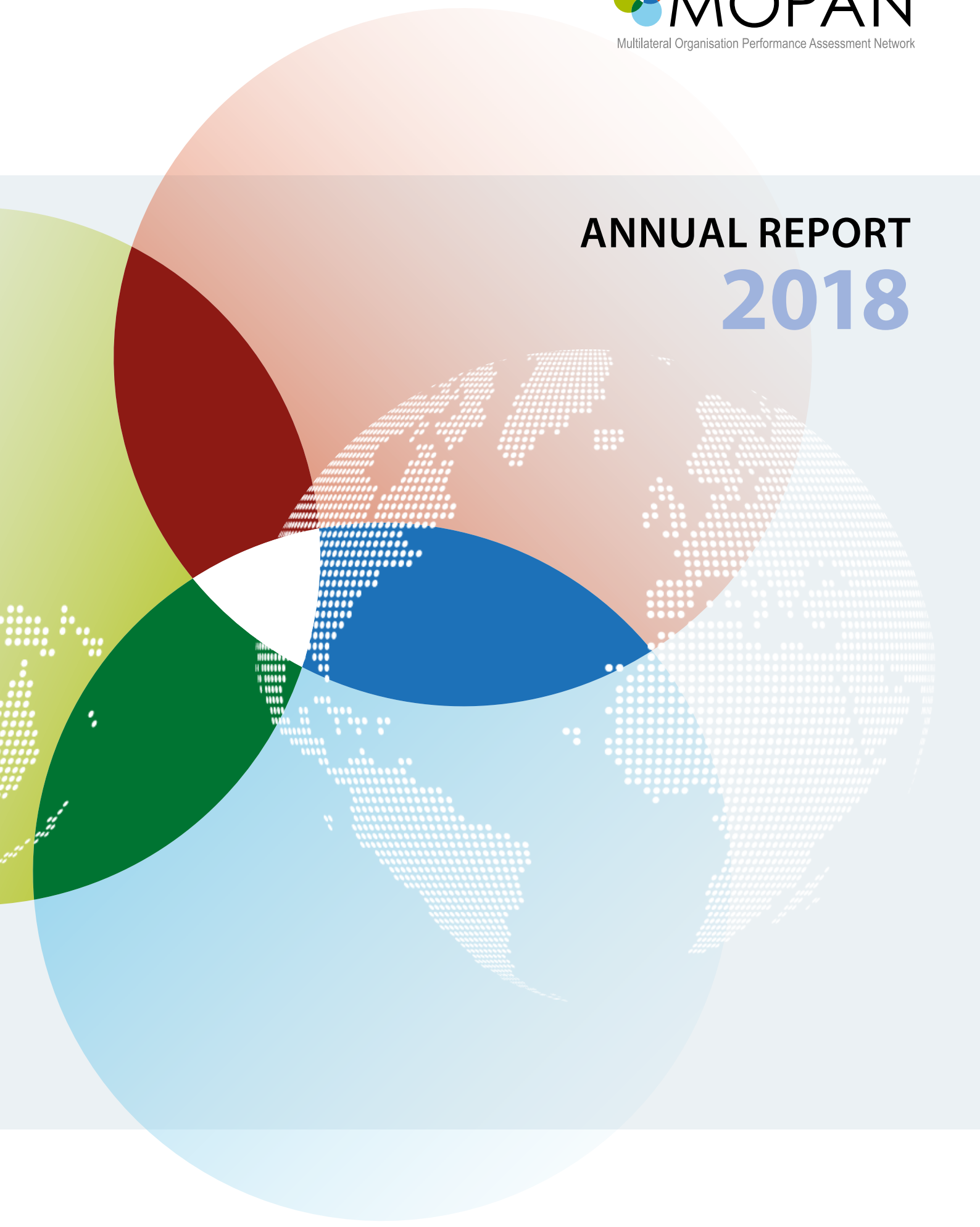
MOPAN

Multilateral Organisation Performance Assessment Network

ANNUAL REPORT 2018



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Preface by **Kåre Stormark**, Norway Chair of MOPAN for 2018

In 2018, we set the course for MOPAN's future by kicking off the process of developing our strategic framework for our next phase. This meant consolidating our achievements and investments so far and creating the base for sustainability. This will allow MOPAN to continue to strive towards increasing the performance of the multilateral system and its delivery of results, while managing knowledge, delivering value for money, timing its assessments so they have the most impact and ultimately helping shape standards of performance.

I am happy that in our two Steering Committee plenary meetings in 2018, we forged a consensus on how MOPAN can continue to deliver value and identified critical milestones and decision points over the near and medium term for our technical work.

MOPAN is an important instrument in our member states' toolkit for governing multilateral organisations. This is what the Secretariat's work brought to light, as it engaged with each of its members to better understand their needs and functioning. We, Norway, rely on MOPAN's work to inform our own decision-making processes and engagement with multilateral organisations. Doing so, has enhanced our evidence-based approach. This is undoubtedly a result of MOPAN's recent improvements in scope and quality, and it indicates that we need to continue our strong support for MOPAN to further meet our needs.

MOPAN delivers a public good – its assessments are freely accessible to everyone. I hope that new members, from the OECD Development Assistance Committee (DAC) and beyond, will join MOPAN in its endeavour so that we can strengthen the multilateral organisations and the multilateral system as a whole.

Kåre Stormark
Deputy Director General
Department for UN and Humanitarian Affairs
Norwegian Ministry of Foreign Affairs

INTRODUCTION

MOPAN's impact

Why does MOPAN matter?

The Multilateral Organisation Performance Assessment Network (MOPAN) is the only collective action mechanism that meets countries' information needs regarding the performance of major multilateral organisations. It provides comprehensive, independent and credible assessments to inform stakeholders' engagement, decision-making and accountability mechanisms. MOPAN's collaborative approach helps organisations learn from their assessments and those of their peers.

MOPAN offers its research as a global public good so that all stakeholders can use it to help create a more effective multilateral system.

86% of multilateral funding

30+ organisations assessed by 2020

2 115 documents reviewed during the 2017-18 cycle

13 partner countries surveyed during the 2017-18 cycle

Founded in 2002 by 8 countries, MOPAN has grown to 18 members that represent 86% of official multilateral funding in 2017, according to *OECD.Stat* figures. Since undertaking a major overhaul of its methodology for a more robust and evidence-based approach, MOPAN has assessed 27 of the largest multilateral organisations and will assess another 5 by the end of 2019. The methodology continues to evolve to meet the demands of a changing multilateral landscape and members' growing needs for information.

MOPAN has undergone significant strategic reflection to ensure MOPAN continues to be responsive to members' needs through both short-term and long-term actions.

How has MOPAN contributed to meet members' and organisations' needs?

- The number of corporate-level, bilateral assessments of multilateral organisations has dropped significantly since 2015.[1] In October 2018, DAC members reported that an extended scope and coverage of MOPAN assessments could potentially replace any outstanding needs currently being met by bilateral exercises:
  - Australia joined a growing list of members that are now using MOPAN data instead of undertaking their own primary data collection.
  - In Finland, government auditors highlighted the importance of MOPAN assessments in their report on the results of Finnish development co-operation. Recent findings published by the OECD also showed evidence of impact.

1. OECD (2018), *Multilateral Development Finance: Towards a New Pact on Multilateralism to Achieve the 2030 Agenda Together*, OECD Publishing, Paris, https://doi.org/10.1787/9789264308831-en.

Launch event of the Institutional Assessment Report at the board meeting of the International Fund for Agricultural Development (IFAD), Rome.

- Multilateral organisations use MOPAN findings to inform and improve practice, including refinements to strategies and change management processes. In addition, organisations are showing increased interest in MOPAN's work as a tool to monitor their success at implementing reforms and modernising their operations.
- Many countries outside MOPAN's membership use the reports in shaping their strategies towards multilateral organisations.

MOPAN is becoming more relevant and timelier in its delivery. Ad hoc requests for engagement by MOPAN in various fora to discuss the findings of the reports are increasing. The Secretariat welcomes members' initiative to reach out to its team to encourage use and uptake of the reports within their wider networks.

"For me, MOPAN serves two objectives: accountability and learning; but it serves three audiences:

1. members – for their accountability needs

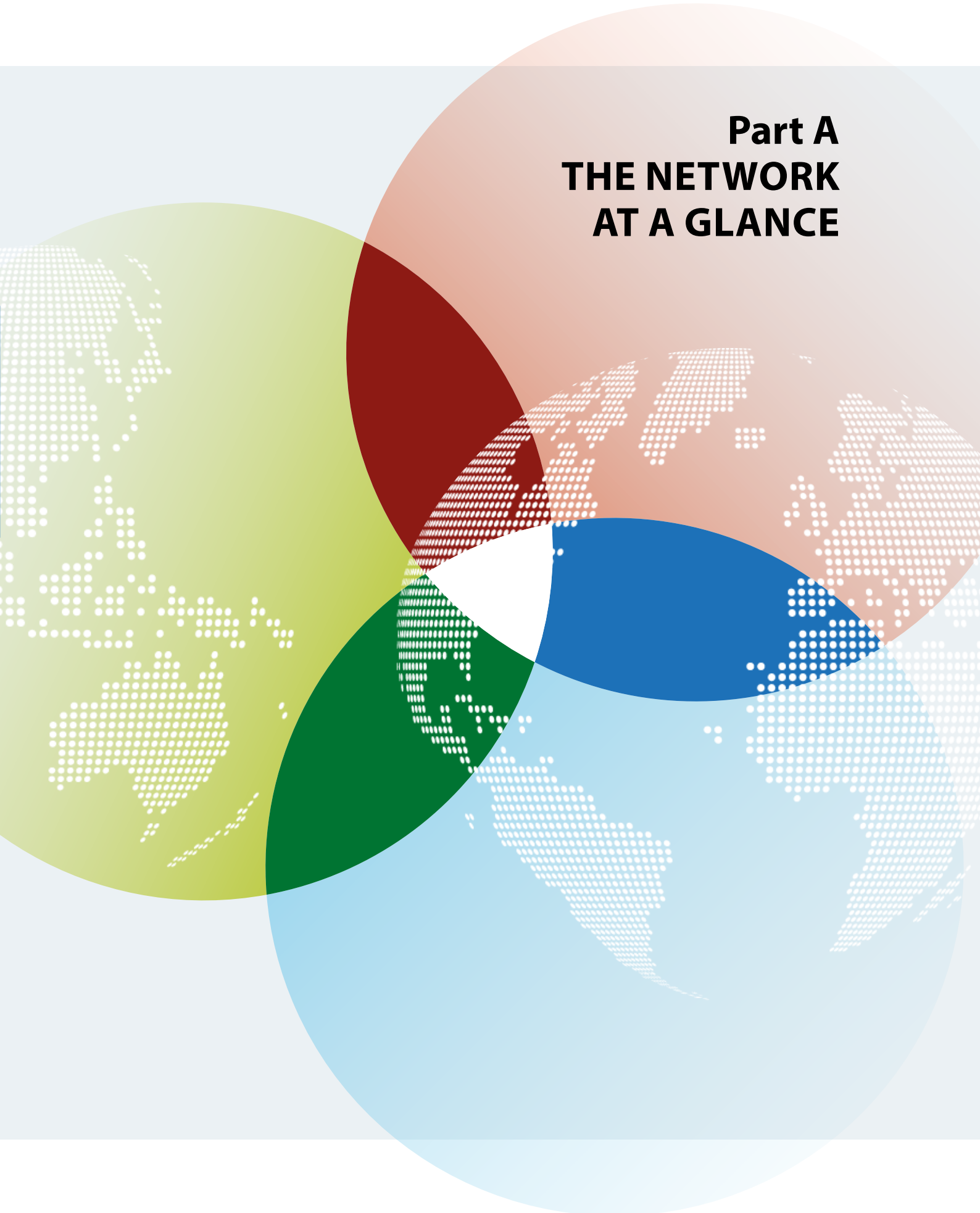
2. governing bodies – by providing them with a neutral, evidence-based assessment of how an organisation is performing, which is both targeted and relevant

3. staff like me – who need to build the case internally for more support on enhancing results reporting, the need for evaluation, etc. This is a tool that our team will use actively for the next year to inform change processes."

MOPAN Multilateral Organisation Focal Point

MOPAN Secretariat presenting the Institutional Assessment Report of the International Fund for Agricultural Development (IFAD), Rome.

Part A
THE NETWORK AT A GLANCE



Mission

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

Membership

In 2018, the members of MOPAN were:

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

The Secretariat also supported countries interested in joining MOPAN and facilitated the membership process. New Zealand and the United Arab Emirates were granted observer status.

© MOPAN Secretariat presenting the Institutional Assessment Report to the board of the International Fund for Agricultural Development (IFAD), Rome.

Governance structure

Since 2002 when it was established as an independent network, MOPAN has grown continuously, has refined the number of organisations it assesses and has steadily improved its methodological approach.

The Network has professionalised its ways of working by establishing a permanent, full-time Secretariat hosted by the Organisation for Economic Co-operation and Development (OECD) since 2013. This arrangement is governed by a Memorandum of Understanding (MoU) between MOPAN members and the OECD.

Steering Committee

Primary decision-making body

Composed of representatives from all member countries and observers

Meets twice a year
- April 2018 – *Paris*
- November 2018 – *Oslo*

Network's Chairmanship

Rotates among the members

One calendar year period

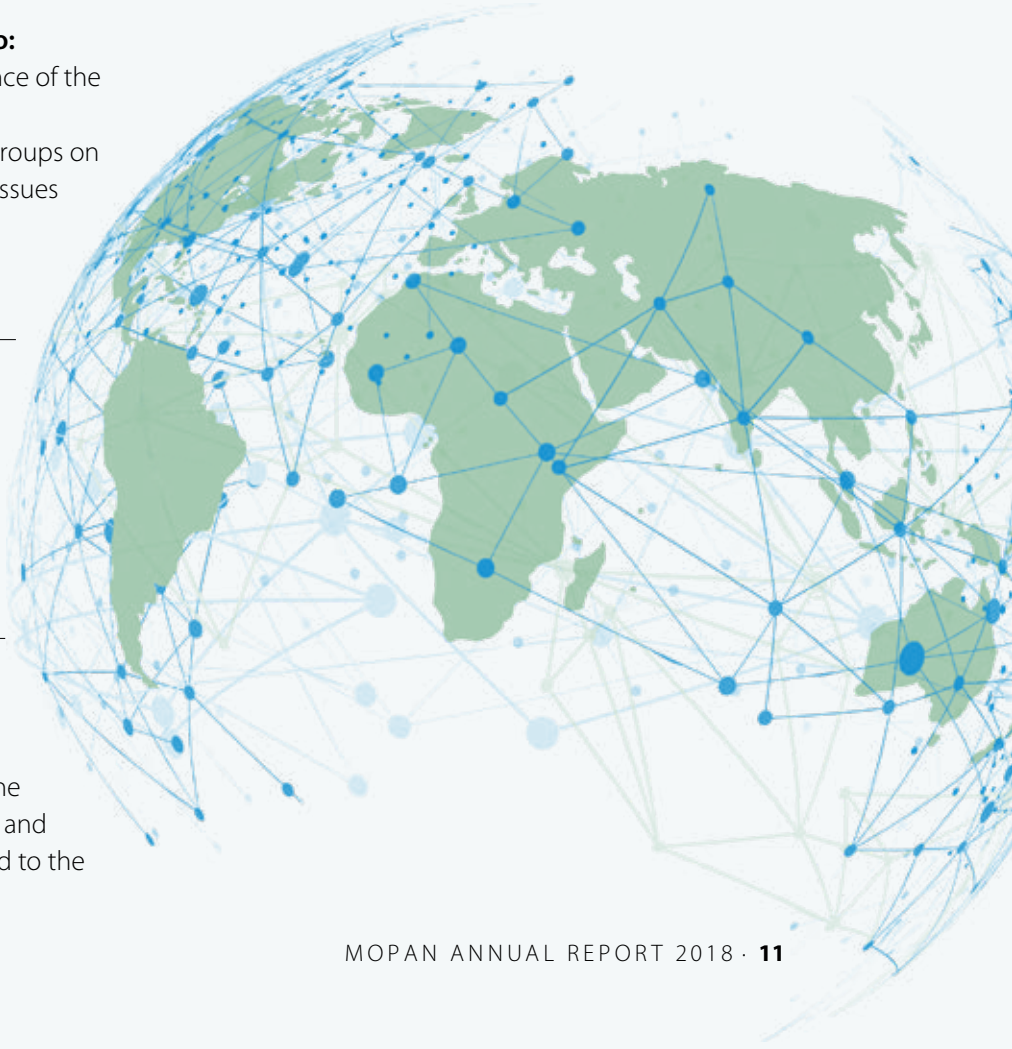
Bureau

Composed of the outgoing, current and incoming Chairs along with the Chairs of MOPAN's working groups and the head of its Secretariat

Members are called on to:
- engage in the governance of the Network
- participate in working groups on technical and strategic issues
- support the roll-out and promotion of the assessments.

Institutional Leads:
- represent the Network throughout the assessment process
- actively participate in the dissemination of findings.

Each member pays an equal voluntary annual contribution to support the costs related both to the delivery of the assessment and other MOPAN products and to the running of its Secretariat.



Roles and responsibilities

2018 Chair
Kåre Stormark, Deputy Director General, Department for UN and Humanitarian Affairs, Norwegian Ministry of Foreign Affairs

2018 Bureau
2017 Chair (Luxembourg), 2018 Chair (Norway), 2019 Chair (Sweden), Chair of the Technical Working Group (France), Chair of the Strategic Working Group (Germany), Head of MOPAN Secretariat.

2018 working groups

Technical Working Group

Chair	France
Participants	Belgium, Canada, Denmark, Finland, Germany, France, Ireland, Italy, Luxembourg, Netherlands, Norway, Sweden, United Kingdom, United States

2018 MOPAN Institutional Leads

Multilateral organisation	Institutional Lead
Asian Development Bank (ADB)	Australia
Food and Agriculture 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
Office of the United Nations High Commissioner for Human Rights (OHCHR)	Finland
Office of the United Nations High Commissioner for Refugees (UNHCR)	Korea
United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)	Finland and Sweden
United Nations Educational, Scientific and Cultural Organization (UNESCO)	Norway
United Nations Population Fund (UNFPA)	Japan and Switzerland
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 operates under the substantive guidance of the Steering Committee and Bureau. The Secretariat oversees the assessments, which are implemented by a service provider, IOD PARC. The Secretariat manages the MOPAN programme of work on a day-to-day basis and endeavours to engage its time, resources and expertise in the most strategic ways possible.

MOPAN's functional architecture

Continuous professionalisation and streamlining of the existing resources and tools were at the core of the Secretariat's work in 2018. MOPAN's functional architecture was refined to articulate key functions for achieving the overall objectives.

Meet the Secretariat

SUZANNE STEENSEN
HEAD OF SECRETARIAT

SAMER HACHEM
SENIOR ADVISOR

JOLANDA PROFOS
POLICY ADVISOR

KATIE VANHALA
TECHNICAL ADVISOR

SOPHIA KATSIRA
PROJECT CO-ORDINATOR

CRISTINA SERRA-VALLEJO
DATA ANALYST

MITCH LEVINE
POLICY ANALYST

Part B
KEY ACHIEVEMENTS IN 2018 AND PLANS FOR THE FUTURE

MOPAN has a unique role in supporting multilateral organisations by ensuring they meet high standards and are held accountable through credible, transparent and fair performance assessments. One of the strengths of MOPAN is to provide its independent assessments as global public goods.

In 2018, MOPAN strengthened its delivery of assessments, bringing the largest cycle ever (14 assessments) to a conclusion. At the same time, it consolidated its ways of working, which led to a higher quality of the reports. This has strengthened the relevance of the Network and helped it lay the foundations for its future.

In terms of impact, the international community increasingly draw on MOPAN assessments and data as a central source of information. MOPAN reports on the effectiveness and efficiency of international organisations to support multilateral programming, governance and accountability needs. The growing traction and visibility of MOPAN have resulted in increased requests for assessment by members and multilateral organisations alike. They have also led to a rising number of requests for MOPAN to engage in external fora, including United Nations (UN) and OECD workshops on evaluation and results, bilateral policy reviews, and academic/think-thank discussions on multilateral effectiveness and associated topics.

Launch event of the Institutional Assessment Report of the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) for members of the Board at the Swedish Mission to the UN, New York.

Launch event of the Institutional Assessment Report at an information meeting for Delegations of the United Nations Educational, Scientific and Cultural Organization (UNESCO), Paris.

Launch event of the Institutional Assessment Report at the Standing committee of the Office of the United Nations High Commissioner for Refugees (UNHCR), Geneva.

Presentation of the Institutional Assessment Report for the Food and Agriculture Organization (FAO) at the Council of the European Union, Brussels.

©UNESCO/Christelle ALIX

Delivering institutional assessments

Completion of the 2017-18 assessment cycle

MOPAN finalised 14 institutional assessments in 2018 and is on target to complete a total of 32 assessments in the current MoU period (up from 16 in the preceding equivalent period). The level of quality and rigour of the assessments has steadily increased through stronger quality assurance and sensitivity to each organisation's context. MOPAN has ensured that its assessments are robust, credible and useful for dialogue between the organisations and MOPAN members.

Organisations assessed by MOPAN in 2017-18:

- ADB
- FAO
- GEF
- GPE
- IFAD
- IOM
- OHCHR
- UN Women
- UNESCO
- UNFPA
- UNHCR
- UNRWA
- WFP
- WHO

The Secretariat focused the largest part of its resources on ensuring a high-quality assessment process. Throughout the course of each assessment, concerted effort was placed on stakeholder engagement – with a view towards reaching a broad audience of key stakeholders external to the organisation.

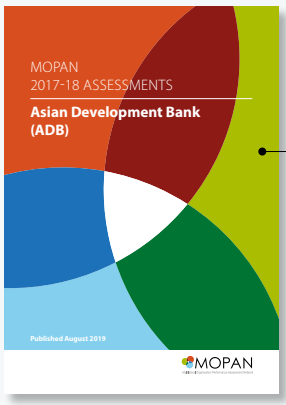
Data collection for the 2017-18 assessment cycle entailed:

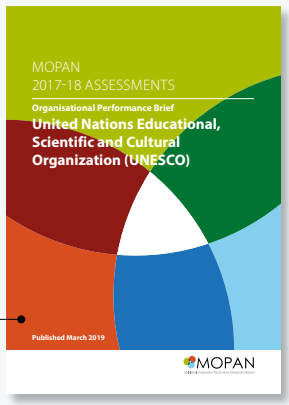
- 2 115 document reviews from May 2017 through January 2018
- surveys of external partners (more than 7 500) from March through May 2018
- field interviews and consultations conducted at organisations' headquarters and remotely.

These missions also contributed to a better overall understanding of the strategic landscape and current climate of each organisation. They allowed for elaboration on what strategic areas and issues the organisation was facing – which resulted in a more holistic, overarching narrative in the final report. On average, 50-70 interviews were conducted per organisation, with another 20-30 staff participating in group consultations. Contact with country and regional offices was established on an ad hoc basis, in consultation with the organisation and research teams. The missions were attended by IOD PARC assessment teams and the relevant Secretariat assessment manager.

The process then turned to analysis, quality assurance and finalisation of reports expected to be launched in early 2019.

One of the main areas identified for improvement was the need to dedicate attention and resources to the quality assurance process around the finalisation of MOPAN assessments. The Secretariat developed a Quality Assurance Framework that entailed review by a pool of six external experts in addition to two formal rounds of internal review, full proofreading for consistency and alignment of data, two rounds of editing, and finally graphic design.



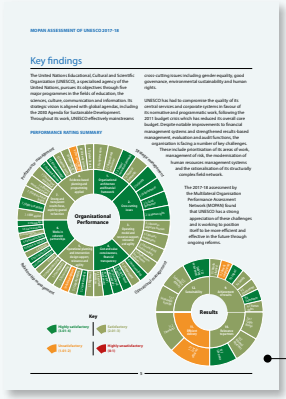


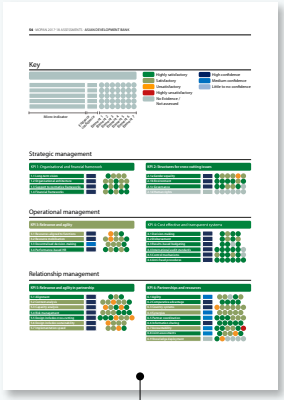
Assessment packages

Each MOPAN assessment includes this assessment package:

- ***Assessment Report*** – comprehensive information and thorough analyses about the organisation's performance and detailed information in annexes
- ***Brief*** – a succinct summary with the key points of the report
- ***Management response*** – the organisation's reply to the assessment.

Assessment packages can be accessed on the MOPAN website.[2]

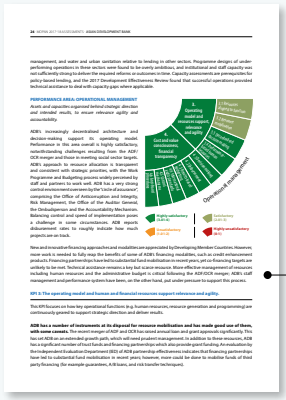


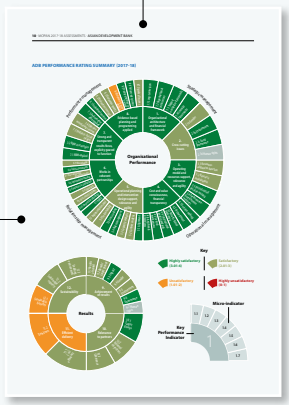


Utility and dissemination of reports

To strengthen the uptake of the MOPAN assessments and increase the accessibility of key messages, the Secretariat sought to improve the messaging in the reports. This entailed the following:

- ***a stand-alone Brief for each assessment***, as a user-friendly, accessible digest of key findings to provide senior audiences and others who are interested with a quick overview
- ***enhanced graphics and presentation of the reports***, with a view to clearly and easily identify areas of excellence as well as those that call for attention and improvement
- ***improved structure of the report***, leading to more compelling storytelling.

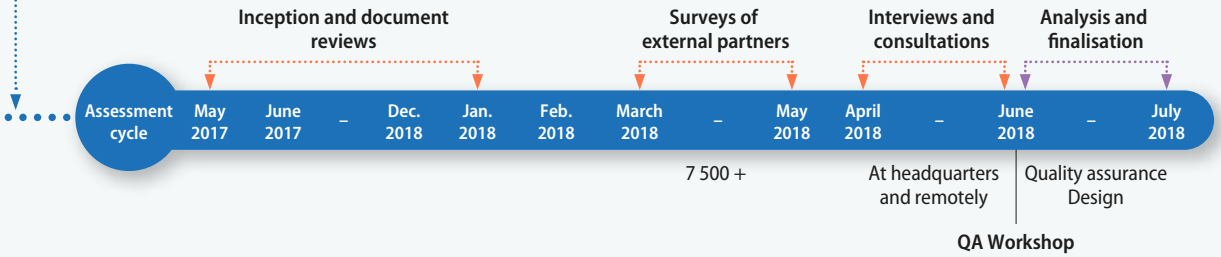




2. MOPAN website, www.mopanonline.org/assessments/.

Selection of Multilateral Organisations

MOPAN SC selection
Quarter 3 | 2016



Multilateral organisation	Launch event	Anchor event	Location
Asian Development Bank (ADB)	November 2019	Board meeting	Manila
Food and Agriculture Organization (FAO)	4 December 2018	Council meeting	Rome
Global Environment Facility (GEF)	12 June 2019	Council meeting	Washington, DC
Global Partnership for Education (GPE)	11 June 2019	Board event	Stockholm
International Fund for Agricultural Development (IFAD)	24 April 2019	Board meeting	Rome
International Organization for Migration (IOM)	29 April 2019	Ad hoc event	Geneva
Office of the United Nations High Commissioner for Human Rights (OHCHR)	7 May 2019	Ad hoc event	Geneva
United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)	13 February 2019	Board event	New York
United Nations Educational, Scientific and Cultural Organization (UNESCO)	14 March 2019 / 1 April 2019	Members / info meeting	Paris
United Nations Population Fund (UNFPA)	3 June 2019	Board meeting	New York
Office of the United Nations High Commissioner for Refugees (UNHCR)	5 March 2019	Standing committee	Geneva
United Nations Relief and Works Agency (UNRWA)	18 June 2019	Advisory commission	Amman
United Nations World Food Programme (WFP)	27 February 2019	Board meeting	Rome
World Health Organization (WHO)	15 May 2019	World Health Assembly	Geneva

FEEDBACK: *Launch event for the FAO assessment*

On 4 December 2018, the FAO launch of preliminary findings took place in the context of an FAO Council meeting. Discussions on efficiency, collaboration between Rome-based UN agencies, UN Development System reform and partnerships ensued. The MOPAN report was timely in many ways. For example, findings complemented ongoing discussions within the Council and the delivery of the report coincided with the opening of the candidacy period for the Director-General post. It also came at a time when FAO was reaching the end of its strategic period, with a new framework expected to be adopted in 2021. In addition, the Presidency of the European Council requested that MOPAN brief European Union member states on its assessment of FAO (on 2 April 2019).

2019 assessment cycle

Selection of organisations to be assessed

In April 2018, the MOPAN Steering Committee selected five organisations for assessment in 2019. Preparatory analysis and initial engagement with the organisations began in the last quarter of 2018.

As compared to previous cycles, the pool in 2019 represents a mix of organisations, and unique features are emerging (e.g. understanding the system of the Consultative Group for International Agricultural Research and the scope that is to be assessed; and the political dynamics surrounding the assessment of the United Nations Conference on Trade and Development).

CGIAR[3]	CGIAR has several components including a consortium of research centres, a financial intermediary fund/multi-donor trust fund and a council of experts which ensures that research programmes are aligned with the strategic framework. CGIAR has 11 000 staff working in more than 70 countries around the world.
Multilateral Fund for the Implementation of the Montreal Protocol (MLF)	The Fund is dedicated to reversing the deterioration of the Earth's ozone layer. The main objective is to help developing countries meet their Montreal Protocol commitments and comply with the embodied control measures. It is managed by an Executive Committee with equal membership from developed and developing countries. The Montreal-based secretariat supports the Committee, and its work on the ground is carried out by four international implementing agencies.
United Nations Industrial Development Organization (UNIDO)	UNIDO is a UN specialised agency that promotes industrial development for poverty reduction, inclusive globalisation and environmental sustainability within its 167 member states. UNIDO has four enabling functions: (i) technical co-operation; (ii) analytical and research functions and policy advisory services; (iii) normative functions and standards and quality-related activities; and (iv) convening and partnerships for knowledge transfer, networking and industrial co-operation.
United Nations Conference on Trade and Development (UNCTAD)	UNCTAD is the United Nations body responsible for dealing with development issues, particularly international trade. The secretariat of this conference is based in Geneva. It has a broad and expanding mandate, driven by member states' needs, across three pillars: research, technical co-operation projects and intergovernmental support services.
United Nations Office on Drugs and Crime (UNODC)	UNODC is mandated to assist member states in their struggle against illicit drugs, crime and terrorism. It operates in all regions of the world through an extensive network of field offices and relies on voluntary contributions, mainly from governments, which account for 90% of its budget. The organisation has about 500 em ployees worldwide, and their main areas of work are normative tasks, research and analysis, as well as field-based technical co-operation projects.

About this particular cycle

In 2018, members agreed to incorporate some adjustments to the 2019 cycle, identified as a transition year towards the new overall 2020-24 MOPAN framework. Over the course of 2019, some initial changes to the process and methodology will be introduced and piloted, while the service provider will remain unchanged.

3. Originally established as the Consultative Group on International Agricultural Research in 1971, it was renamed as CGIAR in 2012

Main new features of the 2019 cycle include:

Shorter cycle
From 18 to 12 months

Enhanced inception phase

Revised rating scales

In-housed survey process

Engagement and outreach activities

The Secretariat has strengthened its engagement efforts by undertaking extensive desk research and interviews to map members' strategies and decision-making processes for multilateral co-operation. The objective is to shed light on countries' practices and on their information and performance data needs and to capture how MOPAN is used.

The Secretariat also presented MOPAN's activities and horizon over the medium-term to the DAC in October 2018.

MOPAN (represented by the Secretariat) has received a number of invitations by different stakeholders to engage and present its work and methodology. These include presentations at the **European Evaluation Society Conference** and the **DAC** and collaboration initiatives with the **University of Reading**, the **UN Evaluation Group** and the **OECD Results community** among others**.**

Spearheading innovation and development

MOPAN methodology

In 2018, members took steps to adjust the approach of the MOPAN methodology and to initiate updates. They drew on lessons from past implementation, integrating priority issues facing the multilateral system including:

- aligning to the 2030 Agenda on Sustainable Development
- adding safeguards against sexual exploitation, abuse and harassment
- integrating monitoring of progress on UN reforms
- reviewing the assessment of results
- differentiating the MOPAN approach.

Full information on the new developments, including concept notes, are publicly available online.[4]

Learning products

Also in 2018, MOPAN began to produce learning products, which are used to better understand how multilateral organisations respond to emerging challenges and to identify ways that these developments can be reflected in MOPAN's assessment methodology. A first of such addressed **collaboration among Rome-based UN agencies, building on synergies from the ongoing assessments of those agencies.**

4. Available on www.mopanonline.org/otherproducts/.

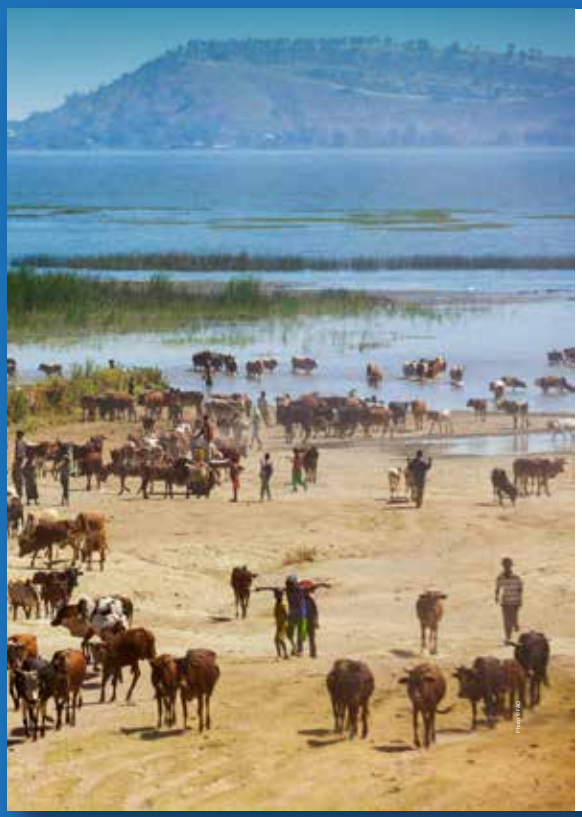
CASE STUDY:

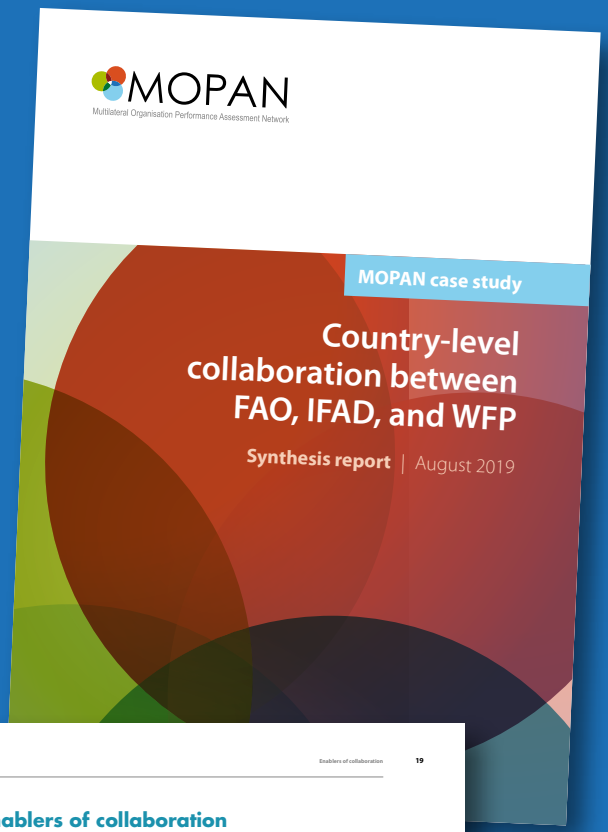
Country-level collaboration between FAO, IFAD and WFP

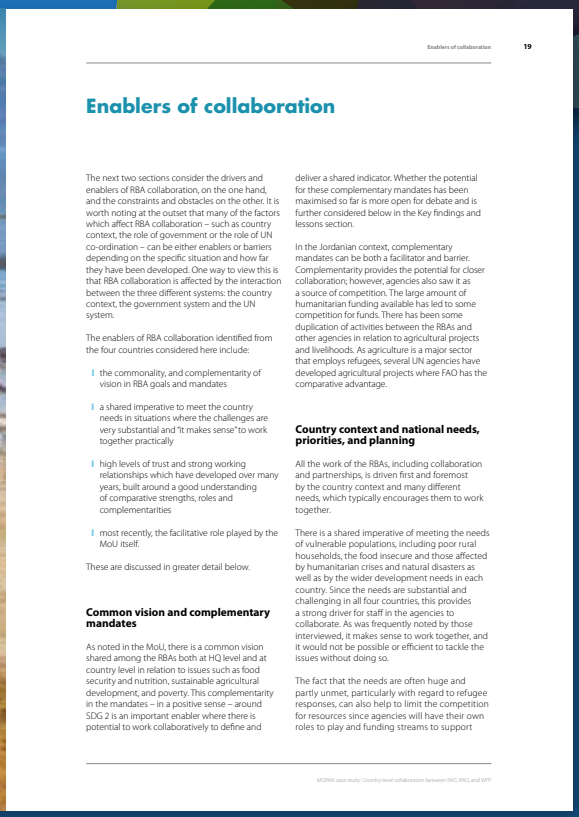
This case study will focus on collaboration among the three Rome-based agencies (RBAs): FAO, IFAD and WFP. The study will be based on their work in four countries (Bangladesh, Ethiopia, Jordan and Madagascar).

By looking at three agencies together that have an agreement to collaborate, and by considering four countries in more detail and interviewing stakeholders in country, the study is expected to shed light on some of the factors that drive partnership in practice at a country level. While partnership is key to how multilateral agencies work and is part of the MOPAN 3.0 assessment framework, this partnerships case study is not an evaluation of the agencies and is separate and distinct from the MOPAN 3.0 institutional assessment process.

The main conclusions will be based on exploring RBA collaboration in the four country contexts. The learning will be of use to the RBAs, the UN system and others more widely seeking to understand, build on and deepen their partnerships, particularly in the wider context of UN reform.







Enablers of collaboration 19

Enablers of collaboration

The next two sections consider the drivers and enablers of RBA collaboration, on the one hand, and the constraints and obstacles on the other. It is worth noting at the outset that many of the factors which affect RBA collaboration – such as country context, the role of government or the role of UN co-ordination – can be either enablers or barriers depending on the specific situation and how far they have been developed. One way to view this is that RBA collaboration is affected by the interaction between the three different systems: the country context, the government system and the UN system.

The enablers of RBA collaboration identified from the four countries considered here include:

- the commonality, and complementarity of vision in RBA goals and mandates
- a shared imperative to meet the country needs in situations where the challenges are very substantial and "it makes sense" to work together practically
- high levels of trust and strong working relationships which have developed over many years, built around a good understanding of comparative strengths, roles and complementarities
- most recently, the facilitative role played by the MoU itself.

These are discussed in greater detail below.

Common vision and complementary mandates

As noted in the MoU, there is a common vision shared among the RBAs both at HQ level and at country level in relation to issues such as food security and nutrition, sustainable agricultural development, and poverty. This complementarity in the mandates – in a positive sense – around SDG 2 is an important enabler where there is potential to work collaboratively to define and deliver a shared indicator. Whether the potential for these complementary mandates has been maximised so far is more open for debate and is further considered below in the Key findings and lessons section.

In the Jordanian context, complementary mandates can be both a facilitator and barrier. Complementarity provides the potential for closer collaboration; however, agencies also saw it as a source of competition. The large amount of humanitarian funding available has led to some competition for funds. There has been some duplication of activities between the RBAs and other agencies in relation to agricultural projects and livelihoods. As agriculture is a major sector that employs refugees, several UN agencies have developed agricultural projects where FAO has the comparative advantage.

Country context and national needs, priorities, and planning

All the work of the RBAs, including collaboration and partnerships, is driven first and foremost by the country context and many different needs, which typically encourages them to work together.

There is a shared imperative of meeting the needs of vulnerable populations, including poor rural households, the food insecure and those affected by humanitarian crises and natural disasters as well as by the wider development needs in each country. Since the needs are substantial and challenging in all four countries, this provides a strong driver for staff in the agencies to collaborate. As was frequently noted by those interviewed, it makes sense to work together, and it would not be possible or efficient to tackle the issues without doing so.

The fact that the needs are often huge and partly unmet, particularly with regard to refugee responses, can also help to limit the competition for resources since agencies will have their own roles to play and funding streams to support

MOPAN case study: Country-level collaboration between FAO, IFAD, and WFP

Setting the stage for MOPAN's next strategic period

Firming up the Network's strategic direction

MOPAN has undergone significant strategic reflection since the beginning of 2018. To that end, MOPAN commissioned two external reviews, a methodology review and a strategic review, which were completed in 2018. These reviews helped orient and inform discussions among members about preparation for renewing the hosting arrangements with the OECD, about the future of MOPAN and about how best to advance MOPAN's aims.

Methodology review

The methodology review helped MOPAN identify new ways to strengthen the quality of its assessments and ensure their relevance in the face of emerging challenges and risks. Its findings led to MOPAN revising key aspects of the assessment production process to enhance relevance, utility and efficiency. This included moving to a one-year assessment cycle and bringing data management and administration of the partner survey in-house.

Strategic review

The strategic review contributed to preparing the ground for a renewed MOPAN strategic framework that coincides with the new MoU period. The review recognised MOPAN's achievements, and in particular its help in meeting members' needs for an accountability tool. It also encouraged greater ambition in order to best facilitate multilateral organisations' self-improvement, inform multilateral system reform processes and generally draw more value from the information MOPAN collects. The review called on MOPAN to refine its approach to focus more on "multilateral improvement" than "multilateral assessment".

Both reviews are publicly available and can be accessed online on the MOPAN website: www.mopanonline.org/otherproducts/items/mopan2017-18reviews.htm.

Strategic direction

MOPAN drew two main conclusions from the strategic reflection. Firstly, MOPAN should consolidate the gains it has made over the past few years. Secondly, the Network should continue to be responsive to members' needs, which means ensuring that MOPAN:

- covers a meaningful share of the multilateral system
- assesses the right performance criteria aligned to contemporary policy issues and members' accountability needs
- reliably and consistently delivers credible and quality products to ensure utility and use by members and multilateral organisations alike.

In April 2018, MOPAN members agreed in principle that the Network would like to renew the hosting arrangement with the OECD. Early preparation for renewing MOPAN's hosting arrangement through the MoU with the OECD included getting a common understanding of members' needs. To that end, the Secretariat developed a new approach to selecting multilateral organisations for assessment. The objective of this approach can be summarised as selecting organisations that are relevant and strategically important to MOPAN members for periodic assessments. The assessments should be aligned to the organisations' strategic or financial cycles, and the organisations should have a medium-term outlook.

Launch event of the Institutional Assessment Report of the Office of the United Nations High Commissioner for Human Rights (OHCHR), Geneva.

ANNEXES

ANNEX A: Finances

MOPAN income 2018

Overall MOPAN Income[1] (in euros) as of 31.12.2018	
Member contributions for 2018	1 760 000

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 (in euros) – Expenditure analysis for Year 3[1] as at 31.12.2018		
	Budget (2018)	**Total actual expenditure**
A. 2017 Secretariat staff and related costs	**1 065 500**	**1 006 684**
B. 2017 non-staff costs		
MOPAN assessment consultancy[2]	901 398	1 004 841
Other intellectual services[3]	60 000	170 304
Missions/travel[4]	30 000	108 889
Translation/interpretation expenses	30 000	5 965
Operating expenses[5]	37 000	53 799
TOTAL	**1 058 398**	**1 343 798**
C. Cost recovery charge for voluntary contributions[6]	**–**	**13 860**
TOTAL (A+B+C)	**2 123 898**	**2 364 342**

NOTE: The estimated budget for 2018 is based on the 2018 budget approved by the MOPAN Steering Committee as provided in MOPAN/SC(2017)29.

1) The expenditures in Year 3 (2018) for the 2016-19 MoU cover costs from 1 January until 31 December 2018 and include the running costs of the Secretariat (headings A and B) and the cost recovery charges for all accepted voluntary contributions in 2018 (heading C).

2) The MOPAN assessment consultancy fees include the costs related to the 2017-18 assessment cycle and case studies. The expenditures posted were higher than the budgeted amount due to case study work on collaboration among the Rome-based agencies.

3) The expenditures related to "Other intellectual services" were higher than the budgeted amount. This is related to efforts in increasing the quality of the assessments through the use of external reviewers and the readability of the reports, including through editorial services. This category also includes the remaining payments related to the two reviews (strategic and methodology) that were completed in 2018 and the development of standard operating procedures.

4) The rise in mission costs relates to the Secretariat's involvement in the assessment process, particularly with regards to attending the 14 headquarter interviews. This also includes the OECD carbon tax which supports initiatives related to improving the environmental performance of the Organisation.

5) The actual operating expenses are higher due to the initial investment to carry out the survey in-house.

6) As per the OECD's voluntary contributions (VC) cost recovery policy, 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 2018, this relates to the voluntary contribution from Belgium.

ANNEX B: MOPAN assessments 2003-19

MOPAN has assessed 27 organisations since 2003 using three different approaches (annual surveys, Common Approach and MOPAN 3.0) and will assess 5 more organisations in the 2019 cycle.

	ANNUAL SURVEYS						COMMON APPROACH						MOPAN 3.0		
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015/16	2017/18	2019
ADB	●			●				●			●			●	
AfDB	●	●			●		●			●			●		
CGIAR															●
EC						●									
FAO		●							●			●		●	
GAVI										●			●		
GEF														●	
GFATM													●		
GPE														●	
IDB	●								●				●		
IFAD								●			●			●	
ILO				●									●		
IOM														●	
MLF															●
OHCHR														●	
UN HABITAT													●		
UN WOMEN												●		●	
UNAIDS			●							●			●		
UNCTAD															●
UNDP		●			●		●			●			●		
UNEP									●				●		
UNESCO														●	
UNFPA			●			●		●				●		●	
UNHCR									●			●		●	
UNICEF				●						●			●		
UNIDO															●
UNOCD															●
UNOCHA													●		
UNRWA									●					●	
WFP											●			●	
WHO	●				●			●			●			●	
World Bank	●		●			●	●			●			●		

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

– MOPAN's mission statement

For any questions or comments,
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