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Annual Report



Multilateral Organisation Performance Assessment Network

MOPAN 2021 Annual Report



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◀ Foreword

In support of a multilateral system confronted with complex challenges, MOPAN continues to adapt and innovate



A blue ink signature of Ms Suzanne Steensen, written in a cursive style.

Ms Suzanne Steensen

Head of the MOPAN Secretariat

In 2021, our world continued to face a challenging context. The COVID-19 pandemic continued to invoke pain and suffering worldwide. The climate emergency accelerated, causing short-term catastrophes and long-term consequences. New humanitarian and development emergencies arose, whilst past problems such as debt crises reemerged, causing greater insecurity and uncertainty.

Now more than ever, there remains a critical need for an effective multilateral system. It is imperative that multilateral stakeholders and institutions can respond and meet the promises of the 2030 Agenda and the Paris Agreement, among others, to ensure that no-one is left behind.

MOPAN is at the forefront of making this happen. Since our founding over 20 years ago, MOPAN has used its unique position to strengthen the multilateral system's contributions to achieving greater development and humanitarian results – primarily through promoting accountability; learning and shaping multilateral performance standards.

We continued to deliver upon these objectives and our mission in 2021. Through adapting and innovating, MOPAN successfully delivered an ambitious programme of work that included assessments of six major agencies of the United Nations: ILO, OCHA, UNEP, UNDP, UNICEF, and UNOPS.

Last year, we also began the assessments of the AfDB, the Global Fund, IDB, UNAIDS, IDA-IBRD, and for the first time in MOPAN's history, EBRD and IFC. In these cases, we took a new, adapted approach specific to private sector-focused organisations, highlighting our commitment to ensuring MOPAN assessments are relevant and deliver impact.

MOPAN reinforced its commitment to leveraging its unique vantage point to provide insights into systemic issues affecting the multilateral system via our new analytical study series: *Lessons in Multilateral Effectiveness*. We delivered timely insights examining the progress of reforms to the United Nations Development System; assessing efforts to prevent and respond to sexual exploitation, abuse, and harassment; and reviewing what policies and transformations are needed to accelerate the multilateral response to climate change.

This knowledge has also allowed us to deepen our reach within our own constituency, but also broaden our engagement with multilateral stakeholders. We were therefore delighted to welcome two new observers, the European Union and Qatar to MOPAN in 2021, with their inclusion helping to further grow MOPAN's collective voice. We have also continued to strengthen our knowledge repository with the launch of the MOPAN Data Platform, which is set to deliver targeted and refined insights on the multilateral system.

Importantly, 2021 was a year of reflection and stock-taking. We embarked on an external evaluation to review the progress MOPAN has made in recent years, and to identify how the Network can still improve to deliver greater impact. Initial findings show that MOPAN has largely delivered on its reform agenda, and has become a highly-reputable knowledge-broker and standard setter within the multilateral system. However, there is still room to improve. In response to the evaluation, MOPAN is preparing to undertake a two-year transitional programme of work to support the development of a new strategic direction and vision for our Network.

As members and multilateral organisations continue to deliver upon the “Decade of Action”, we look forward to reaffirming our commitment to MOPAN and promoting multilateral effectiveness, based on our core principles of independence, credibility, utility, inclusiveness and value for money. 2022 will be an exciting year for our Network. We will build on our achievements from 2021 to further increase our value to the multilateral system. We will conclude our evaluation, and use it to inform the direction of MOPAN over the coming years. We are set to deliver on the assessment programme we launched in 2021 and begin another cycle focusing on the effectiveness of organisations in the health and humanitarian clusters. We also look forward to delivering cross-cutting insights on multilateral system response to COVID-19, which will provide crucial evidence to improve co-ordination across the system.

This work would not be possible without the contributions of the MOPAN team, our members, and our partners. Thank you to all who contribute to making MOPAN's work possible, and to helping demonstrate the need and necessity for multilateral solutions to today's most complex global issues.

◀ Letter from the Chair

In 2021, MOPAN increased its reach and relevance for members and for the multilateral system



Tara Denham

Ms Tara Denham

MOPAN Chair 2021

Director General of Evaluation and Results

Global Affairs, Canada

In January 2021, when I became the Chair of MOPAN, the Network was gearing-up to deliver an exciting programme of work to strengthen the pursuit of MOPAN's mission: an improved and more effective multilateral system that can overcome contemporary challenges and maximise organisations' contributions to development and humanitarian results.

I am delighted with the progress MOPAN has made in this regard. MOPAN's commitment to maximising its value to members has permeated all aspects of its work in 2021. The Network has continued to strengthen its assessments by adapting its approach to match the operating context of assessed organisations. Further, MOPAN's methodology has been strengthened by the incorporation of new performance indicators on the prevention of sexual exploitation and abuse and sexual harassment and analysis of organisations' responses to the challenges posed by COVID-19.

The Network has innovated and introduced a new series of studies that capitalise on MOPAN's unique vantage point within the multilateral system. Through its *Lessons in Multilateral Effectiveness*, MOPAN provides a systemic lens for members to understand how the multilateral system

is responding to global policy challenges and informs future reflections on the evolution of MOPAN assessments. These studies provide a platform for discussion among members, multilateral organisations and other stakeholders to help identify best practices and inform multilateral policy formation.

MOPAN has connected with new audiences both within member administrations and across the multilateral system to enhance awareness and use of the Network's knowledge. For example, MOPAN has provided members with direct access to assessment data through its ongoing development of the MOPAN Data Platform. It has also strengthened the timeliness of its delivery of assessment information to members through the release of preliminary findings.

Canada is a strong champion of the MOPAN Network. MOPAN serves as Canada's main instrument for multilateral evaluation and helps us meet domestic requirements to assess contributions provided to multilateral organisations. Its assessments and studies provide important accountability information and inform our policy dialogues with multilateral organisations. In this manner, MOPAN drives multilateral effectiveness, developing new insights and evidence through analytical work that is used to improve the quality and relevance of assessments.

2022 marks the 20th anniversary of the creation of the MOPAN Network. It is an opportunity to take stock of MOPAN's significant contributions to the improved effectiveness of the multilateral system, and consider the next stage of MOPAN's strategic development. As the global landscape evolves, so must MOPAN. An external evaluation of the Network was launched in 2021 to help MOPAN better meet members' needs for accountability information and strengthen its contributions to the effectiveness of the multilateral system.

I am proud of what the Network accomplished in 2021. I would like to thank the Secretariat, fellow members, and my colleagues for both their work and for their continued commitment to the mission of MOPAN.

Whilst Canada has stepped down as Chair, we look forward to strongly supporting MOPAN as a member of the Bureau. We are confident that under Swiss leadership, the Network will continue to play a vital role at the heart of the multilateral system and contribute to enhancing multilateral effectiveness.

Maximising value through adaptation and innovation

MOPAN at a Glance

MOPAN is an interactive, consensus-based network of members who share a common interest in improving the organisational and development effectiveness of the multilateral organisations they fund. Its mission is to strengthen overall development and humanitarian results by improving accountability and promoting dialogue, as well as learning and reform, by generating, analysing, and presenting critical performance information. Every MOPAN member has an equal voice and say in MOPAN's work.

Members

Members as at 31 December 2021.

- | | | |
|--|--|---|
|  Australia |  Belgium |  Canada |
|  Denmark |  European Union * |  Finland |
|  France |  Germany |  Ireland |
|  Italy |  Japan |  Korea |
|  Luxembourg |  Netherlands |  Norway |
|  Qatar * |  Sweden |  Switzerland |
|  United Arab Emirates |  United Kingdom |  United States |

* The European Union and Qatar hold observer status.

2021 Milestones

2021 was a crucial year in MOPAN's development. Its recent initiatives increased the quality and impact of its relationships with members and other stakeholders including:



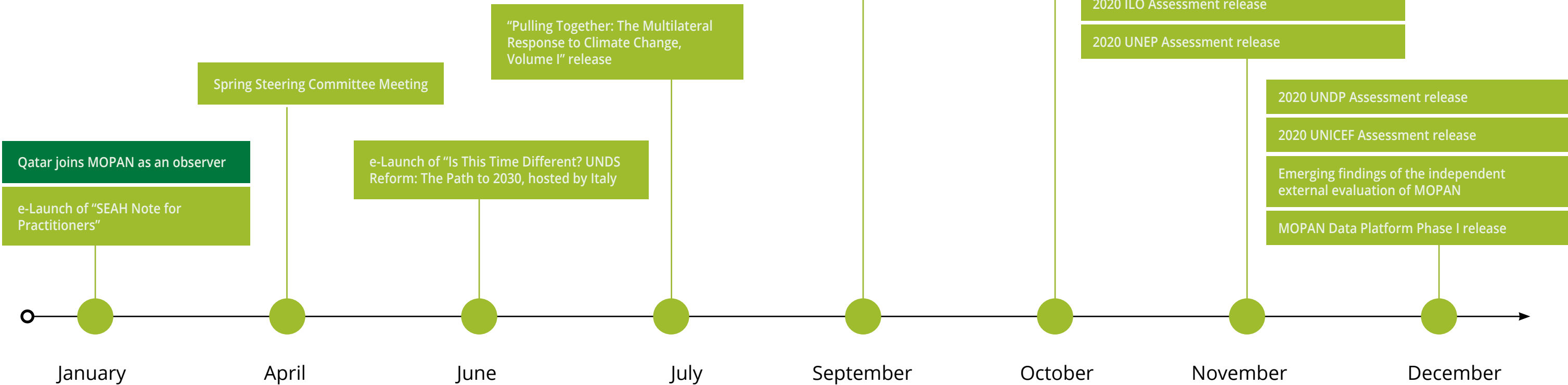
First cycle of assessments using the enhanced MOPAN 3.1 assessment framework completed.



Preliminary findings of assessments published to provide accountability information in a timely manner.



Two analytical studies completed and released as part of the new MOPAN series, *Lessons in Multilateral Effectiveness*.



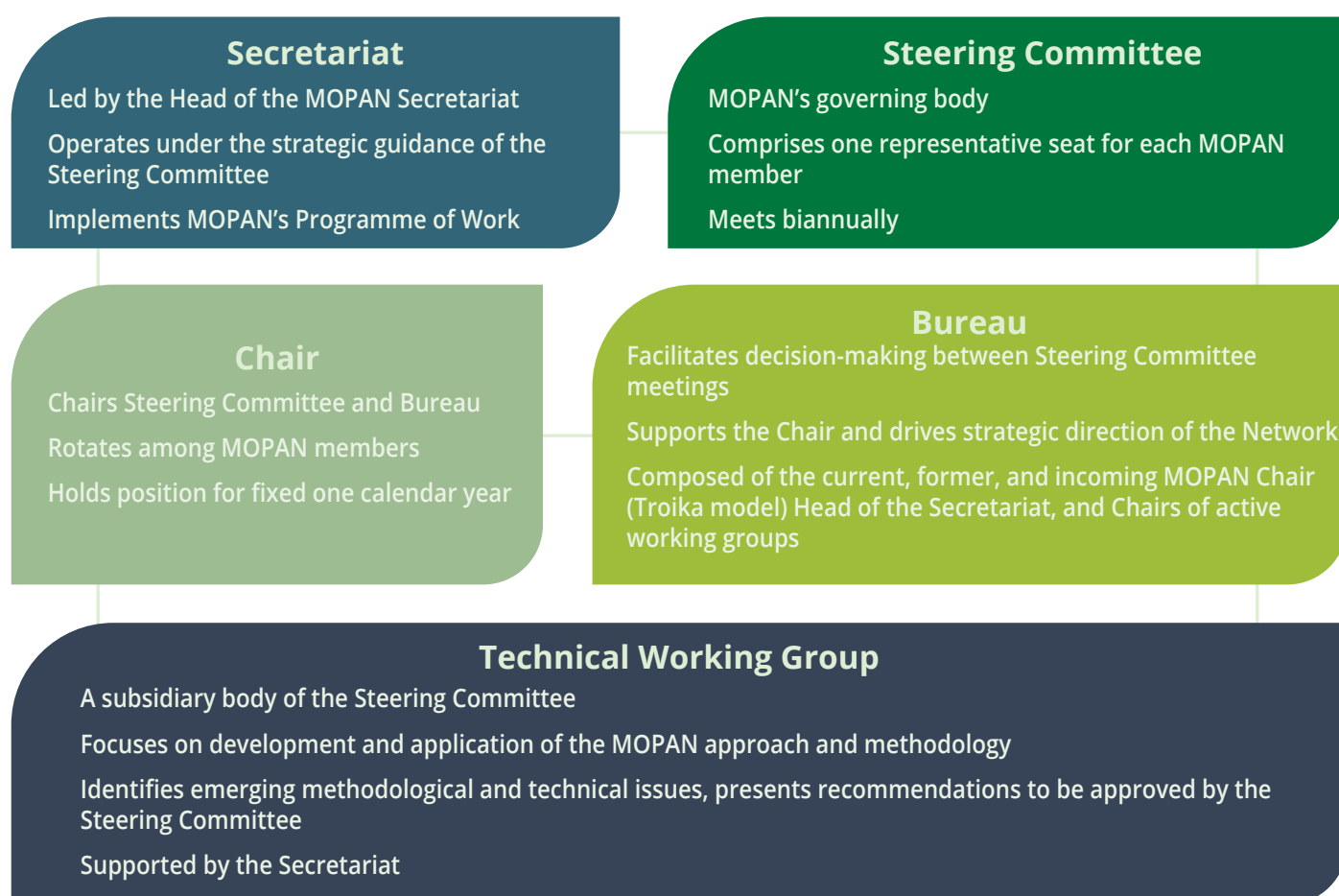
Governance

The MOPAN Network promotes honest, constructive exchange and peer-learning. Its structure makes it possible for members to benefit from discussions on best practices on accountability, reform, and engagement with the multilateral system.

Governance structure

The MOPAN Network includes a Steering Committee, a Chair, a Bureau, a Technical Working Group and a Secretariat. MOPAN's Steering Committee may create other bodies if deemed necessary. MOPAN's governance structure is set out in the 2020-22 Memorandum of Understanding. MOPAN is an independent Secretariat hosted at the Organisation for Economic Co-operation and Development (OECD).

The Network



Roles and responsibilities

Chair

2021 Chair

Ms Tara Denham

Director General of Evaluation and Results
Global Affairs, Canada



Steering Committee

MOPAN members

Representatives from Australia, Belgium, Canada, Denmark, the European Union*, Finland, France, Germany, Ireland, Italy, Japan, Republic of Korea, Luxembourg, the Netherlands, Norway, Qatar*, Switzerland, Sweden, the United Arab Emirates, the United Kingdom, the United States.

* The European Union and Qatar are MOPAN observers



Bureau

The 2021 Bureau:

2021 Chair: Canada

Previous 2020 Chair: Japan

Forthcoming 2022 Chair: Switzerland

Technical Working Group Chair: Sweden, Belgium



Technical Working Group

Technical Working Group Chair

Ms Susanne Mattsson (January-September)

Senior Evaluation Specialist,
Evaluation Unit,
Department for Operational
Support,
Swedish International Development
Agency (SIDA)

Ms Cécilia De Decker
(September-December)
Special Evaluator
Ministry of Foreign Affairs,
Belgium



Secretariat

Head of MOPAN Secretariat

Ms Suzanne Steensen

◀ MOPAN membership

Member roles

Members

A MOPAN member is a state or multilateral stakeholder interested in improving the effectiveness of the multilateral system. Members play a decisive role in defining the Network's strategic direction, operational delivery and internal governance, and support peer learning.

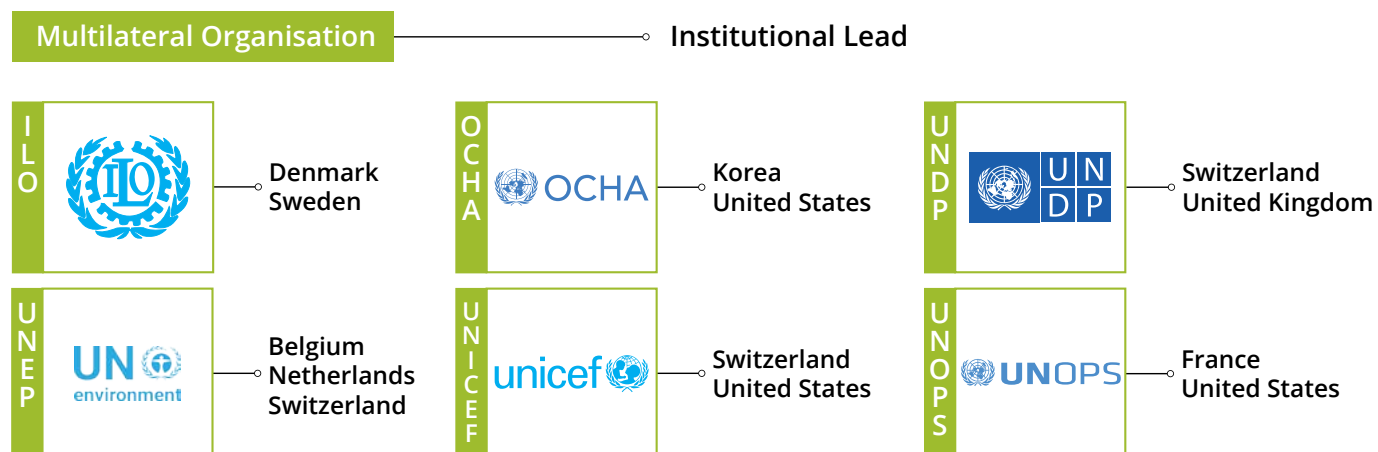
Members are called upon to approve MOPAN's Programmes of Work, support the implementation of assessments and knowledge products, and use MOPAN's performance information and collective voice to improve standards and effectiveness across the multilateral system.

Institutional Leads

Institutional Leads are MOPAN members who volunteer to support the MOPAN Secretariat with the technical delivery of a specific MOPAN assessment. Institutional Leads provide an essential contribution by:

- Providing key political support throughout an assessment;
- Promoting the contextualisation of assessments to ensure that they are relevant to organisations and members;
- Enhancing impact within their administrations and with peers, multilateral stakeholders and assessed organisations.

Institutional leads for MOPAN assessments delivered in 2021



Reference Group Members

MOPAN convenes reference groups to support the delivery of its knowledge products. These groups comprise high-level experts from across MOPAN member administrations who are interested in supporting the implementation of MOPAN's thematic studies, *Lessons in Multilateral Effectiveness*. Participants contribute by:

- Providing strategic guidance and technical expertise;
- Ensuring that MOPAN's findings are robust and relevant;
- Disseminating studies within their administrations and broadly to stakeholders across the multilateral system.

Observers

Non-members interested in joining MOPAN may become observers for a period of one year at no financial cost. Observers can participate in Network activities defined by the Programme(s) of Work carried out during their observership, to gain a greater understanding of how MOPAN can support their multilateral strategies, policy dialogues, and accountability needs. The MOPAN Secretariat welcomes enquiries about becoming an observer.

Lessons in Multilateral Effectiveness studies delivered in 2021

Study	Reference Group Members
Is This Time Different? UNDS Reform: The Path to 2030	Finland France Germany Italy United Kingdom
Pulling Together: The Multilateral Response to Climate Change	Denmark Germany Sweden



MOPAN's unique vantage point on the multilateral system

Enhancing visibility and influence

Multilateral organisations value MOPAN's evidence-based approach. This approach, together with the opportunity to become Institutional Leads and engage with organisations at the highest level, allows members to demonstrate their commitment to multilateral organisations and to gain visibility and influence in shaping an organisation's strategic direction.

Setting performance standards across the multilateral system

MOPAN sets the bar for organisational performance in the multilateral system. Its performance information and analytical work provide members with the chance to engage with leading experts on crucial issues affecting the multilateral system. MOPAN members implement policy commitments on aid and effectiveness to reduce the burden and duplication for individual organisations and members alike. Members influence how the system functions by defining organisational performance benefits. This, in turn, strengthens their relationships with multilateral organisations.

Providing privileged access

Alongside institutional assessments, members have exclusive access to the assessments' preliminary findings, a database of organisation-specific performance data, and analytical products. Institutional Leads in particular also have more contact and greater visibility with multilateral organisations and benefit from greater insights into their operations.

Setting the strategic direction

MOPAN members steer MOPAN's strategic direction by determining which salient challenges in the multilateral system should become the focus of work. They determine which organisations will be assessed and by what measures, and define the issues to be addressed by MOPAN's learning studies series *Lessons in Multilateral Effectiveness*. In doing so, members dictate how MOPAN will use its collective voice to focus on the most salient challenges affecting the multilateral system.

Creating a community of practice

MOPAN is a community of equals. It is an interactive network that is a forum for exchange and peer-learning, allowing members to benefit from discussions on best practices in the areas of accountability, reform and engagement with the multilateral system. MOPAN's consensus-based structure also ensures that each member has an equal voice and an equal say in MOPAN's work. This structure creates an atmosphere for honest, constructive exchange.

Offering value for money

MOPAN is a small but essential complement to MOPAN members' USD 65 billion investment into the multilateral system (Development Co-operation Profiles (OECD), 2019). The collectivisation of efforts provides MOPAN members with information to help ensure that multilateral funding is going to effective and efficient organisations, an immense value for a relatively modest contribution.



Implementing change and driving innovation

◀ Key improvements to the Network in 2021

In 2021, MOPAN successfully delivered against its ambitious Programme of Work for the year. MOPAN concluded its six assessments initiated in 2020. At the same time, MOPAN initiated seven new assessments to be completed in 2022. MOPAN successfully published its first two analytical studies, on the progress of the United Nations Development System reforms and climate change. The Network continued with two ongoing analytical studies that examine humanitarian organisations and COVID-19. Subsequent assessment and study rounds will integrate the lessons learnt from both the 2020 assessments using the new MOPAN 3.1 methodology and the analytical studies completed in 2021 leading to further improvements. As the quality and added value of MOPAN's work garnered recognition, the Network attracted greater interest from member administrations and from the wider multilateral system.

The external evaluation of MOPAN, conducted throughout 2021, also helped identify four key improvements to MOPAN's ways of working. These include greater i) credibility, ii) relevance, iii) utility to members, and iv) broader coverage of products.

1

Credibility

MOPAN increased its credibility in 2021 by making a series of improvements to its assessment methodology. These sought to improve quality and responsiveness, better adapt assessments to the context of each multilateral organisation, and provide guidance to the service providers responsible for conducting the assessments.

The 2021 assessments were the first to be completed under MOPAN's new business model, which established a pool of high-calibre service providers to implement assessments and *Lessons in Multilateral Effectiveness* studies. In addition, the timing of assessment delivery to members and multilateral organisations made them more useful and their dissemination made the information more accessible. Additionally, preliminary findings were presented to members and high-level learning events were organised for stakeholders across the multilateral system.

2

Relevance

In 2021, MOPAN's Technical Working Group reflected on the Network's experience in collecting country-level data and sought to draw lessons from it. Past assessments were reviewed to explore the issues and options related to mapping the analytical framework and the scoring approach, including an analysis to better understand which indicators are most frequently adapted to the needs of a specific organisation during an assessment.

Few basic requirements for organisational performance have required much adaptation. Those that have been more frequently adapted concern central issues about an organisation's mandate, operating model, and how the organisation works with beneficiaries and other partners.

MOPAN's Technical Working Group will pursue its analysis in 2022. Its goal is to codify those performance indicators that reflect organisational due diligence standards rather than those that reflect more complex issues such as an organisation's business and operational models. The group will continue to make MOPAN's analytical framework more relevant to ensure that it meets the needs of members and multilateral organisations. It will work to enhance multilateral effectiveness and to identify and categorise the MOPAN framework indicators that best support greater relevance and more cost-efficient generation of performance data. The Technical Working Group is also exploring how to take a more modular approach to revising the MOPAN analytical framework so that it can be better adapted to the operational context of multilateral organisations.

3

Utility

MOPAN continued to strengthen its reputation, visibility, and impact in 2021. By taking a whole-of-government approach to interacting with members, and by working collaboratively and in the spirit of partnership with multilateral organisations and broader stakeholders, MOPAN further demonstrated its support for improving the effectiveness of the multilateral system.

The Network's information sessions and learning events helped improve knowledge sharing and peer learning and provided a platform for MOPAN members to engage in strategic discussions. Responding to increased member interest, MOPAN organised sessions across member administrations in Finland, Ireland and Germany, to showcase the benefits of being an Institutional Lead on MOPAN assessments. The establishment of learning events to support MOPAN assessment findings, the development of the Lessons in Multilateral Effectiveness study series and the incorporation of SEA/SH indicators into its methodology, demonstrate how the Network is continuing to innovate. These events highlight MOPAN's responsiveness to the needs of its members and of multilateral organisations as they evolve to focus on the critical cross-cutting issues affecting the multilateral system today.

In 2021, MOPAN was delighted to welcome the European Union and Qatar as observers to the Network. By expanding its membership, MOPAN has been able to disseminate products to new audiences and therefore strengthen its ability to promote multilateral effectiveness. MOPAN products reached the United Nations Secretary-General in his report on the UNDS reforms¹ and influenced discussions on the progress of the Grand Bargain, which seeks to improve the effectiveness and efficiency of humanitarian action.² By investing in making its products more useful and thus delivering high-quality outputs, MOPAN has been able to drive outcomes in the multilateral system.

¹ Secretary-General Antonio Guterres. (2021). Review of the functioning of the Resident Coordinator system: rising to the challenge and keeping the promise of the 2030 Agenda.

² Victoria Metcalfe-Hough, Wendy Fenton, Barnaby Willitts-King and Alexandra Spencer. (2021). The Grand Bargain at five years: An independent review.



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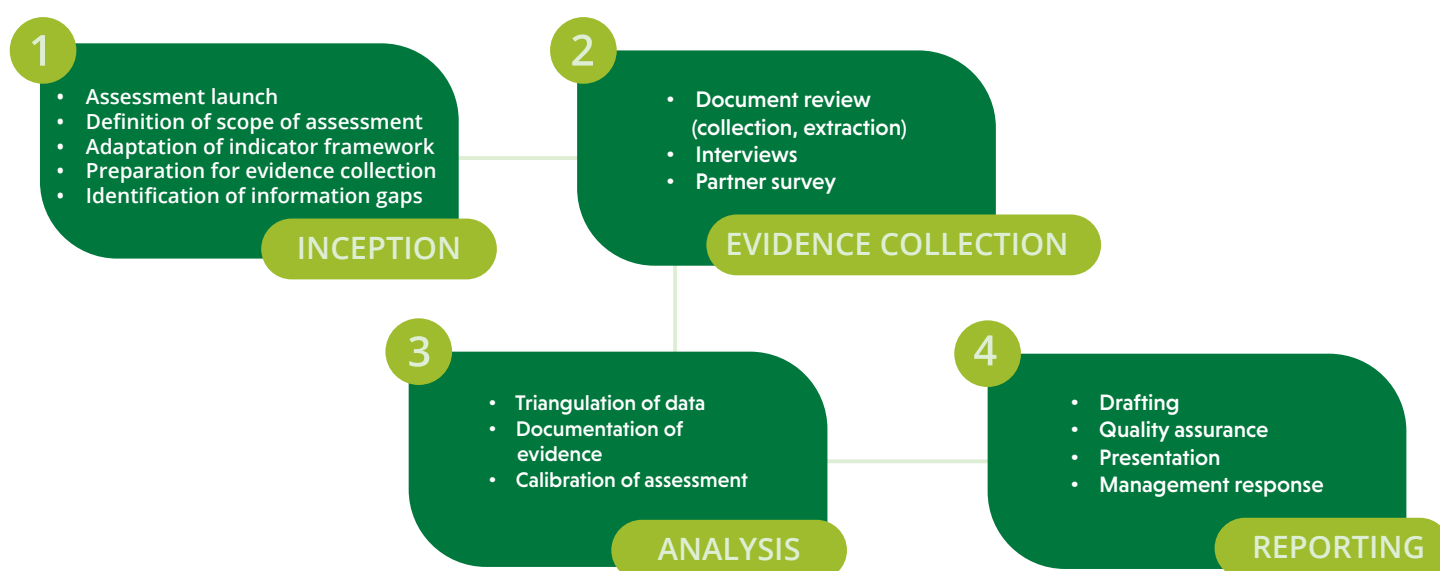
Breadth of institutional coverage

The MOPAN Network renewed its commitment to organisational learning in 2021 by launching the *Lessons in Multilateral Effectiveness* study series. These studies explore the trends across the multilateral system that keep an organisation from achieving optimal performance. By broadening the coverage of MOPAN's portfolio, they complement an organisation's individual organisations' strategy, operations, relationship management, and performance. They increase MOPAN's effectiveness, using its unique vantage point to provide important insights into cross-cutting themes, and have already created new policy communities, new audiences, and have attracted attention from the United Nations Secretary-General.

The MOPAN Network diversified the kinds of organisations it evaluated in 2021 to include multilateral development banks, vertical funds, and organisations with complex organisational climates, broadening the coverage of actors across the multilateral system. In 2022, MOPAN will release two analytical studies touching on challenges in assessing the analytical performance of humanitarian organisations and the response of the multilateral system to the COVID-19 crisis. As such, it continues to amplify the reach and uptake of an expanding range of products.

◀ The MOPAN assessment process

MOPAN's phased assessment process takes between 18-24 months, during which time it is supported by the MOPAN Secretariat, multilateral organisations and institutional leads.



UNOPS expresses its appreciation for the professionalism of both the MOPAN Secretariat and the assessor team, especially given the challenges of carrying out the assessment under the restrictions imposed by the COVID-19 pandemic.

- UNOPS management response to the 2020 UNOPS MOPAN assessment

◀ Assessment delivery in 2021

In 2021, MOPAN successfully completed six institutional assessments of UN organisations, which include the first assessment of UNOPS. All assessments were published in 2021; three were publicly launched in 2021 and three were publicly launched in early 2022.

Launch dates for MOPAN assessments delivered in 2021



2021 Lines of Evidence for MOPAN assessments

The assessments of ILO, OCHA, UNDP, UNEP, UNICEF and UNOPS were supported by thorough lines of evidence during the evidence collection and analysis stages.



474 employees

interviewed at head-
quarters, country,
and regional levels



1 218 documents

reviewed



8 030 stakeholders

invited to survey, and 2089
respondents



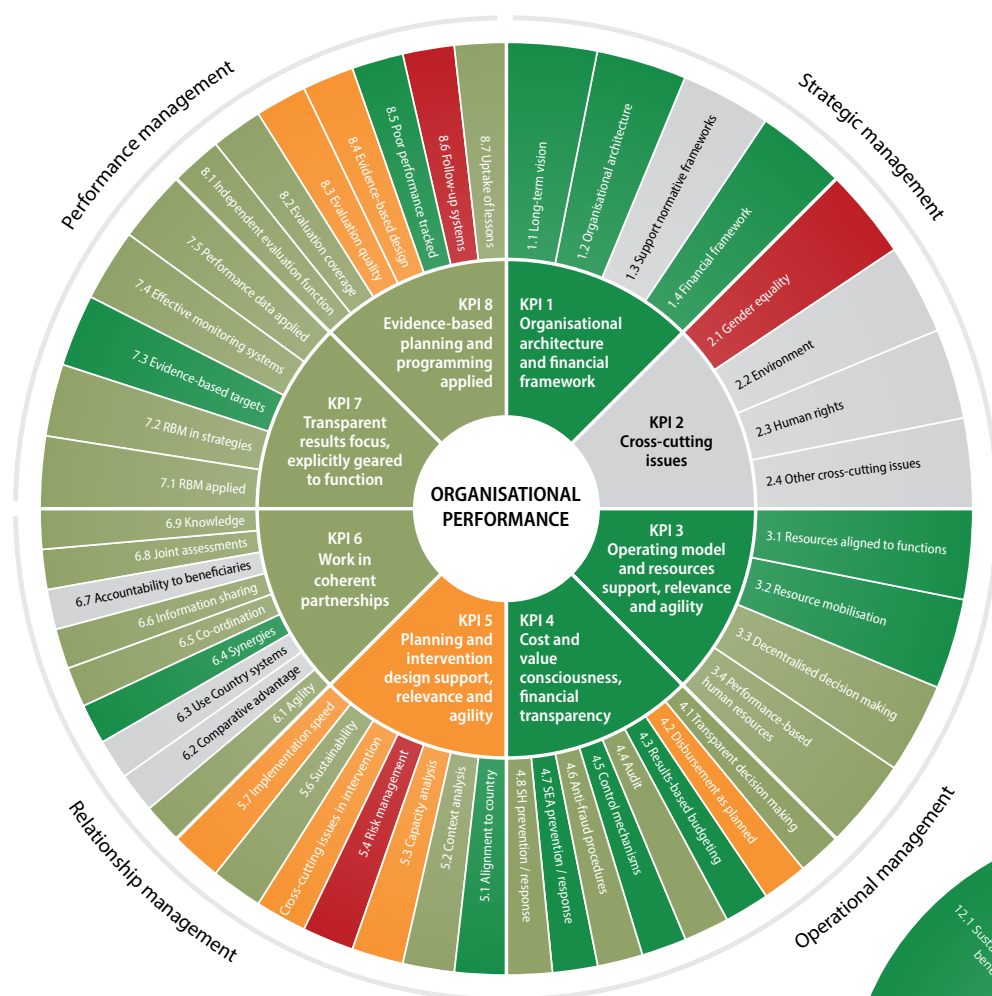
2 111 partner

responses to surveys
in 46 countries

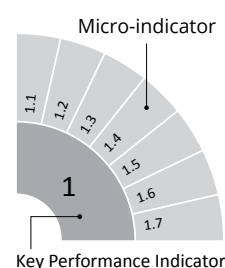
Delivering key systemic insights to assessed organisations

MOPAN has continued to invest in new ways to provide value to the organisations it assesses as it maps performance against its indicator framework in a visual snapshot

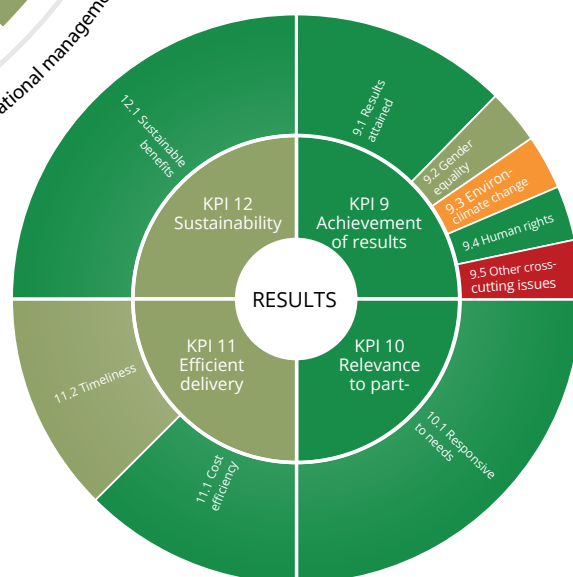
Performance rating summary



MOPAN rating scales



- Highly satisfactory (3.51-4.00)
- Satisfactory (2.51-3.50)
- Unsatisfactory (1.51-2.50)
- Highly unsatisfactory (0-1.50)
- No evidence / Not applicable



In 2021, MOPAN's cross-cutting work streams enabled the Network to bring new insights into organisational ways of working and crisis readiness that previous assessments had not captured in previous years. The diversified portfolio of work thus yielded greater value for each organisation assessed.

In its assessment of the ILO, MOPAN found the organisation had made significant improvements since its last assessment in 2017. Welcomed by Director-General Guy Ryder, the assessment indicated that the organisation needed to strengthen its work addressing climate-related vulnerabilities, find new solutions to long-standing field staff shortages, and establish a robust approach to prevent SEA/SH. As these areas are newly assessed within the MOPAN assessment framework, this assessment for the ILO has continued to yield high utility for the organisation.



@GuyRyder

Director-General of the
International Labour Organization

I welcome the @MOPANnetwork institutional assessment of the @ILO & thank Denmark and Sweden as co-leads of the process.

I'm pleased the report notes improved performance in all areas of the MOPAN framework and take particular note of the important insights on future improvement.

The MOPAN assessment of OCHA landed at a crucial moment. OCHA leadership had recently changed and the organisation was considering a new strategic plan and budget. The assessment showed that during the course of these changes, OCHA responded nimbly to COVID-19, although its performance management systems still had several crucial gaps. This assessment also showed that several areas within the multilateral system needed improvement to better support programme delivery for humanitarian organisations. MOPAN will address this issue in 2022 in an upcoming *Lesson in Multilateral Effectiveness*.

[OCHA] intends to take the report findings into account in the preparation of our next Strategic Plan for 2023-2027, which is now underway.

- OCHA management response to the 2020 OCHA MOPAN assessment

The MOPAN assessment of UNEP found that its strategic and implementing partnerships help compensate for its lack of physical presence in many countries, making it possible for UNEP to achieve its double mandate. UNEP is expected to play a normative role by providing global leadership in implementing the environmental dimensions of the 2030 Agenda as well as an operational role in supporting developing countries, making it strategically important in the UNDS in addressing "a planetary crisis" and interrelated "climate, biodiversity, and pollution emergencies". The findings were widely echoed by MOPAN's *Lessons in Multilateral Effectiveness* study on the multilateral response to climate change.



@JointSDGFund

The @UNJoint SDG Fund helps countries accelerate their progress towards the #SDGs and deliver on the commitment of the #2030Agenda to leave no one behind.

In their latest report on @UN reform, @MOPANnetwork emphasizes the critical need to capitalize on innovative pooled funds like the @JointSDGFund.

Fully financing pooled funds are central to a strong & cohesive @UN.

The MOPAN assessment of UNDP benefited from the findings of the Lessons in Multilateral Effectiveness study on UNDS reform, which helped evaluate UNDP's adjustments. MOPAN found that UNDP handled the UNDS reforms exceptionally well, especially that of delinking the UN Resident Coordinator system from UNDP. However, stakeholders still expect UNDP to play many roles simultaneously within the UN system – that of an implementation agency, operational backbone of the UN, innovator, and integrator.

MOPAN's assessment of UNICEF found that translating the results of its programmes in humanitarian and development contexts into significant outcomes has not been easy. These and similar issues will be addressed in the *Lessons in Multilateral Effectiveness* study on the performance of humanitarian organisations. UNICEF faces a trade off presented by the growing imbalance between earmarked funding and scarce core resources amidst challenges including implementing UNDS reforms and combating sexual exploitation and harassment.

As an organisation that highly values critical and constructive feedback...UNICEF saw this [MOPAN assessment] as a further opportunity to learn, reflect and improve so that we can help realize the rights of every child in ever-better ways.

- UNICEF management response to the 2020 UNICEF MOPAN assessment

MOPAN's assessment of UNOPS sheds light on an organisation that differs from other UN agencies in its business (demand-driven service provider) and funding models (revenue-based with no programmatic resources). This unique position in the UN system means that UNOPS actively contributes to and drives elements of UNDS reform and has been able to take a more proactive response to the COVID-19 pandemic.

◀ Lessons in Multilateral Effectiveness

In 2021, MOPAN launched its new study series, *Lessons in Multilateral Effectiveness*. Delivered in collaboration with various multilateral organisations, these analytical pieces explore the multilateral system's response to salient challenges as climate change, the UNDS reforms and sexual exploitation and harassment. The findings support the dialogue between members and organisations on improving effectiveness in pertinent policy areas. By addressing cross-cutting themes in detail, the studies also strengthen MOPAN's performance data by contributing to the ongoing evolution of its performance indicators.

Several events were organised in conjunction with the release of the studies to disseminate their lessons and convene relevant stakeholders. These included both member-only learning sessions and public events such as MOPAN's first-ever, high-level event on climate change. Convened with the support of Luxembourg on 27 October 2021, on the eve of COP26, the event reflected on how to accelerate a cohesive multilateral response to climate action. Attended by over 300 officials including the heads of ministries and agencies, it featured a discussion among member climate envoys, senior development officials and climate and sustainability leads from multilateral organisations about how to strengthen the multilateral response in areas identified by MOPAN.



UNDS Reform: Progress, Challenges and Opportunities

MOPAN delivered its study on the progress of UNDS reform as UN member states convened to review the resident co-ordinator system, an area that the study explored deeply. The draft report was used heavily during discussions in the UN Economic and Social Council and during funding negotiations for the resident co-ordinator system. It was also cited several times in the Secretary-General's review of the system and its funding.

The study offered crucial insights into the progress made on the reforms and persisting challenges thwarting their uptake. It identified potential areas for attention targeting the gamut of UNDS stakeholders, including MOPAN members (donor countries), partner countries, UN agencies, and the UN Secretariat. Lack of reliable funding and the inconsistent behaviour of countries and agencies were found to be risks to strong progress on the transition of the resident co-ordinator system from UNDP and to recognising its new invigorated, independent position. The study on UNDS reform was published in June with a launch event open to UN member states.

Pulling Together: The Multilateral Response to Climate Change

MOPAN conducted a three-volume climate change study analysing how 11 multilateral organisations address climate change within their mandates, strategies, operations and partnerships. The study looked broadly at country and regional work but also examined operations in selected countries in-depth, to illustrate the different adaptation and mitigation challenges countries face and to offer insights into country demand for climate action. The study was launched at MOPAN's first high-level, virtual event co-hosted with Minister Franz Fayot and the Government of Luxembourg. Attendees included leaders of multilateral organisations and multilateral stakeholders — International Finance Corporation, Asian Development Bank, International Fund for Agricultural Development, Organisation for Economic Co-operation and Development, and the Global Environment Facility.



From left to right: Mr Franz Fayot (Minister of Economy and Minister for Development and Humanitarian Action, Luxembourg), Mr Matthias Corman (Secretary-General of the Organisation for Economic Co-operation and Development), Mr Carlos Manuel Rodriguez (CEO of the Global Environment Facility), Mr Bernard Mazijn (Director, Cabinet of the Minister for Climate, Belgium), Mr Philippe Le Houérou (Economist and former Chief Executive Officer, International Finance Corporation), Mr Haoliang Xu (Assistant-Secretary General, United Nations Development Programme), Ms Suzanne Steensen (Head of Multilateral Organisation Performance Assessment Network, Secretariat), Mr Bruno Carrasco (Director General of Sustainable Development and Climate Change, Asian Development Bank), Ms Jyotsna Puri (Associate Vice-President, International Fund for Agricultural Development), Mr Jorge Moreira da Silva (Director, Development Co-operation Directorate, Organisation for Economic Co-operation and Development), Ms Terhi Lehtonen (State Secretary, Ministry of the Environment, Finland), and Ms Sinead Walsh (Climate Change Envoy, Deputy Director-General, Department of Foreign Affairs, Ireland), at the MOPAN High-Level Event, Accelerating the Multilateral Response to Climate Change, livestreamed on the OECD COP26 virtual pavilion, Paris, 17 October, 2021.

Photo: MOPAN



The study confirmed that multilateral organisations are giving more importance to climate action in their strategies and operations. They are scaling up climate finance, including for adaptation, are largely committed to the Paris Agenda, are supporting countries in their commitments as expressed in nationally determined contributions, and are engaged in multiple international and regional partnerships. Notably, the report highlighted six major opportunities for accelerating the multilateral response to climate change, including to help the multilateral system further encourage greater “whole of government ownership” of nationally determined contributions, and help scale-up private investment to meet the Paris goals. The first volume of the study was published in early July, followed by the second and third volumes in October, ahead of COP26.

SEAH Note for Practitioners: Measuring Multilateral Performance

By adding SEA/SH indicators to its assessment methodology, MOPAN provided the first international joint benchmark in this area. The addition reflects recommendations from the OECD Development Assistance Committee’s “Recommendation on Ending Sexual Exploitation, Abuse, and Harassment in Development Co-operation and Humanitarian Assistance.” MOPAN’s indicator work was distinct in its formulation, as indicators were developed in collaboration with an external assessment commissioned by MOPAN members. Additionally, these indicators were applied to all organisations assessed by MOPAN, not just humanitarian organisations. The SEA/SH indicators added to the MOPAN assessment framework cover six main topical areas: i) policy, management and leadership; ii) prevention; iii) reporting and complaints; iv) response, accountability, and transparency; v) international co-ordination, and vi) putting victims/survivors first. MOPAN’s work on SEA/SH prevention added two new indicators with a total of 16 elements influencing their assessment.

◀ External evaluation of MOPAN

At the end of 2020, MOPAN members agreed to launch an independent, external evaluation of MOPAN covering 2015-21 to support the establishment of a new strategic vision.

The evaluation sought to identify how MOPAN can increase the utility of its products and generate more impact among a broader range of stakeholders within the multilateral system, including members and multilateral organisations. The strategy for conducting the evaluation was highly inclusive, including case studies with ten organisations and interviews and workshops with all MOPAN members and the Secretariat. The evaluation illustrated MOPAN's gains in credibility, relevance, and utility, and highlighted important areas of improvement that will shape its future strategic direction.

Overall, the evaluation found that efforts to strengthen MOPAN since 2015, including by professionalising the MOPAN Secretariat, expanding coverage and strengthening the MOPAN methodology, had considerably increased the perceived quality, credibility and usefulness of assessments. Additionally, the evaluation highlighted the unique value of MOPAN's emerging knowledge and analytical work in providing credible evidence about emerging accountability issues (e.g. SEA/SH), identifying common standards, and promoting uptake through communities of practice.

However, the evaluation also highlighted important challenges MOPAN will face in attempting to consolidate these gains and strengthen its impact. MOPAN's framework and approach is primarily geared toward the needs of members and should also meet the needs of multilateral organisations if the Network wants to promote uptake, relevance, and use. Furthermore, MOPAN will need to expand the audience for its products beyond its membership to begin affecting change across the multilateral system, and truly serve as a knowledge broker within the multilateral system. Finally, opportunities exist to reconsider how and what MOPAN delivers to meet members' needs while promoting cost effectiveness, including the use of new tools such as the MOPAN Data Platform.



MOPAN Data Platform

Phase 1

MOPAN first defined a vision of its data platform and set out an action plan for its delivery in 2021. It began a period of exploration and research in conjunction with Ernst & Young that provided a strong basis for reflecting on members' data needs.

The primary iteration of the platform was launched in December 2021. It includes performance data from the last three MOPAN 3.0 cycles covering 31 assessed organisations. In addition to the scores at key performance indicator and micro-indicator levels, the platform gives members access to the analysis of those micro-indicators, the confidence levels for the evidence, and information on the scores and descriptors at the element level. Members can therefore easily identify the strengths and weaknesses of individual organisations and of the whole multilateral system.

Future phases of the MOPAN Data Platform will present key data, insights and evidence from MOPAN assessments, studies and relevant external sources in a user-friendly manner.

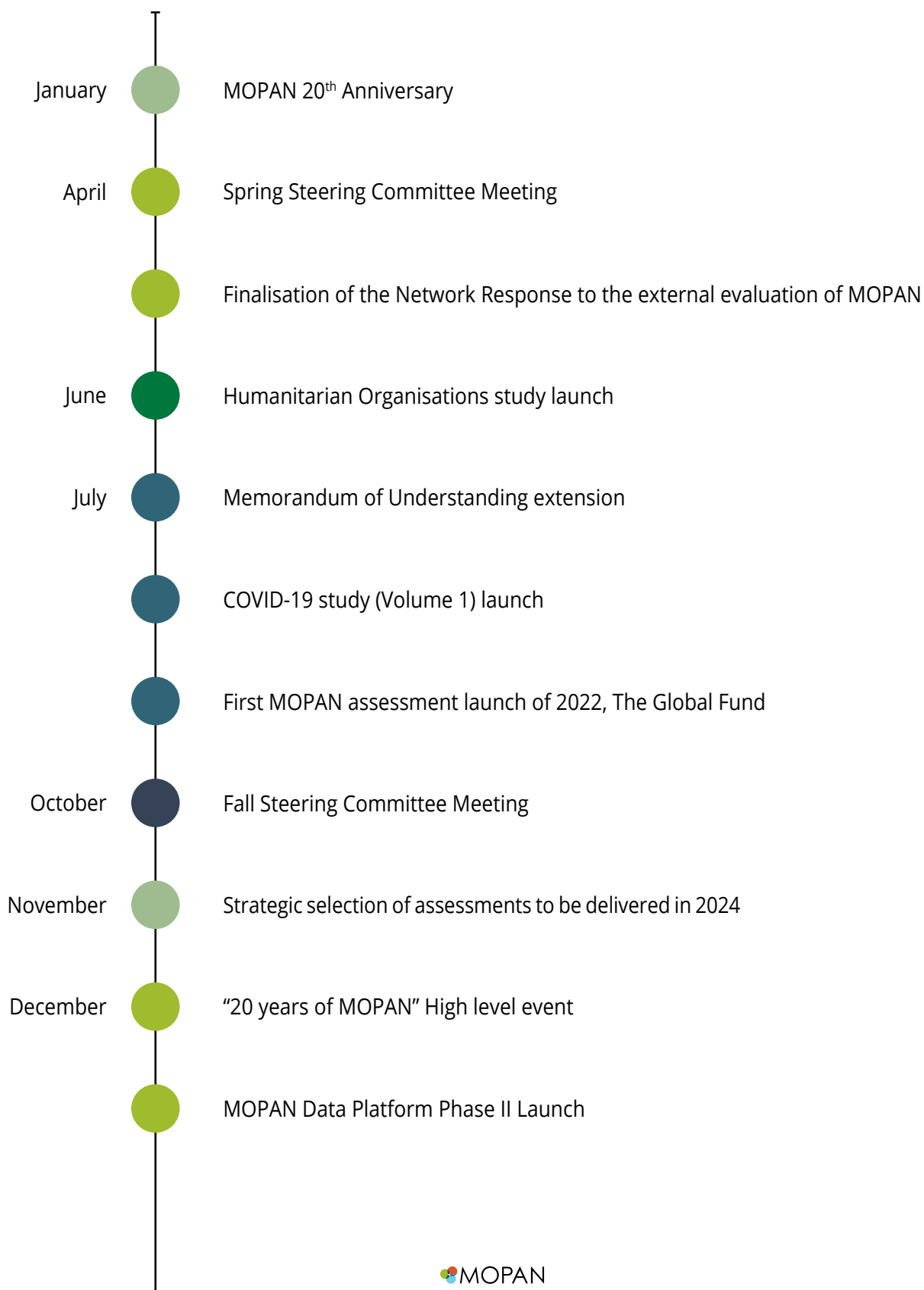
Phase 2

In 2022, MOPAN will establish its data platform as the go-to resource for performance data on multilateral organisations, exclusively for MOPAN members. As a repository for sharing good practices within the multilateral system, this platform will both help members better grasp the challenges affecting the multilateral system, and develop appropriate policies to enhance development impact. The platform is also expected to allow for greater comparison between the performance of multilateral organisations across selected areas.

Over time, the MOPAN Data Platform will incorporate MOPAN's ongoing learning work produced in *Lessons in Multilateral Effectiveness*, including efforts to create dedicated sections on the cross-cutting theme of the prevention of SEA/SH.

Delivering on MOPAN's potential

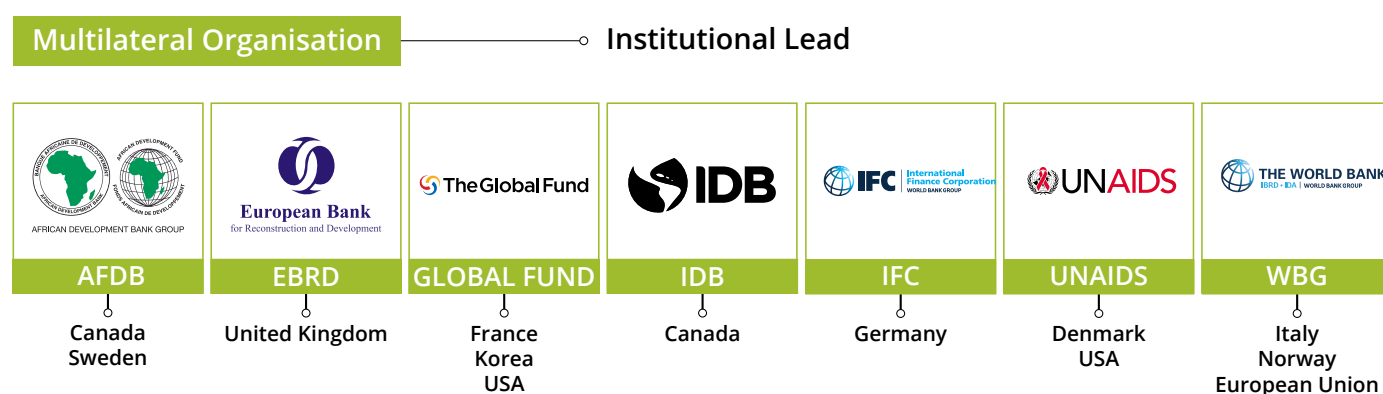
◀ MOPAN in 2022 and beyond



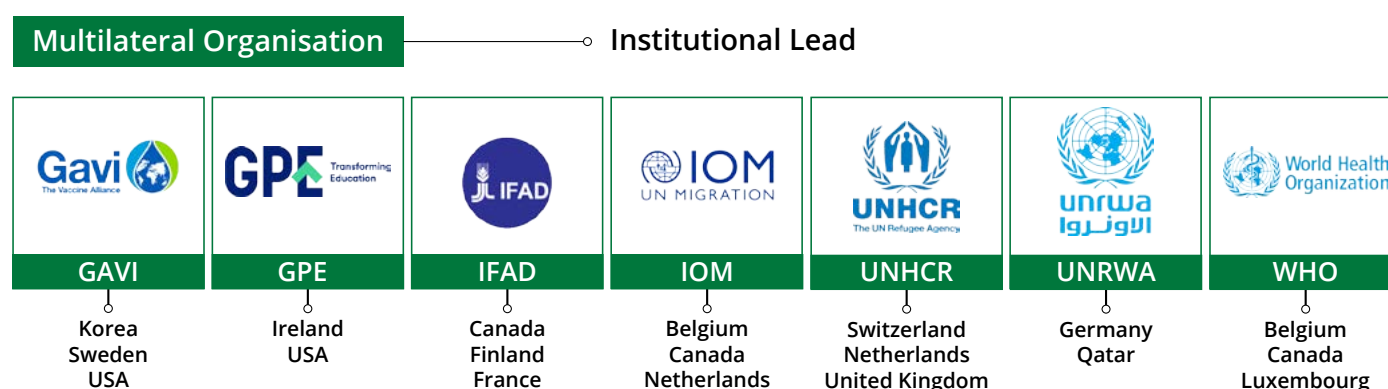
MOPAN assessments initiated in 2021

In 2021, MOPAN initiated the assessments of five Multilateral Development Banks – AfDB, EBRD, IDB, IFC and the World Bank (IDA-IBRD) – and the Global Fund and UNAIDS. The assessments use the MOPAN 3.1 methodology, adapting the framework to account for the specificities of multilateral development banks, vertical funds and the specific reform context of UNAIDS

MOPAN assessments to be delivered in 2022-23



Upcoming MOPAN assessments for delivery in 2023

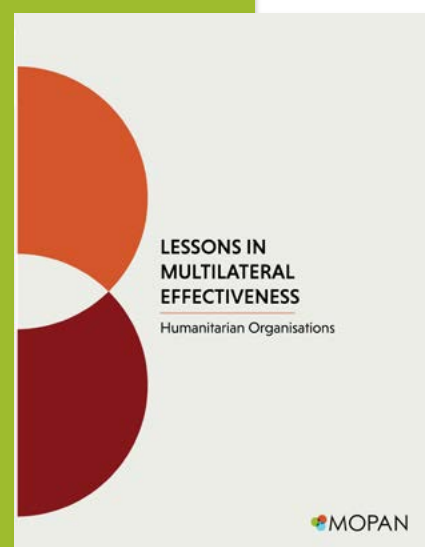


◀ Upcoming Lessons in Multilateral Effectiveness

Performance of Humanitarian Organisations

This issue of *Lessons in Multilateral Effectiveness* will focus on humanitarian organisations, exploring the challenges of assessing their organisational performance. It examines why, as a group, humanitarian organisations appear to perform less well than other types of multilateral organisations on certain common measures of organisational performance and whether this reflects genuine shortcomings, issues with the measurement standards being used, or other factors such as conditions on the financing of humanitarian organisations. The study will contribute to ongoing discussions between humanitarian organisations and their funders on ‘what good looks like’ when it comes to organisational effectiveness.

The study will be published in early 2022 and will contribute to understanding resource-based management in humanitarian organisations and the implications of international normative frameworks on humanitarian performance. It will also be an important input to MOPAN’s methodological thinking on measuring humanitarian performance.



The Multilateral Response to the COVID-19 Crisis

This issue of *Lessons in Multilateral Effectiveness* will examine the coherence of the multilateral organisations' co-ordinated response to the COVID-19 crisis, and the extent to which co-ordination contributed to making it more than the sum of its parts. By speaking to how co-ordination contributed to the coherence and impact of the multilateral response to the crisis, the study will fill an evidence gap in the wide range of COVID-related reviews and evaluations underway.

The study will be delivered in two phases. The first phase will describe the co-ordination among multilateral organisations in the context of COVID-19 and identify some of the strengths and weaknesses of the approaches. Preliminary findings are expected to be available in Q2 2022. The second phase of the study, building on the findings of the first phase, will use the evidence to conduct a deeper review in a limited number of countries focused on how, in some settings rather than in others, co-ordination contributed to greater coherence in responding to COVID-19.



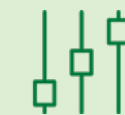
Looking forward to a strategic renewal

As a response to its external evaluation, MOPAN will position itself to identify a strategic vision and medium-term strategy to guide the Network in upcoming work programme cycles. In the immediate future, MOPAN will confirm its strategic orientation, including its mission and core values, and begin a transitional programme of work while developing a full medium-term strategy up to 2030. It will also consider opportunities and implications for establishing MOPAN as a standalone entity at its current host, the Organisation for Economic Co-operation and Development.

2022 and 2023 will therefore be a period of reflection on some important issues raised by the evaluation to feed into the development of the medium-term strategy, including:



Strengthening MOPAN's strategic direction and priorities aligned to the 2030 Agenda and Sustainable Development Goals



Fine-tuning MOPAN's methodology and approach to reflect contemporary issues and best practices



Identifying possibilities for maximising the impact and utility of MOPAN's work

MOPAN will work in existing forums, such as the Technical Working Group, to identify forward-looking solutions that respond to members' needs while promoting cost-effectiveness. MOPAN will consult external experts on the multilateral system to ensure that it uses its unique position to provide credible, independent systemic analysis. The Network's medium-term strategy, will include an accountability framework to take stock of its progress and contributions to strategic goals and identify lessons learned to help maximise impact.

MOPAN will also continue to take a whole-of-government approach to support its members. This includes championing member-supported initiatives within existing multilateral fora that are focused on clear policy goals and raising standards to increase the impact and effectiveness of the multilateral system.



Annexes

◀ Annex A: Finances

MOPAN Income – 2021 Membership Contributions

Overall MOPAN Income (in Euros) as at 31.12.2021	
A. Carry forward from previous year	
Total available carry-forward from 2020 to 2021 ⁽¹⁾	1 788 623
B. Accepted voluntary contributions ⁽²⁾	
	Actual Income 2021
TOTAL	4 698 000
GRAND TOTAL (A+B)	6 486 623

Note: The MOPAN MoU renewal was formally approved in June 2019 by OECD Council [C(2019)82], and covers three years 2020-2022.

1) The “Carry-forward from 2020 to 2021” corresponds to the balance between actual reported income received by the Network as at 31.12.2020 (EUR 4 202 693) minus actual reported expenditure from 2020.

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.

MOPAN Programme Costs – 2021 Statement of Expenditure

MOPAN Programme costs - Expenditure Analysis ⁽¹⁾ for 2021 as at 31.12.2021 (in Euros)		
	Budget (2021)	Total Actual Expenditure
A. 2021 Secretariat staff and related costs⁽²⁾	1 623 881	1 661 188
B. 2021 Non-staff costs		
MOPAN Assessment Consultancy ⁽³⁾	2 560 918	1 476 186
Other Intellectual Services ⁽⁴⁾	414 972	276 549
Missions/Travel ⁽⁵⁾	35 529	3 510
Operating expenses	39 173	44 890
SUBTOTAL B: Non-staff costs	3 050 592	1 801 135
C. Cost recovery charge for voluntary contributions⁽⁶⁾⁷	49 896	131 634
TOTAL (A+B+C+D)	4 724 369	3 593 957

Note: The estimated budget for 2021 is based on the approved 2021 budget by the MOPAN Steering Committee as provided in [MOPAN/SC\(2020\)14/FINAL](#).

1) The expenditure for 2021 covers costs from 1 January until 31 December 2021 and includes the running costs of the Secretariat (Headings A&B) and the cost recovery charges for all accepted voluntary contributions in 2021 (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) The MOPAN Assessment Consultancy fees include the costs related to the finalisation of 2020 assessment cycle as well as the costs related to the 2021 assessments and the 2021 analytical studies. The variance is due to delayed disbursements linked to key deliverables of the 2021 assessments and analytical studies that will occur in 2022.

4) The expenditures related to "Other Intellectual Services" were lower than the budgeted amount. It is mainly due to the postponement of the Data Hub and delayed payments for the external evaluation of MOPAN and for activities undertaken in 2021 but that will be paid in 2022.

5) The overall missions costs were lower due to COVID 19 sanitary measures that prevented OECD staff and Service Providers from travelling.

6) As per the OECD's voluntary contributions (VC) cost recovery policy [[C\(2009\)158](#); [C\(2021\)73](#)], the charge is currently set at 6.3% (with possible adjustments, e.g. 1% discount for single VCs above EUR 500K). The deviation is due in part to the discounting of the rate and timing issues (e.g. some contributions will not be reported until 2022 or later).

Annex B: MOPAN assessments 2003-2022

Since 2003, MOPAN has assessed 35 organisations using five different approaches to conduct assessments, from annual surveys to the Common Approach, to MOPAN 3.0, MOPAN 3.0* and MOPAN 3.1.

	Annual Surveys						Common Approach						MOPAN 3.0		MOPAN 3.0*	MOPAN 3.1		
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015/16	2017/18	2019	2020	2021	2022
ADB	•			•				•			•			•				
AfDB	•	•			•		•			•			•				•	
CGIAR															•			
EC						•												
EBRD																	•	
FAO		•							•			•		•				
GAVI										•			•					•
GEF														•				
GLOBAL FUND													•				•	
GPE														•				•
IDB	•								•				•				•	
IFAD								•			•			•				•
IFC																	•	
ILO				•									•			•		
IOM														•				•
MLF															•			
OCHA													•			•		
OHCHR														•				
UN HABITAT													•					
UN WOMEN												•		•				
UNAIDS			•							•			•				•	
UNCTAD															•			
UNDP		•			•		•			•			•			•		
UNEP									•				•			•		
UNESCO														•				
UNFPA			•			•		•				•		•				
UNHCR									•			•		•				•
UNICEF	•			•						•			•			•		
UNIDO															•			
UNODC															•			
UNOPS																•		
UNRWA									•					•				•
WFP											•			•				
WHO	•				•			•			•			•				•
WBG	•		•			•	•			•	•		•				•	

◀ Annex C: MOPAN members and date of membership

Year Joined	MOPAN members
2002	Canada, Denmark, Germany, Netherlands, Norway, Sweden, Switzerland and United Kingdom
2004	Austria ³
2005	Finland
2007	France
2008	Ireland
2009	Australia, Germany, Korea and Spain ⁴
2010	Belgium ⁵
2012	United States
2014	Japan and Luxembourg
2017	Italy
2019	United Arab Emirates ⁶
2021	European Union and Qatar ⁷

³ Austria withdrew its membership effective end 2015.

⁴ Spain withdrew its membership effective end 2017.

⁵ Belgium withdrew its membership effective end 2015. Belgium then rejoined the Network in 2017.

⁶ United Arab Emirates withdrew its membership effective end 2021.

⁷ The European Union and Qatar are observers.

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