

# **External Evaluation of MOPAN 2015-21 | MOPAN Network Response**

The MOPAN Secretariat  
Network Response to the External Evaluation of MOPAN, 2015-21  
Result of the MOPAN Bureau discussion held on 22 March, 2022

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## **Preamble**

This note is MOPAN's "network response" to the external evaluation. It reflects feedback from members, consultations with critical friends, and practical input from the Secretariat on feasibility and implementation.

An overall response statement first identifies the complement of short and medium-term actions to be taken by MOPAN to respond to the evaluation recommendations (short-term actions will include actions taken up to October 2022).

The evaluation recommendations touch on foundational issues that speak to MOPAN's mission, purpose, and role within the multilateral system. Because many of the recommendations are linked conceptually, some actions proposed in response to multiple recommendations as a package of initiatives. To the extent possible, actions proposed in response to the recommendations build on evidence from the evaluation, re-purpose and/or re-align existing initiatives, and make use of existing governance arrangements and member-led structures.

A summary table provides the network response for each recommendation and the relevant actions. For each recommendation, a response statement identifies a course of action that most members support and important caveats. Additional context, feasibility considerations and proposed actions are identified in the accompanying text.

## Proposed short and medium-term actions of the network response

The short and medium-term actions proposed in the network response to the evaluation recommendations aim to support the development of a high-level medium-term strategy and a light accountability framework to guide MOPAN's activities over the next five to eight years.

The design of the strategy will require information gathering and consultation activities that leverage MOPAN's current governance structures and the establishment of a Strategy Group in a form that is fit for purpose. These initiatives will help ensure that all opportunities for supporting the delivery of MOPAN's mission and their practical implications are explored, yielding a clear business case for the proposed adaptations that promote value-for-money in fulfilling MOPAN's mandate and reflect the principles established in MOPAN's governance arrangements.

### **Short-term: Positioning to deliver MOPAN's strategic vision**

The following steps must be taken to ensure that the network is positioned to start the work to deliver on its strategic vision.

#### **1. Establishing MOPAN's Strategic Orientation Note**

The Strategic Orientation Note establishes the foundational principles of MOPAN's forward-looking strategic vision and objectives coherently with the network response. It builds on MOPAN's still-relevant mission, and proposes a set of principles to guide the delivery of MOPAN's work. These guiding principles reflect those identified in the current governance arrangements and the external evaluation (e.g. independence, credibility, utility, inclusiveness and value for money) and that will be the foundation for the medium-term strategy. The note also provides the basis for developing a transitional programme of work over the 2023-24 period and lays out the process for developing MOPAN's medium-term strategy and accountability framework.

The MOPAN Secretariat, overseen by the MOPAN Bureau, prepared this Strategic Orientation Note which benefitted from several rounds of members' feedback. It was submitted for Steering Committee endorsement in April 2022.

#### **2. Establishing MOPAN as a standalone hosted entity and OECD Part II programme**

Members have expressed their openness to having MOPAN be hosted as a standalone entity and Part II programme at the Organisation of Economic Co-operation and Development (OECD). However, given the complexity of the matter, they have expressed a desire to have enough time to consider the implications of these changes before making a decision. MOPAN will therefore extend the current hosting arrangement to cover the transitional programme of work for 2023-24.

### 3. Establishing a transitional programme of work

Over the course of 2022, MOPAN will take stock and reflect on different aspects of its work to inform the development of a transitional work programme over the 2023-24 period to be approved by members in October 2022. The programme will include a “standard” MOPAN programme for delivering an agreed set of products and a “change” programme for delivering a medium-term strategy and light accountability framework in response to the evaluation (see below for additional details about the development of the strategy).

A stocktaking exercise will build on the evidence given in the evaluation and the current initiatives of member-led forums, such as the Technical Working Group (TWG), analytical study reference groups, and the community of practice of institutional leads (ILs). This work will consolidate lessons from the ongoing programme implementation and use of MOPAN information to identify possible adaptations in MOPAN’s ways of working. MOPAN will build on this stocktaking to feed into the transitional “change” programme for 2023-24 that will pilot and calibrate new approaches as part of developing the medium-term strategy.

#### **Medium-term: Delivery of a high-level medium-term strategy for MOPAN**

During its transitional work programme period, MOPAN will seek to develop a high-level, medium-term strategy around a shared strategic vision that reflects MOPAN’s contribution to members’ accountability needs and the uptake of accountability information by multilateral organisations (MOs) to improve performance, both of which contribute to the improved effectiveness of the multilateral system. This strategy will be finalised prior to October 2024.

To ensure that the strategy is developed inclusively, MOPAN will establish a Strategy Group in the second half of 2022 to convene Steering Committee representatives, the Secretariat, selected policy and decision-makers who know MOPAN and the multilateral system in-depth, as well as external multilateral experts to provide independent advice. Attention will be paid to establishing a group of manageable size and incorporating a “whole-of-government” approach consistent with MOPAN’s work while also incorporating external perspectives. The Strategy Group’s Terms of Reference (ToR), proposals for membership and working modalities will be presented to the Steering Committee for approval in October 2022.

The medium-term strategy will take stock of MOPAN’s current operating context, including members’ diverse needs for accountability information and opportunities for promoting the uptake of MOPAN products by MOs to drive improved organisational performance. Furthermore, it will identify emerging challenges faced by the multilateral system and MOPAN’s role and position in helping members and MOs address them. It will include updates and refinements in response to the evaluation recommendations and build on MOPAN’s mission and core principles. In establishing directions for the medium-term strategy, the Strategy Group will reflect on the outcomes of the stocktaking exercises, analysis, and piloting implemented over the course of the transitional programme of work, and integrate member inputs.

The MOPAN Bureau will oversee the process, which will be co-ordinated by the Secretariat, based on the Strategy Group's proposals. As with the implementation of the evaluation, this process will be made as inclusive as possible, with opportunities for input, feedback and discussion among all members.

Building on MOPAN's core principles identified in the governance arrangements and the Strategic Orientation Note, the strategy will define broadly MOPAN's priorities, products, and ways of working to support the delivery of its mandate, including mechanisms to take stock and improve them on an ongoing basis. It will also consider the status of MOPAN's administrative hosting at the OECD, including the implications of establishing MOPAN as a standalone Part II programme for aligning its mandate and strategic horizon with the medium-term strategy, ensuring that members are treated consistently, and that administrative efficiency gains are realised.

The medium-term strategy will describe MOPAN's financing framework and the modalities underlying its future biennial programmes of work and budget (PWB) that constitute the key operational "contract" defining MOPAN's delivery. While the medium-term strategy may factor in broad financial considerations, implementation and delivery costs will be defined as part of the regular PWB development processes. Each PWB could be structured around a core programme of work complemented by additional voluntary contributions based on the principle that they support outputs in line with the agreed overall programme of work and priorities, as per MOPAN's governance arrangements. This alignment principle is geared toward ensuring that the additional voluntary contribution modality remains consistent with MOPAN's consensus driven decision making processes.

The strategy will be accompanied by a light-touch accountability framework that reinforces the balance between the cost of MOPAN's work and its use by members and MOs, as per MOPAN's strategic objectives. This accountability framework will identify a set of performance and delivery metrics as a basis for periodic evaluations and enable MOPAN to take stock of its progress in implementing its strategy, learn lessons, and change course as required and maximise value-for-money.

# Detailed response

## Recommendation:

**R1: MOPAN should clarify how its activities are expected to support organisational performance of MOs in addition to addressing members' accountability needs.**

### Network Response elements:

#### Response to recommendation

MOPAN generally agrees to clarify how activities and products are intended to respond to members' accountability needs and contribute to improving organisational performance as part of the development of the medium-term strategy. As a starting point, members agree that both are necessary to support MOPAN's broader strategic goals. Whereas many members emphasise the importance of assessments for accountability uses, they also agree that different MOPAN products can support both objectives.

#### Additional context and considerations

In 2013, MOPAN established a mission statement that was reiterated in the 2019 governance arrangements, and remains largely relevant today.

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

This mission statement acknowledges that, in order to strengthen MOs' contribution to development and humanitarian results, both the productions of accountability information for use by members, and its uptake by MOs to support reform and improve performance; are important.

Meeting members' accountability needs remains central to MOPAN's mission. MOPAN is a critical source of evidence and knowledge about organisational effectiveness that members could not otherwise access in a cost-efficient way. Members use the evidence for accountability reporting and it also serves as an important safeguard for multilateral funding. MOPAN's assessments provide credible, independent evidence reflecting a "common voice" among members and a gold standard for organisational effectiveness.

Beyond accountability reporting, MOPAN's assessments support members in their dialogues with the MOs they govern, including strategic partnerships around common goals. From this perspective, MOPAN's work should also support MOs to enhance organisational performance by promoting the implementation of reforms. Promoting better MO performance in management and accountability is crucial for MOPAN's contribution to the effectiveness of the multilateral system. Many members recognise that MO uptake of MOPAN's assessments helps strengthen their contribution to achieving development and humanitarian results. The accountability and organisational performance aspects of MOPAN's mission are intertwined: both are necessary for MOPAN's mission to be realised fully going forward.

Going forward, MOPAN will continue to ensure that the evidence and the knowledge being produced around organisational effectiveness remains foundational to its work, building on the gains in coverage and credibility evidenced by the evaluation but also that its methodology remains relevant by reflecting ongoing changes in the multilateral context. The medium-term strategy will clarify how the mix of activities and products supports accountability and organisational performance, providing a sound basis for prioritising and arbitrating trade-offs as needed when developing consecutive PWBs in the strategic timeframe.

It should be noted that building on the gains of increased assessment coverage and credibility, MOPAN can contribute to improving MO performance by implementing a high-quality assessment process in line with accepted good practices for similar accountability functions such as audit and evaluation. These include the following: (i) implementing an open, transparent, consultative assessment process; (ii) ensuring that the assessment approach is relevant to the strategic context of each MO, and (iii) engaging with stakeholders and potential users during the assessment process to promote awareness, buy-in, and use.

The evaluation recognises that adopting these good practices has increased the quality and credibility of MOPAN's assessments significantly. Improving the quality of the assessment process has further promoted the use of assessments by MOs and executive boards by better reflecting the strategic context and performance journey of each organisation. This strategic context includes how each MO operates, past challenges and adaptations to them, and likely future challenges. The medium-term strategy will also clarify how MOPAN's ways of working can contribute to accountability and organisational performance.

## Follow-up Actions

### Short-term

A Strategic Orientation Note will reiterate MOPAN's still-relevant mission and establish a set of principles to guide the delivery of MOPAN's work that build on the evaluation and MOPAN's governance arrangements (e.g. independence, credibility, utility, inclusiveness and value-for-money).

This note will:

- Establish foundational and shared principles for MOPAN's work as a basis for the medium-term strategy.
- Establish the process and timeline for developing the medium-term strategy and accountability framework, and developing a transitional programme of work.

The Strategic Orientation Note was endorsed by the Steering Committee in April 2022 with the agreement that it will also be brought to the Strategy Group for feedback to inform the development of MOPAN's strategy, and provide a basis for developing a transitional programme of work for 2023-24 to be adopted at the October 2022 Steering Committee meeting. The transitional programme of work will deliver MOPAN's medium-term strategy before October 2024.

Overseen by the MOPAN Bureau, the Secretariat will draft the note with input from MOPAN members.

## Recommendation:

**R2: MOPAN members should adopt a medium-term strategic vision and specific accountability processes to support it.**

### Network Response elements:

#### Response to recommendation

The network agrees to establish a high-level medium-term strategy that identifies a forward-looking vision and a broad complement of key activities, products, and ways of working. It will define how MOPAN will deliver its mission in a way that reflects our core operating principles, including value for money. To complement the strategy, an accountability framework will allow for periodic assessments of MOPAN's performance and impact to learn lessons and change course as required.

#### Additional context and considerations

As noted, MOPAN's current mission statement remains relevant. However, the mode of its delivery needs to be agreed among members with respect to: (i) our core values and principles; (ii) ways of working to promote uptake and use of MOPAN products, and (iii) the means through which MOPAN will assess its own performance and learn lessons. Opportunities will be identified to build on and refine the mission statement to clarify the interplay among these elements.

MOPAN's current governance arrangements also remain relevant and have made an important contribution to clarifying operational roles and responsibilities. However, the strategic issues identified above go beyond

our current governance arrangements and programme of work, which identifies specific outputs but not “how” MOPAN will deliver them to best carry out its mission.

To address the gap, MOPAN will develop a high-level medium-term strategy to translate its mission into a clear, outcome-driven business case that emphasises value-for-money, including delivering assessments and efforts to maximise their use by members and MOs. In line with members’ preferences, this strategy will remain high-level, facilitating an agreement on how MOPAN will deliver its mission and the key criteria for measuring its results.

The strategy will broadly define MOPAN’s priorities, products, and ways of working to support the delivery of its mission. Strategy elements will include updates and refinements that respond to the evaluation recommendations and build on MOPAN’s core principles to promote the use of its products by members and MOs, thereby contributing to accountability and improved organisational performance. The strategy will be elaborated through an evidence-based, consultative process run by the Secretariat and overseen by the bureau with inputs from MOPAN members.

On inclusiveness, the strategy will reflect on our current engagement with members and on how MOPAN engages beyond its direct constituency to expand influence and membership, reflecting the objective stated in the governance arrangements, “to contribute to organisational learning within and among multilateral organisations, their direct clients/partners and other stakeholders”.

The medium-term strategy will describe MOPAN’s financing framework and modalities underlying its future biennial programmes of work and budget (PWB), the key operational “contract” defining delivery. While the medium-term strategy may factor in broad financial considerations, implementation and delivery costs will be defined as part of the regular PWB development processes. Each PWB could be structured around a core programme of work complemented by additional voluntary contributions based on the principle that they support outputs in line with the agreed overall programme of work and priorities, as per MOPAN’s governance arrangements. This alignment principle seeks to ensure that the additional voluntary contribution modality remains consistent with MOPAN’s consensus-driven decision-making processes. This strategy will be complemented by an accountability framework reflecting MOPAN’s contribution to strategic outcomes with a revised intervention logic for the network and a streamlined set of delivery and results indicators. Beyond reporting on the deliverables produced by MOPAN against the work programme, this framework would allow for considering members’ and MOs’ perceived quality of outputs and their uptake to promote reform and enhance their contribution to development and humanitarian results. Through annual reporting and periodic evaluations, the framework will become a way to update the strategy by reflecting on lessons learned from implementation, thereby helping MOPAN to deliver its mission in an increasingly cost-effective way.

Delivering a fit-for-purpose strategy will require a period of consultation and deliberation to identify relevant needs and opportunities and to establish a clear business case. A strategy group representing a whole-of-government perspective, external perspectives and a series of stocktaking exercises around aspects of MOPAN’s work reflected in the evaluation recommendations will facilitate this. These exercises will build as much as possible on evidence provided in the evaluation and activities planned as part of the current programme of work to minimise the implication of additional resources in the short-term. Resources needed to develop the strategy will be clarified in MOPAN’s transitional 2023-24 programme of work.

## **Follow-up Actions**

### **Short-term**

The same as for R1 above with respect to producing a Strategic Orientation Note.

Convene a Strategy Group with representatives from the MOPAN Steering Committee, selected policy and decision-makers with in-depth knowledge of MOPAN and the multilateral system, and external multilateral experts providing independent advice. The group’s ToR, proposed membership, and working modalities will be presented to the Steering Committee in October 2022 for approval.

## Medium-term

A high-level medium-term strategy will be developed for up to three or four 2-year programme of work cycles around a strategic vision shared by MOPAN members. It will be developed during MOPAN's transitional programme of work period (2023-24) and broadly define priorities, products, and ways of working to support the delivery of MOPAN's mission. It will be implemented through biennial programmes of work and budget, defining delivery and associated costs.

The MOPAN bureau will oversee the process of developing the strategy, which will be co-ordinated by the Secretariat, based on proposals from MOPAN's Strategy Group.

## Recommendation:

**R3: MOPAN members should define their non-financial contributions with greater clarity and make a clear commitment to provide them.**

### Network Response elements:

#### Response to recommendation

MOPAN generally agrees that members play a critical role in promoting the dissemination and uptake of assessments and knowledge work. In general, the use of MOPAN products is determined by members' policies and practices. The Secretariat can facilitate enhanced member use through demand-driven initiatives. Some members feel that enhanced and active contributions of time, expertise, and leadership, identified in the evaluation as "non-financial contributions," should not be mandatory because of feasibility, resources, and skills. Members will commit to participating at a minimum in mission-critical activities as defined by MOPAN's governance arrangements.

#### Additional context and considerations

The evaluation highlights the important role of member representatives in promoting the uptake of MOPAN products in their administrations by raising awareness about them, creating linkages with key users and decision makers in their administrations, and promoting a whole-of-government approach, thus helping MOPAN deliver its mission more effectively. Members broadly agree that opportunities exist to play a more concrete role in these activities and that the Secretariat cannot perform this role in their absence.

Members' policies and practices determine how they use MOPAN products to address their needs for accountability, dialogue, policy, and decision-making. The evaluation identifies some good practices of members using MOPAN assessments that have been particularly effective in supporting accountability and organisational performance (e.g. establishing strategic partnerships). These good practices offer an opportunity for peer learning among members.

Furthermore, the evaluation highlights member representatives' difficulties promoting the uptake and use of MOPAN products because of their positioning within their administrations, demands on their time, and constrained resources. MOPAN members' non-financial contributions will vary in terms of priorities and ability to dedicate time to MOPAN for different purposes.

Adopted by members in 2019, MOPAN's governance arrangements identify several "mission critical" activities for members, including: actively participating in decision-making processes, [...] being ready to act in roles such as engaging in working groups; [and] commit to share responsibility in the network including through roles as ILs on assessments and participation in the MOPAN surveys; and to promote constructive dialogue and learning with the organisations before, during, and after their assessment.

Many members have raised concerns about their ability to make firm commitments on non-financial contributions and expressed a strong desire that these remain voluntary. It is therefore proposed that members' non-financial contributions be prioritised around the activities in the governance arrangements deemed "mission critical", i.e. in which member participation is essential to deliver MOPAN's mission and where the

Secretariat's efforts cannot replace these activities fully, even with voluntary financial contributions. As part of the role defined in the governance arrangements, the secretariat will continue to support these activities and "engage with members to ensure that needs are met with the relevant information and tools". In fulfilling this, some members stressed the relevance of unpacking the expectations of their non-financial contributions including the resources required for advancing activities such as special track organisations.

## **Follow-up Actions**

### **Medium-term**

As part of the broader medium-term strategy, members will recommit to participate at a minimum in mission critical activities, while proposing opportunities for enhanced participation where possible.

The Secretariat will continue to support members through engagement activities as defined by MOPAN's current governance arrangements and its biennial programme of work to facilitate enhanced use through demand-driven initiatives.

## **Recommendation:**

**R4: MOPAN should establish its Secretariat as a standalone entity at the OECD and secure greater certainty of funding.**

### **Network Response elements:**

#### **Response to recommendation**

Members have expressed openness to the possibility that MOPAN be hosted as a standalone entity and Part II programme and agree that the issue warrants further discussion. The Secretariat has provided initial information about the potential implications of being hosted as a standalone or Part II entity. Given the complexity of the matter, more time is required to fully consider the implications of a change in the status of MOPAN's administrative hosting arrangement before the current MoU ends. MOPAN will therefore seek to extend the current MoU for a two-year period to allow for additional consideration of these implications as part of the process of developing the strategy.

#### **Additional context and considerations**

MOPAN members agree that it is important to consider the Secretariat's independence and administrative efficiency when deciding whether MOPAN should become a standalone entity at the OECD. There is agreement that these issues, including the strategic, administrative, and financial implications of various hosting arrangements, warrants further investigation and discussion.

Other issues to consider include the implications of the new financial regulations for the contributions of MOPAN members who do not belong to OECD and the administrative burden linked to facilitating multiple shorter-term MOU discussions and annual programmes of work (as opposed to biennial PWBs as a standalone hosted entity).

Members are encouraged to give more consideration to the implications of changing the status of the administrative hosting, including by engaging with their OECD representatives and the Secretariat to consult on the merits of each arrangement.

Given that most members feel there is too little time to fully consider the implications of MOPAN becoming a standalone entity and Part II programme before the beginning of the next MOU period, MOPAN will seek to extend the current MoU for an additional two-year period. Implications of becoming a standalone entity and Part II programme will be considered as part of the strategy development process; consultation and discussion will continue among MOPAN's members. MOPAN will seek to agree on a course of action regarding the hosting arrangement by spring 2024 before the end of the transitional programme of work, to allow for time-

ly submission to the OECD Council. The new MoU will take effect at the beginning of MOPAN's medium-term strategy and a new MoU with the OECD starting in 2025.

## Follow-up Actions

### Short-term

The MOPAN Secretariat has provided initial additional information about the implications of establishing MOPAN as a standalone entity and Part II programme.

MOPAN will seek to extend its existing MoU for a period of two years to allow for continued discussion of the implications of MOPAN becoming a standalone and Part II entity.

### Medium-term

As part of the development of the medium-term strategy, consultations will continue about the possibility of MOPAN becoming a standalone entity and Part II programme of the OECD. Subject to their outcome, MOPAN could target transitioning to Part II status at the outset of the medium-term strategy period. This decision is required by spring 2024 to allow for timely submission to the OECD Council.

## Recommendation:

**R5: MOPAN members should decide on the basic set of indicators they need for their reporting purposes to help identify possible opportunities for change.**

### Network Response elements:

#### Response to recommendation

Members' positions on this recommendation vary. There is broad consensus on pursuing reflection and exploration, including under the umbrella of the TWG and its ongoing programme of work, to enhance the value of MOPAN's framework regarding addressing members' accountability needs and promoting improved MO performance. The TWG is considering options for moving toward an updated MOPAN framework to "provide up-to-date ratings against a core set of performance indicators, using agreed and transparent benchmarks... and customised individual assessments of each organisation, reflecting [their] mandate and specificities". This includes discussing opportunities to fine-tune and/or update the MOPAN framework going forward while maintaining the current areas of performance and the accompanying indicators as far as possible.

#### Additional context and considerations

MOPAN's members have come to rely on the accountability information provided by MOPAN assessments. Members note the comprehensive nature of the framework as one of its strengths and are hesitant to further streamline the breadth of topics it addresses.

At the same time, the granularity of the current framework, including the individual evaluation and scoring of over 200 elements, has led to more resource-intensive assessments without clear benefits for credibility and utility in all cases. Not all elements are relevant to the context of each MO, and thus require time to be adapted. Furthermore, some very basic elements are given the same consideration and weight as more complex elements that better reflect contemporary accountability challenges. Service providers indicate that this granular approach does not allow the time or flexibility to draw attention to the key drivers and constraints for performance among MOs.

The evaluation notes the framework's diminishing relevance to the multilateral context and the contempo-

rary delivery and accountability challenges faced by MOs, including how they have changed their ways of working to deliver on complex goals linked to the 2030 Agenda. In keeping with the desire of members to ensure that the cost of assessments does not increase, ensuring the continued relevance of the framework requires a consideration of those aspects that add value through assessments and where there may be room for updates and evolution.

Options for moving in this direction will be explored given the fundamental need to meet members' accountability needs and to ensure that the methodology is relevant to MOs' context and operational challenges. Such options may involve either changes to the framework itself and/or changes to the assessment process, discussed in the response to recommendation 6. Better targeting members' accountability needs and issues that could drive reform and improve performance among MOs also has the potential to further support lower transaction costs in delivering bilateral assessments and hence of reporting burdens for MOs. Members have stressed that such change should be iterative and gradual as part of an evolution guided by the Steering Committee.

The TWG is a member-led forum to support this iterative work, in line with its mandate of recommending methodological changes to the Steering Committee based on lessons from implementation and the analysis of possible new directions. Consideration will be given to ensuring that this forum is inclusive, including by broadening participation among members and identifying opportunities for feedback from external stakeholders. While the TWG work plan will be reviewed to align to the directions set by this response, several initiatives are already being discussed and have broad member support, including: (i) identifying the potential level of indicator complexity, and (ii) reviewing specificities of different types of MOs and implications for the framework.

### **Follow-up Actions:**

#### **Short-term**

The existing TWG work programme will be re-aligned to reflect key challenges identified in the evaluation, including enhancing the cost-to-use ratio of the methodology. These issues will be explored in line with the current TWG TORs.

Discussions will be launched to prepare the next TWG work programme (2023-24) to support piloting new approaches and members' reflections.

#### **Medium-term**

A high-level medium-term strategy will be developed covering up to three to four two-year programme of work cycles around a shared strategic vision among MOPAN members. It will be developed during MOPAN's transitional programme of work period (2023-24) and broadly define MOPAN's priorities, products, methodology and ways of working to support the delivery MOPAN's mission.

## Recommendation:

**R6: MOPAN should review its methodology with a view to increasing the use-to-cost ratio.**

### Network Response elements:

#### Response to recommendation

In addition to considering opportunities to maximise the value of MOPAN's work by fine-tuning the framework, as discussed above, MOPAN members agree to identify opportunities to improve the cost-to-use ratio of the assessment process while maintaining the periodicity and coverage of assessments.

#### Additional context and considerations

MOPAN members support improving the balance of cost-to-use for MOPAN's products, but emphasise the need to maintain periodicity requirements that reflect members' accountability requirements and the independence and rigour of the MOPAN assessment process. The independent nature of MOPAN's work is particularly important for ensuring that members get a credible account of MOs' organisational effectiveness and for addressing information asymmetries between members and MOs. Options to deliver critical accountability information through more efficient channels that preserve the credible and independent nature of MOPAN's work may also allow for better coverage of the MOs that members support and improved timeliness of evidence to support decision making.

Some members have expressed support for an assessment approach that is more relevant to the context of different MOs, increasing the likelihood that they will use MOPAN products to improve organisational performance. In addition to adapting the framework, greater credibility and utility of MOPAN products has partly been driven by the implementation of a consultative assessment process in which the Secretariat and member ILs engage with MOs to align the assessment approach to each organisation's context and strategic challenges. This approach improves buy-in for the assessment among both MOPAN members and the management of the MOs, increasing the likelihood of use. This consultative approach is in line with good practices espoused by other accountability functions, including audit and evaluation, and should remain a key aspect of MOPAN's ways of working.

As noted above, updating and refining the framework includes identifying indicators that can be addressed by products other than assessments. MOPAN's proposed knowledge hub is being developed to provide a means of addressing some simple accountability-related indicators in a less labour-intensive way that allows for greater timeliness.

MOPAN members have also expressed support for other possible changes to the assessment process, including adjusting the MO selection process to ensure its fitness for purpose and adopting a needs-based approach where the framework is applied more flexibly based on members' and MOs needs for information. This needs-based approach may entail conducting a more in-depth assessment of specific framework topics after an initial triage and review, helping to prevent diminishing returns of repeated assessments.

### Follow-up Actions:

#### Short-term

The current TWG work programme will be re-aligned to reflect key challenges identified in the evaluation, including opportunities to improve the cost-to-use ratio of the assessment process. These issues will be explored in line with the current TWG ToRs.

The TWG will discuss lessons from the ongoing adaptation of the assessment process and potential implications for implementation and piloting as part of the 2023-24 transitional programme of work.

A stocktaking of MOPAN's MO selection process will be delivered to improve fitness for purpose and maximise opportunities for use.

### Medium-term

A high-level medium-term strategy will be developed covering up to three to four two-year programme of work cycles around a shared strategic vision among MOPAN members. The strategy will be developed during MOPAN's transitional programme of work period (2023-24), and will broadly define MOPAN's priorities, products, methodology and ways of working to support the delivery of its mission.

## Recommendation:

**R7: The secretariat should help members use the assessments more, and more effectively.**

### Network Response elements:

#### Response to recommendation

MOPAN members agree that the Secretariat has a role to play in helping them make better use of MOPAN products. Part of the Secretariat's role will continue to include "engag[ing] with members to ensure that needs are met with the relevant information and tools," as per the existing governance arrangements. The Secretariat's basic engagement and facilitation work is demand-driven and central to the delivery of MOPAN's mission.

#### Additional context and considerations

As noted above, member policies and practices determine how they use MOPAN products to meet their needs in terms of accountability, dialogue, policy, and decision-making. However, the evaluation demonstrates that members' use is key to MOPAN's mission and impact across the multilateral system. In this regard, MOPAN's current governance arrangements specify the Secretariat's role in engaging with members to facilitate such use. There is, therefore, a broad consensus among members that the Secretariat has a role to play in supporting members in using MOPAN assessments and knowledge products more effectively.

As an integral element of its programme of work, the MOPAN Secretariat already delivers different types of support to members to help them use MOPAN products more effectively, including: (i) learning events to help raise awareness of MOPAN among members' peers and encourage them to serve as ILs; (ii) engagement with them to understand their needs and priorities and ensure the timeliness of assessments for decision-making; and (iii) developing new communication tools making information more accessible, including through assessment briefs and preliminary findings. Noting that it is ultimately up to each member to decide how MOPAN assessments and knowledge should be used, MOPAN's engagement activities must remain demand driven.

Beyond these activities, members have expressed a desire for more peer-to-peer learning to exchange good practices, learning sessions on insights from assessments, and work around the knowledge hub to increase the accessibility of MOPAN evidence. Interested members will be identified to lead these initiatives and provide feedback as required. They will be supported by the Secretariat through their engagement activities, which will complement other "mission critical" engagement activities as part of MOPAN's programme of work.

## Follow-up Actions:

### Short-term

The Secretariat will continue to work with members to take stock of how member administrations use MOPAN products, building on the evidence provided in the evaluation to identify opportunities to respond to members' information needs and enhanced uptake and use.

### Medium-Term

As per R3, the secretariat will continue to support members through engagement activities as defined in its governance arrangements and will facilitate enhanced use of MOPAN products through demand-driven initiatives. Mission critical engagement activities will be prioritised.

## Recommendation:

### **R8: MOPAN should explore new strategies to trigger necessary changes in MOs.**

#### Network Response elements:

##### Response to recommendation

MOPAN members consider that it is primarily their responsibility to engage with MOs and advocate for their uptake of assessment findings. They agree to pilot innovative approaches (e.g. follow-up of assessments) that could potentially increase the uptake and use of assessments by MOs. However, any proposed initiative should be demand-driven (both by members and the concerned MO) and member-led.

##### Additional context and considerations

As noted above, good practices for other accountability-related disciplines, such as audit and evaluation, include promoting reform and behaviour change by ensuring awareness, participation and buy-in among potential report users. MOPAN is taking an increasingly consultative approach to implementing assessments, in line with these good practices, which has contributed to increasing the perceived credibility of assessments as well as buy-in and uptake among MOs. In this regard, members will continue to play an important leadership role by acting as ILs in assessment implementation.

ILs help establish the strategic context of each assessment and enable a high-level dialogue with key decision-makers, including MO management and executive boards to promote uptake. The Secretariat plays an important facilitation role in this regard by supporting members in their interactions with MOs and executive boards and translating this strategic context into a credible technical approach that facilitates buy-in, requiring complementary technical engagement.

Enhancing member-driven follow-up with MO management and executive boards through the ILs is a good opportunity to promote ongoing reflection and follow-up about how the areas for attention from MOPAN assessments have been addressed. ToRs for ILs will be refreshed to ensure that members' non-financial contributions are targeted to the strategic elements of this role and ensure that member inputs add as much value as possible to MOs' buy-in, uptake, and use of assessments.

Members have expressed support for piloting specific initiatives that facilitate ongoing dialogue between them and MOs, including periodic follow-up of assessments. The evaluation notes that some members already implement good practices to this effect, including: (i) incorporating areas for attention identified in MOPAN assessments in their ongoing dialogue with MOs, and (ii) using MOPAN reports to establish strategic partnerships.

It will be important that such pilot initiatives be member-led and implemented in a case-specific, demand-driven manner (i.e. demand from both members and the concerned MOs). In addition, such initiatives will not create structures parallel to members' existing means of engaging with MO governance bodies but rather will provide further evidence to support members' engagement with these bodies and their bilateral dialogues with MOs.

In the short-term, these pilot initiatives will be implemented through MOPAN's existing programme of work. Members will be informed about lessons learned so that they can consider options for mainstreaming these activities into MOPAN's programme of work over the medium-term. In fulfilling its mandate and activities, including piloting new initiatives, the MOPAN secretariat shall, as a general principle, make promoting value-for-money highly important, with a concern for economy, efficiency, effectiveness and accountability.

### **Follow-up Actions:**

#### **Medium-term**

As part of the broader medium-term strategy, opportunities will be identified for piloting innovative approaches to increase use and uptake by MOs through member-led engagement.

## **Recommendation:**

**R9: MOPAN should use learning products in support of clearly stated policy goals.**

### **Network Response elements:**

#### **Response to recommendation**

MOPAN members support the continued production of knowledge and analytical products that contribute to the delivery of its mission, including achieving MOPAN's accountability objectives and promoting multi-lateral effectiveness. The implementation of these products should also support the continued relevance of MOPAN's framework and preserve the independence and neutrality of MOPAN's products, which members may then use to support specific policy goals.

#### **Additional context and considerations**

External stakeholders, including MOPAN's "Critical Friends," recognise MOPAN's unique position to deliver knowledge about the multilateral system by: (i) being a recognised provider of credible, independent evidence about MOs; (ii) having linkages to both key donors and MOs, and (iii) having ongoing working relationships with many different groups of MOs, including UN organisations, MDBs and other partnerships and funds. This work can promote accountability and improved organisational performance by making members more knowledgeable about emerging accountability issues and identifying shared standards and good practices that MOs can adopt as part of MOPAN's forward-looking assessments. One means of ensuring accountability is strengthened is to pursue knowledge and accountability work in order to constantly update the framework to reflect emerging accountability issues, as the case of SEAH emphasised in the evaluation. A stocktaking of MOPAN's recent experience delivering knowledge and analytical work will be conducted to learn lessons and identify opportunities for effective and efficient delivery, noting that approximately 10% of MOPAN's budgetary resources are currently allocated to learning products. MOPAN's medium-term strategy will be developed using the lessons from this stocktaking to help clarify the role and position of knowledge and analytical work in MOPAN's array of activities, outputs and ways of working, including the selection process; associated costs will be clarified as part of the programme of work.

Some members have expressed a particular interest in playing leadership roles on specific thematic issues facing the multilateral system, as currently expressed by MOPAN's analytical work reference groups. As part of its strategy development, MOPAN could reflect on opportunities for further scaling, for example through thematic working groups around emerging accountability issues, creating "accountability communities of practice" and adopting new accountability standards. As with assessments, knowledge and analytical work can provide independent evidence to support such initiatives. Furthermore, members can adopt evidence from analytical work to inform their engagement in relevant multilateral fora in line with their policy priorities.

### **Follow-up Actions:**

#### **Medium-term**

As MOPAN's medium-term strategy is developed, it will consider policy questions reflecting members' priorities in promoting multilateral effectiveness and accountability. The strategy will also clarify the process for ensuring that MOPAN products are relevant in an evolving multilateral context, including through analytical work.