

ANNUAL REPORT 2020



MOPAN 2020

MULTILATERAL ORGANISATION PERFORMANCE ASSESSMENT NETWORK

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FOREWORD

In this period of unprecedented challenges, MOPAN remains committed to promoting effectiveness in the multilateral system.



Suzanne Steensen
Head of the MOPAN Secretariat

The effects of the COVID-19 pandemic have deepened economic, environmental and social rifts, significantly setting back the health, lives, and livelihoods of people world-wide. International crises underscore the important role of multilateral organisations and test the agility, responsiveness and effectiveness of the multilateral system as a whole.

Operating in a turbulent context, multilateral organisations must mitigate the economic fallout of the COVID-19 pandemic while also continuing to target the Sustainable Development Goals, to address climate change, and to deliver objectives set forth by the 2030 Agenda and the Paris Agreement, among others.

MOPAN's *raison d'être* – driving effectiveness and raising performance benchmarks in the multilateral system – is more relevant than ever in such a context. Our standardised, reliable data, provided as a public good to our members, informs decision-making and accurately steers the work of multilateral organisations.

I am pleased to present you with MOPAN's Annual Report for 2020, which attests to the tenacity of the MOPAN Network. In my view, it shows how MOPAN adapted, adjusted and innovated in these exceptional times to deliver our core assessment programme. We transitioned swiftly to virtual operations, modified our methods and innovated in our work to make it more collaborative and responsive to members' needs. At the same time, we introduced new products to leverage the benefits of our data and knowledge.

It is my hope that our progress in meeting the needs of our members and stakeholders in times of duress contributes to accountability and learning as we continue to work to ensure fit-for-purpose multilateral system worthy of our trust.

In 2020, we delivered on MOPAN's core priority by completing high quality assessments for five organisations that have never before been assessed by the Network (CGIAR, MLF, UNCTAD, UNIDO, and UNODC) and by initiating the implementation of six additional assessments of major UN agencies (ILO, OCHA, UNDP, UNEP, UNICEF and UNOPS). The launch of our upgraded assessment framework -- the MOPAN 3.1 methodology -- that will underpin all MOPAN assessments for the next three years, was a significant achievement that brings an enhanced focus on the 2030 Agenda and includes new measures to assess organisations' progress in addressing Sexual Exploitation and Abuse and Sexual Harassment (SEA/SH), a new benchmarking area for multilateral organisations.

Capitalising on MOPAN's unique perspective, we introduced MOPAN analytical studies as contributions to an innovative learning agenda by providing a better understanding of the response of organisations to global crosscutting issues, common challenges, and good practices in the multilateral system. Upcoming analytical studies will focus on some of the most pressing issues affecting multilateral organisations -- Climate Change, the Reform of the United Nations Development System and COVID-19 -- and will help meet members' needs, and influence organisations' learning and reform programmes in 2021 and beyond.

In 2021, our key priority is to deliver an ambitious assessment programme featuring the AfDB, EBRD, The Global Fund, IDB, IFC, UNAIDS and the World Bank, adapting the MOPAN framework to the institutions with a private sector development focus. We expect this to inform the vision we set last year for a MOPAN 4.0 methodology aiming for an agile, responsive MOPAN approach to an increasingly dynamic global context.

We will strengthen our upstream engagement with members, multilaterals and stakeholders to facilitate our assessment work and ensure greater uptake of our findings. We will pursue the examination of our communication and continue to step up our efforts to virtually disseminate MOPAN's data and analytics to make them more beneficial to members.

I look forward to the upcoming external evaluation of MOPAN. It will shed light on our work and, importantly, set the stage for our future strategic direction. Its recommendations will help us to continue to improve our value, our effectiveness, and our efficiency in the multilateral system.

LETTER FROM THE CHAIR



A handwritten signature in black ink, reading "Koji Yonetani".

Mr YONETANI Koji
MOPAN Chair 2020
Deputy Assistant Minister
International Cooperation Bureau
Ministry of Foreign Affairs, Japan

2020 was a pivotal year for MOPAN, our members and the multilateral system.

When Japan assumed the role of Chair of MOPAN in January 2020, few would have imagined the challenges ahead, with the COVID-19 pandemic bringing social, economic, and political turmoil across the globe.

However, this will reinforce the importance of MOPAN as it helps members demonstrate the effectiveness of multilateral organisations and supports organisations' efforts to maximise their contribution to development and humanitarian results.

In 2020, MOPAN completed and presented assessments for CGIAR, MLF, UNCTAD, UNIDO, and UNODC. These assessments provided members with clear information about the organisations' performance, but also highlighted areas for improvement, which are now – in many cases – being addressed by organisations in their reform programmes.

MOPAN also started the next round of performance assessments for organisations such as ILO, OCHA, UNDP, UNEP, UNICEF and UNOPS. New partners were selected to strengthen the assessment process, bringing with them new insights and a broad range of expertise and experiences.

A new assessment methodology, MOPAN 3.1, was introduced. With its enhanced focus on the 2030 Agenda and organisations' efforts to prevent and respond to Sexual Exploitation and Abuse and Sexual Harassment, MOPAN 3.1 further strengthens the Network's reputation as being at the cutting-edge of performance assessment.

MOPAN started working on new analytical products examining vital issues, including the progress of reforms to the United Nations Development System. It continued its communication and engagement efforts to better inform member decision-making and multilateral policy, and create more value for its members.

These achievements are the culmination of the Network's collective efforts, and provide a solid foundation for the development of MOPAN in 2021 and beyond.

I am proud of MOPAN's accomplishments in this challenging context, and would like to commend the Secretariat, fellow members, and my colleagues, for their hard work during this strenuous, extraordinary year.

Whilst Japan will no longer be the Chair in 2021, we look forward to strongly supporting MOPAN as a member of the Bureau. We are confident that under Canadian leadership, the Network will continue to play a central role at the heart of the multilateral system.



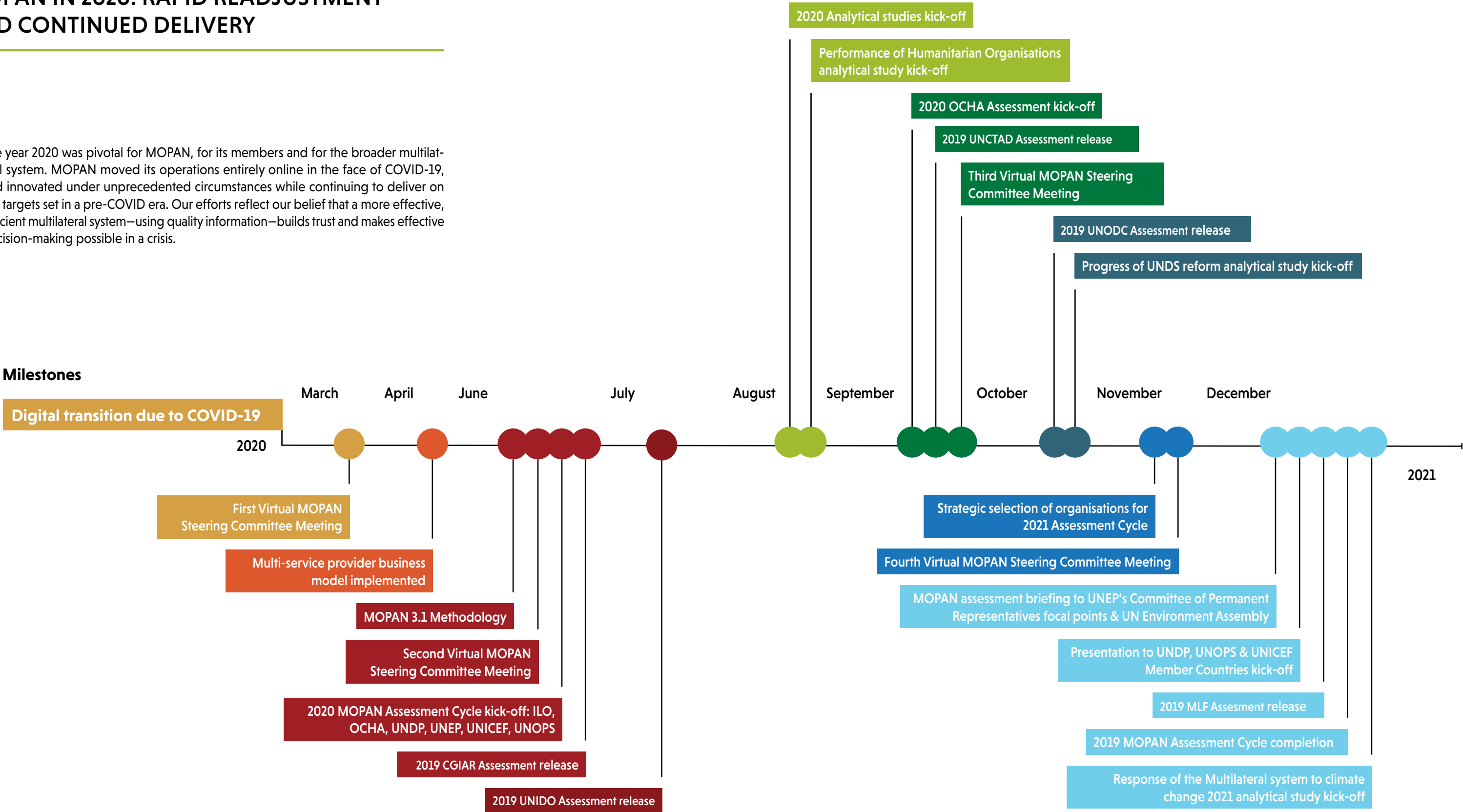
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RESILIENT RESPONSES TO EXTRAORDINARY CHALLENGES

MOPAN IN 2020: RAPID READJUSTMENT AND CONTINUED DELIVERY

The year 2020 was pivotal for MOPAN, for its members and for the broader multilateral system. MOPAN moved its operations entirely online in the face of COVID-19, and innovated under unprecedented circumstances while continuing to deliver on the targets set in a pre-COVID era. Our efforts reflect our belief that a more effective, efficient multilateral system—using quality information—builds trust and makes effective decision-making possible in a crisis.

2020 Milestones



MOPAN AT A GLANCE



MOPAN was created 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

2020 MOPAN Members

MOPAN members as at 31 December 2020.



Australia



Belgium



Canada



Denmark



Finland



France



Germany



Ireland



Italy



Japan



Luxembourg



The Netherlands



Norway



Republic of Korea



Sweden



Switzerland



United Arab Emirates



United Kingdom



United States

MOPAN MEMBERSHIP

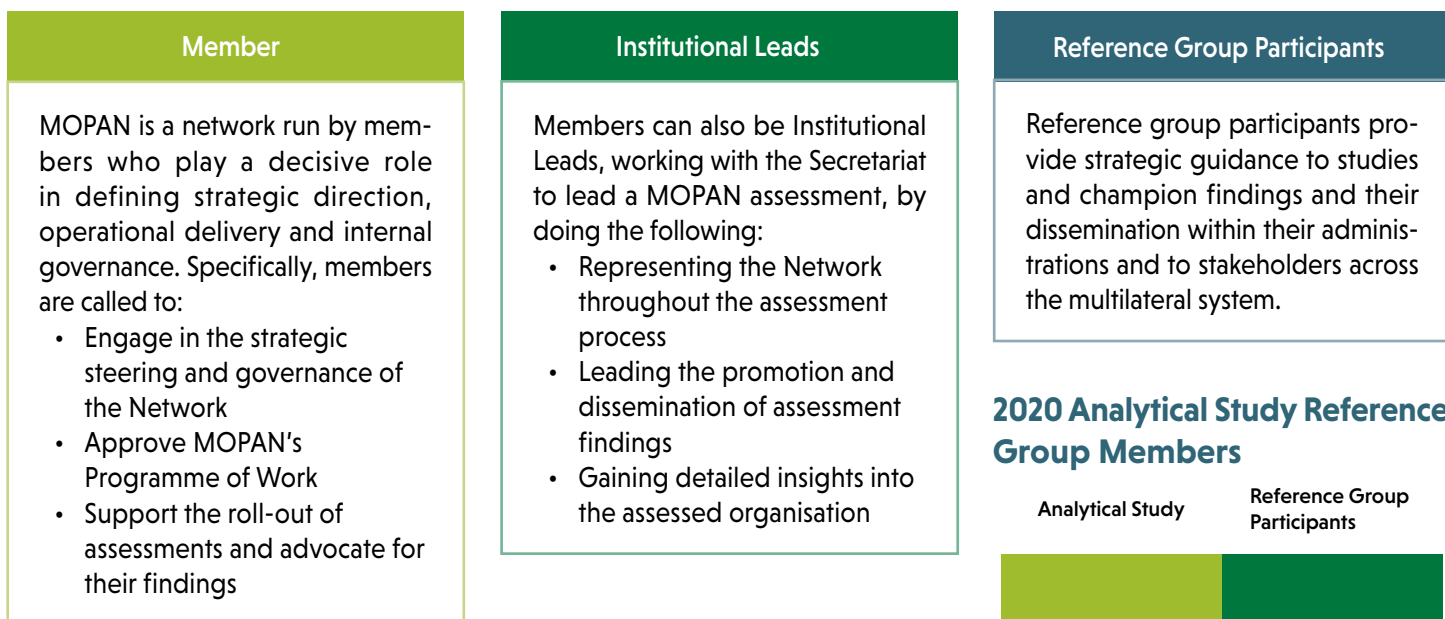
Equal contribution, equal voice

At MOPAN, each member pays a voluntary, equal annual contribution to support delivery of the programme of work. Every member thus has an equal voice in steering MOPAN's activities and strategic direction.

Observership

Non-member countries interested in joining MOPAN may become formal observers for a period of one year. Observers can participate in a broad range of Network activities, thereby gaining insight into how the Network can support their strategy and meet their needs for learning and accountability. The Secretariat welcomes enquiries about 'observership'.

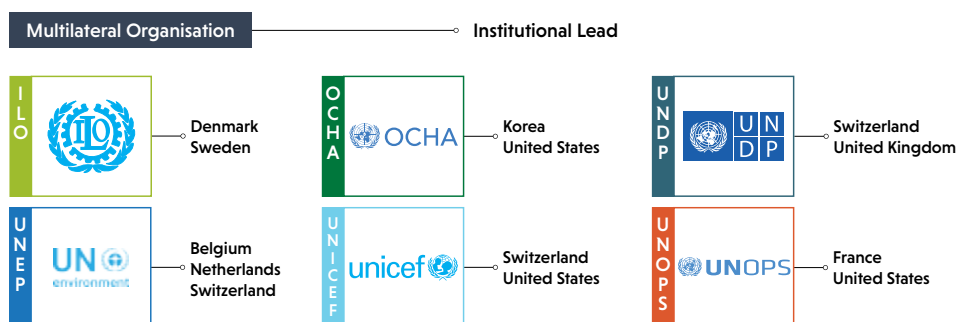
MOPAN member roles



2020 Analytical Study Reference Group Members



2020 Institutional Leads of MOPAN assessments



BENEFITS OF MOPAN MEMBERSHIP

MOPAN member countries have exclusive access to the MOPAN Network and a myriad benefits.

Enhanced visibility and influence:

Enhanced visibility and influence: Multilateral organisations value MOPAN's evidence-based approach. This approach and the opportunity to become an Institutional Lead and engage with organisations at the highest level, allows members to gain greater visibility and influence in shaping an organisation's direction.

Setting the strategic direction:

Members steer MOPAN's strategic direction – notably the organisations it assesses and by what measures. As MOPAN sets the bar for organisational performance in the multilateral system, members influence the system's functioning by defining an organisation's performance benchmarks.

Technical sharing:

MOPAN's technical and analytical work provides members with the chance to engage with leading experts on array of issues affecting the multilateral system. Technical sharing on critical issues can include assessing an organisation's operational performance or be reflected in analytical studies whose topics are validated by members, such as UN Reform.

Forum of peers:

MOPAN is a community of equals that have the space to exchange and learn from one another about multilateral engagement, accountability, and reform. MOPAN's consensus-based structure 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.

Privileged access:

Alongside institutional assessments, members benefit from exclusive access to internal analytical products, working documents and performance information. As Institutional Leads, members also enjoy greater contact with multilateral organisations and gain key insights into their operations.

Value for money:

MOPAN is a small but essential complement to the approximately USD 65 billion investment¹ that MOPAN members channelled through the multilateral system. By collectivising efforts, MOPAN members garner immense value for relatively modest contributions, as the Network provides information to help ensure that multilateral funding is going to effective and efficient organisations.

GOVERNANCE

Governance structure

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

Following a review of its governance in 2019, MOPAN adopted a new set of governance arrangements and procedures to support its smooth functioning. These have proven to be well suited to the Network, and have supported the necessary

The Network

Secretariat

- Operates under the strategic guidance of the Steering Committee
- Mandated to implement MOPAN's Programme of Work with the role to inter alia manage MOPAN assessment processes and deliver assessment reports, ensure innovation and methodology improvement, and learning, manage MOPAN data and information and engage and communicate about MOPAN's work
- Led by the Head of the Secretariat

Steering Committee

- MOPAN's primary decision-making body
- Comprises representatives from all members
- Normally meets biannually. In 2020 the Committee met virtually in March, June, September and November

Chair

- Chairs Steering Committee and Bureau
- Rotates among MOPAN members; fixed one calendar year position

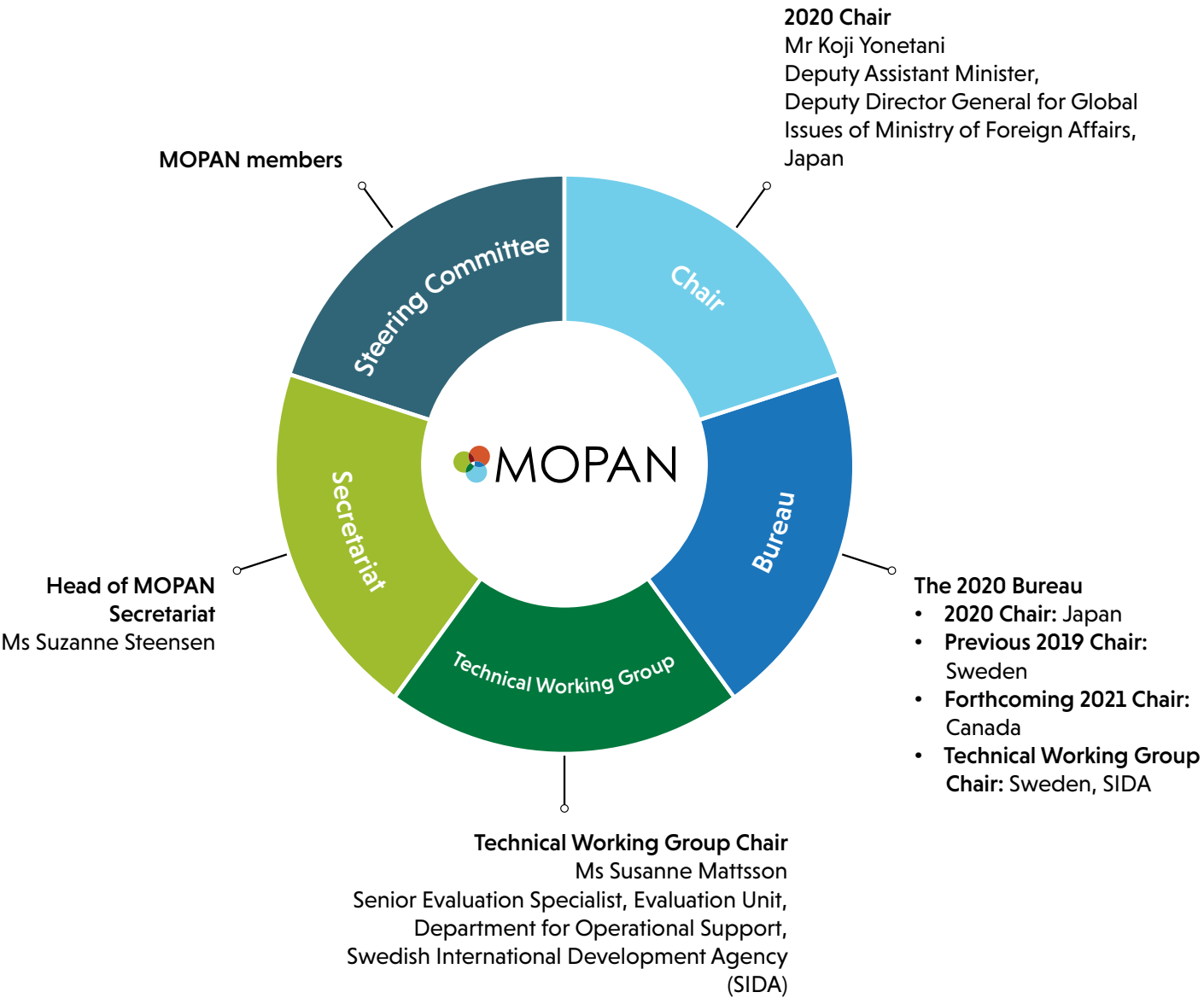
Bureau

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

Technical Working Group

- A body of the Steering Committee
- Focuses on methodological developments
- Supported by the Secretariat

Roles and responsibilities



2

IMPLEMENTING AND INNOVATING IN 2020



A RESPONSIVE MOPAN APPROACH



The management of UNIDO recognizes and appreciates the value of MOPAN assessments as a diagnostic snapshot of organizational performance, and thus as a constructive learning tool for assessed organizations.

- UNIDO management response to the 2019 UNIDO MOPAN assessment

MOPAN evolves methodologically and programmatically as the world changes and challenges arise. This dynamic approach reflects our concern to preserve and strengthen MOPAN's relevance as a central multilateral actor and to provide pertinent qualitative insight for Network members.

A product of the 2019 strategic review, MOPAN began conducting analytical studies on some of the most pressing issues affecting the greater multilateral system – climate change, UNDS Reform, and COVID-19 among others – providing qualitative insights to help members influence the performance of the multilateral system as a whole.

MOPAN's responsiveness is reflected in its evolving methodological framework for assessments of multilateral organisations and the newly introduced line of analytical studies. Forthcoming assessments will address how organisations are meeting the challenges of COVID-19. In addition, an analytical study of their responses will be conducted in 2021-22.

An evolving assessment methodology

MOPAN's methodology evolves to reflect the context of multilateral organisations and the data needs of Network members.

MOPAN, together with its Technical Working Group (TWG), revised its methodology to integrate the concerns of Members, and the greater multilateral system, in preventing and responding to sexual abuse and harassment (SEAH).

Protection from SEAH

MOPAN has renewed the emphasis in the multilateral system on preventing sexual abuse and harassment in the aid sector. It has taken, as points of reference for its work, recent high-level commitments to prevention of SEAH, including the 2018 **IFI Joint Statement on Continuous Advancement of Standards to Prevent Sexual Harassment, Abuse, and Exploitation**, an outcome document of the UK Safeguarding Conference and notably, the 2019 DAC Recommendation on Ending Sexual Exploitation, Abuse, and Harassment in development Co-operation and Humanitarian Assistance.

A consultative approach to designing indicators

MOPAN developed new indicators (4.7 and 4.8) in collaboration with over 40 international specialists and practitioners from multilateral organisations, inter-agency bodies, donor agencies, and independent experts. Continuing to update SEA and SH indicators to reflect multilateral developments will require on-going engagement with SEAH experts.

MOPAN SEAH Indicators

The MOPAN 3.1 methodology introduced SEAH indicators in the 4th Key Performance Indicator of the Operational Management performance area: "Organisational systems are cost- and value-conscious and enable transparency and accountability."

Under Indicator 4.7 Prevention of and response to sexual exploitation and abuse, and indicator 4.8 Prevention of and response to sexual harassment, serve 16 indicators covering six areas of performance:

- Policy, Management and Leadership
- Prevention
- Reporting and Complaints
- Response, accountability and transparency
- International coordination, and
- Putting victims / survivors first

Source: 2021 MOPAN Methodology Manual

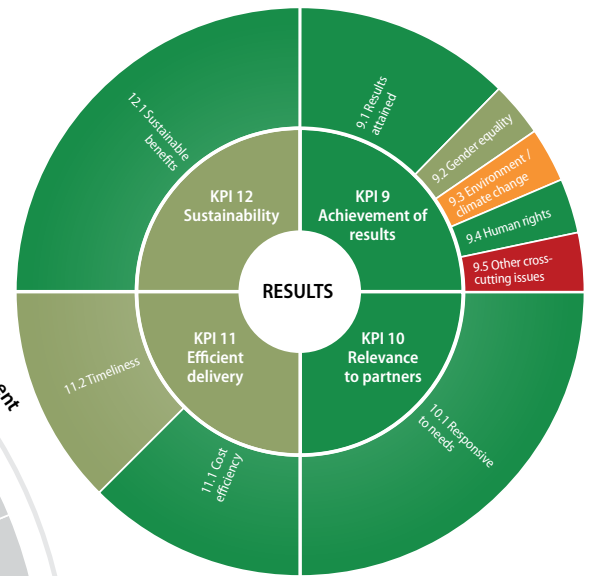
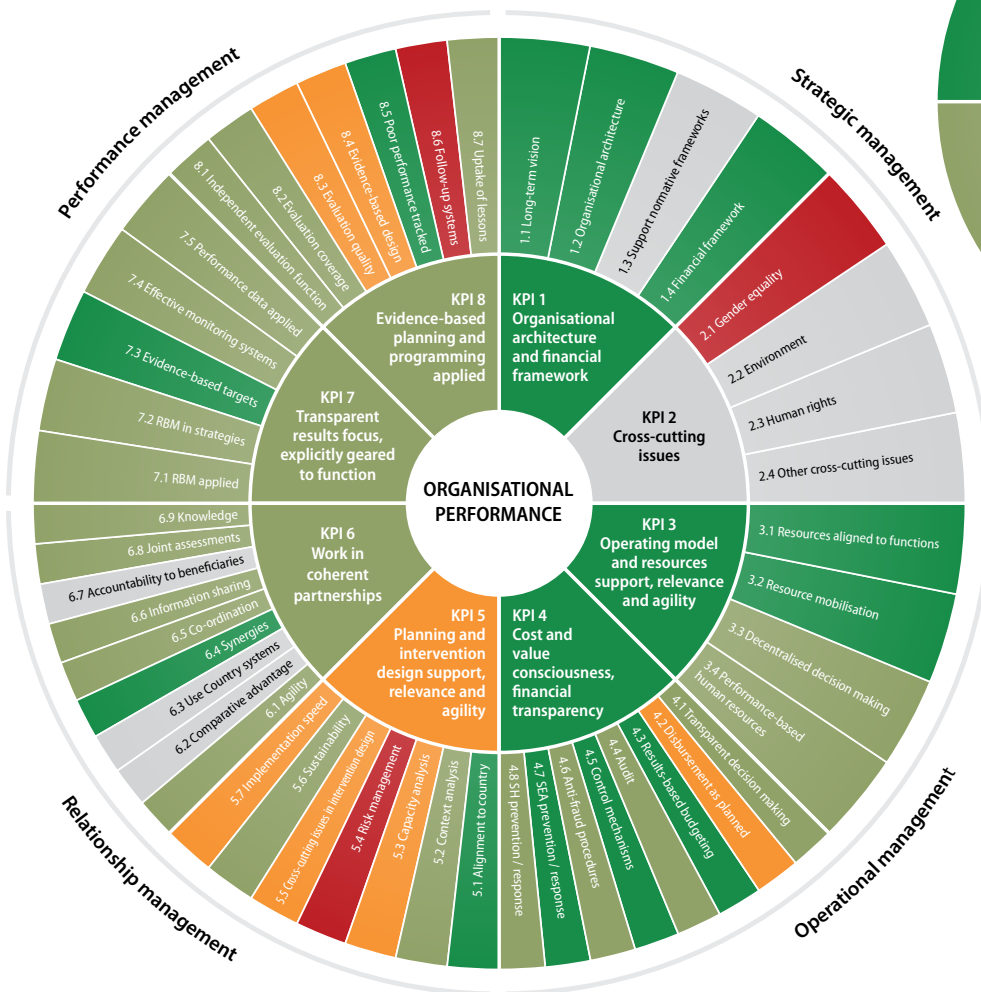
MOPAN's joint-monitoring mechanism: A pioneering tool

MOPAN has established the first joint benchmark on SEA/SH. Countries can now efficiently monitor the progress of the organisations they fund or govern on PSEAH. Organisations will undertake fewer SEA/SH assessments as a result, and a coherent trans-institutional overview can emerge.

Optimised organisational performance ratings

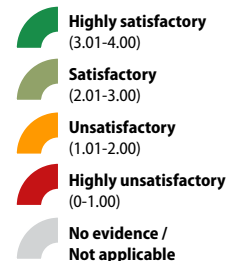
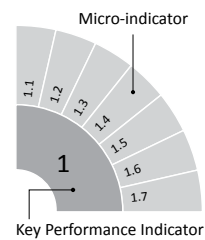
Forthcoming MOPAN assessments include updated data visualisations of an organisation's performance ratings against the framework indicators.

Performance rating summary

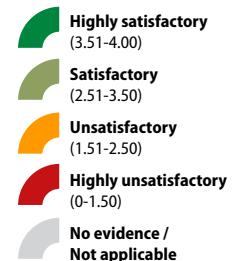
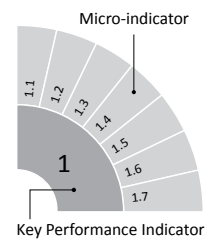


MOPAN rating scales

MOPAN 3.0



MOPAN 3.1 (new)



OPERATIONAL AGILITY

Year 1 implementation under a new strategic framework

MOPAN's 2020-22 Memorandum of Understanding committed to increasing the number, quality and utility of institutional assessments so as to increase their relevance to and utility to members and to the multilateral system. In the first year of its implementation, MOPAN's methodology evolved to address a changing world, a changing multilateral landscape and changing needs of members.

Key features of the MOPAN approach in 2020:

A revised assessment methodology.

MOPAN 3.1 added new areas of assessment: readiness for the 2030 Agenda, preventing and responding to SEAH, and implementing the UNDS reforms for UN agencies. It also made the assessment inception phase more collaborative, especially by allowing for more flexible customisation of external partner surveys.

2020 MOPAN assessments defined organisational performance in context and applied MOPAN 3.1, the first of many steps being taken to make assessment reports more accessible to members. Further steps towards making assessments more digitally accessible are underway.

More accessible assessment reports.

New business model.

MOPAN established a pool of high-calibre service providers to implement assessments and analytical studies ensuring that every assessment team possesses the relevant expertise for an organisation being assessed.

Analytical studies were a new application of MOPAN data and part of an innovating learning agenda for members. The studies complemented assessments by exploring systemic issues across multilateral organisations to inform policy discussions and potential reforms.

Analytical studies.

Member engagement, communications and outreach

To ensure that MOPAN operated efficiently and effectively in 2020 in a virtual context, the Secretariat responded to the new operational environment by enriching and encouraging member relationships. We made a greater effort to engage by, among other things, increasing and better targeting communication and outreach activities.

To ensure that members participated actively in the Network's decision-making and that the MOPAN programme of work was delivered in a timely manner, the Secretariat established a rigorous schedule of bilateral meetings across the MOPAN membership. More, shorter, more frequent and better-focused governance events were organized. Virtual MOPAN Steering Committee meetings proved equally as beneficial for decision-making, higher transaction costs for engagement notwithstanding.

These efforts resulted in a wider variety of members becoming Institutional Leads for assessments, and motivated members to participate in reference groups for MOPAN's analytical studies. MOPAN also took advantage of the opportunity to engage with potential future Network partners including the Governments of Israel and Qatar.

MOPAN served its current members more effectively with better tailored services, and strengthened the strategic benefits of Network membership

“

UNODC would like to thank the Multilateral Organization Performance Assessment Network and the invaluable contribution it provides to improve the way we plan and deliver our support to member states.

- UNODC management response to the MOPAN Secretariat

Working digitally with our stakeholders

In the first fully digital year of MOPAN's operations, we persuasively adapted our engagement, communications, and outreach to continue to work with members, moving our governance meetings with the Steering Committee, and new service providers online.

Organisational assessment teams carried out stakeholder interviews using video conferencing. Co-ordination meetings and launch events were accessible online. The six new MOPAN service providers – part of the new business model -- were brought on board using a format of digital work streams. Network members participated in Service Provider Webinars to discuss assessment and analytical processes and raise implementation questions in the context of the global challenges.

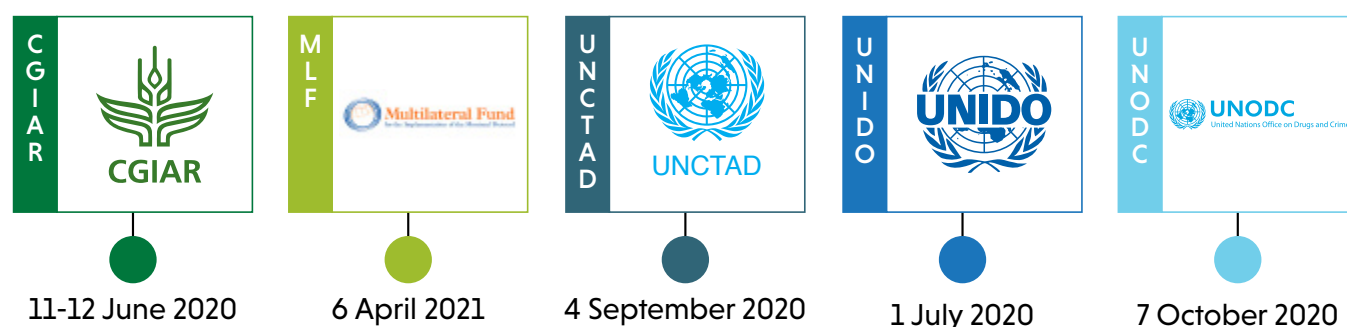
Accessible digital formats ensured that all stakeholders were included in Network work, expanded the Network's reach and benefitted MOPAN's work.

DELIVERING ASSESSMENTS AND DRIVING SYSTEMIC LEARNING

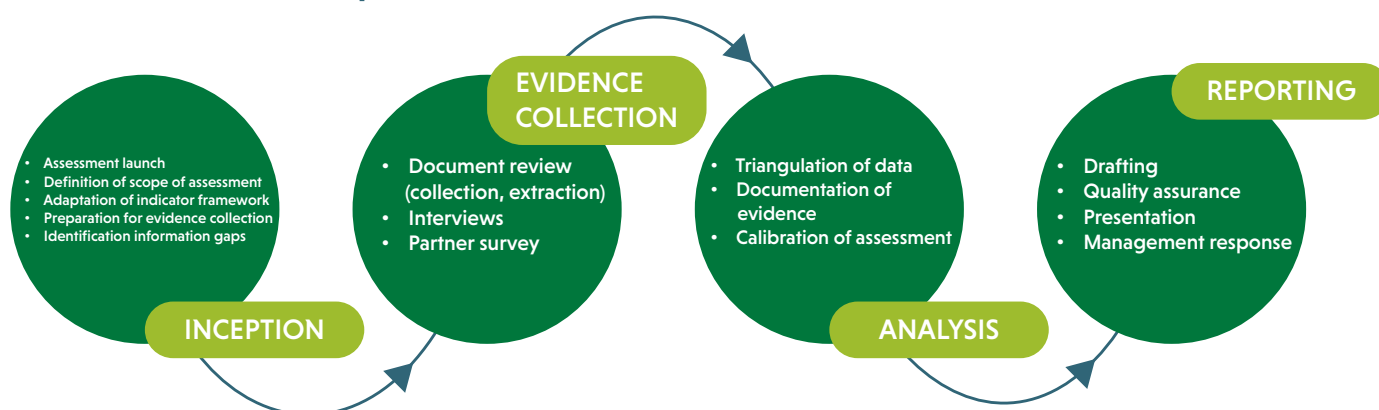
Completing the 2019 Assessment Cycle

In 2020, MOPAN successfully completed five **first-time** institutional assessments in an entirely digital context. Four assessments were finalised and launched between May and October 2020; the fifth, the 2019 MLF Assessment was published in December 2020 and launched in April 2021.

2019 Assessment Cycle of Multilateral Organisations (virtual launch dates)



The MOPAN assessment process



The assessment process was improved by an enhanced inception phase, by in-housing the survey, and by revised rating scales, all of which reflect growing demands on an increasingly mature multilateral system. These improvements also provided the necessary space to address the specificities of the 2019 organisations, especially of UNCTAD, where the assessment focused on the technical co-operation pillar, and of CGIAR, a consortium of research centres with an evolving central organisation and relatively new “organisational” character.



"CGIAR values the MOPAN review as a multi-partner assessment approach, bringing consistency to evaluating the effectiveness of multilateral organizations and facilitating organizational learning, development and strengthened impact in support of the Sustainable Development Goals"

- One CGIAR management response to the 2019 CGIAR MOPAN Assessment

A rich set of data emerges from the assessment process that includes reviews of relevant documents attesting to systems, practices and behaviours promoting organisational effectiveness, surveys of diverse MO stakeholders, and interviews and consultations with local and central staff.

For the five assessments completed in 2020, the following data was collected:

2019 Assessment Cycle lines of evidence



286

employees interviewed
at HQ, country & region
level



599

documents reviewed



1950

stakeholders invited to
survey



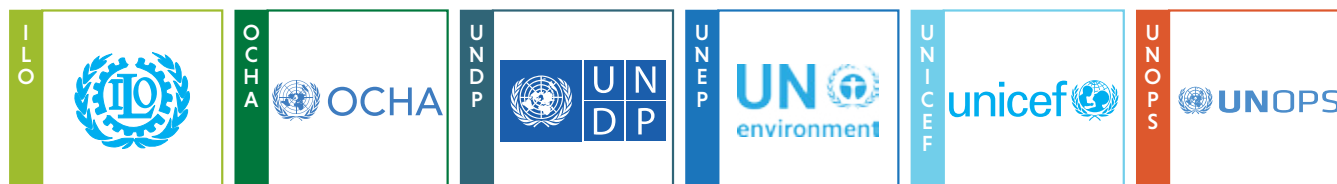
635

partner responses to
surveys in 26 countries

Launching the 2020 Assessment Cycle

In 2020, six institutional assessments were conducted using the MOPAN 3.1 methodology with its new areas and more collaborative inception phases allowing to better tailor the assessment framework to the context of each organisation.

2020 Assessment Cycle of Multilateral Organisations

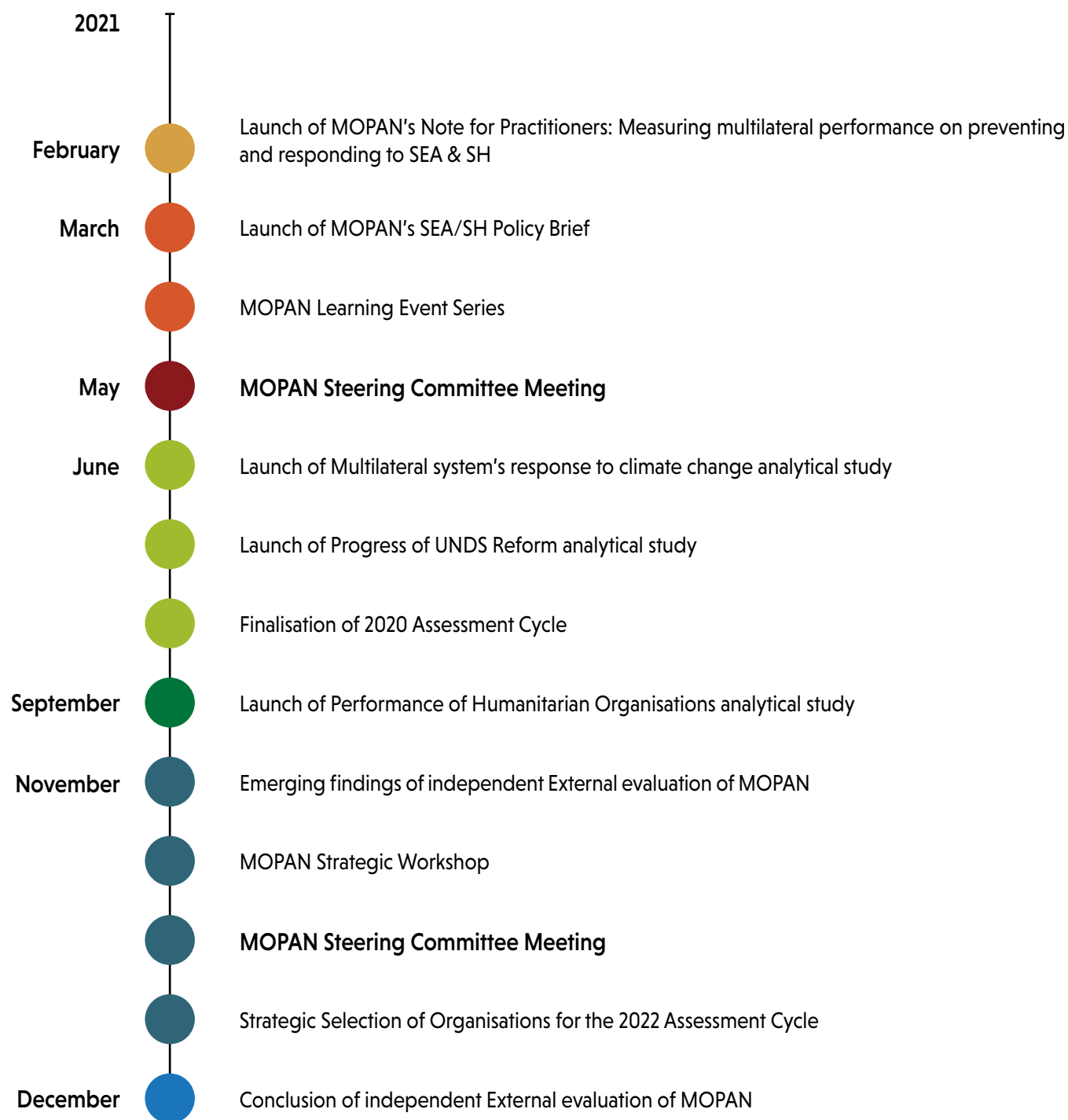




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LOOKING AHEAD IN UNPRECEDENTED TIMES

UPCOMING MILESTONES



DELIVERING ON ACCOUNTABILITY TO MEMBERS

Finalising the 2020 Assessment Cycle

As mentioned, 2020 was the first year of implementation using the revised MOPAN 3.1 methodology and a new business model. To take stock of the transition and to continue improving ways of working in 2021, MOPAN will organise learning sessions with members, service providers and organisations. As of early 2021, all 2020 assessments moved into the analysis and drafting phases and the publication is scheduled for between the quarters 2 and 3 of 2021.

Launching the 2021 Assessment Cycle

The 2021 cycle of assessments includes the following seven organisations:

2021 Assessment Cycle of Multilateral Organisations



MOPAN has communicated the assessment plans to all organisations and selected the relevant implementation teams. Inception phases will start in the second quarter of 2021 with the initial contacts with stakeholders and representatives specific to each organisation.

New types of assessed institutions

MOPAN's 2021 assessments will include noteworthy first-time additions of new types of institutions: The International Finance Corporation (IFC) and the European Bank for Reconstruction and Development (EBRD) work exclusively on private sector development finance, and thus represent an important challenge and opportunity.

These assessments will provide an excellent opportunity to showcase MOPAN's flexibility and adaptability in covering the multilateral system. Their inclusion in the 2021 cycle must confirm the relevance of the existing framework to the operational context of IDC and EBRD—and ascertain where it is not relevant. The framework must be adapted collaboratively with the organisations, in line with international best practice while also remaining fully aligned with the accountability needs of members.

Beginning the independent, external evaluation of MOPAN

In late 2020, MOPAN began the process of commissioning an external evaluation team to inform strategic discussions surrounding the 2022 renewal of its Memorandum of Understanding. The conclusions and recommendations of the evaluation will allow for evidence-based decision-making about MOPAN's future activities, positioning and trajectory.

The French evaluation consultancy firm, *Quadrant Conseil*, was selected to implement the evaluation, which will take a participatory approach, including a survey and consultations with MOPAN members, and case studies with selected multilateral organisations that have been assessed over the past five years. Preliminary findings and recommendations will be discussed at a strategic workshop with MOPAN members and the Secretariat in the third quarter of 2021.

This evaluation will be an invaluable opportunity to understand how much and how MOPAN influences multilateral organisations and Network members, as measured among other things through by use of its reports to inform dialogue and decision-making. The evaluation will account for how MOPAN has leveraged its resources to achieve influence, furthering the effort to continually improve the relevance, rigour and impact of MOPAN's work. It will also provide evidence of how MOPAN's recent emphasis on engagement and communication, supported by the new product line of analytical studies and the uptake of MOPAN assessments, influences the multilateral system.

The evaluation is timely given MOPAN's on-going process of strategic renewal ahead of the 2022 Memorandum of Understanding.

AN AMBITIOUS AGENDA FOR MEMBER LEARNING

MOPAN is introducing a new line of analytical studies and learning events tailored to provide new insights into issues of common interest. This is one step in the process of making MOPAN a learning hub on multilateral performance and policy issues.

MOPAN analytical studies

MOPAN's analytical studies offer insights into the multilateral system as a whole, providing members with a unique perspective on trends as well as a comparative analysis. Three studies undertaken in 2020 will be published in 2021:

- i) Measuring the Performance in preventing and responding to SEA and SH;
- ii) UN Development System Reform, and
- iii) Performance of Humanitarian Organisations.

Two studies taking a systemic view will be conducted in 2021 that focus on Climate Change and COVID-19.

Practitioners' Note: Measuring Performance in preventing and responding to SEA and SH

MOPAN introduced new indicators into its methodology that were defined after extensive consultation with experts on protection from SEA and SH. The consultative process led to a series of publications directed at multilateral stakeholders and exclusive learning events for members. In 2021, MOPAN will present the SEA and SH indicators at multiple venues -- UN, the DAC, and individual multilateral organisations expressing interest. The Note for Practitioners, to be released in January 2021, includes guidance for using SEA and SH indicators. A Brief for senior managers and policy-makers accompanies it to support advocacy and learning around the new measures. The first seven MOPAN assessments that include a SEA/SH component will be published on-line in the summer of 2021.

United Nations Development System

Due for publication in early summer 2021, this analytical study examines progress in implementing UNDS Reform. MOPAN's report will provide system-level learning on the progress of the reforms to date and identify areas of interest for stakeholders; it is not an accountability mechanism. The study is expected to add strategic value by supporting UN Member States' engagement in and oversight of the reforms, and aid UN agencies and UN Secretariat in managing their implementation. A forthcoming review of the UN Resident Coordination System, among others, can be used to inspire inspiration and steer work. The system can use the MOPAN study to demonstrate progress and course-correct where necessary.

Humanitarian Organisations

The analytical study on humanitarian organisations, to be published mid-2021, will shed light on the drivers of organisational effectiveness in humanitarian organisations. It will explore whether new normative frameworks for humanitarian action -- the Grand Bargain, the DAC Recommendation on the Humanitarian-Development-Peace Nexus -- have implications for their performance. MOPAN expects the study to generate insights for members' policy debates and contribute to the evolution of MOPAN's own methodology.

Climate Change

The climate change study, to be published in early summer 2021, focuses on how multilateral organisations are working together to support countries in integrating climate change into their development strategies. It aims to enlighten organisations and members alike about potential factors that could enhance the effectiveness of multilateral support to the global climate change agenda, and inform preparations for the COP 26.

COVID-19

MOPAN will begin a COVID-19 analytical study in 2021 that will examine the collaboration among multilateral actors in addressing different facets of the crisis and also consider the shape of future collaboration as both developed and developing economies seek to "build back better." The study seeks to support the replenishment process for major COVID-19 response mechanisms, including the UN COVID-19 Response & Recover Multi-Partner Trust Fund.

MOPAN Learning Events

To take advantage of MOPAN's growing body of knowledge, expertise and performance information, the Network will launch interactive MOPAN Learning Events for members in 2021. Members participating in the forum will share knowledge, learn from peers and engage in policy discussions on key topics shaping the multilateral system.

MOPAN Learning Events topics will include:

Measuring progress:

How to assess the performance of multilateral organisations in addressing Sexual Exploitation and Abuse and Sexual Harassment;

Launching the 2021 MOPAN analytical study on climate change:

What efforts are MOs making to respond to climate change?

Exploring how members use MOPAN's products

to meet their needs for accountability, support learning, and influence policy.

Inclusive and participatory Learning Events allows the Network to reach a wider audience of policy makers within government administrations, beyond the current recipients of communications, expanding the visibility, use, and uptake of MOPAN products. It will also promote the Network's reputation as a unique actor with unique perspectives in the multilateral area. The Learning Events will generate informative policy discussions, promote knowledge sharing, and further build the Network's collaborative relationship with members.

The Secretariat welcomes proposals from members and other multilateral stakeholders regarding other salient topics for MOPAN Learning Events.

CONTINUOUSLY IMPROVING THE MOPAN APPROACH

Refining the MOPAN methodology

MOPAN's Technical Working Group (TWG) is defining the key features envisioned for the MOPAN methodology 4.0.

In 2021, an exploratory phase will ensure that the methodology does the following:

Ensure that MOPAN assessments promote institutional accountability and learning by using a core set of standard indicators applicable to all organisations and customised indicators adaptable to each organisation.

Increase the credibility and comparability of ratings by revising the scoring approach.

Improve the field-level picture by adjusting data collection methods to strengthen the assessment at country-level.

Subsequently, in 2022, an analysis of specific implementation options will be carried out under the guidance of the MOPAN Steering Committee.

Building an accessible MOPAN data platform for members

MOPAN offers its research as a global public good to help create a more effective multilateral system and has been amassing data for nearly two decades. Comprising MOPAN assessments, individual and joint assessments of multilateral organisations by bilateral donors and by other stakeholders, as well as reports and data collected from MOs themselves, this data gives MOPAN a unique situational advantage. It allows MOPAN to respond to the increasing demand for credible information and inputs to support decision-making and to improve accountability and transparency in the multilateral system.

Building on the end-2020 review of MOPAN's data landscape, MOPAN will improve the accessibility of performance data. A new platform will make publications more available and make it possible to refine assessment data. The platform will also integrate other sources of information so that members can fully benefit from MOPAN's unique position in the multilateral system and derive greater value from their investment.

Expanding MOPAN membership and deepening member engagement

MOPAN is committed to increasing its engagement efforts. Taking a whole-of-government approach and deepening the Network's relationship with members, MOPAN will establish a feedback loop to deliver tailored products to meet individual member's strategic needs. This will also help improve the visibility and use of MOPAN's products and reinforce the added value of MOPAN membership.

As MOPAN seeks to expand its reach beyond the current membership, MOPAN members, the Chair and the Secretariat will continue to support external engagement efforts and widespread promotion of the Network.

As a result, the Network will welcome Qatar in 2021 as an observer and the Network looks forward to continuing its conversations with other interested actors in the multilateral system, in respect to collaboration and membership opportunities.

Further to these efforts, MOPAN will be implementing a new engagement strategy in 2021 to maximise the value of Network products, reach new communities of interest, and reinforce MOPAN's reputation as a unique actor in the multilateral system.



ANNEXES

ANNEX A: FINANCES

MOPAN INCOME 2020

Overall MOPAN Income (in Euros) as at 31.12.2020

A. Carry forward from previous year	
Member Contributions received in 2020	3 872 000
Carry forward from 2019 to 2020	330 693
Total available income in 2020	4 202 693

Note: The MOPAN MOU renewal was formally approved in June 2019 by the OECD Council [C(2019)82] for three years 2020-2022.

Note: MOPAN is a multi-year programme (2020-2022) with a projected income of EUR 11.088 million, corresponding to an annual average of EUR 3.69 million.

MOPAN PROGRAMME COSTS

MOPAN Programme costs - Expenditure Analysis¹ for 2020 as at 31.12.2020		(in Euros)
	Budget (2020)	Total Actual Expenditure
A. 2020 Secretariat staff and related costs²	1 352 816	1 247 597
B. 2020 Non-staff costs		
MOPAN Assessment Consultancy ³	1 684 000	590 027
Other Intellectual Services ⁴	269 809	51 639
Missions/Travel ⁵	119 720	21 526
Operating expenses ⁶	72 556	22 136
SUBTOTAL B: Non-staff costs	2 146 085	685 328
C. Cost recovery charge for voluntary contributions⁷	711 018	478 170
TOTAL (A+B+C)	4 209 919	2 411 095

NOTE: The estimated budget for 2020 is based on the approved 2020 budget by the MOPAN Steering Committee as provided in [MOPAN/SC\(2019\)20/REV1](#).

¹⁾ The expenditure for 2020 cover costs from 1 January until 31 December 2020 and include the running costs of the Secretariat (Headings A&B) and the cost recovery charges for all accepted voluntary contributions in 2020 (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 2019 assessment cycle as well as the costs related to the 2020 assessments and the 2020 analytical studies. The variance is due to delayed disbursements linked to key deliverables of the 2020 assessments and analytical studies that will occur in 2021.

⁴⁾ The expenditures related to "Other Intellectual Services" were lower than the budgeted amount. It is mainly due to the postponement of the external evaluation of MOPAN and delayed payment for activities undertaken in 2020 but that will be paid in 2021.

⁵⁾ The overall missions costs were lower due to COVID 19 sanitary measures that prevented OECD staff and Service Providers to travel (Includes some Travel Costs from 2019 paid in 2020).

⁶⁾ The estimated costs for printing, conference calls, translations, IT equipment, etc were in line with what was expected. The variance stems in part from the reclassification of some costs related to the MOPAN survey infrastructure to the "Other Intellectual Services" budget line.

⁷⁾ As per the OECD's voluntary contributions (VC) cost recovery policy [[C\(2009\)158](#)], the charge is currently set at 6.3% (with possible adjustments, eg. 1% discount for single VCs above EUR 500K). The deviation is due in part to the discounting of the rate and timing issues (eg. some contributions will not be reported until 2021 or later).

ANNEX B: MOPAN ASSESSMENTS 2003-21

Since 2003, MOPAN has assessed 38 organisations using five different approaches to conduct assessments from annual surveys to the Common Approach, 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
ADB	•			•				•			•			•			
AfDB	•	•			•		•			•			•				•
CGIAR															•		
EC						•											
FAO		•							•			•		•			
GAVI										•			•				
GCF																•	
GEF														•			
GFATM													•				•
GPE														•			
EBRD																	•

	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
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	•				•			•			•			•			
World Bank	•		•			•	•			•			•				•

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 ¹
2005	Finland
2007	France
2008	Ireland
2009	Australia, Germany ² , Korea and Spain ³
2010	Belgium*
2012	United States
2014	Japan and Luxembourg
2017	Italy
2019	United Arab Emirates

¹) Austria and Belgium withdrew their memberships effective end 2015. Belgium has since expressed an interest in re-joining the Network.

²) Germany re-joined in 2009 after a period of limited participation.

³) Spain withdrew its membership effective end 2017.



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