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Annual Report

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Please cite this publication as: Multilateral Organisation Performance Assessment Network MOPAN (2024), 2023 MOPAN Annual Report, Paris, <https://www.mopanonline.org/aboutus/annualreports/>

MOPAN 2023 Annual Report

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Foreword



A blue ink signature of Suzanne Steensen.

Suzanne Steensen

Head of the MOPAN Secretariat

and New Zealand as an observer, underscoring the increasing recognition of MOPAN's value by a growing, and more diverse, array of stakeholders. Together, our members provide USD 100 billion in contributions to and through the multilateral system every year, a testimony of the network's commitment to the multilateral system.

2023 was indeed a turning point for MOPAN. I express my sincere appreciation to our Chair, our members, our multilateral partners, and the devoted MOPAN staff for their steadfast dedication to advancing the network's goals and objectives. Together, we will continue to make MOPAN a key instrument for collaboration and dialogue to tackle shared challenges within the multilateral system. It is through engaging in evidence-based and inclusive conversations that we can truly enhance the effectiveness of the multilateral system.

Looking ahead to 2024, I am excited about the opportunities and challenges that lie ahead – the delivery of our important assessment workstream, cross-cutting Insights studies on the MDB's approach to climate, whether multilateral organisations are fit for purpose in crisis contexts, the role of multilateral organisations in locally led development, and a study on how MDBs are setting themselves up to protect from Sexual Exploitation, Abuse, and Harassment – are just a few highlights of the year ahead.

Stay tuned for exciting developments as we strive to build upon our successes and further enhance our impact on the global stage.

It is with great privilege that I present the annual report for 2023, highlighting our achievements and significant strides throughout the year.

In today's rapidly changing world, marked by poly-crises, conflicts, and pressing global challenges such as climate change and setbacks in achieving the Sustainable Development Goals, effective multilateral responses are more crucial than ever. Serving as an independent and impartial mechanism grounded in evidence, MOPAN plays a crucial role in guiding strategic engagement and dialogue between member states and organisations for a more effective multilateral system.

This year, MOPAN underwent a strategic renewal, reshaped its vision and adopted a medium-term strategy. Embracing a medium-term perspective marks a significant advancement for MOPAN, recognizing the importance of assessing our impact over time within the evolving multilateral landscape. Our strategy aims at cementing MOPAN's reputation as a unique, agile, and forward-looking institution committed to promoting performance and effectiveness in tackling global challenges.

Throughout 2023, heightened inclusivity has been a central focus for MOPAN. The network proudly welcomed Spain as a member



MOPAN assessments of WFP and FAO Executive Board launch , 25 September 2023

Letter from the Chair



A handwritten signature in black ink, reading 'Laura Aghilarre'.

**Minister Plenipotentiary
Laura Aghilarre**

2023 MOPAN Chair

Deputy Director General for
Development Cooperation
Ministry of Foreign Affairs and
International Cooperation
Government of the Republic of
Italy

Dear Colleagues,

2023 has been an important and transformational year for MOPAN. As my Chairmanship comes to an end, I want to reflect on MOPAN's success this year and highlight the opportunities that lie ahead for our Network.

The multilateral system is challenged by geopolitical polarisation and poly-crises that put the achievement of the 2030 Agenda under increasing pressure. With ODA budgets also under pressure, it is clear that an effective multilateral system that delivers results is needed now more than ever.

Members agree that MOPAN is uniquely positioned to support this goal. I am delighted that in 2023 members supported the strengthening and continued development of our Network. This includes the agreement of a new strategic vision and MOPAN's first-ever medium-term strategy through unanimous support and via a transparent, interactive and inclusive process.

By doing so, members ensured that MOPAN has clear strategic direction for the future and can evolve to members' needs and a changing multilateral context.

In 2023, MOPAN continued to strengthen its collective voice. Through the addition to the Network of Spain as a member and of New Zealand alongside Türkiye in the role of observer, MOPAN has grown from 7 members in 2002 to a group of 22 mutual partners today. As multilateral stakeholders continue to engage in strategic dialogues, MOPAN continues to be an inclusive Network acting as a key partner to constituents across the multilateral system.

Despite the difficult multilateral context, MOPAN also delivered on its programme activities, including the successful launch of nine institutional performance assessments (AfDB, IDB, IDB Invest, IFAD, IFC, IOM, UNHCR, UNAIDS and the World Bank [IDA/IBRD]). Building upon positive feedback and member demands, MOPAN will continue to work closely with Steering Committee delegates, Institutional Leads and governing body representatives to take advantage of opportunities for strategic impact for the Network's assessments.

In addition, MOPAN continued to strengthen its cross-cutting analyt-

ical Insights via the Network's Lessons in Multilateral Effectiveness and will publish an MDB Climate Synthesis and analysis of efforts by MDBs to prevent sexual exploitation, abuse and sexual harassment (PSEAH) early next year. MOPAN has also continued to invest in its surveys, communication and dissemination efforts and has produced interactive reports to support the increased use and accessibility of the Network's performance information.

In July, in the context of the UN High-Level Political Forum on Sustainable Development, Italy convened a MOPAN event alongside cosponsors from Costa Rica and Indonesia. The event also benefited from the leadership of the Permanent Representative, Ambassador Massari, in his capacity of Vice President of ECOSOC. The event enabled a reflection on the Network's ability to support dialogue on the crucial issue of sustainable funding of the multilateral organisation in a changing landscape.

Building on this progress, MOPAN should continue its activities in an inclusive manner to deliver on its new vision and strategy. Members should also continue to support MOPAN's reputation as an honest and neutral broker and enabler for multilateral effectiveness and co-operation, a key issue and reflection point from the DAC High Level Meeting and UNGA78.


Looking ahead, 2024 will be a pivotal year for the Network as members decide what future they want for MOPAN. This includes finalising MOPAN's strategic transformation, agreeing on a new assessment approach and methodology via MOPAN 4.0., and deciding a new memorandum of understanding, administrative hosting arrangements and programme of work.

MOPAN cannot stand still. The Network has made considerable progress in recent years and is delivering more for members and multilateral stakeholders. But to fulfil its potential, meet members' needs and provide important multilateral performance information to support impact, I invite members and the Secretariat to continue strengthening MOPAN to ensure it responds to demand and can deliver upon its comparative advantage.

In conclusion, I would like to state that it has been a great honour to serve as the MOPAN Chair in 2023. I look forward to Belgium's 2024 Chairmanship under the guidance of Ambassador Ms. Carine Petit and want to reiterate my own and Italy's continued strong support for the Network. As you know, Italy will take the G7 Presidency from 01 January, which will have a strong focus on sustainable development as a bridge to the global partners with whom we will co-operate in an inclusive, transparent and synergetic manner.

Finally, I would like to thank the Head of Secretariat Suzanne Steensen and her team for their collaboration throughout my time as Chair.





The Multilateral Performance Network: Towards a better, stronger, smarter multilateral system

MOPAN at a Glance

MOPAN's shared vision is to promote an effective multilateral system, trusted to deliver solutions to evolving global goals and local challenges.

MOPAN is a network of members that assess multilateral organisations, shape performance standards, and champion learning and insights to strengthen development and humanitarian results and promote accountability.

Capitalising on the Network's unique cross-multilateral system perspective and expertise, MOPAN members work together to deliver relevant, impartial, high-quality and timely performance information as a public good through an inclusive and transparent approach.

MOPAN's performance information mitigates risks, informs decision making and supports change, helping to increase knowledge and trust among all stakeholders and ultimately achieve a stronger and better-performing multilateral system.

Members

as at 31 December 2023



¹ Spain announced its intention to re-join the Network in 2022. Their membership has been made official in 2023.

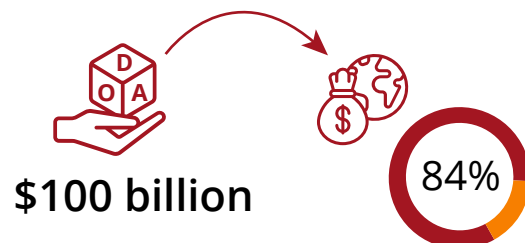
*New Zealand and Türkiye are observers to the Network.

MOPAN members are shareholders and Funders of the Multilateral System

Amongst MOPAN members we have:



All MOPAN members are members of the United Nations and shareholders in the major international financial institutions.



In 2022, MOPAN members contributed USD 100 billion in official development assistance (ODA) to the multilateral system, which amounts to 84% of total multilateral funding globally.



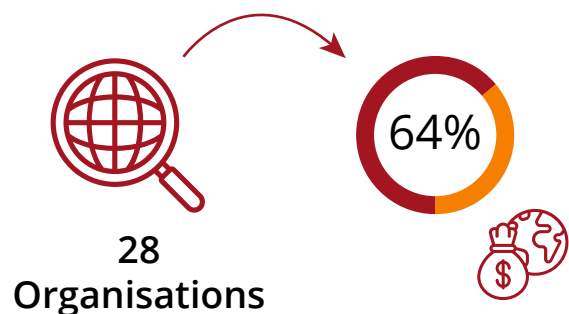
104
Assessments



36
Organisations

Since 2003, MOPAN has conducted 104 institutional assessments across 36 unique organisations within the UN system, international financial institutions, regional development banks, vertical funds and mechanisms.

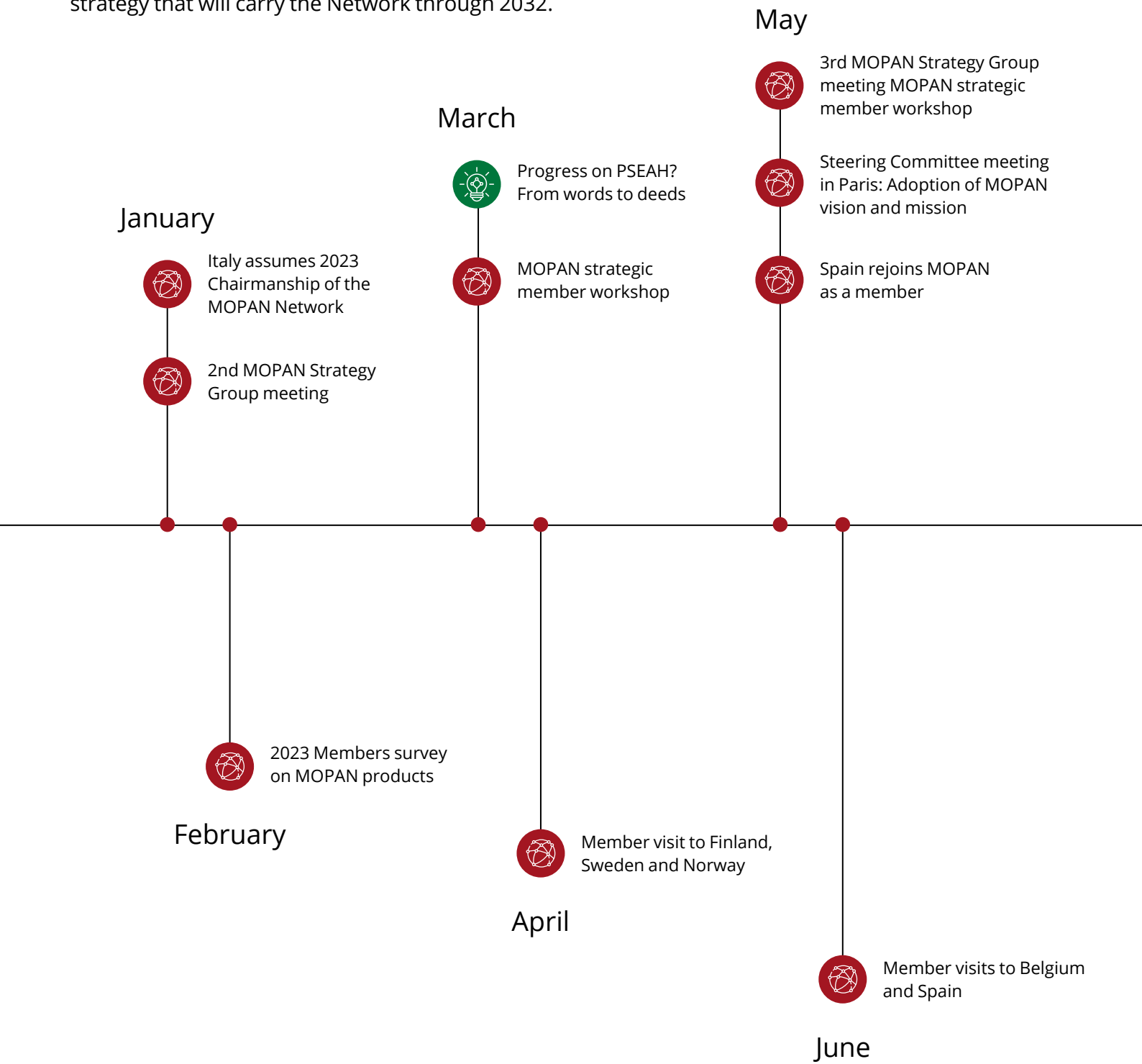
Over 2023-24, MOPAN will assess 28 organisations. These organisations represent 63% of MOPAN members' total funding to the multilateral system.



2023 Milestones

2023 was a transformational year for MOPAN.

In 2023, MOPAN approved a new vision and medium-term strategy that will carry the Network through 2032.



July



MOPAN event at the High-Level Political Forum hosted by Italy, Indonesia and Costa Rica: "Sustainable Financing at a time of poly-crisis: Creating ties that bind"



AfDB assessment launch



New Zealand joins MOPAN as an observer

September



UNAIDS Assessment launch



IDB and IDB Invest Assessment launch



World Bank (IDA/IBRD) Assessment launch



4th MOPAN Strategy Group Meeting



MOPAN report to OECD Council

November



Steering Committee Meeting in Rome



Adoption of the MOPAN Network's Mid-term Strategy (2025-32)



IOM assessment launch



MOPAN Member Needs Survey

October



Member visits to Korea, Australia and New Zealand

August



Belgium prepares to assume 2024 Chairmanship of the Network

December

Timeline key



Network



Assessments



Insights

MOPAN Network update

In 2023, MOPAN continued to strengthen its comparative advantage, collective voice and reputation as the global reference point for multilateral performance information.

During the year, in response to increased interest in the Network and its activities, MOPAN grew to a Network of 22 members, with the addition of Spain and New Zealand as member and observer, respectively. These additions helped reinforce MOPAN's growing influence in the multilateral system. Together, MOPAN members provide USD 100 billion in contributions to and through the multilateral system every year.

It is critical that MOPAN members receive timely performance information and briefings that respond to their needs. Accordingly, MOPAN continued to implement a whole-of-government approach to deepen engagement across member administrations, including with senior staff from ministries of foreign affairs, development, economy and finance in member capitals, and in multilateral hubs across the world. As part of this work, at the request of members Australia, Denmark, Finland, Korea, New Zealand, Norway, Spain, Sweden and the United States, the Secretariat also visited with senior policy makers in member administrations to discuss MOPAN's activities, and the challenges facing the multilateral system.

The network itself was very active, following an ambitious 2023 workplan to confirm a new Mission and Vision, and medium-term Strategic Plan, as part of MOPAN's Strategic Renewal. In addition to this core work, at the May 2023 MOPAN Steering Committee in Paris, members discussed developments in their multilateral policies, helping demonstrate that MOPAN is a member-led Network that promotes peer-to-peer learning.

The network also highlighted the value of MOPAN as a convening platform for multilateral discussions.

At the May MOPAN Steering Committee, members welcomed the Chair of the OECD Development Assistance Committee, Mr. Carsten Staur. This was followed by a discussion with senior representatives from the FAO, IFAD and WFP to the November 2023 MOPAN Steering Committee in Rome.

In July 2023, MOPAN held its annual High-Level event during the UN High-Level Political Forum. Co-convened by Italy's Deputy Director General and MOPAN Chair Laura Aghilarre, together with Costa Rica and Indonesia, the event highlighted opportunities for more sustainable financing of the UN system. The strong level of interest in this event was further confirmation of MOPAN's convening power and the importance that multilateral institutions place on forums for open discussion with their shareholders and funders.

MOPAN's information is a public good that is actively used by stakeholders across the multilateral system including by organisations from the UN system, international finance system and vertical funds, and non-MOPAN members (Box 1). Outside of formal network meetings, MOPAN responded to requests by stakeholders and briefed leadership of multilateral organisations and governing body representatives regarding the Network's activities. Responding to demand, the Network also engaged with stakeholders such as the United Nations Joint Inspection Unit and the Geneva Group of the UN and the OECD, including by providing input for OECD DAC peer reviews.

Finally, throughout the year, the MOPAN Secretariat supported MOPAN member representatives and Ms. Laura Aghilarre, Italy's Deputy Director General for Development Cooperation, as the 2023 MOPAN Chair alongside the Bureau, which was made up of Italy (2023 Chair), Belgium (2024 Chair) and Switzerland (2022 Chair).

Box 1. MOPAN provides value for a wide range of multilateral stakeholders

MOPAN is uniquely positioned to promote an effective multilateral system due to (i) our cross-multilateral system perspective based on our unparalleled knowledge and expertise; (ii) the independence, rigour and credibility of our performance evidence; and (iii) our position as a trusted partner for timely, impartial, relevant and robust evidence that supports dialogue and decision making by multilateral stakeholders.

Through this comparative advantage, MOPAN provides value for MOPAN members, multilateral organisations and other key multilateral stakeholders.

Value for MOPAN members

As members recognise, no country can solve interconnected global and local challenges alone, and thus multilateral engagement – underpinned by timely, impartial, relevant and robust evidence on multilateral effectiveness – remains the best way to advance national and shared priorities. MOPAN's performance information provides value to its members by:

- ➔ contributing to each member's evidence needs in support of accountability requirements, risk management, policy decisions and funding allocations as well as supporting change through bilateral dialogue with multilateral partners
- ➔ providing an objective picture of multilateral performance through its evidence and insights, thereby contributing to members' engagement in formal and informal multilateral governance and policy dialogue fora.

Value for multilateral organisations and across the multilateral system

MOPAN provides value for multilateral organisations themselves in the form of independent performance evidence to inform organisational learning and reduce administrative burden. MOPAN performance information:

- ➔ offers independent and rigorous Insights about multilateral organisations' performance, including their challenges and enabling factors, which help build knowledge and a shared understanding among all stakeholders
- ➔ contributes to organisational improvements through the findings and Insights from individual performance assessments and the dissemination of good practices and learning across the multilateral system
- ➔ meets MOPAN members' needs for such information, thereby reducing the need for additional bilateral due diligence assessments.

Box 1 Continued —

Value for other key multilateral stakeholders

An effective multilateral system is a shared ambition across a broad range of stakeholder groupings including MOPAN members, organisations, and their broader constituents, partner governments, peers, civil society and academia. Working with these stakeholders enables MOPAN to enrich its performance information by incorporating diverse perspectives, which helps to strengthen MOPAN's legitimacy and capacity to influence, champion change and promote multilateral effectiveness. To achieve these goals, MOPAN will deliver value to these stakeholders by:

- ➔ providing access to performance evidence that increases knowledge about how multilateral organisations function, their effectiveness and opportunities for improving and about how organisations are working together as a system
- ➔ providing evidence and knowledge to help implementing partners and other actors better navigate their relationships with different organisations
- ➔ ensuring that a broad range of views, perceptions and experiences are included in MOPAN's assessments and Insights, ensuring their relevance and promoting uptake.

Source: MOPAN 2025-32 Medium-term Strategy



Launch of MOPAN's assessment of the International Organization for Migration (IOM), October 2023.

MOPAN Strategical Renewal: A fresh vision and strategy for the future of MOPAN

MOPAN vision and mission

The multilateral system is under stress. On one hand, pressure from climate change, escalating crises, declining resources and rising inequalities is driving mounting demand for action to get the system back on track, and to realise our shared global goals of a more just, inclusive, prosperous and sustainable planet. On the other hand, the growing complexity of the environment in which the multilateral system operates, as well as funding constraints and inefficiencies, are constraining the multilateral's capacity to respond.

Since MOPAN's inception 20 years ago, our institutional performance assessments and studies have measured and informed the increasing effectiveness of multilateral organisations and the multilateral system.

But today, the rapid increase in the urgency, scale and complexity of global challenges is outpacing what MOPAN has assessed as only incremental improvements in multilateral performance.

In 2023, in this challenging context, MOPAN members undertook a strategic renewal to identify how the Network can better capitalise on its comparative advantage in delivering system-wide, robust and independent performance information, and to scale up its support to the multilateral system.

Members were supported in this process by a high-level Strategy Group, bringing together a cross-section of stakeholders including policy setters from member administrations, leaders from multilateral organisations, independent experts and technical leads to act as an "advisory and user board" and provide MOPAN with diverse perspectives and fresh thinking. The Strategy Group played a critical role during the elaboration of MOPAN's new vision, mission and strategy by considering issues fundamental to the effectiveness of multilateral organisations and providing guidance on how the Network could strengthen its role as a critical partner for the multilateral system.

The result was a new Vision and Mission for the MOPAN network, agreed by members at the May 2023 Steering Committee (Box 2)



Michele Sumilas - picture taken from : <https://www.usaid.gov/organization/michele-sumilas>



Amy Pope - picture taken from <https://www.iom.int/fr/news/amy-pope-elue-nouvelle-direction-generale-de-lorganisation-internationale-pour-les-migrations>

Box 2. MOPAN's vision

MOPAN's shared vision is to promote an effective multilateral system, trusted to deliver solutions to evolving global goals and local challenges.

MOPAN 2025-32 Medium Term Strategy

MOPAN's vision and mission was translated into a new Medium-term Strategy 2025-2032, agreed by members in the November 2023 Steering Committee, and anchored around three strategic objectives:



Support member's accountability needs for multilateral performance.



Promote improved organisational performance and learning.



Shape organisational performance standards through the MOPAN methodology.



The strategy will be delivered through four workstreams:

Underpinning the delivery of these workstreams is the Secretariat's ongoing engagement and support to MOPAN members to ensure that MOPAN's performance evidence, Insights and standards continuously meet members' priorities and needs. Members themselves act as responsible governors of MOPAN by participating in governance and delivery of its work, enabling the effective and efficient functioning and governance of the Network.

The medium-term strategy will be accompanied by an Operational Plan, to be agreed by members in 2024.

Performance Evidence

High-quality assessments that speak to whether multilateral organisations are positioned to deliver results in line with their mandates, adhere to the highest standards of ethics and integrity, and work coherently across the system.

Performance Insights

Analysis and trends that help stakeholders better understand emerging and shared challenges, identify solutions and make policy recommendations.

Performance Standards

Emerging lessons, good practices and evolving performance standards.

Dissemination

Making performance information readily accessible, engaging policy makers across member governments, and reaching other other multilateral stakeholders.



MOPAN Steering Committee, May 2023, Paris.





Looking back: A spotlight on multilateral performance

Introduction

Delivering key performance evidence for the multilateral system: MOPAN assessments

Our world is increasingly polarised, and gripped by poly-crisis. In this difficult environment, an effective multilateral system remains an indispensable tool to address local and global challenges and move along a sustainable journey towards development, peace and security.

MOPAN has contributed to this objective through a period of sustained delivery of organisational performance assessments. Seven assessments were published and disseminated in 2023: the African Development Bank (AfDB), the Inter-American Development Bank (IDB) and IDB Invest, the World Bank (IDA/IBRD) and the International Finance Corporation (IFC), the International Organization for Migration (IOM), and UNAIDS.

Assessments of the International Fund for Agricultural Development (IFAD), Gavi, the Vaccine Alliance, the World Health Organization (WHO), the United Nations Works and Relief Agency for Palestine Refugees (UNRWA), the Global Partnership for Education (GPE), the UN Office of the High Commissioner for Refugees (UNHCR), and the European Bank for Reconstruction and Development (EBRD) are being finalised and will be published in the first half of 2024. Seven new assessments were initiated in 2023 for the UN Food and Agriculture Organization (FAO), the World Food Programme (WFP), UNESCO, UN Women, the UN Population Fund (UNFPA), UN Habitat, and the Global Environment Facility.

Through this range of assessments, MOPAN has strived to deliver performance evidence of multilateral organisations that is increasingly relevant, timely and impactful, using evidence collected through in-depth interviews, document review and an in-depth partner survey (Box 3). We have covered those organisations that have the most relevant mandates and resources to respond to today's climate change, health, food security and humanitarian challenges. Moving away from a one-size-fits-all approach, in 2023 we have adapted the MOPAN performance assessment framework to better reflect different operating models in the multilateral system – particularly the models of multilateral banks and financial institutions focused on the private sector and of international humanitarian organisations. Finally, MOPAN has also stepped-up efforts to communicate better about our work and about the findings of assessments and Insights (Box 4).



MOPAN at the High-Level Political forum hosted by Italy, Indonesia and Costa Rica: "Sustainable Financing at a time of poly-crisis: Creating ties that bind", July 2023.

Box 3. The power of MOPAN surveys

There are different methods for assessing the performance of multilateral organisations, depending on the objective of the performance assessment, the nature of the organisation and its operations and the specific issues to be assessed.

Key stakeholder surveys are commonly used because of their effectiveness in providing a holistic view, their cost-effectiveness and their flexibility. Together with other methods such as a document review and interviews, surveys help ensure a credible, robust, comprehensive and cost-effective assessment.

MOPAN assessments have always included a partner survey to gather evidence. Since adoption of the MOPAN 3.0 methodology in 2015, an online survey has been conducted to gather perceptions and understanding of practice from a diverse set of each organisation's stakeholders.

These online MOPAN partner surveys ensure the credibility and independence of the assessment by capturing external perspectives, and thus providing a more nuanced understanding of the organisation's performance. While the partner surveys are not statistically representative, they provide a substantive dataset offering global and country-level perspectives on different aspects of the organisation's performance. The quantitative and qualitative data from the surveys also provides triangulation of the two other lines of evidence used in MOPAN assessments: document review and interviews.

In the last five years, 26 800 people have been invited to participate in the assessments of 26 organisations through the online partner survey. Of these, 6 390 (24%) responded to the survey, investing on average about 20 minutes of their time to provide comprehensive answers to the set of questions posed.

MOPAN surveys increasingly playing an important role in analytical studies as well. They provide an opportunity to collect feedback on system-wide issues across organisations and countries, ensuring that the experience and views of those working closely with the multilateral system are captured and reflected.

For example, in MOPAN's study on how multilaterals approached the COVID-19 response, MOPAN's survey function helped identify gaps in country-led, system-wide co-ordination among the MDBs and UN entities and a range of challenges hindering an agile response to crises. This example highlights the potential role of MOPAN's surveys going forward to collect information across the multilateral system on emerging issues and challenges, providing robust and cutting-edge evidence to inform decision making.

Box 4. Improving MOPAN communications and dissemination

A strategically reoriented MOPAN – which boasts a new vision, mission and mid-term strategy – allows for stronger strategic communications and greater impact, both among MOPAN members and with key stakeholders. Following a survey of members on MOPAN products in February 2023, the Secretariat repackaged and digitised our performance information content for easier use by members and multilateral stakeholders. This reset included new clear, concise and interactive organisation webpages that host digital performance information reports and briefs alongside interactive performance assessment wheels that allow users to gain direct access to the technical detail and rationale for MOPAN's performance scores.

In 2023, MOPAN also made strides to increase the Network's external relevance and reach. Media outlets such as Devex and the New Humanitarian published MOPAN report findings, including on MOPAN's assessments of IOM and UNAIDS. MOPAN also leveraged the power of social media to disseminate performance assessment findings more widely. For example, areas identified for improvement in organisational assessments were repacked as LinkedIn articles to help reach a broader audience of multilateral stakeholders.



United Nations, Geneva, 2023- mmoka, Unsplash

“IFAD welcomes the findings of the MOPAN assessment performed in 2023, which provide useful feedback to sharpen implementation of its business model during the current and future replenishment cycles. – Management greatly appreciates the excellent collaboration with the MOPAN Secretariat.

— IFAD Management Response to the 2023 MOPAN Assessment

Food security cluster: FAO, WFP, IFAD

Policy context

Global hunger today is far above pre-COVID levels, affecting approximately 9.2 percent of the world population, or about 735 million people. While progress has been made in Asia and Latin America, hunger is still on the rise in Western Asia, the Caribbean and all subregions of Africa. The undernourishment picture is no better, with 600 million people projected to be chronically undernourished by 2030. And the gender gap is widening, with food insecurity disproportionately impacting women and people living in rural areas.

Global agrifood systems are also changing. Urbanisation is driving much of this change, creating challenges around the availability of fast foods, insufficient availability of vegetables and fruits, exclusion of small farmers from value chains, and loss of land and natural capital. At the same time, urbanisation is also creating opportunities for farmers: with the expansion of urban areas, not only do off-farm employment opportunities increase but value chains become more complex, resulting in a greater variety of foods.

Approaches to agrifood systems aimed at increasing access to affordable healthy diets and achieving food security and nutrition for all will thus need to understand and leverage the rural-urban continuum, involve sufficient public investment in research and development, and improve rural-urban connectivity.

The Rome-based agencies IFAD, FAO and WFP are at the forefront of these efforts.



Port au Prince, Haiti, January 2010. Photo: WFP/Marco Frattini
Source: Flickr

Common trends

The following issues will be a focus for the assessments of FAO, IFAD and WFP:

Organisational architecture.

As the three organisations reflect on the right structure to support country operations, the issue of decentralisation and regional offices has come to the fore. Decentralisation of decisions and staff posts has a clear logic and rationale for IFAD as it would allow the organisation to be more responsive to the needs of its beneficiaries and to support strategic engagement and partnerships at the country level. For WFP, a major organisational and departmental structure review is underway in the context of falling income. The review will need to ensure that core functions, including oversight, are not marginalised; that regional offices are playing the right role, while recognising that the right role may be different in different regions; and that decentralisation enables better delivery. In the case of FAO, although no concrete plans for reforming field presence are known, there seems to be a trend to at least partly reverse the organisational decentralisation and deconcentration that FAO has been striving for in recent years. FAO realises that it still needs its headquarters to be a centre of technical expertise that operational missions can draw on, and the COVID-19 experience has highlighted the importance of getting these links right. Even for IFAD, decentralisation was implemented rapidly and without sufficient feedback from staff or learning from the experience of other multilaterals. IFAD will need to learn from this experience and engage more with staff and peer organisations as it continues to decentralise decision-making and move staff posts to the field.

Prioritising in the face of increasingly volatile resources.

WFP has experienced a significant contraction of resources post COVID-19, and country offices are

now having to make difficult prioritisation decisions. It will be important that these decisions be strategic and evidence based and focus on those people most in need. FAO may face the opposite problem as the sharp increase in voluntary contributions, earmarked directly to programmes and projects, could lead to bottlenecks in delivery, exacerbating FAO's absorption capacity issue and raising questions about the adequacy and distribution of FAO's overhead charge to maintain core support functions.

Transparency and aid diversion.

IFAD has a strong corporate approach to recording and reporting results, and the independent evaluation office ensures credibility and oversight. For FAO, transparency is high on the agenda for management and stakeholders – particularly the link between funding and results. For WFP, which works in high-risk environments, aid diversion is a significant issue that has undermined member confidence in the organisation. WFP is working closely with major donors on reassurance plans.

Mandate and strategy.

One of IFAD's main strengths is a clear and focused strategy that allows the organisation to respond to critical global challenges such as household and regional food insecurity and to target the most marginalised rural communities. FAO is not only focused on the production of food but also, beyond food security, on the transformation and consumption food including food systems. A live internal debate is underway in WFP to determine the right mix between saving lives (more humanitarian interventions) and changing lives (resilience programming) to deliver on Zero Hunger in the hardest places.

Assessment status

The MOPAN assessment of the IFAD started in September 2022, and the launch is planned for IFAD's Governing Council meeting in February 2024.

The **FAO and WFP** assessments kicked off in September 2023 with a joint briefing to Permanent Missions in Rome. For FAO, MOPAN launched a global partner survey in 14 countries in December and concluded a document review and planned interviews in January 2024. The assessment comes at a time when FAO, which is experiencing a remarkable and steep growth in voluntary contributions, faces high expectations from members and stakeholders to deliver. Tracking the organisation's progress against a range of changes initiated by the current leadership will be a key part of the assessment, which will conclude in 2024.

By the close of 2023, the WFP assessment was on track to be delivered in June 2024, with the majority of evidence collection – including country missions to Mozambique and South Sudan – completed. WFP's operational environment is more complex and volatile than at the last MOPAN assessment five years ago, and the level of need has increased.

Health cluster: Gavi, Global Fund, UNAIDS, UNFPA and WHO

Policy context

The end of COVID-19 as a global health emergency in May 2023 marked an important milestone. The coronavirus crisis lasted more than three years and set back organisations in their progress towards the global health goals in the 2030 Agenda. The pandemic exposed gaps in the multilateral health system in emergency preparedness and response. Recognition of these gaps has since led organisations to rethink their co-operation in preventing and managing future pandemics.

At the same time, climate change took an unprecedented turn and its impact on health featured high on the COP28 agenda, leading to a global declaration on climate and health. The increase in conflicts, infectious disease outbreaks, coupled with soaring rates of malnutrition has resulted in a record-high number of people dependent on humanitarian assistance, many of whom lack access to essential medical services.

Many organisations continue to work towards the goal of universal health coverage based on strong, efficient and equitable health systems. Meanwhile, ageing, mental health and non-communicable diseases – issues that have dominated high-income countries in recent years – are becoming pertinent for middle-income and low-income countries as well. All this should not mask the impressive health gains made in other areas. New vaccines were approved for malaria, dengue and meningitis, while UNAIDS reported the fewest new HIV infections in decades and has laid out “the path that ends AIDS”.

Common trends

Several topics run through MOPAN's assessments of organisations in the health sector:

Efforts to bring operations closer to the field preoccupy many health organisations.

As engaging directly with marginalised groups becomes the priority, the Global Fund's model of country ownership and the HIV policy dialogues of UNAIDS are becoming more challenging. The assessments of both UNFPA and WHO will show advantages and challenges in bringing organisational capacity closer to operations, including for normative work.

Pandemic preparedness.

In response to COVID-19, pandemic preparedness gained centre stage not only at WHO, which assumed global leadership in developing a COVID-19 response plan, but also at the Global Fund where pandemic preparedness and response evolved into a new objective alongside addressing AIDS, tuberculosis (TB) and malaria. The COVID-19 response led to numerous new partnership platforms within the health sector such as COVAX and the COVID-19 Tools Accelerator.

Responding to humanitarian needs.

Organisations in the health sector, notably WHO and UNFPA, have experienced growing demand for crisis response and are increasingly called upon to go beyond their traditional roles. In the case of WHO, this means going beyond driving global health norms to engage more directly with the development of health systems in member states. This creates pressure for new expertise, rapid procedures, and different ways of working.

Universal health coverage.

Universal health coverage is increasingly recognised as a necessary condition for advancing the SDGs sustainably, and COVID-19 exposed the gaps in health coverage more than ever. The pandemic also threw many health-related indicators further off track and contributed to greater inequality in access to quality health care. Health organisations including the Global Fund are focused on finding a good balance between the goal of ending specific diseases (such as TB, malaria, HIV and AIDS) on the one hand, and contributing to universal health coverage on the other.

We reiterate our commitment to continual improvement and excellence, and we count on the renewed commitment of all of MOPAN's members to support UNAIDS on this path, which is essential to ending AIDS and sustaining this progress beyond 2030.

— UNAIDS Management Response to the 2023 MOPAN Assessment

Assessment status

The assessment of the **Global Fund** was the first organisational assessment in the health cluster to be published. Presented to the Board in July 2022 and published in early September 2022, it provided valuable and timely information to MOPAN members and stakeholders ahead of the Global Fund's Seventh Replenishment conference. In its management response, Executive Director Peter Sands stressed that many of the assessment findings would be addressed under the new Global Fund Strategy 2023-28: Fighting Pandemics and Building a Healthier and More Equitable World. He further noted that the assessment would help the Global Fund as it undertakes implementation planning, rolls out its new Monitoring and evaluation and Key Performance Indicator Frameworks; maximises the impact of Global Fund investments, and increases the efficiency and effectiveness of Global Fund operations over the next strategic period.



UNAIDS assessment launch, August 2023, MOPAN

The assessment of the **UNAIDS Secretariat**, presented in September 2023, examined the global function of the Secretariat. It asked what progress had been made from 2017 to 2021 and whether the Secretariat is fit for purpose to perform its five core functions for the workplan period from 2021 to 2026 set forth in the Unified Budget, Results and Accountability Framework (UBRAF) and beyond. The assessment praised the Secretariat for having led the development of the Global AIDS Strategy, improving the UBRAF as a results framework for the UN's AIDS response, and advancing global norms in policy dialogues and strategic planning at the country level. However, overall, the assessment revealed an organisation in crisis. The Secretariat had been unable to address expectations of its Cosponsors, which in turn affected its co-ordination function. Its resource mobilisation strategy for the UBRAF had not kept up with the realities of global HIV funding, and the Secretariat leadership had been accused of mission creep. Further, it had yet to put in place the appropriate resources and structures to implement the 2023 WHO policy on sexual

misconduct. The assessment suggests it is time for the UNAIDS Programme Coordinating Board to reimagine the Joint UN response to AIDS and rethink the value that the Secretariat can offer to the response in the future. In her management response, Executive Director Winnie Byanyima laid out an action plan and timeline for the Secretariat to provide leadership for the longer-term HIV response to 2030 and beyond; ensure clarity of and focus on UNAIDS' HIV mandate; strengthen relations with Cosponsors and the functioning of the Joint Programme; and address challenges to fully resourcing the UBRAF.

The assessment of the **World Health Organization (WHO)** started in early 2023 and is due to be launched in late spring 2024. Preliminary findings were presented to Member States in December 2023. The assessment examines WHO's progress in carrying out various reforms and identifies remaining gaps. It asks what success the WHO has had in transforming its financing and transitioning towards a more diverse, predictable and sustainable funding base. The assessment also considers the impact of the COVID-19 pandemic on the organisation's work and role, the opportunities and expectations exposed by the pandemic, and WHO's efforts to enhance protection from sexual misconduct.

The assessment of **Gavi, the Vaccine Alliance** started in January 2023 and is due to be launched in June 2024. The assessment reflects on Gavi's role and comparative advantage in the global health landscape. It aims to provide relevant and useful evidence to inform both the development of Gavi 6.0 and replenishment discussions. The assessment also considers the strengths and limitations of the Alliance structure and how Gavi has responded to countries' changing epidemiological conditions over the past five years.

The assessment of the **United Nations Population Fund (UNFPA)** started in late 2023. Findings will be available in early 2025 ahead of members' consultations on a new UNFPA strategic plan for 2026-29 – the last push in the acceleration phase towards the Sustainable Development Goals (SDGs). The assessment will reflect on the organisation's financial sustainability, the impact of recent decisions to decentralise certain functions, on risk management and oversight, and what the growing level of humanitarian demands means for UNFPA.

MDBs and IFIs cluster: AfDB, AsDB, EBRD, IDB, IDB Invest, IFC, IMF and World Bank

Policy context

Multilateral development banks (MDBs) are reforming in light of COVID-19, rising sovereign debt and Russia's invasion of Ukraine. This state of poly-crisis has tested MDBs' financial frameworks, business models, and ability to respond to crises in an agile and responsive way. At the same time, their operating landscape is becoming increasingly complex due to rising vulnerability and the impacts of climate change. These challenges also affirm the need for MDBs to strike a balance between their traditional country-driven business models and growing pressure to support global public goods, making the most of their capital, financial frameworks, instruments and risk appetites to deliver more for their clients.

Over the past year, MDBs have sought to change how they work with their clients and other development partners to deliver on this need. Their efforts have contributed to the Evolution Roadmap for the World Bank Group, which led to a new mission and vision to “end extreme poverty and promoting shared prosperity in a sustainable way.” Other international finance institutions (IFIs) are following suit and identifying new institutional strategies (e.g. IDB Group) to adjust to a new operating reality.

Among the Group of Twenty (G20) and other actors, calls for reform have focused on (i) enhancing MDBs' financial frameworks to scale up lending; (ii) strengthening institutional processes to promote speed and agility; (iii) enhancing private capital mobilisation through whole-of-institution approaches and upstream support; (iv) scaling up support for cross-cutting themes such as climate; and (iv) working more closely together as a system, including through enhanced country-led co-ordination mechanisms.

“Thank you, MOPAN, for the collaborative engagement throughout the assessment process. We appreciate the recognition of our strong financial, risk management, and accountability frameworks, the effective changes made to implement IFC's strategy, and our leadership role in forging partnerships to address global issues.

— @IFC_org The official Twitter feed of IFC



Source: AfDB pictures library, Gabal El-Asfar wastewater treatment plant in Egypt, treats and disposes sewage water

The next two years will be an important opportunity for MOPAN members and other partners to better position the MDBs to deliver on the sustainable development agenda while also supporting country needs and priorities. Upcoming fund replenishments – for the Asian Development Fund and International Development Association (IDA) for example – and capital increase processes (e.g. EBRD) provide an important opportunity to set new policy directions and address systemic challenges.

Common trends and opportunities

MOPAN assessments across MDBs identify several shared strengths:

Evidence-based responses to country needs.

MDBs' country-driven business models are underpinned by robust analysis that helps ensure alignment with countries' development needs and priorities. This model increasingly provides a strong base for policy dialogue and institutional capacity development, creating an enabling environment for addressing different development issues. A deep understanding of the policy and regulatory environment has been key for private sector facing MDBs to an increasing emphasis on upstream work to create markets.

Promoting strategic priorities.

Cross-cutting priorities are reflected throughout MDBs' strategic architecture, including corporate scorecards and accountability frameworks. These structures yield important incentives for alignment of operations to member priorities. Mainstreaming of cross-cutting issues is typically supported by dedicated expertise, robust analytical evidence and systematic processes for mainstreaming. Increasingly, MDBs are scaling up resources for cross-cutting issues through bond issuances and innovative financial instruments and structures. In the climate space, MDBs are actively engaging in new partnership structures with vertical funds and donors to support just transition, adaptation and resilience.

Strong financial frameworks.

MDBs' financial frameworks are robust, building on strong capital adequacy frameworks that ensure medium-term financial sustainability and enable flexibility in crisis contexts. MDBs are increasingly implementing the recommendations of the G20 Independent Review of MDBs' Capital Adequacy Frameworks, adjusting statutory lending limits, exploring approaches for hybrid capital, and implementing exposure swaps and risk transfers. Concessional resources are increasingly positioned to scale resources and promote efficiency, including through consolidation of donor trust funds. The IDA hybrid financial model, for example, enables leveraging of donor contributions by a factor of four.

Internal control and oversight.

MDBs tend to have strong processes for internal control and oversight that reflect good practice. These include internal audit, ethics, integrity and evaluation functions that are independent and operate with ring-fenced resources. These functions form one of MDBs' key risk management lines of defence, ensuring strong enterprise risk management. Increasingly, these functions are applying data-driven and proactive approaches to engage staff upstream, feed into policy and decision making, and prevent risks from materialising.

Risk management.

Key processes for operational risk management are integrated into MDBs' project cycles. MDBs have robust processes for identifying, managing and mitigating a range of political, operational, environmental and social, strategic, and credit-related risks at different stages of implementation. Risk management is embedded into project supervision. Increasingly, decentralised delivery models place operations staff closer to clients, enabling hands-on support throughout implementation particularly within fragile states.

Results-based management.

Most MDBs have robust processes for results-based management, including scrutiny of project logic and results frameworks during design; regular monitoring and supervision; and processes for self-evaluation against clear performance criteria followed by robust independent validation. MDBs' results architectures include corporate scorecards that aggregate overall delivery and incentivise performance against organisational priorities. Private sector facing MDBs such as the EBRD and IFC have identified tools that ensure that investments demonstrate ex-ante additionality, development results and potential market impacts.

The Bank's Management would like to thank MOPAN for the timely and insightful assessment findings that will inform the design of the Ten-Year Strategy 2.0. The findings will also contribute to the Bank's efforts to further improve its institutional effectiveness while also supporting efficient delivery of sustainable development results.

— AfDB Management Response to the 2023 MOPAN Asses

As MDB reform progresses, there are opportunities for MOPAN members to address the following systemic challenges:

Demonstrating results for cross-cutting issues.

In general, MDBs are not positioned to report on their results for cross-cutting issues such as climate and gender. Tagging and flagging systems can identify projects that have linkages to cross-cutting themes ex ante. But demonstrating results ex post is challenging, due to the focus on finance and limited incentives to undertake monitoring. Gaps in monitoring and evaluation at the country level, alongside data quality issues at the project level, make it difficult to demonstrate contribution to transformative impacts at the country level.

Positioning knowledge as a strategic asset.

Most MDBs lack means to fully leverage their research and operational learning, and all assessments cite challenges in the identification and uptake of lessons. Although the delivery of knowledge solutions is a key element of MDBs' comparative advantage, results management for these activities is weak. In addition, MDBs are often not able to fully demonstrate how knowledge support is taken up to inform policy actions that promote an enabling environment for development.

Speed and agility of institutional processes.

Timeliness of internal decision making is uneven across MDBs, with challenges observed in balancing procedural rigour with efficiency and agility. Long time frames for approval are often accompanied by time overruns for implementation. Such delays can undermine the relevance and impact of projects. Furthermore, many MDBs lack the means to easily adjust projects and country strategies to reflect changes in context.

Private capital mobilisation through whole-of-institution approaches.

MDBs work at the nexus of the public and private sector supporting policy changes that promote investment while providing direct support to bankable investments. Increasingly MDBs have sought to implement whole-of-institution approaches to crowd in private investment through coherent strategy and programming. However, these efforts are at different levels of maturity across institutions and have not been implemented systematically. Overall, institutional incentives do not support this approach.

Sexual exploitation, abuse, and harassment (SEAH) and stakeholder grievance mechanisms.

Performance in addressing SEAH risks remains uneven across MDBs. Some MDBs have made important progress in integrating SEAH into existing processes for environmental and social risk management and ensuring clients and their contractors have the necessary capacity and a clear legal responsibility to prevent and respond to these risks. However, other MDBs have difficulty demonstrating how these risks are followed up in operations. A key challenge has been implementing stakeholder consultation and establishing grievance mechanisms through a survivor-centred approach, particularly for private sector operations and operations through financial intermediaries where clients are responsible for implementation in line with domestic legal frameworks.

Moving forward, there are opportunities for MOPAN members to take stock of and promote emerging good practices:

Programmatic approaches / Framework programmes and flexible approaches that incorporate adaptive management were at the heart of MDBs' COVID-19 responses. These approaches hold further promise for scaling up support for addressing complex global challenges such as climate change through long-term, integrated engagement that combines investment, knowledge and institutional support.

New tools for engaging the private sector MDBs are broadening their engagement with institutional investors and insurance providers through synthetic portfolio platforms, funded and unfunded risk participations, and exploration of originate-to-distribute mechanisms and investment matching platforms. Public-private partnership transaction advisory and upstream advisory support are also increasingly employed to crowd in private finance to support sustainable development.

Scaling up use of guarantees. Portfolio guarantees, sovereign guarantees and project-level guarantees are key means of working with donors and vertical funds to scale up lending to address cross-cutting issues, make more efficient use of capital and de-risk transformative projects. Currently, unfavourable institutional incentives limit the use of guarantees.

Assessment status

Throughout 2023, MOPAN completed five MDB and IFI assessments including IDA/IBRD, AfDB, IDB and IDB Invest, and IFC.

Another three assessments are ongoing. The assessment of the EBRD is at the emerging findings stage and is due for completion in May 2024. The Asian Development Bank (AsDB) assessment is in the inception stage, with a final inception report due in March 2024 and the assessment due to be completed in October 2024. In the final quarter of 2024, MOPAN will look to kick off the assessment of the International Monetary Fund (IMF), subject to securing a second institutional lead. Work is underway to identify how the MOPAN framework can be adjusted to meet members' information needs while addressing the IMF's unique context.

Crises cluster: ICRC, IOM and UNHCR

Policy context

Humanitarian needs have reached a record high. Crises and conflicts, disasters, and the impacts of climate change increasingly threaten the lives and livelihoods of millions of people. In 2023, humanitarian partners appealed for USD 51.5 billion to assist 230 million people facing life-threatening and urgent needs.

Working in crisis contexts has also become more complex. Protecting and prioritising those most in need must happen alongside an ongoing commitment to international humanitarian, human rights and refugee law; a shift towards locally led solutions and giving affected populations more control; different thinking about how to fund and operate in long-term, protracted contexts, including working better with development and peace actors; a greater focus on anticipatory action, adaptive management and building resilient shock-resistant systems; learning how to address increasing climate impact emergencies and reduce environmental impact; and ensuring that the differing needs of men, women and children are addressed. Moreover, all of this must be done against a backdrop of escalating need and stagnant, earmarked financial resources.

ICRC, IOM, and UNHCR play a critical role in this global crisis landscape.

The MOPAN findings provide a valuable roadmap to guide our ongoing reform programme including the identified enablers of our Strategy Plan 2024-28 – workforce, partnership, funding, data and evidence, learning and innovation, communication and internal systems.

— IOM Management Response to the 2023 MOPAN Assessment

Common trends

MOPAN's assessments of organisations working in crises have highlighted the following trends:

Targeting global challenges.

IOM has significantly increased its engagement with global policy processes, becoming a more effective advocate on migration issues and increasing its visibility as the UN's global migration agency. However, a systematic approach to climate and migration remains an ongoing challenge. UNHCR has considerable convening power, and its ability to amplify the voice of people of concern as well as its legal and technical expertise in relation to its mandate are well respected. The impact of its support to the Global Compact on Refugees and the Global Refugee Forum is significant, creating clear international frameworks on solidarity and burden-sharing and promoting refugee inclusion to better address and resolve refugee situations.

Supporting and promoting local solutions.

IOM needs to improve processes for engaging and working with local implementers, and work on how to institutionalise accountability for affected populations across the organisation's operational activities. UNHCR is doing better: decentralisation has helped the organisation work closely with and through country systems and actors. This is becoming increasingly common not just at national but also at local level.

Solutions for protracted crises.

IOM is committed to working across the humanitarian-development-peace nexus and has been supportive of interagency initiatives, but still has some way to go to promote this way of working across its field network – including by integrating conflict sensitivity into operations. For UNHCR, finding the right response to protracted crises remains a challenge. Separate refugee response structures with governments may be a fast and effective way of establishing an emergency response capacity, but these parallel systems can become a roadblock to the longer-term aims of including refugees in national services and supporting them to become economically active and self-sufficient. And efforts to develop better co-ordination with development actors are not yet visibly delivering a clear and consistent handover of roles and responsibilities.

Earmarking – risks and opportunities.

With a hefty 97% of its resources earmarked for specific activities, IOM has evolved into an agile entrepreneurial and delivery-focused organisation that has considerable success raising project finance. However, this large share of earmarked funds leaves the organisation with limited scope to allocate resources towards the delivery of its mandate, leads to under-resourcing of core central functions, and makes it difficult for the organisation to support anticipatory action and underfunded crises.



Infrastructure damage brought by the earthquake around Hatay City Centre, Türkiye. Photo: Emrah Özesen/IOM 20

Resetting the relationship with shareholders and funders.

While they recognise the importance of respecting the mandate and the non-political character of the High Commissioner for Refugee's work, many external stakeholders, and particularly donors, noted that UNHCR could further strengthen its transparency and reporting practices and adopt a more consultative approach with oversight bodies.

Driving organisational change.

IOM has implemented an ambitious programme of organisational reforms. But the MOPAN assessment shows that the reforms, due to their depth and complexity, will take some years to be fully implemented and deliver results. UNHCR has also undertaken a root-to-branch change process – a process that is not yet complete but is already bearing fruit, especially around a clearer organisational structure, streamlined policies and much strengthened risk management. However, the role of UNHCR's regional bureaux is not sufficiently clear.

Partnerships that work.

UNHCR needs to become a less demanding and more reasonable funding partner. Some partners feel like contractors, noting that they contend with very short time frames for partnership agreement proposals, little opportunity for input into project design, heavily monitored projects with monthly reporting at output level, and short and frequently renegotiated funding envelopes.

The right results information, delivered in the right way.

Despite work towards a results-based management system, IOM's planning and budgeting processes are only loosely results based, and results reporting is on a manual basis. For UNHCR, there is now better data collection and reporting through the new COMPASS global results and planning framework, which offers better potential for multi-year results-based management, although further work will be needed to adjust indicators, strengthen results monitoring and socialise staff to use the COMPASS system to its full potential.

Assessment status

The ICRC assessment has been postponed to the end of 2024 following a request from the organisation and approval by the MOPAN Institutional Leads (Australia and the United States).

The IOM assessment was completed and launched in October 2023 to coincide with the arrival of the new director general, Amy Pope.

The UNHCR assessment was completed in December 2023, including country missions to Moldova and Uganda, and released to members to support preparations for the Global Refugee Forum. The public launch is planned for February 2024.

MOPAN temporarily paused the assessment of UNRWA in early October 2023. MOPAN is working with UNRWA and the Institutional Leads (Germany and Qatar) to develop suitable plans for completing the assessment in 2024.

Other organisations: GPE, GEF, OHCHR, UNESCO, UN Habitat, UN Women and WTO

Assessment status

In 2023, MOPAN completed important preparatory work to support delivery of a relevant and impactful assessment of the **Global Environment Facility (GEF)**, which will be published in Q4 2024 ahead of the GEF-9 replenishment. The assessment will build upon the findings of MOPAN's previous 2017-18 assessment of GEF and provide important insights to support GEF's increased focus in three core areas: integration (across funds as well as thematically); inclusion (including greater engagement with key stakeholder parties); and mobilisation of resources and expertise to deliver results.

The assessment of the **Global Partnership for Education (GPE)** is taking place at an opportune moment. The GPE's chief executive officer, Ms. Laura Frigenti, is seeking to accelerate roll-out of the new operating model, better capitalise on GPE's comparative advantages and deliver greater value from GPE's relationship with the World Bank. Under the leadership of Ireland and the United States, MOPAN's assessment will provide important insights into GPE's direction of travel and progress to date. Preliminary insights were presented to the GPE Board of Directors in December, with the final assessment findings to be communicated to GPE stakeholders early in 2024 with a view to informing the next replenishment discussions and next iteration of the operational plan.

The assessment of **UNESCO** began following its General Assembly in November 2023 with a view to delivering performance information to help its management and Member States develop the Programme and Budget 2026-29 early in 2025. As the organisation approaches the mid-point in its current Medium-Term Strategy, it will have an important opportunity to consider the extent to which UNESCO has been able to implement its change commitments and reap expected benefits. This will also be an opportunity for UNESCO to consider whether it has the appropriate systems and procedures, including new resources, to meet the growing demands and expectations placed on the organisation.

The inception mission for the assessment of **UN Habitat** took place in November 2023. Subsequently, the MOPAN Head of Secretariat and the Institutional Leads, Germany and Spain, briefed member states during the third session of 2023 of the Executive Board. The assessment will continue in 2024 with a virtual meeting with member states and interviews for data collection. A presentation of preliminary findings will be held in May during the first session of the 2024 Executive Board. The final report will be released in December 2024.

The assessment of **UN Women** began in January 2024 with an inception mission to New York. The programme for the inception mission included a briefing to the Bureau of the Executive Board and meeting for all MOPAN members co-hosted by the Institutional Leads, Italy and Korea. This assessment will also include two country visits to enable an in-depth analysis of how UN Women implements its co-ordination mandate and the effects of recent decentralisation efforts. The preliminary findings will be provided by September and the final assessment report will be released in December 2024, in time to inform deliberations on UN Women's next strategic plan.


MOPAN carried out a rapid desk-based scoping study for the assessment of **WTO**. It concluded that a fuller inception report needed to be developed to clarify the scope of the assessment and any necessary adaptations to the MOPAN assessment framework and methodology. To allow for the inception phase to start, MOPAN notified the WTO Secretariat in December 2023 of its intention to carry out an assessment of the organisation.

MOPAN has agreed to postpone the assessment of the **Office of the UN High Commissioner for Human Rights (OHCHR)** until 2025.



Source: Flickr, GPE/Translieu/Nainkwa



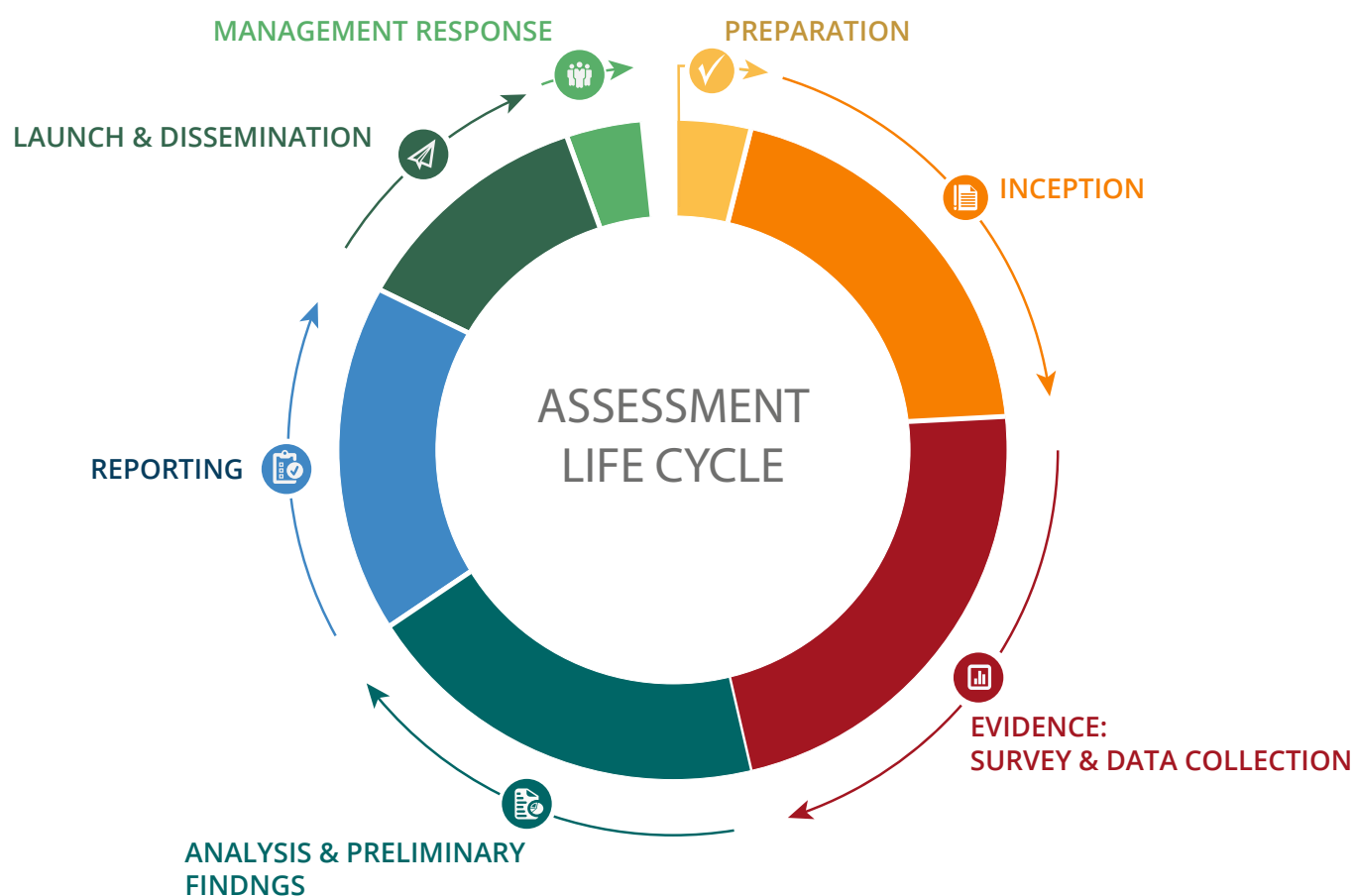


Looking forward: Completing the assessment cycle and finalising MOPAN's strategic transformation

MOPAN Assessments

Progress on MOPAN Assessments is shown in Figure 1. Most assessments listed here will be completed by 31 December 2024.

Figure 1. MOPAN Assessments – progress at 31 December 2023



Organisation	Institutional Lead(s) & IL Observers	Stage of Assessment Progress
AfDB	Canada, Sweden	
AsDB	Netherlands, Italy, New Zealand	
EBRD	United Kingdom	
FAO	Canada, United States	
GAVI	Republic of Korea, Sweden, United States	
GEF	Australia, Sweden	
Global Fund	France, Republic of Korea, United States	
GPE	Ireland, United States	
ICRC	Australia, United States	
IDA/IBRD	Italy, Norway	
IDB	Canada	
IDB Invest	Canada	
IFAD	Canada, Finland, France	
IFC	Germany	
IMF	France	
IOM	Belgium, Canada, Netherlands	
OHCHR	Denmark, Norway	
UNAIDS	Denmark, United States	
UNESCO	Qatar, United Kingdom	
UNFPA	Finland, Switzerland	
UN Habitat	Germany, Spain	
UNHCR	The Netherlands, Switzerland, United Kingdom	
UNRWA	Germany, Qatar	
UN Women	Italy, Korea	
WFP	Switzerland, United States, Türkiye	
WHO	Belgium, Canada, Luxembourg	
WTO	Germany, United States	

Upcoming MOPAN Insights

MOPAN will also release a range of cross-cutting thematic studies in 2024.



MDB Climate Synthesis

Climate change is the defining challenge of our time, and MDBs play a critical role. MDBs provide comprehensive solutions that help countries deliver on their climate goals including policy dialogue, knowledge, technical assistance and finance. However, climate change ambition needs to be scaled up drastically to meet the goals of the Paris Agreement. MDBs are being called upon to do more, including through “whole of system” approaches and country-led co-ordination mechanisms.

However, this Insight finds that MDBs are not positioned to deliver on their COP28 joint commitments. They are not currently: (i) demonstrating how knowledge activities contribute to an enabling policy environment; (ii) working systematically to mobilise private climate finance through whole-of-institution approaches; (iii) channelling concessional finance efficiently; and (iv) reporting on results beyond climate finance. Overall, MDBs are not positioned to work effectively through whole-of-system approaches at the country level such as Just Energy Transition Partnerships or JETPs. Five considerations are offered for harnessing MDBs’ potential to scale up climate action and avoiding the worst impacts of climate change.

MOPAN’s MDB Climate Synthesis will be published at the World Bank/IMF Spring Meetings in April 2024.

Enhancing organisational performance in crisis contexts

Multilateral organisations play a critical role in the global crisis landscape, from delivering emergency response and protection to facilitating solutions for those affected in these high-risk, rapidly evolving contexts. Capitalising on good practices across the system will be integral to enhancing the performance of these organisations in the crisis settings of today and tomorrow, where organisations will be called upon to deliver more and better for less.

This Insight will deliver a set of lessons for enhancing multilateral organisational performance in crisis environments with the aim of supporting organisations themselves as they reform to become fit for the future; informing MOPAN members and other stakeholders in their funding and bilateral and formal governance engagement with multilaterals working in crises; and helping partners and other interested stakeholders learn more about how these critical organisations operate.

Enhancing Organisational Performance in Crisis Contexts will be released at ECOSOC Humanitarian Affairs Segment in June 2024.

Strengthening accountability and learning for UN development system effectiveness

The Quadrennial Comprehensive Policy Review (QCPR) is the primary policy instrument of member states to define how the UN development system should operate to support programme countries in their development efforts. The first QCPR was adopted in 1981; over time it has evolved to focus on a broader range of more complex issues. Over the years, member states have also geared the QCPR more towards the overall UN development system rather than any single UN entity.

As its scope and complexity increased, the QCPR's monitoring and evaluation framework has become unwieldy. The current framework includes more than 250 indicators, and the data to monitor 90 of these indicators are collected through surveys and not triangulated with data collected through other methods. A stronger emphasis on qualitative research methods and analysis is needed to strengthen accountability and learning for QCPR implementation and to support member states in interpreting the data.

This Insight paper will demonstrate how MOPAN's performance information can complement the QCPR monitoring and evaluation framework through analysis, independent verification and triangulation of data. As MOPAN's performance information can be disaggregated to the UN entity level, it could also support monitoring of how individual UN entities implement relevant elements of the QCPR.

MOPAN's Insight on the QCPR and related Funding Compact will be released in the second half of 2024.

MDB Synthesis on the Protection from Sexual Misconduct

Sexual misconduct undermines the core values of the multilateral system. Protection from sexual exploitation, abuse and harassment (PSEAH) has become a priority for multilateral organisations and their stakeholders. In 2019, MOPAN worked with over 40 experts to develop benchmarks to assess organisations' maturity in their approaches to PSEAH. MOPAN has applied the benchmarks since 2020 as part of its methodology. In early 2023, MOPAN took stock of its first six assessments in a synthesis entitled "[Progress on SEAH? From words to deeds](#)".

Two years later, MOPAN is taking stock of how MDBs/IFIs are progressing in their approaches to PSEAH. This will be published as a synthesis of the efforts they have undertaken, as captured in the MOPAN assessments between 2021 and 2024. This work will deliver insights into common achievements and challenges in implementing PSEAH policies and risk frameworks, and it will put a spotlight on the specificities of Banks in these efforts.

MOPAN's MDB PSEAH Synthesis will be published around the World Bank/IMF Annual Meetings in autumn 2024.

Moving towards MOPAN 4.0

MOPAN 4.0 is the next iteration of MOPAN's performance assessment methodology.

To kick-start the work to develop this new framework, the MOPAN Secretariat has begun research on member needs and synthesised lessons that emerged from delivering the last round of assessments. We have also researched new evaluative approaches and techniques. Research on MOPAN member needs for evidence about the performance and effectiveness of multilateral organisations began in late 2023 and will continue into early 2024.

The following activities were completed in 2023:



A survey to further understand members' needs and the different uses of MOPAN assessments; 18 members provided 33 responses to the survey. The findings provide a forward-looking analysis of how MOPAN can continue to evolve, meet members' needs, and deliver on the Network's new vision and mission.

Interviews with MOPAN members (completion due early 2024) to complement information shared by members through the survey. The interviews provide an in-depth understanding of the strengths and limitations of MOPAN's current approach and framework. They also shed light on the needs of different MOPAN members' staff for evidence about the performance and effectiveness of multilateral organisations and the wider multilateral system.



Lessons from the design and application of three adapted MOPAN frameworks were identified and synthesised, including adapted frameworks to support contextualised assessments of IFIs, organisations working in crisis contexts and a special forward-looking assessment framework used for UNAIDS assessment.



MOPAN at the High-Level Political forum hosted by Italy, Indonesia and Costa Rica: " Sustainable Financing at a time of poly-crisis: Creating ties that bind", July 2023.

The MOPAN Technical Working Group (TWG) (Box 5) provided strategic advice to inform the design and development of all these activities.

Box 5. MOPAN's Technical Working Group in 2023

Ms. Cécilia De Decker (Belgium) is the current chair of the MOPAN Technical Working Group.

Membership of the TWG is voluntary, and the following MOPAN members are represented:

Belgium, Canada, Denmark, Finland, Germany, Ireland, Norway, Qatar, the United Kingdom and the United States.

The TWG met in January 2024 to endorse its forward workplan, which focuses on providing strategic support and guidance for the design of MOPAN 4.0. In this way, the TWG will provide critical guidance for the process – ensuring that MOPAN's approach and framework are credible, valuable and relevant while also reflecting members' needs and international best practice.





ANNEXES

Annex A: Finances

MOPAN Income 2023

Overall MOPAN Income (in Euros) as at 31.12.2023		
A. Carry forward from previous year		
Total available carry-forward from 2022 to 2023 ¹		2 669 963
B. Accepted voluntary contributions ²		
		Actual Income 2023
Australia		-
Belgium		198 000
Canada ¹⁰		-
Denmark		198 000
Finland		198 000
France		198 000
Germany		198 000
Ireland ³		410 000
Italy ⁴		298 000
Japan ⁵		199 000
Korea		198 000
Luxemburg		198 000
Netherlands ⁶		212 000
Norway ⁷		410 375
Spain		198 000
Sweden		198 000
Switzerland ⁸		263 000
UK		198 000
USA ⁹		274 000
Qatar ¹⁰		-
TOTAL		4 048 005
GRAND TOTAL (A+B)		6 717 968

NOTE: The MOPAN MOU renewal was formally approved in September 2022 by OECD Council [C(2022)126], and covers two years 2023-2024.

(1) The "Carry-forward from 2022 to 2023" corresponds to the balance between actual reported income received by the Network as at 31.12.2022 (EUR 5,708,666) minus actual reported expenditure from 2022 (EUR 3,038,703).

(2) Accepted contributions are firm offers which have undergone the formal process of acceptance by the OECD Budget Committee and formalised through individual grant agreements. A contribution is considered "accepted" at the end of this process regardless of the agreed dates of payment or reception of payments; however, amounts reported herewith correspond to amounts received by year (exception for Ireland & Norway who paid their 2023 contribution in 2022 and which membership fee is reported here).

(3) Ireland has paid EUR 410,000 in 2023. Additional EUR 14,000 have been contributed on top of the membership fee.

(4) Italy has paid EUR 298,000 in 2023. Additional EUR 100,000 have been contributed on top of the membership fee.

(5) Japan has paid EUR 199,980 in 2023 and will pay EUR 196,020 in 2024.

(6) Netherlands has paid EUR 212,000 in 2023. Additional EUR 14,000 have been contributed on top of the membership fee.

(7) Norway has paid EUR 410,375 in 2023. They have therefore paid in full there 2023-2024 membership fee. Additional EUR 14,375 have been contributed on top of the membership fee.

(8) Switzerland has paid EUR 263,000 in 2023. Additional EUR 65,000 have been contributed on top of the membership fee.

(9) USA has paid EUR 274,650 EUR in 2023. Additional EUR EUR 76,650 have been contributed on top of the membership fee.

(10) For Canada and Qatar, the contribution agreements are expected to be finalised in 2024 with an expected full payment of the membership fee.

MOPAN Programme costs

MOPAN Programme costs - Expenditure Analysis ¹ for 2023 as at 31.12.2023 (in Euros)		
	Budget (2023)	Total Actual Expenditure
A. 2022 Secretariat staff and related costs²	2 772 054	2 472 681
B. 2021 Non-staff costs³		
MOPAN Assessment Consultancy ⁴	1 355 600	1 670 044
Other Intellectual Services ⁵	300 758	190 455
Missions/Travel ⁶	149 930	211 917
Operating expenses	149 712	105 791
SUBTOTAL B: Non-staff costs	1 956 000	2 178 207
C. Cost recovery charge for voluntary contributions⁷	292 046	449 439
TOTAL (A+B+C+D)	5 020 100	5 100 327

NOTE: The estimated budget for 2023 is based on the approved 2023 budget by the MOPAN Steering Committee as provided in MOPAN/SC(2023)12.

1) The expenditure for 2023 cover costs from 1 January until 31 December 2023 and include the running costs of the Secretariat (Headings A&B) and the cost recovery charges for all accepted voluntary contributions in 2023 (Heading C).

2) The staff & related costs include salaries, contribution to the indemnities and benefits fund, and per person charge back which comprises office space costs, and other direct costs generated by staff working on voluntary contribution (VC) funded projects. The amount is charged on a pro-rata ad temporis basis. For further explanation see BC(2021)10.

3) In addition to the encured expenditure, as of 31 December 2023 MOPAN has additional EUR 706,930 in commitments relating mainly to service providers contracts, which will be disbursed in 2024.

4) The MOPAN Assessment Consultancy fees include the costs related to the finalisation of 2021 and 2022 assessment cycles as well as the costs related to the new assessments launched in 2023 and related analytical studies.

5) The expenditures related to "Other Intellectual Services" were lower than the budgeted amount. It is mainly due to the postponement of the Multilateral Performance Portal and delayed payments on intellectual services.

6) The overall missions costs is higher than anticipated due to the resumption of face to face missions by the service providers working on MOPAN assessments.

7) As per the OECD's voluntary contributions (VC) cost recovery policy [C(2021)73], the charge is currently set at 6.48% (with possible adjustments, eg. 0.25% discount for single VCs above EUR 650K). A supplementary charge of 1.6% is applied to Non-Member Donor. The cost recovery charge is most commonly accounted in full when the first payment of a contribution has been received.

Annex B: MOPAN Assessments 2003-2024

ADB	<u>2024</u> , <u>2017-18</u> , <u>2013</u> , <u>2010</u> , <u>2006</u>
AfDB	<u>2023</u> , <u>2015-16</u> , <u>2012</u> , <u>2007</u>
CGIAR	<u>2019</u>
EBRD	<u>2024</u>
FAO	<u>2023</u> , <u>2017-18</u> , <u>2014</u> , <u>2011</u>
Gavi	<u>2024</u> ; <u>2015-16</u> ; <u>2012</u>
GCF	<u>2020</u>
GEF	<u>2024</u> , <u>2017-18</u>
The Global Fund	<u>2022</u> , <u>2015-16</u>
GPE	<u>2024</u> , <u>2017-18</u>
ICRC	<u>2025</u>
IDB	<u>2023</u> , <u>2015-16</u> , <u>2011</u>
IDB Invest	<u>2023</u>
IFAD	<u>2024</u> , <u>2017-18</u> , <u>2013</u> , <u>2010</u>
IFC	<u>2023</u>
ILO	<u>2021</u> , <u>2015-16</u> , <u>2006</u>
IMF	<u>2025</u>
IOM	<u>2023</u> , <u>2017-18</u>
MLF	<u>2019</u>
OCHA	<u>2021</u> , <u>2015-16</u>
OHCHR	<u>2025</u> , <u>2018-17</u>

UN Habitat	<u>2024</u> , <u>2015-16</u>
UN Women	<u>2024</u> , <u>2017-18</u> , <u>2014</u>
UNAIDS	<u>2023</u> , <u>2015-16</u> , <u>2012</u>
UNCTAD	<u>2019</u>
UNDP	<u>2021</u> , <u>2015-16</u> , <u>2012</u> , <u>2009</u> , <u>2007</u>
UNEP	<u>2021</u> , <u>2015-16</u> , <u>2011</u>
UNESCO	<u>2024</u> , <u>2017-18</u>
UNFPA	<u>2025</u> , <u>2017-18</u> , <u>2014</u> , <u>2010</u> , <u>2008</u>
UNHCR	<u>2024</u> , <u>2017-18</u> , <u>2014</u> , <u>2011</u>
UNICEF	<u>2020</u> , <u>2015-16</u> , <u>2012</u> , <u>2009</u> , <u>2006</u>
UNIDO	<u>2019</u>
UNODC	<u>2019</u>
UNOPS	<u>2021</u>
UNRWA	<u>2024</u> , <u>2017-18</u> , <u>2011</u>
WFP	<u>2024</u> , <u>2017-18</u> , <u>2013</u>
WHO	<u>2024</u> , <u>2017-18</u> , <u>2013</u> , <u>2010</u> , <u>2007</u>
World Bank (IDA-IBRD)	<u>2023</u> , <u>2015-16</u> , <u>2012</u> , <u>2009</u>
WTO	<u>2025</u>

Annex C: MOPAN Members

	MEMBER SINCE
Canada, Denmark, Germany, Netherlands, Norway, Sweden, Switzerland, United Kingdom	2002
Austria ⁷	2004
Finland	2005
France	2007
Ireland	2008
Australia, Germany, Korea, Spain ⁸	2009
Belgium ⁹	2010
United States	2012
Japan, Luxembourg	2014
Italy	2017
United Arab Emirates ¹⁰	2019
European Union ¹¹ , Qatar	2021
Türkiye ¹²	2022
New Zealand ¹³	2023

⁷ Austria withdrew its membership effective end-2015.

⁸ Spain withdrew its membership effective end-2017 and rejoined the Network in 2023.

⁹ Belgium withdrew its membership effective end-2015 and rejoined the Network in 2017.

¹⁰ United Arab Emirates withdrew its membership effective end-2021.

¹¹ The European Union was an observer for one year. Qatar joined the Network as an observer in 2021 and a full member in 2022.

¹² Türkiye is an observer.

¹³ New Zealand is an observer.



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