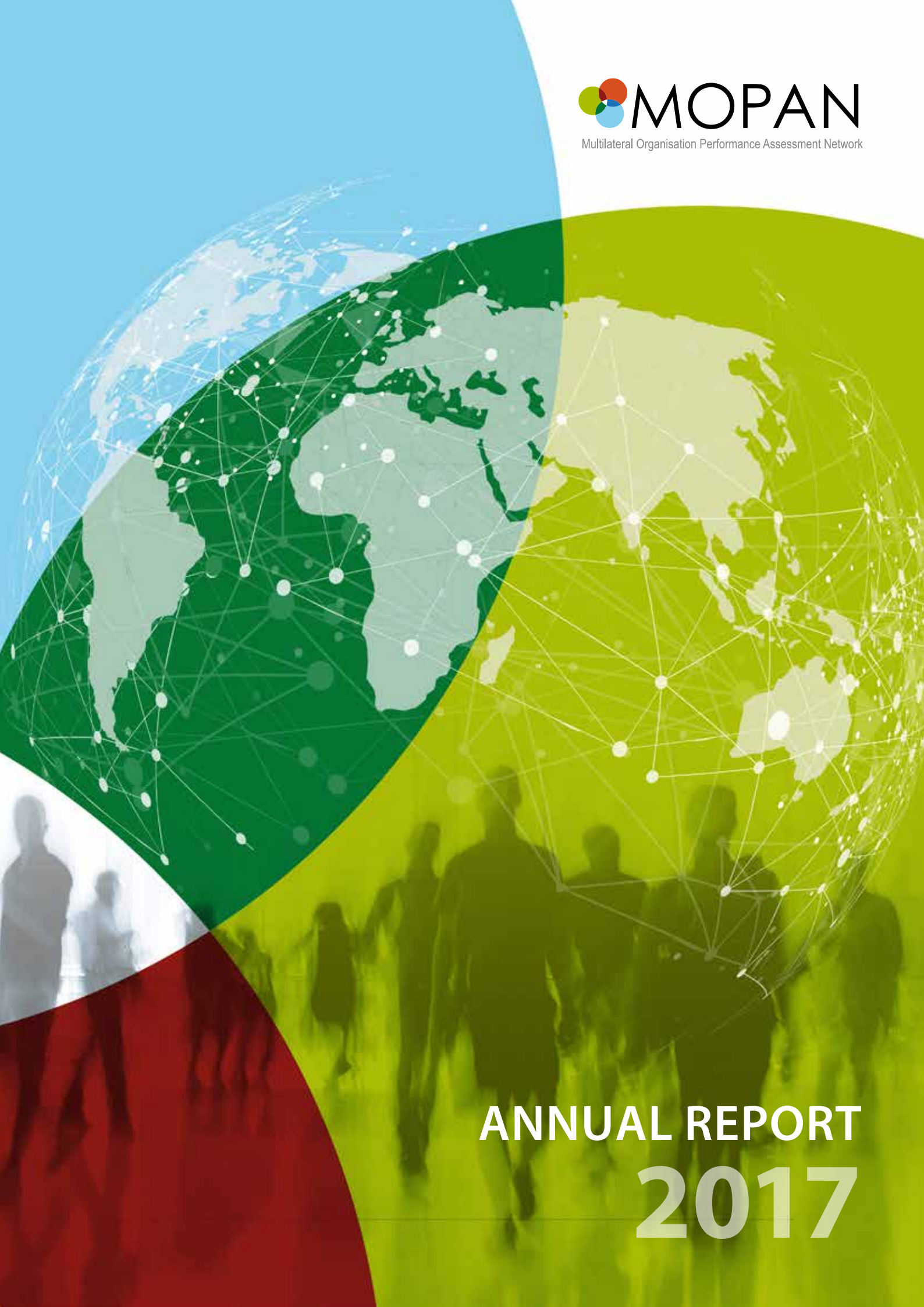
MOPAN

Multilateral Organisation Performance Assessment Network



ANNUAL REPORT 2017

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FOREWORD

Foreword by **Paul Dühr**, Luxembourg Chair of MOPAN for 2017

The year 2017 has been an exciting one. MOPAN managed to deliver on an extremely ambitious agenda – both in breadth and depth – and it was a privilege to work alongside Members and the Secretariat to shepherd the Network forward.

MOPAN's star achievement undoubtedly was completing 12 assessments under the 2015-16 assessment cycle, the first under the MOPAN 3.0 Methodology, while simultaneously beginning 14 additional assessments under the 2017-18 cycle. Moreover, 2017 was really the first year MOPAN could reap the benefits of its groundbreaking 3.0 approach while also learning from the first round of implementation and pushing forward into the next cycle.

Members, assessed organisations and other stakeholders have widely acknowledged significant advances in rigor, transparency, and credibility – cementing the Network's position as the premier source for independent information about organisational performance in the multilateral system. Enhanced engagement and communication have complemented increasingly robust products to grow knowledge and increase the use of MOPAN to meet information needs.

In addition to launch events for the 2015-16 reports, 2017 also included inception missions and kick-off meetings for the 14 2017-18 cycle assessments. Some briefings for organisations and their Member States drew over 100 participants. The newly designed website is receiving more traffic than ever before, particularly around the launch of reports. These interactions with stakeholders from across the multilateral system show that MOPAN's following is getting bigger with every cycle.

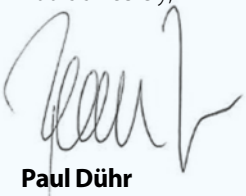
Use of MOPAN's products is growing, too. A survey of MOPAN stakeholders conducted in late 2017 demonstrated that Members are drawing on MOPAN to answer tough questions from their parliaments and the public, to advocate for organisational reform, and to meet legal reporting requirements. MOPAN assessments also act as a learning exercise for the assessed organisations, which are using the assessment process and its products both as a mirror and as a window to draw on good practices among their peers and reach a better understanding of common challenges. Organisations that we assess not only applaud MOPAN as an initiative that reduces transaction costs. They also appreciate the MOPAN 3.0 approach as transparent, collaborative and constructive. Indeed, all stakeholders involved regard MOPAN's products as relevant and useful and, importantly, as credible, fair, and accurate.

As the Network grows and matures, it is important that we continue moving forward with a clear strategic vision. Towards the end of 2017, we launched two reviews – one Strategic and the other Methodology. The outcomes of these processes will inform MOPAN's future direction and help to shape a bold vision for the years to come. MOPAN's positive trajectory in recent years leaves me confident that the path we have adopted will help us better service not only our Members' needs but also the needs of the multilateral system as a whole.

I would like to thank Members, the Secretariat and our service provider IOD Parc for all their exemplary work over 2017. In particular, I would like to thank Chantal Verger, Interim Head of Secretariat, and the new Head of Secretariat, Suzanne Steensen, whom I had the pleasure of welcoming to the role in June. Without the dedication, service and leadership of these two women, MOPAN would not be where it is today.

While my time as Chair has come to an end, my time as a champion of MOPAN's efforts has just begun. I am excited to see where the Network goes and to support its efforts going forward.

Yours sincerely,



Paul Dühr

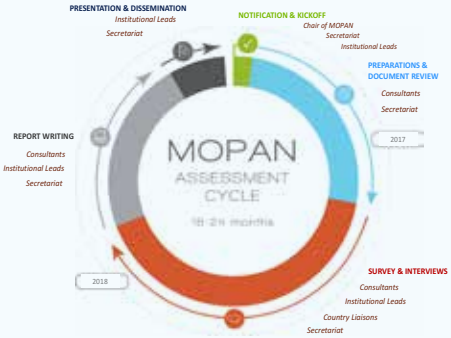
THE YEAR IN REVIEW

MOPAN in 2017

JAN

Luxembourg assumes MOPAN Chairmanship from Korea

Kickoff events: Launch of 2017-18 assessment cycle



FEB

MAR

Launch of 2015-16 assessment reports

APR

MOPAN April 2017 steering committee

MAY

JUN

New Head of Secretariat

JUL

AUG

SEP

Interim document reviews for 2017-18 assessment cycle

OCT

MOPAN October 2017 steering committee

NOV

DEC

Launch of MOPAN strategic and methodology reviews and member of mulilateral organisation survey

Luxembourg transfers MOPAN Chairmanship to Norway

MOPAN in context

In a period when multilateralism is being challenged, multilateral organisations are facing unprecedented scrutiny and pressure to demonstrate results, impact and value for money. They also are experiencing some financial pressure, with contributions to multilateral organisations declining slightly in 2017, by 1.7% in real terms, over 2016.[1] These trends underscore the importance of continuing to pursue more cost-effective channels for development and humanitarian action. It is thus critical to reassure stakeholders across the multilateral system that investments into that system are well spent and that multilateral organisations are held accountable for operating effectively, efficiently and within their comparative advantage.

MOPAN has continuously evolved to meet these needs and expectations and to support members' multilateral development and humanitarian efforts. The 2015 overhaul of the Network's methodology marked an important milestone that resulted in the MOPAN 3.0 methodology and finalisation of the assessments of 12 major multilateral organisations in 2017. In consequence, MOPAN's framework has come to be recognized as a standard for understanding and measuring multilateral performance. Further, MOPAN's snapshot performance assessments are critical both for meeting Members' needs and for developing an increasingly robust framework. In light of the shifting environment in which multilateral organisations operate, however, it is worth considering whether the Network's approach is the most appropriate and sustainable over the long term.

An effect of MOPAN's increased visibility and engagement has been to raise the expectations of stakeholders. These, in turn, will raise the bar for the quality, credibility and clarity of MOPAN assessments and require MOPAN to continue evolving and improving in order to remain relevant. Indeed, the international debate around the state of multilateralism[2] underscores the need for more effective, efficient and coherent collaboration among multilaterals and between multilaterals and their stakeholders. MOPAN's insights about the multilateral system, which extend beyond the scope of any single assessment, are increasingly being recognised and solicited. MOPAN is stepping up to these demands through its emerging work on cross-assessments and case studies that seek to improve learning on good practices, reform, coherence and complementarity. In addition, MOPAN helps to shape the narrative on multilateralism by providing inputs to structured dialogues and international research on the multilateral system.[3]

MOPAN's core mission is to deliver quality assessments of individual organisations that meet the needs of its members regarding accountability. In an important and broader sense that is ever more relevant today, the Network also aims to strengthen the multilateral system as a whole through its work, particularly by supporting organisational learning and innovation, systemic coherence, and reform processes. MOPAN will continue to consolidate its position as a source of credible and valuable information on multilateral performance and strives therefore to contribute to restoring trust in multilateralism.

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1. A 2018 OECD overview of official development assistance in 2017 is available at, http://www.oecd.org/development/financing-sustainable-development/development-finance-data/ODA-2017-detailed-summary.pdf .

2. Among the topics being debated and discussed are the 2030 Agenda for Sustainable Development; reform of the United Nations and the 2016 Quadrennial Comprehensive Policy Review (QCPR); and multilateral development bank reform. Fora for strategic dialogue among donors include the Utstein Group, the Geneva Group and the Senior Level Donor Meeting on Multilateral Reform.

3. See also the comments of the UN Secretary-General the UN System Chief Executives Board for Coordination of 25 August 2017 regarding the report of the Joint Inspection Unit entitled Donor-led assessments of the United Nations system organizations", at https://digitallibrary.un.org/record/1302306/files/A_72_298_Add-1-EN.pdf.

Part A

THE NETWORK AT A GLANCE

Mission and purpose

"The mission of MOPAN is to support its members in assessing the effectiveness of the multilateral organisations that received 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."

MOPAN is uniquely situated in the multilateral system. It is the only collective action platform that permits countries to assess the organisational performance and effectiveness of major multilateral organisations. The network provides credible, comprehensive and independent assessments of multilateral organisations to inform members' engagement, decision making and strategic orientations. MOPAN also supports multilateral organisations' learning by identifying common challenges and good practice and with the ultimate aim of creating a more effective multilateral system.

The 'core business' of MOPAN is to deliver assessments and to contribute to organisational learning within and among multilateral organisations, their partners and other stakeholders. These assessments must not only be relevant, and be seen as such, but they also must deliver on the promise to diminish transaction costs, and reduce the need for comprehensive bilateral assessments. MOPAN's products are public goods and as such, are available at no cost online. Stakeholders across the multilateral system thus can access and learn from them to help to shape global discourse.

Membership

In 2017, the Members of MOPAN were:

- Australia
- Canada
- Denmark
- Finland
- France
- Germany
- Ireland
- Italy
- Japan
- Luxembourg
- Netherlands
- Norway
- Republic of Korea
- Spain
- Sweden
- Switzerland
- United Kingdom
- United States

The Secretariat supports supported and facilitated the addition of interested countries to the Network's membership. In 2017, Italy became a MOPAN Member. Belgium expressed its intention to rejoin. United Arab Emirates also expressed interest in the Network and was welcomed to observe in 2018. In April 2017 Spain announced its intention to withdraw from MOPAN.

Governance structure

Since its establishment in 2002, MOPAN has evolved significantly. It has grown continuously, from the original 8 to the current 18 members. It also has scaled up the number of organisations it assesses in a cycle from 4 to 14 and has steadily improved its methodological approach. The Network has professionalised its ways of working by establishing a permanent, full-time Secretariat hosted, since 2013, by the Organisation for Economic Co-operation and Development (OECD). A Memorandum of Understanding (MoU) between MOPAN members and the OECD governs this arrangement.

The MOPAN Steering Committee is the primary decision-making body. It is composed of representatives from all member countries and meets twice a year. Biannual Steering Committee meetings were held in Paris in April 2017, and in Luxembourg in October 2017.

The Network's Chair is elected from among the Members for a period of one calendar year. The Chair is supported by a Bureau composed of the current, outgoing and incoming Network Chairs and the Chairs of MOPAN working groups. Members are called on to engage in the governance of the Network, participate in working groups on technical and strategic issues, and support the roll-out and promotion of the assessments.

Members pay an equal, voluntary annual contribution to support the costs related to delivery of the assessments and other MOPAN products and to the running of the Secretariat.

Roles and responsibilities

2017 Chair

Paul Dühr, Ambassador, Permanent Representative of Luxembourg to the OECD, Paris, France

2017 Bureau

2017 Chair (Luxembourg), 2016 Chair (Korea), 2018 Chair (Norway), Chair of the Technical Working Group (Canada), Chair of the Strategic Working Group (Germany), Chair of the ad-hoc Reference group (Denmark), Head of the MOPAN Secretariat.

2017 working groups

Technical Working Group (TWG)

Chair	Canada
Members	Australia, Finland, France, Korea, Norway, Sweden, United Kingdom, United States

Strategic Working Group (SWG)

Chair	**United States** until end of May 2017; **Germany** beginning June 2017
	The Strategic Working Group has been inactive since June 2017 and has not been convened.

Ad-hoc reference group for the Strategic Review

Chair	Denmark
Members	The Group was opened up to all interested Steering Committee members for consultation on the Strategic Review.

MOPAN Institutional Leads in 2017

Multilateral Organisation	Institutional Lead
Asian Development Bank (AsDB)	Australia
Food and Agricultural Organization (FAO)	France and Italy
Global Environment Facility (GEF)	France
Global Partnership for Education (GPE)	Norway and United States
International Fund for Agricultural Development (IFAD)	United States
International Organization for Migration (IOM)	Netherlands and Sweden
United Nations High Commissioner for Human Rights (OHCHR)	Finland
UN Women	Finland and Sweden
United Nations Educational, Scientific and Cultural Organization (UNESCO)	Norway
United Nations Population Fund (UNFPA)	Japan and Switzerland
United Nations High Commissioner for Refugees (UNHCR)	Korea
United Nations Relief and Works Agency (UNRWA)	Denmark and Switzerland
United Nations World Food Programme (WFP)	Denmark and United States
World Health Organization (WHO)	Luxembourg and United States

The Secretariat

The MOPAN Secretariat oversees the assessments, which are implemented by IOD PARC, a service provider. The Secretariat manages the MOPAN programme of work on a day-to-day basis and endeavours to do so by engaging its time, resources and expertise in the most strategic way possible.

The Secretariat's four main areas of activity in 2017 were the following:

- **Deliver the assessments** Ensure the effective and efficient implementation of high-quality and relevant assessments of multilateral organisations
- **Support the Network's strategic direction** Co-ordinate the development and implementation of deliverables that feed into strategic decision making and respond to MOPAN Members' evolving needs by continuously strengthening the Network, its ways of working and its products
- **Facilitate communication and dissemination of information** Support efforts to increase the reach and influence of assessment findings and to raise MOPAN's visibility within the multilateral arena, and facilitate ongoing internal communication
- **Support the Network in an accountable, transparent, and effective way** Facilitate the daily operations of the Network by maintaining a high-standard management and budgetary framework that ensures transparency, accountability and efficiency of all activities

Meet the Secretariat

The MOPAN Secretariat has evolved significantly in 2017. It welcomed its new Head of Secretariat, Suzanne Steensen, on 1 June 2017. Since then, Suzanne has focussed on reinforcing the Secretariat's analytical team. To that end, Samer Hachem, who came from the African Development Bank, joined MOPAN in November as Senior Advisor. Further, Mitch Levine was welcomed as Policy Analyst in September. Yannik Sassmann from Hamburg University joined in October 2017 for a six-month internship.

Left to right: Mitch Levine, Jolanda Profos, Sophia Katsira, Suzanne Steensen, Katie Vanhala, Yannik Sassmann and Samer Hachem.

Here are brief profiles of the team. Meet the MOPAN Secretariat:

Suzanne Steensen

Suzanne Steensen is an economist with 20 years of experience working on development finance in bilateral and multilateral contexts. As the Head of the Development Finance Architecture and Global Governance unit in the OECD's Development Co-operation Directorate, she implemented new strategic orientations for policies on standard setting, benchmarking and analysis of the changing development finance landscape in the run-up to the 2015 Conference on Financing for Development and the adoption of the 2030 Agenda. Prior to joining the OECD in 2007, Suzanne held several positions in the Danish aid agency, Danida, and with international consultancy firms COWI and NIRAS. Suzanne, a Danish and Togolese national, holds a Master's degree in Mathematical Economics from the University of Copenhagen (1998).

Samer Hachem

Samer Hachem joined the MOPAN Secretariat as a Senior Advisor in 2017. Prior to this, he worked for the Independent Development Evaluation of the African Development Bank (AfDB) Group, where he was manager in charge of evaluations of institutional processes and reforms and of country strategies and programmes. Samer also brings expertise in results management in other multilateral organisations including UNDP. His professional experience of over 20 years includes management consulting, leading programme management offices for large change initiatives and performance management in the banking sector. Samer, a French and Tunisian national, holds a Master's in Business Administration from HEC Montreal and an engineering diploma from École Centrale Paris.

Jolanda Profos

Jolanda Profos joined MOPAN as a Policy Advisor in 2016. Previously, she was a peace and conflict advisor with the OECD's Development Co-operation Directorate, leading the work on the OECD States of Fragility reports. She also worked on development finance and conducted five OECD DAC peer reviews. Before joining the OECD in 2008, Jolanda worked at the UN Peacekeeping Mission in Liberia, the UN Department of Peacekeeping Operation's Best Practice and Policy Unit, and with the UN Office for Coordination of Humanitarian Affairs in New York. She also brings NGO experience including from Georgia and Russia. A Swiss national, she holds a Master's degree in International Relations from Johns Hopkins / SAIS, and a Master's degree in French and Russian.

Katie Vanhala

Katie Vanhala joined MOPAN as a Technical Advisor in 2015. Previously, she worked as an evaluator with UNESCO's Internal Oversight Service, spent six years in Asia-Pacific as an Evaluation Specialist with the UNDP Inter-agency Project on Human Trafficking and worked as an Education Specialist with the UNESCO Asia-Pacific Regional Bureau for Education in Bangkok. She also has worked for the UN World Food Programme. Katie completed graduate studies in Development and International Co-operation (Finland and Sweden) and Evaluation (USA) as well as undergraduate studies in Political Studies and Education (Canada).

Mitch Levine

Mitch Levine joined MOPAN as a Policy Analyst in 2017. He worked as an information management and assessment expert, most recently during the Nepal earthquake response with the Shelter Cluster (IFRC). He also has experience in emergencies, refugee crises and development contexts. He holds a Master of Science degree in International Relations from the London School of Economics and a Master's degree in International Public Management from Sciences Po Paris. He also holds a Bachelor's degree in Geographic Information Systems, Political Science and English Literature. He is from Tucson, Arizona.

Sophia Katsira

Sophia Katsira joined MOPAN as Project Co-ordinator in 2013. She has built solid experience in high-level events management and communication tools through her work across various OECD directorates. She holds a Bachelor's degree in Languages and a Master's degree in Diplomatic Studies from the London Diplomatic Academy.

Part B

KEY ACTIVITIES AND ACHIEVEMENTS IN 2017

This report outlines and discusses the activities, achievements and impact of MOPAN in 2017 in carrying out its mission and objectives.

Assessments of the performance of individual organisations remain the foundation of MOPAN's work and respond to Members' accountability needs. Its achievements in 2017, a year that straddled two assessment periods, include the completion and launch of reports of 12 multilateral organisations assessed over 2015-16 and the launch of the 14 assessments to be conducted over 2017-18.

MOPAN gained unprecedented visibility through these assessments and through the launch events in Abidjan, Geneva, Jerusalem, Manila, Nairobi, New York, Paris, Rome, and Washington, DC. The presentations of reports in multiple cities provided a valuable opportunity to make MOPAN's mission better known, not only to its immediate stakeholders, but also to organisations' wider governance structures and countries beyond MOPAN's current membership. Building on the 12 simultaneous assessments, MOPAN has also begun to make more out of the information it has collected. In an attempt to foster analysis and knowledge-sharing, MOPAN undertook an analysis of select topics across assessments, and piloted its first-ever 'cross-assessment report'. To promote the use of information MOPAN produces collectively, the Secretariat invested new efforts in outreach, engagement and communications.

2015-16 assessment cycle

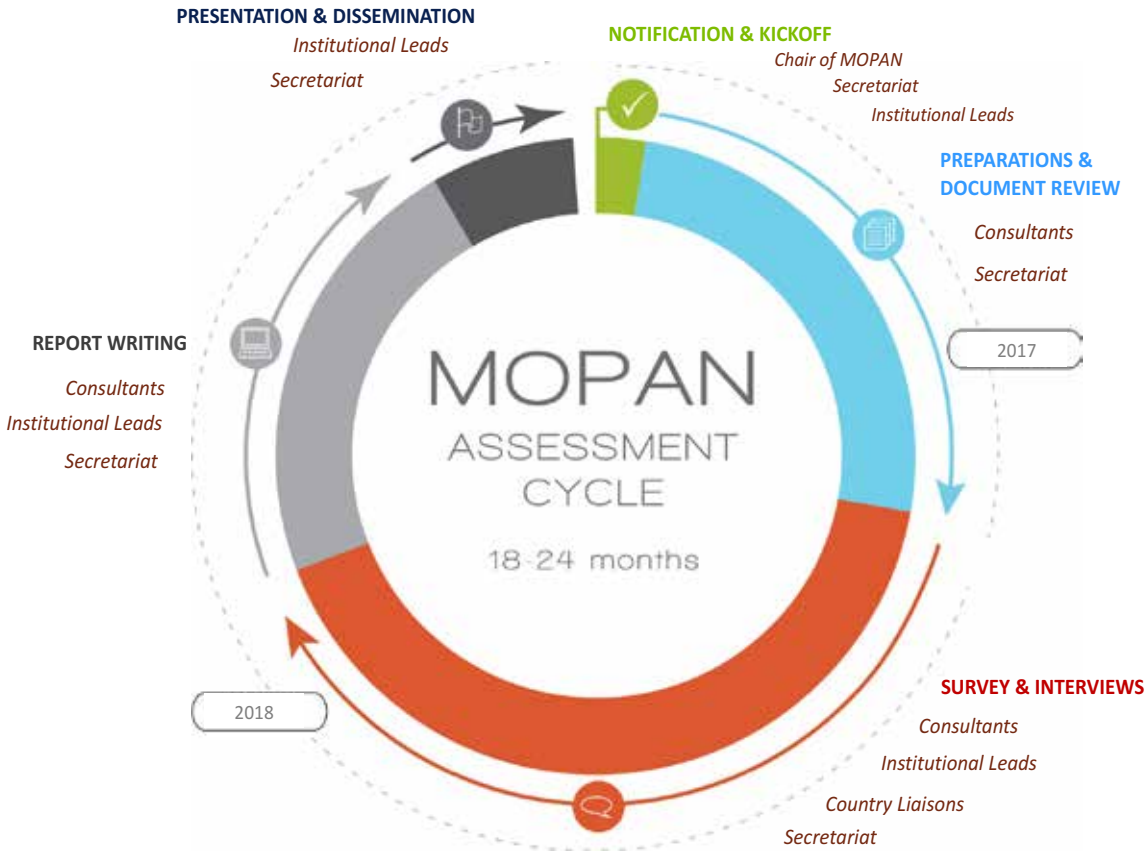
Between February and June 2017, the Secretariat finalised and launched MOPAN's assessment reports for the multilateral organisations assessed in 2015-16.[4] Institutional Leads, supported by the MOPAN Secretariat, arranged the launch events in close collaboration with the multilateral organisations. To enhance the impact, traction and use of the reports, MOPAN also timed the launch events around governing body or executive board meetings wherever possible.

At the events, Institutional Leads introduced MOPAN and, together with the Secretariat, presented key findings to senior management, Member States, and other relevant audiences. This laid the groundwork for a discussion on the performance of the organisations in the areas of strategic, operational, relationship and performance management and results.

Following the launch events, organisations provided management responses within two months of the delivery of the reports. The responses and the assessment reports were published on MOPAN's website (www.mopanonline.org). In line with MOPAN's revised outreach strategy, the dissemination package contained a full report, an executive summary, the management response and a short video produced by the Secretariat summarising the assessments. In support of the e-launch of the reports, the Secretariat also sent e-mails to all stakeholders and used MOPAN's developing social media presence to further broaden dissemination of the reports.

Members can also access assessment information through the repository, which became operational in October 2017 and is part of the "members only" area of MOPAN's website. Performance data at micro-indicator level and across one or several organisations can be downloaded through this portal, providing a helpful tool to facilitate analysis and cross-assessment work, deliver added value to Members and drive innovation.

4. The 13 organisations assessed in the 2015-16 cycle were African Development Bank; Gavi - the Vaccine Alliance; Global Fund to Fight AIDS, Tuberculosis and Malaria; Inter-American Development Bank; International Labour Organization; Joint United Nations Programme on HIV/AIDS; United Nations Development Programme; United Nations Environment Programme; United Nations Human Settlements Programme; United Nations Children's Fund; United Nations Office for the Coordination of Humanitarian Affairs; and the World Bank.



Key takeaways

Feedback received at the launch events and through the management responses has been positive overall. The assessments are seen as comprehensive, robust and evidence-based. Organisations that are undergoing reform or are in the midst of change management processes appreciated MOPAN's input as validation and verification of such efforts. The majority of organisations considered the MOPAN outputs useful. Several of them also expressed appreciation for what they had learned by undergoing the assessment. Many organisations underlined that they hope that the reports satisfy Members' accountability requirements and that MOPAN can bring coherence to monitoring and evaluation and thus help reduce the need for bilateral assessments.

Stakeholders at large lauded MOPAN's constructive, transparent and collaborative approach and acknowledged the advancements it has made in its methodology 3.0, notably on the consolidated indicator framework and the enhanced results section.

But there is also room for improvement. The timing of the assessments could have been better in a few cases where they took place at the end of either strategic or financial cycles. As a lesson learned, MOPAN will ensure a better alignment of its assessments to each organisation's strategic cycles in the future, recognising that it may not always be possible to find the timing that is ideal for all stakeholders simultaneously.

Some organisations also have requested that MOPAN monitor their progress in responding to the assessments. The Secretariat is currently undertaking an exercise in close collaboration with Institutional Leads and organisations to co-ordinate and implement such follow-up processes.

The MOPAN Secretariat has collected further lessons from the assessments throughout the cycle. These lessons are helping to shape the ongoing 2017-18 assessment cycle.

2017-18 assessment cycle

The 2017-18 cycle of assessments is under way and will be completed in early 2019. In all, 14 organisations are being assessed, making this the most ambitious assessment cycle in MOPAN's history. In line with MOPAN 3.0, this cycle builds on several evidence lines: a document review, an online survey among partners in 13 countries,[5] interviews at the Organisations' headquarters, and consultations. To ensure a solid framework for the assessments, the Secretariat has drawn on lessons from its previous cycle and undertaken adjustments to its methodology and implementation. It released a slightly revised version of the **MOPAN 3.0 methodology** in early 2017. The most notable changes to the methodology include:

- an expansion of what results entail, and the documentation used to source it (where more emphasis will now be placed on external evidence/evaluations than before);
- the formal addition of Human Rights as a cross-cutting issue (MI 2.1d), and
- the addition, in the element on transparency, of a reference to OECD-DAC (CRS) standard for statistical reporting, along with IATI (MI 6.6).

Brief overview of organisations undergoing assessment in the 2017-18 cycle

Asian Development Bank (AsDB)

MOPAN Funders: 18 **ODA Coefficient:[5] 100**

The Asian Development Bank (AsDB) is a regional development bank established in the 1960s to promote social and economic development and co-operation in the Asia-Pacific region. It assists its members and partners by providing loans, technical assistance, grants and equity investments. The AsDB has 67 members, including 48 from within Asia and the Pacific, and maintains 31 field offices around the world. The Bank's capital stock in 2017 amounted to USD 151.2 billion and its operations, including grants and co-financing, totaled USD 32.2 billion.[6]

Institutional Lead: Australia

Food and Agricultural Organization (FAO)

MOPAN Funders: 18 **ODA-Coefficient: 51**

The Food and Agricultural Organization (FAO) is a specialised agency of the United Nations (UN) that leads international efforts to defeat hunger. It serves both developed and developing countries and has an important normative function in agriculture, forestry, fisheries, nutrition and food security. FAO's goal is to achieve food security for all and ensure that people have regular access to enough high-quality food to lead active, healthy lives. As of July 2018, 194 countries are members of the FAO and the organisation is present in more than 130 countries. Members review global governance policy issues and international frameworks and evaluate FAO work at the biennial FAO Conference. The FAO's primary governance body is its Council, whose members are elected at the Conference.[8]

Institutional Leads: France and Italy

5. The 13 countries are Bangladesh, Plurinational State of Bolivia, Democratic Republic of the Congo, Ethiopia, Guinea, Jordan, Lebanon, Mexico, Myanmar, Pakistan, Papua New Guinea, Tunisia and Turkey.

6. See the OECD Annex 2 List of ODA-eligible international organisations, 2017, at http://www.oecd.org/dac/stats/annex2.htm.

7. See the Asian Development Bank website at https://www.adb.org/about/main.

8. See the FAO website at http://www.fao.org/about/en/.

Global Environment Facility (GEF)

MOPAN Funders: 18 **ODA-Coefficient: 100**

The Global Environment Facility (GEF) was established on the eve of the 1992 Rio Earth Summit to help to tackle the planet's most pressing environmental problems. The GEF brings together 183 countries in partnership with international institutions, civil society organisations and the private sector to address global environmental issues and support national sustainable development initiatives. Since its inception, the GEF has provided more than USD 17.9 billion in grants and mobilised an additional USD 93.2 billion in co-financing for more than 4 500 projects in 170 countries. The GEF Council is its main governing body.[9]

Institutional Lead: France

Global Partnership for Education (GPE)

MOPAN Funders: 14 **ODA-Coefficient: Not assessed**

The Global Partnership for Education (GPE) is an international organisation focused on getting all children into school for a quality education in the world's poorest countries. The core mission of GPE is building stronger, more equitable and more efficient education systems; and strengthening the education sector through enhanced planning and policy implementation is its goal at country level. GPE has grown significantly over the last 15 years. In 2017, it partnered with 65 developing countries, up from 7 in 2002, and is the fourth largest donor to basic education in low and middle-income countries. The Board of Directors, the GPE's supreme governing body, sets its policies and strategies and comprises members from developing countries, donors, civil society organisations, the private sector, foundations, and international organisations.[10]

Institutional Leads: Norway and United States

International Fund for Agricultural Development (IFAD)

MOPAN Funders: 17 **ODA-Coefficient: 100**

The International Fund for Agricultural Development (IFAD) is a specialised agency of the UN dedicated to eradicating poverty and hunger in rural areas of developing countries. It is the only international financial institution that is part of the UN system. The objective of IFAD is to invest in rural people, empowering them to increase their food security, improve their families' nutrition and increase their income so they build resilience, expand their businesses and take charge of their own development. IFAD Members, currently 176 countries, have ultimate decision-making power over all matters including policy and financial and membership issues. The members govern IFAD through the Governing Council and the Executive Board.[11]

Institutional Lead: United States

9. Source: https://www.thegef.org/about-us.

10. See the GPE website at https://www.globalpartnership.org/about-us.

11. See the IFAD website at https://www.ifad.org/web/guest/about.

International Organization for Migration (IOM)

MOPAN Funders: 18 **ODA-Coefficient: 100**

The International Organization for Migration (IOM) is an intergovernmental organisation that provides services and advice concerning migration to governments and migrants, including to internally displaced persons, refugees and migrant workers. Initially established in 1951 as the Intergovernmental Committee for European Migration to help resettle people displaced by the Second World War, it became a related organisation of the UN in September 2016. IOM works in four broad areas of migration management: migration and development, facilitating migration, regulating migration, and addressing forced migration. As of June 2016, it had 172 member states and 8 observer states. The IOM Council is its highest authority and governs the organisation.[12]

Institutional Leads: Netherlands and Sweden

United Nations High Commissioner for Human Rights (OHCHR)

MOPAN Funders: 18 **ODA-Coefficient: 88**

The Office of the United Nations High Commissioner for Human Rights (OHCHR) is a part of the UN Secretariat. Its mandate is to promote and protect the enjoyment and full realization, by all people, of all rights established in the Charter of the UN and in international human rights laws and treaties. OHCHR, which his headquartered in Geneva, Operationally, works with governments, legislatures, courts, national institutions, civil society, regional and international organizations, and the UN system to develop and strengthen capacity, particularly at the national level, for the protection of human rights in accordance with international norms.[13]

Institutional Lead: Finland

UN Women

MOPAN Funders: 18 **ODA-Coefficient: 100**

The United Nations Entity for Gender Equality and the Empowerment of Women, also known as UN Women, works for the empowerment of women. The organisation is a global champion for gender equality by developing and upholding standards and creating an environment in which every woman and girl can exercise her human rights and live up to her full potential. It is governed by a multi-tiered, intergovernmental governance structure consisting of the UN General Assembly, the Economic and Social Council and the Commission on the Status of Women.[14]

Institutional Leads: Finland and Sweden

12. See the IOM website at https://www.iom.int/about-iom

13. See the OHCHR website at https://www.ohchr.org/EN/AboutUs/Pages/WhoWeAre.aspx.

14. See the UN Women website at http://www.unwomen.org/en/about-us

United Nations Educational, Scientific and Cultural Organization (UNESCO)

MOPAN Funders: 18 **ODA-Coefficient: 60**

The United Nations Educational, Scientific and Cultural Organization (UNESCO) seeks to build peace through international cooperation in Education, the Sciences and Culture. With its programmes it aims to contribute to the achievement of the SDGs defined in Agenda 2030, adopted by the UN General Assembly in 2015. UNESCO is a specialised agency of the UN, based in Paris. It has 195 Members and 9 Associate Members. Its primary decision-making body is the General Conference, which determines the organisation's policies and main lines of work.[15]

Institutional Lead: Norway

United Nations Population Fund (UNFPA)

MOPAN Funders: 18 **ODA-Coefficient: 100**

The United Nations Population Fund (UNFPA) is the UN sexual and reproductive health agency. Its work focuses on improving reproductive health, including through creation of national strategies and protocols, and on birth control by providing supplies and services. UNFPA supports programmes in more than 150 countries and contexts spread across four geographic regions that are home to more than 80% of the world's population. These are the Arab states and Europe, Asia and the Pacific, Latin America and the Caribbean, and Sub-Saharan Africa. An UNFPA is governed the Executive Board, which provides intergovernmental support and supervises its activities.[16]

Institutional Leads: Japan and Switzerland

United Nations High Commissioner for Refugees (UNHCR)

MOPAN Funders: 18 **ODA-Coefficient: 100**

The United Nations Refugee Agency, or UNHCR, is a UN programme with the mandate to protect refugees, forcibly displaced communities and stateless people and to assist in their voluntary repatriation, local integration or resettlement to a third country. During times of displacements, the organisation provides critical emergency assistance in the form of protection, shelter, clean water, sanitation, health care and advocacy. UNHCR is governed by the UN General Assembly and the Economic and Social Council and relies almost entirely on voluntary contributions from governments, UN and pooled funding mechanisms, intergovernmental institutions, and the private sector.[17]

Institutional Lead: Korea

15. See the UNESCO website at https://en.unesco.org/about-us/introducing-UNESCO.

16. UNFPA Website: https://www.unfpa.org/about-us.

17. UNHCR Website: http://www.unhcr.org/about-us.html.

United Nations Relief and Works Agency (UNRWA)

MOPAN Funders: 18 **ODA-Coefficient: 100**

The United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) is a relief and human development agency that supports more than five million registered Palestinian refugees and their descendants. It was created in 1949. Services provided by UNRWA encompass education, health care, relief and social services, camp infrastructure and improvement, and microfinance. It also provides emergency assistance, including in times of armed conflict. UNRWA relies almost entirely on voluntary contributions from UN Member States.[18]

Institutional Leads: Denmark and Switzerland

United Nations World Food Programme (WFP)

MOPAN Funders: 18 **ODA-Coefficient: 100**

The World Food Programme (WFP) is the food assistance branch of the UN and the world's largest humanitarian organisation addressing hunger and promoting food security. WFP provides food assistance to an average of 80 million people in 80 countries each year. From its headquarters in Rome and from more than 80 country offices around the world, the WFP focuses on food assistance in emergencies, relief and rehabilitation, and development aid by working with communities to improve nutrition and build resilience.[19]

Institutional Leads: Denmark and United States

World Health Organization (WHO)

MOPAN Funders: 18 **ODA-Coefficient: 76**

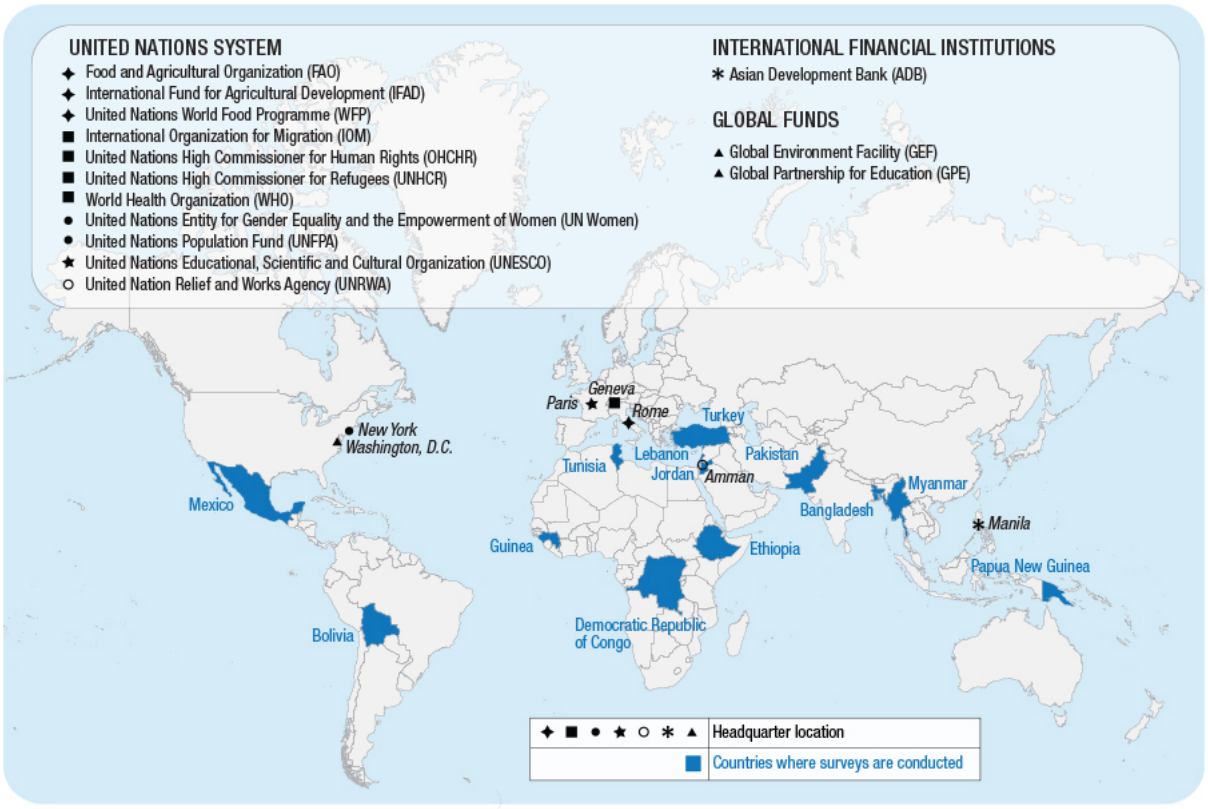
The World Health Organization (WHO) is a specialised agency of the United Nations that is concerned with international public health. Established in 1948, it currently has 194 member states and works from more than 150 country offices. WHO, headquartered in Geneva, works with policy makers, global health partners, civil society, academia and the private sector to support countries around the world to develop, implement and monitor solid health services. The World Health Assembly is the WHO's supreme decision-making body.[20]

Institutional Leads: Luxembourg and United States

18. UNRWA Website: https://www.unrwa.org/who-we-are.

19. WFP Website: http://www1.wfp.org/overview.

20. See the WHO website at http://www.who.int/about-us.



Inception phase

In February and March 2017, the MOPAN Secretariat began discussions with all 14 multilateral organisations that will undergo assessment in 2017-18, introduced the new team of Institutional Leads and explained their role in MOPAN. The Secretariat and the assessment teams undertook inception missions and provided briefings to stakeholders. With a few exceptions, the introductory briefings took the form of large, open meetings with 30-60 participants from governing body delegations, including MOPAN members. MOPAN received positive feedback on this open and inclusive approach and on merging three inception meetings into one, as was the case with the Rome-based UN agencies. These introductory briefings were an opportunity for Institutional Leads and the Secretariat to present MOPAN to representatives and for management from the organisations to share their expectations vis-a-vis the MOPAN assessment.

In parallel with the introductory briefings, the Secretariat focal points and IOD PARC team leads held inception meetings with the organisations. They discussed the MOPAN methodology, its application to the organisation's specific context and any tailoring, if needed. They undertook scoping interviews with senior management to gain an overview of organisations' trajectories, key issues and challenges and to identify strategic documentation to include in the document review. The inception missions also allowed the Secretariat Leads on each assessment to orient the 14 team leads from IOD PARC to the MOPAN process, expectations, and assurance of quality and consistency. The Secretariat presence at these meetings provided the organisations reassurance of the credibility and robustness of the process.

Interim document reviews

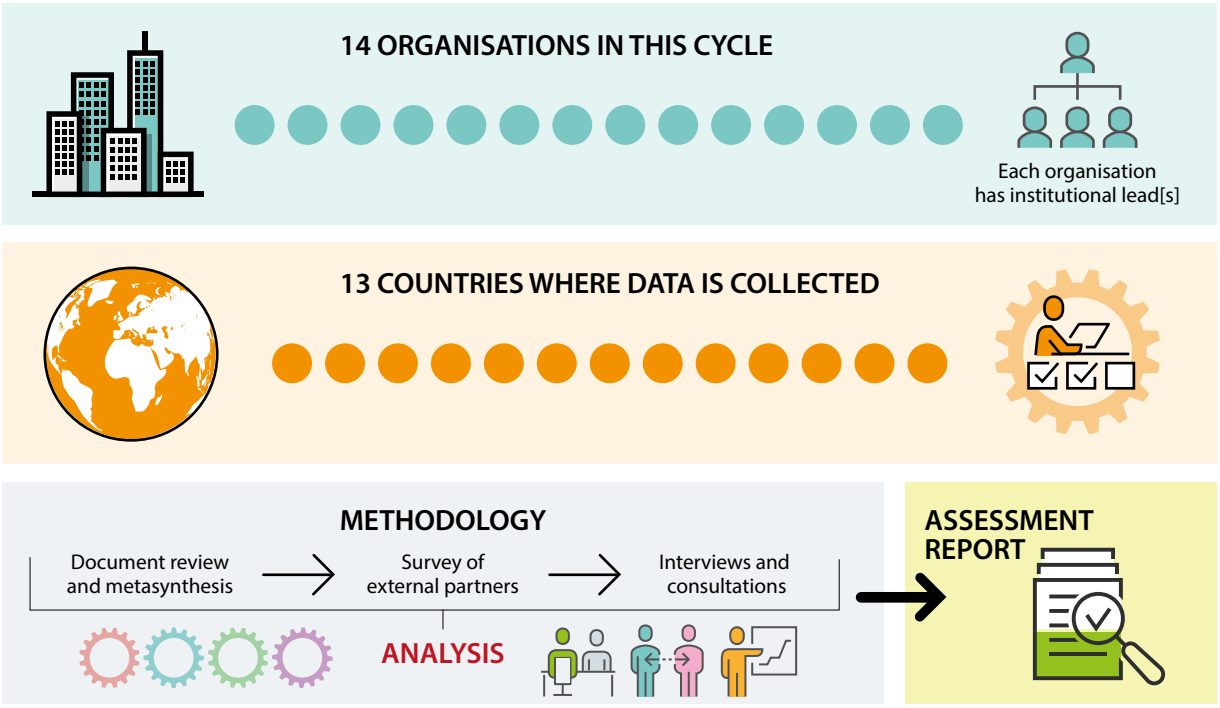
In the third quarter of2017, the research teams shared initial drafts of the interim document reviews (IDRs) with the organisations. This interim step in the assessment process allows for inputs at an early stage. The document reviews covered each element separately and explicitly, which made it easier to read and access the drafts, to identify where coverage was limited so that gaps could be filled early on, and to inform the preparation of interviews. Research teams will complement the interim document reviews with new key strategic documentation up to June 2019.

Next steps in the assessment process

The remaining steps in the assessment process after the IDRs are the survey of each organisation's partners at country level, headquarter interviews with senior managers and technical staff, and remote consultations.

The Secretariat will continue to ensure that stakeholders are kept abreast of the progress of the assessments. The final assessment reports are expected to be published in early 2019. They will be presented at meetings of the assessed organisations' governing bodies or executive boards during the first quarter of 2019.

Snapshot of the 2017-18 assessment cycle



Outreach and communications

Over 2017, MOPAN strengthened its communications approach to meet growing needs and interest in its mission. First, it has seized opportunities to engage with key stakeholders, particularly during launch events and inception missions, and has focused on raising awareness about its work and the importance of assessing multilateral effectiveness. To support its outreach activities, the Secretariat revamped assessment-related and other outreach tools, redesigning parts of its website, the intranet for members and the members-only repository of performance data and sharing information with members via its newsletters. MOPAN also strengthened the MOPAN brand by standardising the layout for the Network's publications and presentations, its structured messaging and new stand-alone products such as a map of the global evaluation landscape. In addition, MOPAN also expanded its use of social media to disseminate its assessment reports.

Indeed, the increased number and complexity of assessments highlight the need for a robust communication approach to Members, Institutional Leads and organisations. This can include standardised communication channels and operating procedures to better target MOPAN's multiple stakeholders For the Network to function smoothly, Members especially need to be kept up to date on MOPAN's activities and receive in a timely manner all information they need in order to take decisions. Going forward, MOPAN aims to further institutionalise and professionalise its internal and external communications so that it continues to be recognised as a credible and professional actor and source of information on the performance of multilateral organisations. To that end, the Secretariat is currently developing a comprehensive framework for external and internal communications to better serve MOPAN's medium-term and long-term needs.

Other activities

MOPAN has also begun to explore the substance of its assessments for more systemic analysis. It has undertaken an exercise to identify common challenges in four areas and across the 12 institutions assessed in 2015-16. It conducted an internal cross-assessment analysis in October 2017 and published a short version of it in 2018.

Part C

LOOKING AHEAD

The global context for multilateralism changed significantly over the last years, and many of these tendencies became more pronounced in 2017. Although some long-observed trends continued – the growing diversity in multilateral organisations and instruments, for instance, and shifts in the geography of global poverty – newer trends emerged. UN development system reform is paving the way for a multilateral system that is better placed to deliver on the 2030 Agenda. At the same time, phenomena such as populism and its fracturing of public attitudes on multilateralism, combined with continuing and intensifying pressure for accountability and value for money, represent powerful challenges to multilateral action.

Against this backdrop, one of MOPAN's priority concerns is to ensure that its performance assessments remain credible and its metrics relevant. This will allow MOPAN to support its members and other stakeholders in navigating and effectively addressing new and old challenges for development work and humanitarian assistance. This concern comes at a time where MOPAN, at 15 years old, has matured and reached a critical point in its evolution. Having undertaken assessments of a total of 27 organisations – and with growing rigour, transparency and systematic consideration of results – it has amassed a wealth of information and knowledge. A major but untapped potential of MOPAN is to offer this knowledge to its members so that they can contribute proactively to reforming and improving the multilateral system as a whole. Over 2017, MOPAN has taken several steps to better position itself to respond to new challenges and harness its strengths. MOPAN's recent evolution with regard to its membership and strategic direction is an example.

Reflections on MOPAN's membership

The membership has expanded significantly since MOPAN's beginning as an eight-country network. This expanded base has meant more legitimacy as an information focal point in the multilateral space, a more reliable funding base and a growing pool of technical expertise for MOPAN. Here, too, however, Members consider it critical that MOPAN keeps moving forward rather than stagnates.

At the October 2018 Steering Committee meeting, the Chair presented reflections on the virtues and challenges of expanding the MOPAN family. Members also reaffirmed MOPAN's character as a Network open to other countries that are ready to commit to MOPAN's key principles and aims and to provide equal financial and in-kind contributions.

MOPAN's strategic direction

The current Memorandum of Understanding between MOPAN and its Members expires on 31st December 2019, and the procurement contract with its service provider in spring 2020.

To inform the upcoming processes of reviewing and renewing these two frameworks, MOPAN commissioned external experts to conduct two reviews, one strategic and the other on methodology. Both started in late 2017. These reviews will be forward-looking and provide recommendations and guidance to inform the future direction of the Network to ensure that MOPAN's work remains fit for purpose.

The Strategic Review, conducted by Andrew Rogerson with Maria Ana Jalles d'Orey of the Overseas Development Institute, is designed to inform MOPAN's thinking on how to position itself to ensure continued relevance, value for money and utility to its Members and the multilateral system. The review looked at how MOPAN's organisational structure, including the hosting arrangement for the MOPAN Secretariat by the OECD, can be optimised to facilitate achieving its strategic goals.

The Methodology Review was conducted by Elliot Stern, Emeritus Professor of Evaluation Research at Lancaster University and currently Visiting Fellow at Bristol University, and Ole Winckler, a Senior Analyst with the Danish Institute for International Studies. It is designed to focus on concrete challenges observed during the first cycle (2015-16) under the MOPAN 3.0 methodology. It developed recommendations for strengthening this methodology further and considered how it should adapt to changes and challenges that the multilateral system is confronted with, and support MOPAN's potential strategic directions beyond 2018.

In parallel to the two reviews, the Secretariat has also surveyed MOPAN members and multilateral organisations to seek feedback and input on their needs and expectations in relation to MOPAN's assessments.

These processes undertaken in 2017 will inform members' discussions to forge a common understanding of the findings and to shape a shared vision of MOPAN's future. This work is expected to begin in 2018. This vision in turn will orient the preparatory work for the renewal of the Memorandum of Understanding with the OECD and the development of the Strategic Framework 2020-24.

Part D

ANNEXES

ANNEX A: Finances

MOPAN income 2017[1]

Overall MOPAN Income (Euros) as of 31 December 2017	
Member contributions for 2017	2 5000 000

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

1: Income comprises the annual contributions from Members plus a carry-forward from the previous Memorandum of Understanding (MoU). At the end of each year the balance is transferred to the following one.

MOPAN programme costs

MOPAN programme costs (Euros) as of 31 December 2017[1]		
	Budget (2017)	**Total actual expenditure (Euros)**
A. 2017 Secretariat staff and related costs[2]	**715 800**	**613 800**
B. 2017 non-staff costs		
MOPAN assessment consultancy[3]	1 100 000	1 032 855
Other intellectual services[4]	230 000	38 890
Missions/travel[5]	30 000	50 768
Translation/interpretation expenses	30 000	6 322
Operating expenses	37 000	22 538
TOTAL	**1 427 000**	**1 151 373**
C. Cost recovery charge for voluntary contributions[6]	**–**	**27 720**
TOTAL (A+B+C)	**2 142 800**	**1 792 893**

1: The estimated budget for 2017 is based on the provisional yearly expenditure estimates provided in C(2015)83.

2: The actual costs for Secretariat staffing were lower than the original budgeted amount due to internal staff turnover and delay in the recruitment process for the MOPAN Head of Secretariat. The new Head of Secretariat took up official duties on 1 June 2017.

3: The MOPAN assessment consultancy fees include the costs related to the 2017-18 assessment cycle and the last instalment related to the 2015-16 cycle.

4: Expenditures related to other intellectual services were lower than the budgeted amount. The initial budget included an evaluation budgeted at EUR 170 000. However, it was decided to downscale the work in the form of light touch reviews. The bulk of the expenditures related to the reviews will take place in 2018. Other costs included editing, graphic design, IT services, expert travel and meeting room costs.

5: This includes the OECD carbon tax, which supports initiatives related to improving the environmental performance of the Organisation.

6: As per the OECD's voluntary contributions (VC) cost recovery policy [C(2009)158 and BC/M(2011)13)], the charge is currently set at 6.3% of the VC amount and is applied to each voluntary contribution accepted. The cost recovery charges relate to all accepted VCs under the 2016-19 MoU. For 2017, this relates to Italy and Belgium's adhesion.

ANNEX B: MOPAN Members and year of membership

2002 Canada, Denmark, Germany, Netherlands, Norway, Sweden, Switzerland, United Kingdom
2004 Austria*
2005 Finland
2007 France
2008 Ireland
2009 Australia, Germany,** Korea, Spain***
2010 Belgium*
2012 United States
2014 Japan, Luxembourg
2017 Italy

* Austria and Belgium withdrew their membership effective the end of 2015. Belgium expressed its intention to rejoin.
** Germany rejoined in 2009 after period of limited participation
*** Spain withdrew its membership effective the end of 2017.

ANNEX C: MOPAN assessments 2003-17

MOPAN has assessed 27 organisations since 2003 using three different approaches: annual surveys, common approach, and MOPAN 3.0.

	ANNUAL SURVEYS						COMMON APPROACH						MOPAN 3.0	
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015/16	2017/18
ADB	●			●				●			●			●
AfDB	●	●			●		●			●			●	
EC						●								
FAO		●							●			●		●
GAVI										●			●	
GEF														●
GFATM													●	
GPE														●
IDB	●								●				●	
IFAD								●			●			●
ILO				●									●	
IOM														●
OHCHR														●
UN HABITAT													●	
UNOCHA													●	
UN WOMEN												●		●
UNAIDS			●							●			●	
UNDP		●			●		●			●			●	
UNEP									●				●	
UNESCO														●
UNFPA			●			●		●				●		●
UNHCR									●			●		●
UNICEF				●						●			●	
UNRWA									●					●
WFP											●			●
WHO	●				●			●			●			●
World Bank	●		●			●	●			●			●	

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