevant sources such as analytical studies and methodology consultation meetings. MOPAN 3.1 will be used for the first time in the 2020 Assessment Cycle.

Learning from the MOPAN evaluation

MOPAN is already looking beyond 2020. Yet to ensure that the Network is operating to its highest capability, MOPAN will undergo a comprehensive, independent and external evaluation commencing in the final quarter of 2020.

The recommendations from the evaluation will shape the functioning of the Network and inform the discussions for the next strategic period, which begins in 2023.

Guiding policy

MOPAN provides value when it combines key lessons from its institutional assessments, and speaks in a collective voice, to guide policy in the multilateral system. The Network is uniquely placed to provide this guidance, with MOPAN's performance assessments generating highly important performance information.

One way that MOPAN shapes policy is through its analytical studies. Following on from the success of previous studies, in 2020 MOPAN will conduct analytical studies that:

- review the progress of implementing UN Reform
- deepen analysis across MOPAN assessments, with a focus on humanitarian organisations.

Members have the opportunity to suggest additional analytical study topics through an intra-Network survey. All suggested topics will be prioritised, discussed and agreed at the Steering Committee meeting in September 2020.

The Network's efforts to expand its focus on guiding policy is driven by members, with the 2020 MOPAN Chair proposing the inauguration of a MOPAN Policy Forum. This is to be scheduled in the near future.

Box 1. Guiding policy at a Peer Learning event for DAC members

On 12 December 2019, the Network participated in a Peer Learning event for DAC members.

The event centred on collaborating through common tools for informing development co-operation and, in particular, multilateral partnerships. The DAC Chair, Susanne Moorehead, spoke of the importance of sharing approaches and platforms to inform engagement within the multilateral system. The Head of the MOPAN Secretariat, Suzanne Steensen, was also given a speaking role, where she promoted the broader use of MOPAN products. In addition, she encouraged greater engagement by members of the DAC with MOPAN, in order to learn more about the performance of multilateral organisations.

This successful event provided an opportunity for MOPAN to exchange with its members and other DAC countries about how to guide policy decisions (based on credible evidence) in order to improve development and humanitarian results, as well as the organisational performance of multilateral organisations.

Expanding MOPAN's reach

Intensifying MOPAN's engagement and communication activities is a key focus for the next strategic period. This is essential to maximise the value of MOPAN's products, reach new communities of interest, and reinforce the Network's reputation as a credible and comprehensive source of information.

To support these efforts, MOPAN is creating a new engagement and communications strategy. This strategy emphasises meeting the needs of MOPAN members, increasing the promotion and dissemination of MOPAN's products, and improving the accessibility of its performance information.

Broadening the MOPAN membership is another high priority. Starting in 2020, MOPAN members, the Chair and the Secretariat will increase their efforts to reach out to potential new members and build on successful events such as the ambassadors' lunch hosted by the MOPAN Chair in December 2019.

This will increase the already rising number of requests MOPAN receives to engage in external fora, including UN and OECD workshops on evaluation and results, bilateral policy reviews, and academic/think-tank discussions on multilateral effectiveness and associated topics.

The new strategy is in the process of being finalised, with implementation expected towards the third quarter of 2020.

“MOPAN assessments capture the performance of multilateral organisations in a uniquely independent and comprehensive manner. Increasingly recognized as a gold standard for multilateral performance assessment, MOPAN offers us an important window into the organisations that we fund and helps us to focus our engagement founded on a strong evidence base.”

2019 MOPAN Chair at the Peer Learning event for DAC members



MOPAN at a glance

MOPAN at a glance

Mission

MOPAN's mission 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.

Membership

In 2019, the 19 members of MOPAN were:



The Secretariat also supports countries interested in joining MOPAN by providing observer status. In 2019, the United Arab Emirates was an observer before becoming a permanent member. The Secretariat welcomes enquiries on becoming an observer from interested stakeholders.

Governance structure

The major bodies of the MOPAN Network are the Steering Committee, the Chair, the Bureau, the Technical Working Group and the Secretariat. The Steering Committee may create other bodies if deemed necessary. MOPAN's governance structure is set out in the 2020-22 Memorandum of Understanding.

MOPAN is hosted by the OECD, and its governance structures have remained largely unchanged since 2012. Realising the need for greater effectiveness, efficiency and clarity of working arrangements, MOPAN undertook a review of its governance arrangements in 2019. Its aim was to streamline processes and create key documents that defined the Network's governance arrangements. The exercise was transformational and continues to provide benefits for the Network.

Steering Committee

- Is the primary decision-making body of MOPAN
- Comprises representatives from all members and observers
- Meets twice a year: In 2019, the Committee met in Paris in April and Stockholm in October

Chair

- Rotates among MOPAN members and is a one calendar year fixed position
- Chairs the Steering Committee and the Bureau
- In 2019, Sweden was the MOPAN Chair

Bureau

- Is composed of the current, the previous and the incoming MOPAN Chair (Troika model), the Head of the Secretariat and the Chairs of active working groups
- Facilitates decision-making between Steering Committee meetings and supports the Chair

Technical Working Group

- Focuses on methodological developments
- Is a body of the Steering Committee
- Is supported by the Secretariat

Secretariat

- Operates under the strategic guidance of the Steering Committee
- Is mandated to implement MOPAN's Programme of Work
- Is led by the Head of the Secretariat.

Equal contribution, equal voice



At MOPAN, each member pays a voluntary annual contribution. The amount of this contribution is equal for all members, and it supports the delivery of the institutional assessments, functioning of the Secretariat and production of other MOPAN products. As a result, all members have an equal voice when voting on MOPAN's activities.

MOPAN 2019 roles and responsibilities

2019 Chair

Efraim Gomez, Deputy Director General, Head of the UN Policy Department, Ministry for Foreign Affairs, Sweden.

2019 Bureau

2018 Chair (Norway), 2019 Chair (Sweden), 2020 Chair (Japan), Chair of the Technical Working Group (France followed by Sweden), Chair of the Strategic Working Group (Germany) and Head of the MOPAN Secretariat.

2019 Technical Working Group

Chair: France followed by Sweden; participants from Belgium, Canada, Denmark, Finland, Germany, Ireland, Italy, Luxembourg, Netherlands, Norway, Sweden, United Kingdom and United States.

The role of a MOPAN member

MOPAN Member

MOPAN is a network run by its members. They have a decisive role in dictating the strategic direction, operational delivery and internal governance of the Network. Specifically, members are called to:



- Engage in the strategic steer and governance of the Network
- Approve MOPAN's Programme of Work
- Support the roll-out of assessments and advocate for their findings

Institutional Leads

Members can also be Institutional Leads. This is where a member works alongside the Secretariat to lead a MOPAN assessment. This role encompasses:



- Representing the Network throughout the assessment process
- Leading the promotion and dissemination of assessment findings
- Gaining detailed insights into the assessed organisation

2019 MOPAN Institutional Leads

Multilateral organisation	Institutional Lead
CGIAR (formerly Consultative Group for International Agricultural Research)	Norway and United States
Multilateral Fund for the Implementation of the Montreal Protocol (MLF)	Canada
United Nations Conference on Trade and Development (UNCTAD)	N/A
United Nations Industrial Development Organization (UNIDO)	Republic of Korea
United Nations Office on Drugs and Crime (UNODC)	Sweden

The 2019 MOPAN Secretariat



“For me, MOPAN serves two objectives: accountability and learning; but it serves three audiences: members – for their accountability needs; governing bodies – by providing them with a neutral, evidence-based assessment of how an organisation is performing, which is both targeted and relevant; and staff like me – who need to build the case internally for more support on enhancing results reporting, the need for evaluation, etc. This is a tool that our team will use actively next year to inform change processes.”

MOPAN Multilateral Organisation Focal Point

The benefits of MOPAN membership

- **Enhanced visibility and influence:** Multilateral organisations value MOPAN's evidence-based approach. Through this approach, and the opportunity as Institutional Leads to engage with organisations at the highest level, members gain greater visibility and influence in shaping an organisation's direction.
- **Setting the strategic direction:** Members determine the strategic direction MOPAN takes – notably which organisations it assesses and by what measures. As MOPAN sets the bar for organisational performance in the multilateral system, members influence the system's functioning by defining an organisation's performance benchmarks.
- **Technical sharing:** MOPAN's technical and analytical work provides members with the chance to engage with world-leading experts. This can be on issues such as an organisation's operational performance, or on analytical study topics such as UN Reform. This technical sharing offers members unique insights into critical issues.
- **Forum of peers:** MOPAN is a community of equals that have the space to exchange and learn from one another about multilateral engagement, accountability and reform. Because of MOPAN's consensus-based structure, each member has an equal voice and an equal say in MOPAN's work. This structure creates an atmosphere for honest and frank exchange.
- **Privileged access:** Alongside the institutional assessments, members benefit from exclusive access to internal analytical products, working documents and performance information. As Institutional Leads, members also enjoy increased contact with multilateral organisations and gain key insights into their operations.
- **Value for money:** By collectivising efforts, members of MOPAN garner immense value for relatively modest contributions. MOPAN is a small, but essential, complement to the approximately USD 65 billion investment² that MOPAN members channelled through the multilateral system, as the Network provides information to help ensure that money is going to effective and efficient organisations.



Rome: The panel discussing MOPAN's findings at the launch event of the 2019 MOPAN analytical study

2. Source: OECD.Stat, multilateral disbursement in 2018 in constant 2018 USD.



Annexes

Annex A.

Finances

MOPAN Income 2019

Overall MOPAN income¹ (in euros) as at 31.12.2019

Member contributions for 2019	1 457 500
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1 Income comprises the annual contributions from members plus a carry-forward from the previous Memorandum of Understanding (MoU). At the end of each year, the balance is transferred forward to the following one.

Note: MOPAN is a multi-year programme (2016-19) with a projected income of EUR 9.8 million, corresponding to an annual average of EUR 2.45 million.

MOPAN Programme costs

MOPAN programme costs (in euros) – Expenditure analysis for Year 4¹ as of 31.12.2019

	Budget (2019)	Total actual expenditure
A. 2019 Secretariat staff and related costs	1 319 859	1 313 194
B. 2019 Non-staff costs		
MOPAN assessment consultancy ²	1 475 583	1 475 583
Other intellectual services ³	131 857	86 238
Missions/travel ⁴	126 000	70 470
Operating expenses ⁵	30 000	41 380
SUBTOTAL B: Non-staff costs	1 763 440	1 673 671
C. Cost recovery charge for voluntary contributions⁶	6 300	22 523
TOTAL (A+B+C)	3 089 599	3 009 388
Carry forward of 2018 expenditure commitments ⁷	115 497	115 489
TOTAL (A+B+C+D)	3 205 096	3 124 877

1 The expenditures in Year 4 (2019) for the 2016-19 MoU cover costs from 1 January until 31 December 2019. They include the running costs of the Secretariat (Headings A and B) and the cost recovery charges for all accepted voluntary contributions in 2019 (Heading C).

2 The MOPAN assessment consultancy fees include the costs related to the 2017-19 assessment cycle and related case studies. The expenditures posted are in line with the initial estimates.

3 The expenditures related to "Other intellectual services" were significantly lower than the budgeted amount. This is due to efforts in gaining cost efficiencies through advanced planning and standardising work processes by external reviewers, including editorial services. (Expenditures include EUR 25 892 of intellectual services provided internally.)

4 The overall missions' costs were lower as member engagement, visits to headquarters and Steering Committee missions were lower than initial estimates. These costs also include the OECD Carbon Tax, which supports initiatives related to improving the environmental performance of the Organisation.

5 The estimated costs for printing, conference calls, receptions, translations, information technology equipment, etc. were higher than estimated.

6 As per the OECD's voluntary contributions (VC) cost recovery policy [C(2009)158 and BC/M(2011)13], the charge is currently set at 6.3% of the VC amount and is applied to each voluntary contribution accepted. The cost recovery charges relate to all accepted VCs under the 2016-19 MoU. For 2019, this relates to the delayed voluntary contributions from Finland and Spain, which were accepted in 2019.

7 The "Carry forward of 2018 expenditure commitments" includes all expenditures committed in 2018 but actualised in 2019, except for 2018 staff mission costs which are included above in B. 2019 Non-staff costs: Missions/travel.

Note: The estimated budget for 2019 is based on the 2019 budget approved by the MOPAN Steering Committee as provided in MOPAN/SC(2019)4.

Annex B.

MOPAN assessments 2003-20

	Annual Surveys						Common Approach						MOPAN 3.0		MOPAN 3.0*	MOPAN 3.1
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015/16	2017/18	2019	2020
ADB	●			●				●			●			●		
AfDB	●	●			●		●			●			●			
CGIAR															●	
EC						●										
FAO		●						●			●			●		
GAVI										●			●			
GCF																●
GEF														●		
GFATM														●		
GPE														●		
IDB	●								●				●			
IFAD								●			●			●		
ILO				●									●			●
IOM														●		
MLF															●	
OCHA													●			●
OHCHR														●		
UN HABITAT													●			
UN WOMEN												●		●		
UNAIDS			●							●			●			
UNCTAD															●	
UNDP		●			●		●			●			●			●
UNEP										●			●			●
UNESCO														●		
UNFPA			●			●		●				●		●		
UNHCR									●			●		●		
UNICEF				●						●			●			●
UNIDO															●	
UNODC															●	
UNOPS																●
UNRWA									●					●		
WFP											●			●		
WHO	●				●			●			●			●		
World Bank	●		●			●	●			●			●			

MOPAN has assessed 31 organisations since 2003 using four different approaches: from annual surveys to the Common Approach, MOPAN 3.0 and MOPAN 3.0*. In the 2020 cycle, six organisations will be assessed using MOPAN 3.1, with GCF and UNOPS both being reviewed for the first time.

Annex C.

MOPAN members and years of membership

Year Joined	MOPAN members
2002	Canada, Denmark, Germany, Netherlands, Norway, Sweden, Switzerland and United Kingdom
2004	Austria ¹
2005	Finland
2007	France
2008	Ireland
2009	Australia, Germany ² , Korea and Spain ³
2010	Belgium ¹
2012	United States
2014	Japan and Luxembourg
2017	Italy
2019	United Arab Emirates

1 Austria and Belgium withdrew their memberships effective at the end of 2015. Belgium has since expressed an interest in rejoining the Network.

2 Germany rejoined in 2009 after a period of limited participation.

3 Spain withdrew its membership effective at the end of 2017.



2019

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**MOPAN**
Multilateral Organisation Performance Assessment Network