



ANNUAL REPORT

2016



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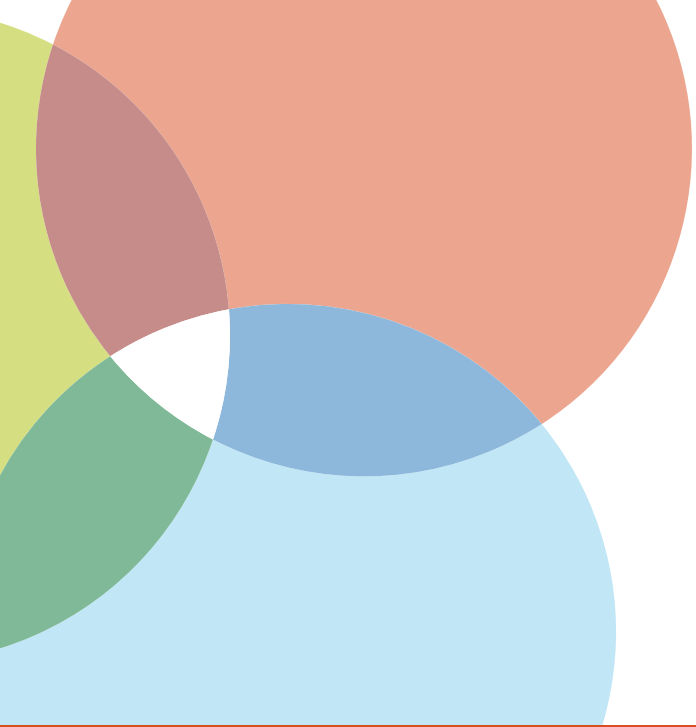
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Contents

Editorial/Foreword by the 2016 Chair – Korea	3
1. The Multilateral Organisation Performance Assessment Network	4
2. Completing the 2015-16 Assessment cycle	8
3. Preparing for the 2017-18 Assessment cycle	24
4. Other Activities	27
5. 2016 Financial information	30
Annex A: MOPAN assessments 2003-16	32
Annex B: MOPAN members and year of membership	33

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EDITORIAL/FOREWORD



Editorial/Foreword by DG Lee, Korea Chair of MOPAN for 2016

A member of MOPAN since 2009, I was pleased and honored to serve as Chair for the Network in 2016. Throughout this chairmanship, Korea tried to realize MOPAN's fundamental mission to professionally assess the effectiveness of multilateral organizations with its sound governance by assuring the successful delivery of the 2015-16 MOPAN assessments under its MOPAN 3.0 methodology and improving the governance of MOPAN with agreed terms of reference for all MOPAN bodies, respectively.



Indeed, the Network's signature accomplishment during 2016 was the finalization and delivery of reports of the first 2-year assessment cycle under the new methodology, MOPAN 3.0. In 2015-16, MOPAN assessed 12 Multilateral Organizations in 16 partner countries. The reports are now available for public consultation and provide detailed information that can be used by members to develop their strategy for supporting multilateral organizations and by the organizations themselves to support their reform agenda. Simultaneously, the Network laid the groundwork for the upcoming 2017-18 assessment cycle and agreed on a selection of 14 multilateral organizations that will be assessed. To this end, the methodology and scope of the assessments were fine-tuned throughout the year to adapt to consolidate its robustness and reflect the 2030 agenda.

In addition, since the Network developed terms of reference (TOR) for the Chair of the Bureau, MOPAN now is equipped with TORs for all its entities, namely the Secretariat, Chair, Bureau, Strategic Working Group, Technical Working Group, Institutional Leads, and Country Facilitators. Through these TORs, clarity has been added to the governance structure of MOPAN.

2016 also marked the first year of the renewal of the Hosting Arrangement with the OECD for 2016-19, which provides a platform for MOPAN to develop its branding independently. The Network also welcomed Italy's intention to join MOPAN as its newest member starting in 2017, leading to the fact that MOPAN members together contribute 95% of the DAC countries' funding to and through the multilateral system.

I would like to thank the members of the Network for their collaboration and continuous support throughout this year. Thanks to their commitment, MOPAN further solidified its strategic direction in the multilateral development and humanitarian community. Luxembourg has taken over in 2017 and I am sure that the Network continues to be in very good hands. Korea, as a young but solid development and humanitarian assistance provider, will continue to be active and committed within the Network and looks forward to contributing to its future direction.

A handwritten signature in black ink, appearing to read 'Yong-Soo Lee', written in a cursive style.

Mr Yong-Soo Lee

Director-General
Development Cooperation Bureau,
Ministry of Foreign Affairs
2016 Chair of MOPAN



1. THE MULTILATERAL ORGANISATION PERFORMANCE ASSESSMENT NETWORK

Mission Statement

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.

The Network

The Multilateral Organisation Performance Assessment Network (MOPAN) is a network of governments with a common interest in assessing the effectiveness of the major multilateral organisations that they fund. With Italy having joined MOPAN in early 2017, the network is made up of 18 members.

In 2016, the Network members were: Australia, Canada, Denmark, Finland, France, Germany, Ireland, Japan, Luxembourg, The Netherlands, Norway, Korea, Spain, Sweden, Switzerland, the United Kingdom and the United States of America.

MOPAN carries out joint assessments of multilateral organisations. These assessments:

- Generate credible information members can use to meet domestic accountability requirements and fulfil their responsibilities and obligations as bilateral donors;
- Provide an evidence base for MOPAN to support dialogue with multilateral organisations to improve organisational performance and results over time;
- Contribute to organisational learning within and among multilateral organisations, their direct clients/partners and other stakeholders.

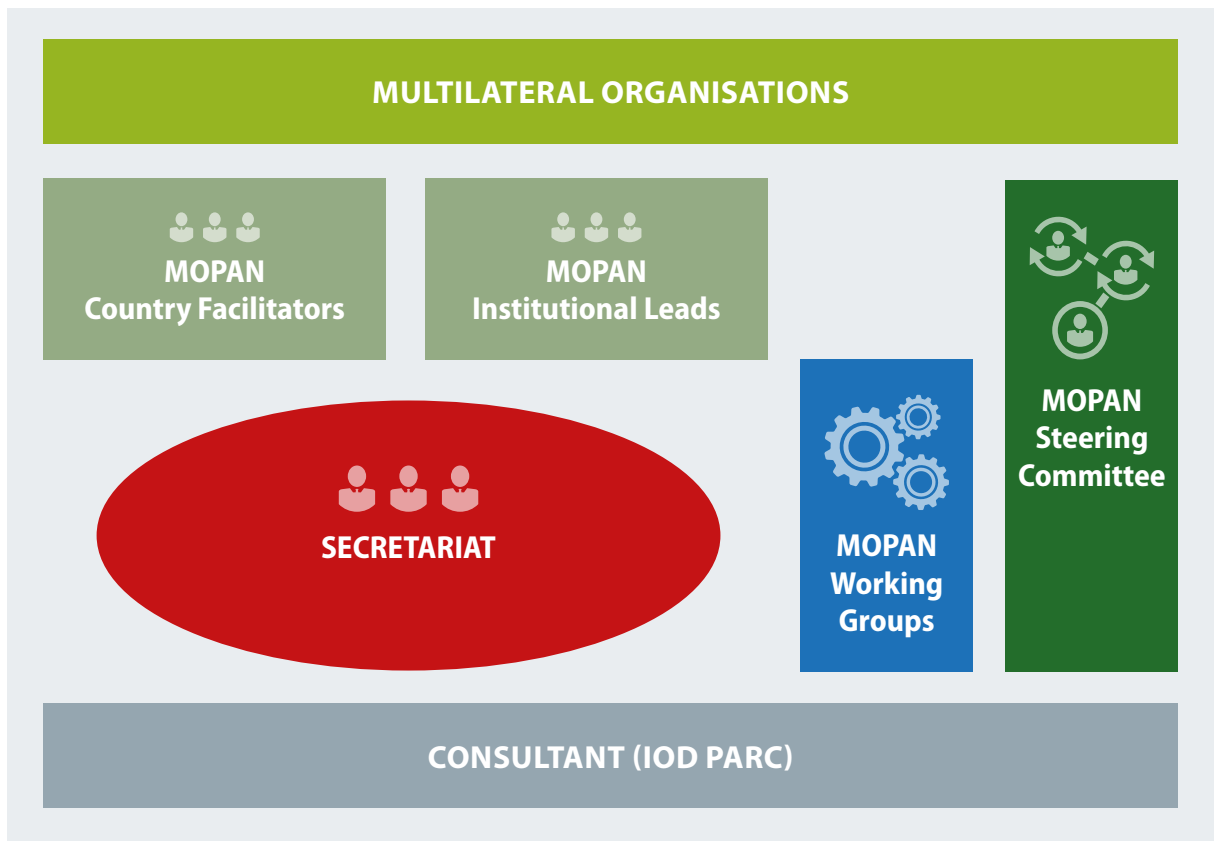


MOPAN Governance and Funding

The MOPAN Steering Committee is the Network's primary decision-making body. It is composed of representatives from all member countries and meets 2 to 3 times a year. The Network's Chair is elected for a period of a calendar year from among the members. The Chair is supported by a Bureau, composed of the outgoing, current and incoming Chair along with the Chairs of MOPAN's two Working Groups, the Technical Working Group and the Strategic Working Group.

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

MOPAN's assessments are independent and external. They are conducted by a service provider contracted following an international bidding process. The actors involved in the assessment process are presented in the chart below.



MOPAN in 2016

Governance

2016 was the first year within the framework of the Renewed Memorandum of Understanding of the Hosting Arrangement with the OECD, which runs for the period 2016-19. Composition of its governing bodies was as follows:

<i>2016 Chair</i>	Korea , represented by Mr Yong-Soo Lee, Director-General, Development Cooperation Bureau, Ministry of Foreign Affairs
<i>2016 Bureau</i>	2016 Chair (Korea), 2015 Chair (United States), 2017 Chair (Luxembourg), Chair of the Technical Working Group (Canada), Chair of the Strategic Working Group (Switzerland/United States), and Head of MOPAN Secretariat.
<i>Technical Working Group</i>	Chair: Canada; Members: Australia, Finland, France, Germany, Norway, Republic of Korea, Spain, Sweden, United Kingdom, United States
<i>Strategic Working Group</i>	Chair: United States; Members: Australia, Canada, Denmark, Finland, Germany, Ireland, Luxembourg, Switzerland, United Kingdom. Observer: Korea (MOPAN Chair)

Activities

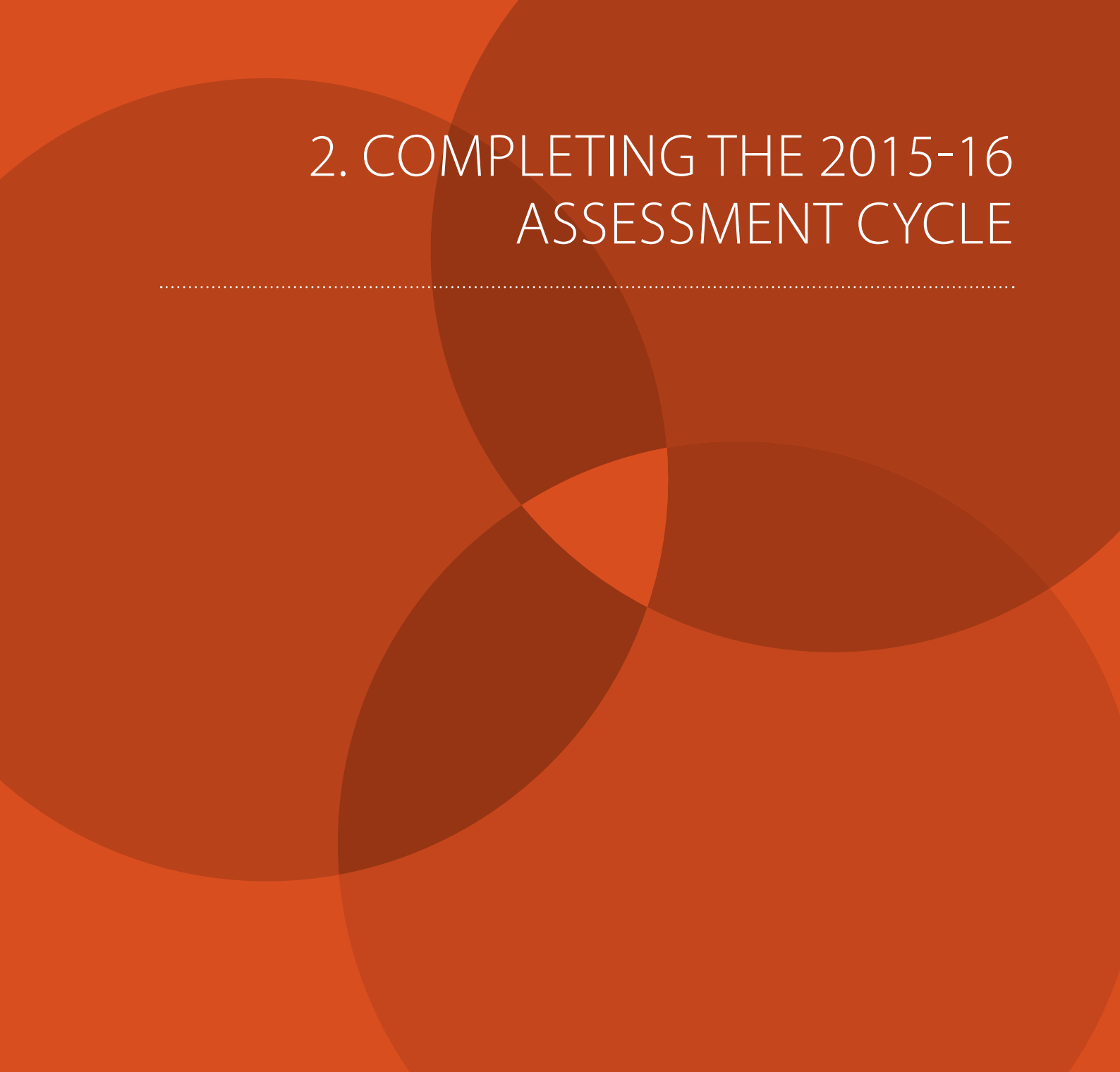
The core of MOPAN's work in 2016 was the completion of the assessment of twelve multilateral organisations conducted under the 2015-16 cycle: the African Development Bank, Gavi – the Vaccine Alliance, Global Fund to Fight AIDS, Tuberculosis and Malaria, Inter-American Development Bank, International 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. Activities related to this and key findings from the assessments are presented in Section 2.

Meanwhile, MOPAN has also prepared the 2017-18 assessment cycle, agreeing upon the 14 organisations that will be assessed during this cycle, selecting 13 countries in which data will be collected in support of the assessments, and approving proposed methodological amendments (Section 3).

Section 4 describes the "Other activities", including the work of the Strategic and Technical Working Groups, as well communication and outreach activities.



2. COMPLETING THE 2015-16 ASSESSMENT CYCLE



Throughout 2016, the Secretariat focused its efforts on delivering twelve multilateral organisation assessments applying. For the first time, it applied the MOPAN 3.0 methodology, which uses four streams of evidence, collected sequentially: a document review, survey of external partners conducted in a number of countries, headquarters interviews, and consultations.

The key elements of MOPAN 3.0 include a set of five performance areas, against which assessment will take place:

- Strategic Management
- Operational Management
- Relationship Management
- Performance Management
- Results Management

Performance in these five areas are measured on the basis of an indicator framework, which includes 12 Key Performance Indicators:

Performance Area	Key Performance Indicator
Strategic Management	KPI 1: Organisational architecture and financial framework enable mandate implementation and achievement of expected results
	KPI 2: Structures and mechanisms in place and applied to support the implementation of global frameworks for cross-cutting issues at all levels
Operational Management	KPI 3: Operating model and human/financial resources support relevance and agility
	KPI 4: Organisational systems are cost- and value-conscious and enable financial transparency/accountability
Relationship Management	KPI 5: Operational planning and intervention design tools support relevance and agility (within partnerships)
	KPI 6: Works in coherent partnerships directed at leveraging and/or ensuring relevance and catalytic use of resources
Performance Management	KPI 7: Strong and transparent results focus, explicitly geared to function
	KPI 8: Evidence-based planning and programming applied
Results	KPI 9: Achievement of development and humanitarian objectives and results – e.g. at the institutional/corporate-wide level and regional/country level, with results contributing to normative and cross-cutting goals
	KPI 10: Relevance of interventions to the needs and priorities of partner countries and beneficiaries
	KPI 11: Results delivered efficiently
	KPI 12: Sustainability of results

In 2015, the Network had agreed on 12 multilateral organisations to be assessed during the 2015-16 cycle of MOPAN 3.0. Members volunteered as Institutional Leads for each assessed organisation and as Country Facilitators in the countries where the survey took place. The Secretariat assumed the role of Country Facilitator in the three countries where no facilitator was identified by members.

MOPAN Institutional leads and Country facilitators in 2016

Assessed Multilateral Organisation	Institutional Lead
AfDB	France
IDB	Canada
GAVI	Canada
GFATM	United States of America
Inter-American Development Bank	Canada
International Labour Organisation	The Netherlands
UN Habitat	Norway
UN OCHA	Canada
UNAIDS	United Kingdom
UNDP	Luxembourg
UNEP	Denmark
UNICEF	Korea
World Bank	Finland
	Sweden
	Switzerland
	The Netherlands
	Australia

Country	Country Facilitator
<i>Afghanistan</i>	France
<i>Brazil</i>	Secretariat
<i>Burkina Faso</i>	France
<i>Colombia</i>	Sweden
<i>Haiti</i>	France
	United States of America
<i>India</i>	Luxembourg
<i>Iraq</i>	Secretariat
<i>Liberia</i>	Secretariat
<i>Moldova</i>	Switzerland
<i>Mozambique</i>	United States of America
<i>Nepal</i>	Republic of Korea
<i>Nigeria</i>	UK
<i>Solomon Islands</i>	Australia
<i>Somalia</i>	Norway
<i>Tajikistan</i>	United States of America
<i>Vietnam</i>	Australia and Canada

Assessment Findings

The assessment process was initiated through induction calls and meetings with each multilateral organisation undergoing an assessment, briefing them on what the process entailed and objectives of the assessment. Throughout the course of 2016, all twelve Document Reviews were prepared as interim products. In Spring 2016, organisation-specific surveys were sent to upwards of 4000 external partners; over 500 staff were interviewed across twelve organisations at HQ level; and technical and field staff were consulted.

Information was collected on each organisation at the field level from a selection of the following countries: Afghanistan, Brazil, Burkina Faso, Colombia, Haiti, India, Iraq, Liberia, Republic of Moldova, Mozambique, Nepal, Nigeria, Solomon Islands, Somalia, Tajikistan, and Viet Nam.

Draft institutional assessment reports were made available to internal stakeholders in late 2016. The Institutional Leads verified key messages, and the multilateral organisations checked for factual correctness.



Reports were finalised in late 2016 through early 2017, and preparations for launch events running from February to June 2017 initiated.

In parallel, from January through May 2016, the final component of the MOPAN 3.0 methodology, the Scoring and Rating system, was developed, reviewed, and finalised.

As a learning Network, MOPAN continued to take

stock throughout the assessment cycle of both the process of implementation and the robustness of the methodology. It corrected its course to ensure the methodology was fit-for-purpose across the variety of organisations being assessed, and that the timing of the cycle was opportune to inform strategic dialogue during key junctures within and amongst organisations. Organisations were encouraged, on a regular basis, to provide constructive feedback to MOPAN, and Country Facilitators were provided the opportunity to reflect on their engagement with the process through a survey.

Learning from the 2015-16 cycle led to minor amendments to the methodology being proposed in late 2016 to inform the 2017-18 cycle. These amendments have been reflected in the updated methodology manual which is available on the MOPAN website (www.mopanonline.org).

The full institutional reports, together with their Management Responses, are available on the MOPAN website www.mopanonline.org.

The following pages present highlights from each of the 12 assessments.

AfDB: African Development Bank

Context

- The African Development Bank has grown significantly since its establishment in terms of volume of lending, number of operations and staff, and the complexity of its engagements and environment.
- Its strategy for 2013-22 focuses on two objectives to improve the quality of Africa's growth: achieving growth that is more inclusive and ensuring that inclusive growth is sustainable.
- It provides a combination of financial resources, knowledge and technical services, and strategic advice to its member states, and will focus its engagement in five operational priorities.
- A Board of Governors representing all member countries meets annually
- It is seen as one of Africa's primary financiers and at the centre of Africa's transformation.
- It recently returned to Abidjan after an 11-year "temporary" relocation (2003-14) to Tunis.

Organisation at a glance

- Established: 1964
- Over 1 800 staff
- Commitments 2015: UA 6.33 billion
- Disbursements 2015: UA 3.03 billion
- Active in 54 African member countries
- Operates through:
 - Headquarters in Abidjan, Côte d'Ivoire
 - 5 regional hubs
 - Presence in 38 countries

Key strengths and areas for improvement

Key strengths

- **Clear long-term vision well aligned to the needs and priorities of regional member countries and increasingly to wider global challenges** – AfDB has a well-defined strategy in line with continent, region and country priorities and supported by a clear articulation of its comparative advantages.
- **Continued move towards decentralisation** – Its new 2016 development and business delivery model is more decentralised. It provides more autonomy to the five regional hubs, and is supported by a new delegation of authority matrix and establishment of more field offices.
- **Healthy, dynamic and efficient financial framework and resource mobilisation geared towards the Bank's priority areas** – It demonstrates strong financial performance in challenging circumstances, such as the well-managed return of headquarters to Abidjan, successfully leverages additionality with private sector lending.
- **Comprehensive, well-regarded and high-standard Integrated Safeguards System facilitating delivery of social and environmental standards** – This ensures screening of all Bank projects against gender, environment and climate change criteria, with mitigation measures taken where required.
- **Strong commitment to Busan Partnership increasingly evidenced in Bank actions, including in challenging areas such as use of country systems** – It carefully considers risks in using country systems, for example in procurement, and recognises the need for building the capacity of national systems.
- **Clear independent evaluation function with increasing quality of evaluations** – The Independent Development Evaluation (IDEV) unit is independent and has a clearly defined role reflected in corporate strategic documentation; in response to previously identified shortcomings, specific measures have been introduced to increase the quality of evaluations.

Areas for improvement

- **Demonstrating results-oriented and performance-based HR systems and policies** – Limited information is available on performance-based HR systems and policies and how well they work in practice. Further work is required, for example on "results-based contracts" for staff.
- **Increasing focus on good governance and resources for addressing cross-cutting issues** – Integration of governance and fragility into project design is not yet systematic. Further resources are required to support analysis of cross-cutting issues more generally, and stronger monitoring of gender and climate-relevant results.
- **Improving results-based management and budgeting frameworks** – While performance-based decision-making processes are in place, areas to improve include integration of results-based management considerations within country strategies and at the design stage; realistic and outcome-focused target setting; and monitoring and evaluation systems that demonstrate AfDB's specific contribution to observed results.
- **Delivering stronger results on regional integration** – The AfDB initially struggled to execute clear thinking and coherent steps in implementing its regional integration strategy, leading to limited results being achieved in this increasingly important area. More recently the Bank has committed more resources and is engaging more actively with stakeholders and using a wider set of processes to advance regional integration.
- **Addressing capacity analysis, capacity development and sustainability approaches** – Despite being a routine part of the Bank's operations, capacity analysis is not yet fully developed nor fully utilised. The AfDB has struggled to deliver on its 2011 capacity development strategy, and the envisaged role of the African Development Bank as the focal point is not being realised. Sustainability has not always been adequately considered or addressed in the Bank's operations.

Gavi, The Vaccine Alliance

Context

- Gavi, the Vaccine Alliance is a global partnership of public, private and independent sector stakeholders in immunisation with a shared vision of creating equal access to new and underused vaccines for children living in the world's poorest countries.
- It pursues four strategic goals addressing the uptake and coverage of vaccines, health system strengthening, sustainable finance, and market shaping for affordable vaccines.
- It has a three-pronged funding model including a donor base, co-financing by partner countries and market shaping.
- It provides a combination of financial resources (through a diversity of mechanisms), knowledge and technical services to low- and middle-income countries working through its different partners.
- It has a Secretariat overseeing and managing the operations of the Vaccine Alliance, and a Board of 28 members (two-thirds representational members and one-third unaffiliated directors).
- It has recently restructured its staff and budgets to support its current strategic aims to increase immunisation coverage and equity, and to increase its country focus.

Organisation at a glance

- Established 2000
- Disbursements: USD 1.56 billion (2015)
- Active in 73 countries
- Operates through:
 - Geneva headquarters
 - Washington, DC office

Key strengths and areas for improvement

Key strengths

- **Clear vision and comparative advantage** of a multi-sectoral Alliance effective on market shaping, working in non-traditional ways and across sectors.
- **Strong partnership working:** ambitious goals of the Alliance inspiring commitment from partners, donors, countries and staff.
- **Strong accountability and transparency,** with effective use of financial resources and strong financial management.
- **Strong model for sustainability:** time-limited country engagement promotes a sustainable approach.
- **Focus on results:** results-based management frames work and is reinforced through high-calibre staff.

Areas for improvement

- **Design of health system strengthening interventions** need a clearer logic and results framework.
- **More systematic and comprehensive processes** for recording and using evidence from evaluations and performance data, and for following up recommendations.
- **Refine country-level engagement** with partners and better communicate country-level role and functions.
- **A more clearly articulated and integrated approach to cross-cutting issues,** in particular governance and environmental issues.
- **Speed up operations** by introducing faster, simpler systems for grant disbursement and management of cash-based support aligned with country systems, as well as greater systematisation and formalisation of policies and guidelines.

GFATM: The Global Fund to Fight AIDS, Tuberculosis and Malaria

Context

- The Global Fund is a financing institution to help countries defeat AIDS, tuberculosis and malaria, which in 2000 were killing 4 million people a year.
- It is accountable to its Board, which comprises members from donor and implementer governments, NGOs, the private sector, foundations and communities.
- It is funded through donor contributions for three-year replenishment periods, with 5% of funding from the private sector.
- The Global Fund runs its operations through a centrally based Secretariat. Beneficiary countries, through their country coordinating mechanisms, apply to the Secretariat for grants. Currently there are 446 active grants with projects implemented by organisations on the ground.
- Its Secretariat has undergone extensive restructuring, including the introduction of a new funding model in 2012 to improve alignment with countries and increase efficiency of delivery.

Organisation at a glance

- Established 2002
- Annual disbursements: USD 2.5 -4.6 billion
- Last three-year replenishment conference raised USD 13 billion
- Active in over 100 countries
- Over 700 staff
- Operates through Secretariat in Geneva

Key strengths and areas for improvement

Key strengths

- **Leadership provides clear direction** and a proactive approach to innovation and change. Staff encouraged to **innovate** and propose solutions.
- Significant **organisational restructuring** made in direct response to partner identified operational challenges
- **Improved risk management, human resources and results-based budgeting** all well aligned to strategy within a low operational budget.
- **Partnerships are vibrant and effective.** The Global Fund engages with civil society as a key lever of influence in country programmes and leverages private sector skills to address operational gaps.
- **Commitment to practical implementation of results-based management.** Comprehensive and detailed results reporting showing **improved outcomes** for the three diseases.
- Initiatives to address **data quality** and quantity gaps to track outcomes.

Areas for improvement

- Ensuring sufficient staff to cover the **integration of cross-cutting issues** into business practices, and for the adequate support of country processes.
- Consideration of the **ability of recipient countries to prioritise health system strengthening**; more explicit attention to building sustainability into design of health system strengthening interventions and careful tracking of results of health systems strengthening interventions.
- Incorporating **impact measures for cross-cutting issues** into accountability systems including corporate reporting and evaluation; particularly for the interests of key populations.
- **Capacity analysis** at the country level, particularly when intending to scale up intervention.
- Monitoring the speed of **administrative processes** at all stages of grant implementation.
- **Evaluation:** Improving the documentation flow and learning impact (internally and externally) from a systematic and quality assured set of evaluation activities.
- Results management and organisational learning through a **formal system to identify and address poorly performing interventions.**

ILO: International Labour Organization

Context

- ILO is the only tripartite UN agency, bringing together government, employers and worker representatives.
- It is comprised of three main bodies: the International Labour Conference, the Governing Body, and the International Labour Office.
- It aims to promote rights at work, encourage decent employment opportunities, enhance social protection and strengthen dialogue on work-related issues.
- ILO has maintained a zero-growth budget since 2008-2009.
- It initiated an institutional reform process in late 2012 designed to improve the effectiveness and efficiency of the organisation. A business process review is ongoing.

Organisation at a glance

- Established 1919
- Expenditure USD 789 million (2015)
- Over 2800 staff
- 187 member states
- Over 600 projects and programmes in more than 100 countries
- Operates through:
 - Geneva headquarters
 - Over 45 field offices worldwide
 - International Training Centre of the ILO (ITCILO) which is the training arm of the ILO in Turin, Italy

Key strengths and areas for improvement

Key strengths

- Relevance, strategic clarity and awareness of comparative advantages.
- Tripartite constituency.
- Specialist technical expertise and experience.
- Integrated, systemic intervention models within five flagship programmes.
- Core resource base and financial management.
- Organisational and business process reform and innovations.
- Commitment to results-based management.

Areas for improvement

- Results-management framework and performance reporting.
- Evaluation quality, synthesis and use.
- Monitoring and evaluation systems and data.
- Coherence and co-ordination of partnerships.
- Administration and recruitment for project implementation.
- Mainstreaming of gender, environment, and governance.
- Additional funding sources including private sector funding.

IADB: Inter-American Development Bank

Context

- The Inter-American Development Bank is the main source of multilateral financing for economic, social, and institutional development in Latin America and the Caribbean.
- It is mandated to invest its capital and funds raised in financial markets in member countries; help member states orient their development policies towards better resource utilisation; and provide them with technical assistance.
- It is governed at the highest level by a Board of Governors, which meets annually and comprises representatives from all 48 member countries and by a Board of Executive Directors comprising representatives from 14 member countries who meet weekly.
- It has increased its capital by USD 70 billion to USD 171 billion under the Ninth General Capital Increase (IDB-9, 2012-21) allowing it to provide around USD 12 billion a year in financing.
- It has implemented extensive organisational and operational reforms under IDB-9 to strengthen its financial base, increase operational efficiency, and enhance its relevance and development effectiveness in the region.

Organisation at a glance

- Established: 1959
- Lending \$11.3billion (2015)
- Active in 26 countries
- Over 2000 staff
- Operates through:
 - Washington, DC Headquarters
 - 26 country offices

Key strengths and areas for improvement

Key strengths

- **The IDB's focus on results and development effectiveness** has continued to deepen and evolve since the last MOPAN assessment in 2011.
- The continued strengthening of the Bank's value proposition to clients is the main driver behind a significant **programme of organisational management reforms**.
- **Financial management systems and capabilities** are a significant strength of the organisation, enhancing its capacity to meet the needs of all its clients going forward and underpinned by transparent rules and mechanisms and an impressive system for results-based budgeting.
- **The staff's technical expertise, proximity and deep local knowledge, are key assets** enabling the Bank to engage credibly in policy dialogue with country clients at national and regional levels.
- **The IDB has institutional credibility as a key convener across government, private and civil society sectors**, based on its standing as an international financial institution, its regional locus and development expertise.

Areas for improvement

- **Streamlining the IDB's operating procedures remains a concern for external stakeholders.** Experience elsewhere suggests clients' expectations are only likely to rise, while the Bank's focus on development effectiveness may, in the short term, actually work against streamlining ambitions.
- While corporate reporting on the IDB's development effectiveness has been strengthened significantly, **extracting value in terms of actionable improvements for operations management** should be a key objective for the Bank's results-based management system.
- **Important aspects of its operating model may merit attention:** annual rather than multi-year budgeting and the cap on the permanent staffing structure, with an associated heavy reliance on consultants, pose risks to the efficiency of IDB operations in many ways.
- While steps are being taken, **mainstreaming cross-cutting agendas** such as gender equity and sustainability and cross-sectoral working remains a work in progress.
- **Continue building upon the potential for partnership working.** Mainstreaming partnerships as a general practice within the IDB Group is an important strategic challenge for the next few years. The Bank has set ambitious targets for mobilizing resources through a diverse set of partners, but recognises that it needs to create operational incentives and tools to support staff to mobilise co-financing and work in partnership.

UN Habitat

Context

- UN-Habitat is mandated by the UN General Assembly to promote the development of socially and environmentally sustainable human settlements and the achievement of adequate shelter for all.
- It is governed by a 58-member Governing Council and is managed as a non-resident agency of the UN subject to UN, rules and regulations.
- UN-Habitat is focused on promoting urban governance and planning, economic opportunities and delivery of basic services, with the aim of ensuring that slum upgrading programmes, and risk reduction and rehabilitation, are integrated with overall city planning and development.
- The organisation is seeking more predictable multi-year funding for its normative work, as the volume of voluntary non-earmarked contributions for its core activities is declining.
- UN-Habitat gone through an extensive reform process to improve efficiency, shifting to a decentralised and matrix-based operating model and a new system for financial and performance management.

Organisation at a glance

- Established 1978
- Expenditure: USD 167 million (2015)
- Active in 76 countries
- Over 400 core staff
- Secretariat operates through:
 - Nairobi headquarters
 - 4 regional offices
 - 4 liaison offices
 - 55 country offices

Key strengths and areas for improvement

Key strengths

- **Made strategic shift to sustainable urbanisation** and how cities will be managed in future.
- **Strategic Plan is aligned with global urbanisation challenges** and implemented consistently at all levels.
- **Considerable investment made in reform of the organisation:** the new decentralised matrix management approach is working effectively to achieve integrated results across programmes and normative work.
- A **strong team approach** facilitates agility, learning and efficiency.
- Its technical work adds value and its participatory project design ensures relevance; its **partners value its support and have high levels of confidence in it.**
- Its **powerful new partnerships** with city, regional and national governments, as well as traditional and new development partners, have the potential to be transformative.
- **Has embraced results-based management at all levels,** improving accountability for results.
- **Positive results achieved across** all areas of operation.

Areas for improvement

- **Stabilise core funding,** and increase the proportion and volume of flexible core funding, to better focus on strategic priorities and normative work.
- A **new partnership strategy,** linked to the inter-agency framework and the current resource mobilisation strategy, is an opportunity to address the funding issue with members and donors.
- **Expedite institutional reforms,** specifically the roll out of the Umoja management system, to minimise disruption and more quickly achieve efficiency and transparency benefits.
- **Deepen mainstreaming of cross-cutting issues:** strengthen processes for embedding climate change and human rights approaches and knowledge into programme and project design, implementation and oversight.
- Engage in **more comprehensive consultation with beneficiaries** to improve analysis and results in cross-cutting issues.
- **Strengthen reporting at the outcome level;** apply a more systematic approach to establishing targets and data collection
- **Develop comprehensive results analysis tools,** more systematic approaches to knowledge management, and better processes to **track partnerships and accountability** across the organisation.
- **Incorporate learning from evaluations** through a stronger feedback mechanism to improve organisational performance.
- **Focus more on sustainability** in interventions and on identifying and managing risks throughout the programme delivery process.

UNOCHA: United Nations Office for the Coordination of Humanitarian Affairs

Context

- UNOCHA is an entity within the UN Secretariat that supports the mobilisation, funding, co-ordination and policy setting of humanitarian action in response to emergencies.
- It has a mandate for advocacy and co-ordinating the humanitarian system, rather than operational activity.
- OCHA does not have an executive board, but is directly accountable to the Secretary-General and the General Assembly.
- It works towards a vision of a world where *“people are better able to withstand shocks: governments are aware of risks, are well prepared and able to respond to disasters quickly and effectively; and international assistance is provided quickly, efficiently and appropriately”*.
- It is 95% dependent on voluntary contributions from Member States and the European Commission.
- It commissioned and conducted a ‘root and branch’ functional review of its internal structures, resources and capacities in 2016.

Organisation at a glance

- Established 1998
- Expenditure: USD 334 million (2015)
- Active in 37 countries (2015)
- Over 2 300 staff
- Operates through:
 - New York and Geneva headquarters
 - 6 regional offices
 - 29 field offices
 - 20 Humanitarian Advisory Teams

Key strengths and areas for improvement

Key strengths

- **Prioritisation of relevance**, through context analysis which has enabled the humanitarian community to come together and take difficult political decisions and implement reforms.
- **Knowledge generation**, which has provided a platform for dialogue, influenced the humanitarian agenda and informed international-level advocacy.
- **External co-ordination**, including contributions to major international groups and managing major events.
- **Systems building**, including improvements in the humanitarian architecture.
- **External accountability**, with improvements in the accountability and learning of the wider humanitarian system.

Areas for improvement

- **Function**: core functions not yet clearly defined and undermined by the lack of a clear and cohesive management vision.
- **Form**: an organisational structure and operating model that require reform to be fit for purpose.
- **Internal accountability systems and culture**: improvements needed to the performance culture and management systems.
- **Prioritisation and sequencing**: critical areas of activity and associated criteria for resource allocation need to be defined and geared to a strong vision of the future.
- **Cross-cutting issues**: a clear definition of protection needed as well as greater cross-organisational ownership on gender, and a stronger focus on environmental sustainability and governance issues.

UNAIDS: Joint United Nations Programme on HIV AIDS

Context

- UNAIDS was established by United Nations Economic and Social Council in 1994 to undertake a joint and co-sponsored UN programme on HIV/AIDS, on the basis of co-ownership, collaborative planning and execution, and an equitable sharing of responsibility.
- It comprises 11 UN cosponsoring organisations: UNDP, UNICEF, UNFPA, WHO, UNESCO, the World Bank, UNODC, ILO, WFP, UNHCR and UN Women.
- It is accountable to the Programme Coordinating Board, its governing body, comprises representatives of 22 governments, the 11 Cosponsors and five representatives of non-governmental organisations.
- It works through five focus areas aimed at driving a more effective global response to HIV and AIDS.
- It is funded through voluntary contributions from governments, corporations and civil society organisations, and has recently experienced a financial crisis.
- It has been carrying out major organisational reform processes during its 2011-2015 and 2016-2021 strategic planning periods.

Organisation at a glance

- Established in 1994
- Expenditure: USD 477 million (2015)
- Active in 92 countries
- Over 750 core staff
- Secretariat operates through:
 - Geneva headquarters
 - 6 regional offices
 - 86 country offices

Key strengths and areas for improvement

Key strengths

- **Contribution to change**, particularly in tackling stigma and discrimination.
- **Use of strategic information**, working to gather, analyse and utilise information on the epidemic.
- **Use of convening power and partnerships**, bringing stakeholders together to reach consensus.
- **National level co-ordination** to ensure key stakeholders have a voice in decision making.
- **Systems for mutual accountability** to enable partners to see and track contributions to global targets.
- **Commitment to organisational change** to ensure it is fit for purpose.

Areas for improvement

- **Organisational architecture** and ensuring this is congruent with its vision and operating model.
- **Cross-cutting issues**, including clear guidance and systems, plus integrating environmental sustainability and climate change.
- **Financial resources**, including improved forward planning and engagement with Cosponsors for joint resource mobilisation.
- **Global-level co-ordination and co-operation**, including transparency in decision making at the highest level.
- **Evidence of effectiveness and impact** through evaluative or more analytical data than currently.

UNDP: United Nations Development Programme

Context

- UNDP is the largest UN development organisation. It operates in approximately 170 countries and territories with the aim of eradicating poverty and reducing inequalities and exclusion.
- It is governed by an Executive Board made up of representatives from 36 countries who serve on a rotating basis and meet three times a year.
- It has the most comprehensive mandate among all UN agencies, including a unique mandate on democratic governance, peacebuilding and state-building.
- UNDP is operating with a reduced volume of regular resources due to a fall in donor contributions exacerbated by a stronger US dollar. It has responded with efficiency savings and additional resource mobilisation efforts.
- It initiated a significant reform process in 2011 in order to enhance organisational effectiveness; improve internal governance; strengthen leadership, culture and behaviour; and ensure effective programme delivery.

Organisation at a glance

- Established 1965
- Expenditure: USD \$5.06 billion (2015)
- Active in more than 170 countries and territories
- 7 450 staff (2016)
- Operates through:
 - New York Headquarters
 - 9 regional and liaison offices
 - About 170 country offices

Key strengths and areas for improvement

Key strengths

- **Strategic plan and organisational architecture well aligned with its overarching long-term vision** and draws on its comparative advantage.
- An organisational structure that **supports decentralised decision-making**.
- **Top performer in the Aid Transparency Index** in 2014 and 2015.
- **Commitment to the Busan Partnership principles** and the use of and alignment with country systems.
- **Robust organisational systems** that are both cost and value-conscious and enable financial transparency and accountability.
- A corporate **commitment to results-based management**.
- A **strong independent evaluation unit** with a clear accountability system.

Areas for improvement

- The challenge of implementing **ongoing organisational and operational reform**, and maintaining such a broad sectoral and geographical focus, in the context of reduced core funding.
- **Strengthen procurement capacity** at the country office level.
- Strengthen the **systematic analysis of partner (institutional) capacity and cross-cutting issues**, particularly gender, to inform programme design.
- Better corporate guidance on the requirements for **developing theories of change and more consistent application** to programming.
- Improve the **quality and use of decentralised evaluations, and lesson learning** more generally.
- Improve the **efficiency and sustainability** of interventions.

UNEP: United Nations Environment Programme

Context

- UNEP is mandated by the UN General Assembly to promote international co-operation in the field of the environment.
- It is governed by the UN Environment Assembly (UNEA) and its operations are led by its Executive Office at its headquarters in Nairobi, Kenya.
- UNEP has a medium-term strategy (2014-17) set within a longer-term vision (Vision 2030) that speaks to its critical normative (growing in significance with the Sustainable Development Goals) and operational roles.
- It provides access to timely, substantiated knowledge about the environment and emerging issues for informed decision making in the focus areas of climate change; disasters and conflicts; ecosystem management; environmental governance; chemicals and waste; resource efficiency and environment under review.
- UNEP is funded predominantly through earmarked contributions. Since Rio+20, there has been a commitment to increase UNEP's non-earmarked funding.
- It introduced a New Funding Strategy in 2014 to consolidate resource mobilisation and developed proposals on strengthening its regional presence.

Organisation at a glance

- Established 1972
- Expenditure: USD 796m (2015)
- Active globally
- Over 900 staff
- Operates through:
 - Nairobi headquarters
 - 7 regional offices
 - 5 sub-regional offices
 - 5 country offices
 - 3 liaison offices

Key strengths and areas for improvement

Key strengths

- **Long-term planning** horizons and results framework provide clear vision and strategic direction.
- **Organisational architecture well aligned** with mandate and comparative advantages, with matrix management system now well embedded.
- **Organisational systems and processes** mostly very good and fit for purpose.
- Good **compliance with audit findings**, and operates in accordance with UN financial regulations.
- Systems in place to integrate **analysis of cross-cutting issues** into operations and project/programme design processes.
- Forms **effective partnerships** that are central to its service delivery model and leverage considerable additional resources.
- **Results-based management** now embraced and being applied across organisation, with training and appropriate guidance manuals and tools in place.
- **Independent evaluation function and quality assurance systems** operate effectively and were well regarded in recent external assessments.
- **Substantial results at the international level**; contributions to advancing normative frameworks on global environment and well received knowledge products that drive global dialogue.

Areas for improvement

- Regional strengthening and changes to delegation of authority framework should further drive decentralisation, but they will need to be **monitored to ensure effectiveness**.
- **Strong gender policy/architecture** now in place, but unclear whether **gender results** are being delivered at the project level.
- Application of **results-based budgeting** still work in progress.
- **Analysis and integration** of broader governance and social justice issues need greater attention.
- **Alignment and integration** with other UN agencies need to be better demonstrated, especially where there is potential overlap at a national level.
- **Partner and capacity analysis** needs improvement at the national level.
- **More emphasis to the monitoring and reporting of project outcomes** to rebalance the current focus on project activities and outputs.
- Greater **use of performance data and lessons learned** from past interventions would strengthen planning outcomes.
- **Post-intervention monitoring and evaluation** would substantiate sustainability of outcomes, an aspect that currently lacks clarity.
- **Country-level relevance** of interventions and actual results/benefits delivered to target beneficiaries could be more clearly documented.

UNICEF: United Nations Children's Fund

Context

- UNICEF was created in 1946 by the United Nations General Assembly to provide emergency assistance to children in countries devastated by World War II.
- It is guided by the Convention on the Rights of the Child (CRC).
- It is governed by its Executive Board, which comprises 36 members and is managed as a UN Agency, under UN rules and regulations.
- UNICEF aims at the promotion and realisation of the rights of the child and strengthening the capacities of governmental partners to fulfil their obligations towards children under the Convention.
- It is funded entirely through voluntary contributions, from governments, corporations, civil society organisations, and individuals.
- UNICEF refreshed its vision of equity in 2010 as the major strategic driver for the organisation going forward.

Organisation at a glance

- Established 1946
- Expenditure: USD5.1 billion (2015)
- Active in 190 countries
- Over 8 000 core staff
- Operates through:
 - Headquarter offices in New York, Geneva, Copenhagen, Florence, Brussels, and Tokyo
 - 7 regional offices
 - 157 field-based offices

Key strengths and areas for improvement

Key strengths

- **A core commitment to the realisation of child rights**, which permeates different levels of the organisation.
- **Commitment to organisational transparency** of both financial and programmatic data (although improvements can still be made).
- **Ongoing performance management improvements.**
- **Embrace of cross-cutting issues** of gender mainstreaming, equity, good governance and human rights.
- **Operational agility** and the ability to adjust to needs on the ground.
- **Communications, advocacy and resource raising**, particularly in emergencies.
- **A focus on the future**, including horizon-scanning of the wider context and high-level support for innovation.

Areas for improvement

- **Results-based management**, particularly a stronger emphasis on results logic for the next strategic plan and country strategies that clearly sets out the rationale for prioritisation/choices made.
- **Results-based rather than means-based budgeting** for clearer links from requirements to results; and more coherent/explicit reporting of expenditure against results.
- **Clarity on the envisaged differentiation** of roles in different operating context in relation to UNICEF's comparative advantage.
- **Evaluation coverage levels**, with emphasis on robust evaluative evidence on the efficiency and sustainability of UNICEF programming.
- **Knowledge generation**, with more systematic approaches required.
- **Use of country systems**, particularly more explicit corporate guidance.
- **Environmental sustainability**, which requires additional focus and momentum.

The World Bank

Context

- The World Bank was established as a single institution and is now a group of five separate institutions. The International Bank for Reconstruction and Development (IBRD) and the International Development Association (IDA) make up the World Bank; the addition of the International Finance Corporation (IFC), the Multilateral Investment Guarantee Agency (MIGA) and the International Centre for Settlement of Investment Disputes (ICSID) make up the World Bank Group (WBG).
- It is driven by two strategic goals for the international community to achieve by 2030:
 - End extreme poverty by decreasing the percentage of people living on less than USD 1.90 a day to no more than 3%
 - Promote shared prosperity by fostering the income growth of the bottom 40% of the population in every country.
- It provides a combination of financial resources, knowledge, and technical and strategic advice to developing countries.
- It is governed by the Board of Governors that represents all member countries and meets twice a year, and the resident Executive Board, comprised of 25 Executive Directors, that oversees the Bank's business and meets regularly.
- It has total commitments of USD 60 billion in 2015 and is the world's largest international funder of development interventions.
- It has undertaken an extensive reform process with structural and financial reforms, and a stronger partnership-based business model.

Organisation at a glance

- Established 1944
- Disbursements USD 45 billion (2015)
- 189 Member Countries
- Over 11 900 staff
- Active in 136 countries
- Operates through:
 - Washington, DC headquarters
 - 127 country offices

Key strengths and areas for improvement

Key strengths

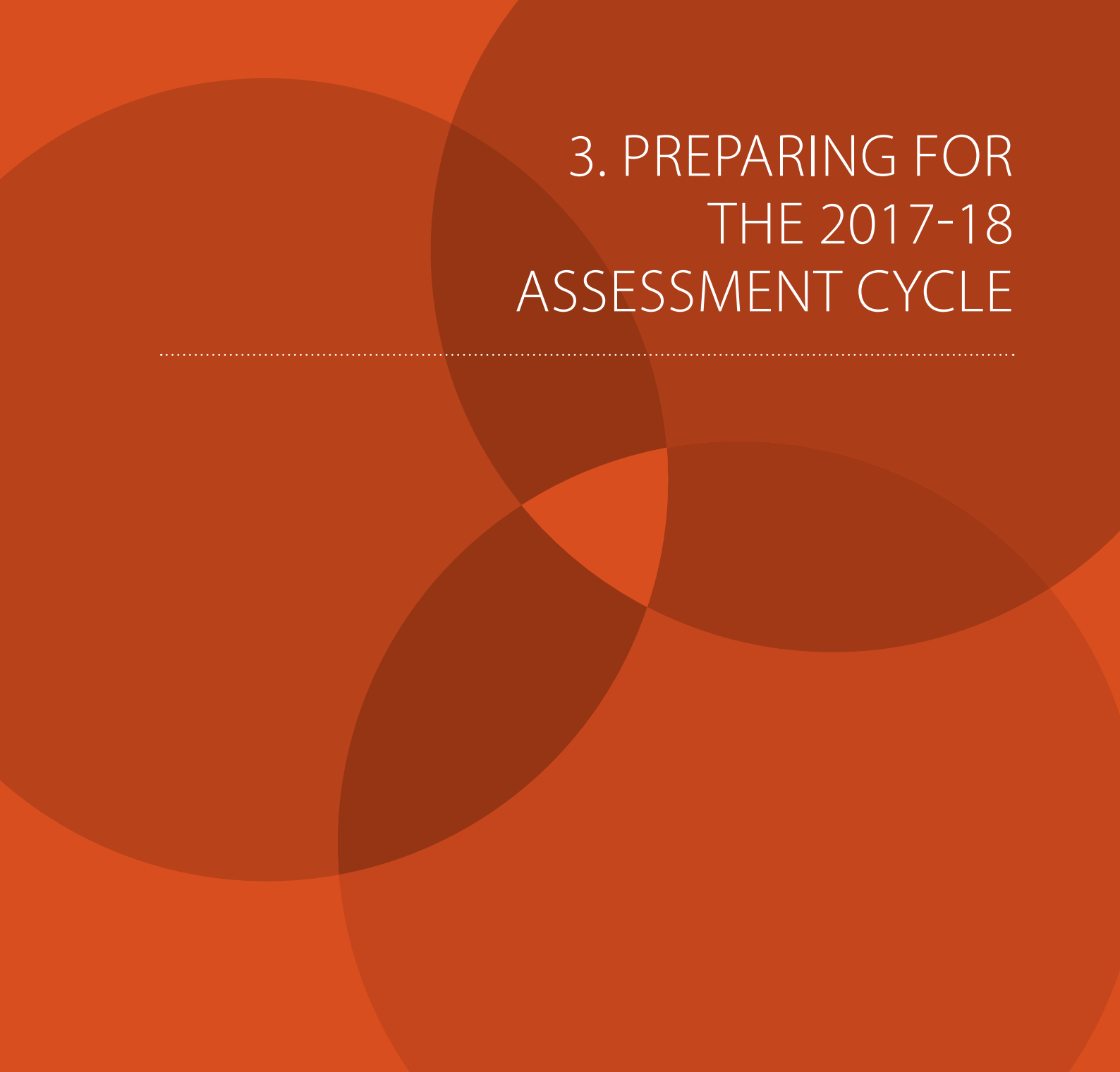
- **Unparalleled global reach and financial resources**, as one of the world's most influential international development bodies it is often developing countries' development partner of choice; its flagship knowledge products often drive global and national agendas.
- **Strong country-level engagement**, and a demand-driven model strengthened by new tools that improve country analysis and intervention targeting.
- **Ability to anticipate and adjust to a changing global environment**. Resulting from deep analytical capability, this enables the Bank to deploy financial resources and institutional expertise to maximum effect.
- **Robust oversight, accountability and due diligence structures** ensure high levels of financial integrity; strong compliance with social and environmental safeguards; strong risk, governance and internal controls; and the ability to measure its contribution to development results.

Areas for improvement

- **Further developing its strategic and operational approach so it is more effective in complex situations** characterised by fragility, conflict and violence.
- **Improving knowledge management** to ensure the Bank delivers an appropriate balance between investing in knowledge generation and financing development outcomes; a more strategic approach is needed to address this longstanding challenge. This also includes the need to continue investing in the creation of a learning culture within the organisation, so that staff are better placed to learn from operational performance to optimise future delivery.
- **Further strengthening results and performance reporting** remains essential. While it is clear that the Bank has made commendable efforts in enhancing its results focus, M&E frameworks at the project and country level continue to need strengthening, as these provide the foundation of wider reflection and reporting. There is also a need to strengthen reporting on results in gender and climate change, and hence improve accountability for these cross-cutting issues.
- **Firming up the framework for working in partnerships**, which is currently under review, so that partnerships align with the Bank's country programmes and contribute to the twin goals.
- **Speed of implementation** could be improved; the Bank recognises this and a simplification review to reduce the procedural complexity of the Bank's operations is underway.



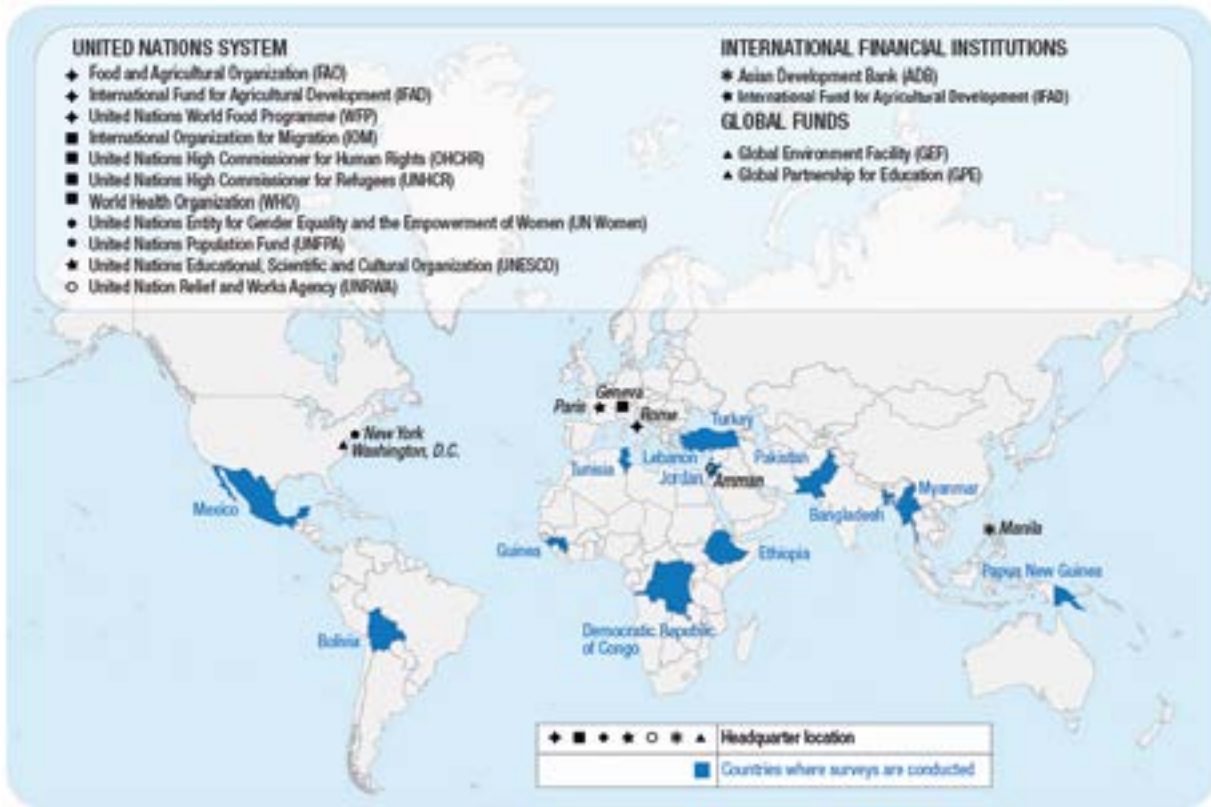
3. PREPARING FOR THE 2017-18 ASSESSMENT CYCLE



MOPAN will start a new assessment cycle under MOPAN 3.0, incorporating lessons learned from the 2015-16 cycle. The assessment process was launched in early 2017. Members have volunteered as Institutional leads for each assessed organisation.

The network agreed on 14 multilateral organisations to be assessed in this second cycle: Asian Development Bank (ADB), Food and Agricultural Organization (FAO); Global Environment Facility (GEF); Global Partnership for Education (GPE); International Fund for Agricultural Development (IFAD); International Organization for Migration (IOM); United Nations High Commissioner for Human Rights (OHCHR); UN Women; United Nations Educational, Scientific and Cultural Organization (UNESCO); United Nations Population Fund (UNFPA); United Nations High Commissioner for Refugees (UNHCR); United Nations Relief and Works Agency (UNRWA); United Nations World Food Programme (WFP); and the World Health Organization (WHO).

The network agreed to collect information about the organisations’ performance through a survey where they are present amongst 13 countries: Bangladesh, Bolivia, Democratic Republic of Congo, Ethiopia, Guinea, Jordan, Lebanon, Mexico, Myanmar, Pakistan, Papua New Guinea, Tunisia, and Turkey.



Note: IFAD is a hybrid organisation, recognised as both a UN agency and international financial institution

Updated methodology

In 2016 the Technical Working Group developed amendments to the methodology, in collaboration with the external service provider IOD PARC. In doing so, it built upon the MOPAN 3.0 methodology, and the lessons learned from its application during the first cycle in 2015-16. These changes were approved by the Steering Committee in late 2016 and included:

- provisions in the indicator framework relating to organisational alignment with Agenda 2030, and the re-introduction of Human Rights as a cross-cutting issue;
- a broader approach to assessing results to ensure relevance amongst the range of organisations MOPAN assesses. In addition, the country selection criteria as outlined in the methodology was re-visited to ensure breadth in representation, and the list of countries where data collection will take place for the 2017-18 cycle was finalised.

Criteria for selecting survey countries were also reviewed to ensure they are representative, but only minor amendments were made.

All these amendments are reflected in the updated Methodology available at www.mopanonline.org.



4. OTHER ACTIVITIES

4.1 Outreach & Communication

MOPAN communication and outreach activities are guided by its Framework for External Communication that was adopted by its Steering Committee. It sets two objectives for MOPAN's communication:

1. MOPAN's assessment findings are better disseminated and increasingly used by members, multilateral organisations and other stakeholders.
2. The Network is recognised as a credible and professional actor, and as a place where to find information about the performance of multilateral organisations.

MOPAN website

A new revamped website was launched in early 2016 to meet the needs of the network vis-à-vis its external communication and branding. This new interface offers wider interactivity and wider availability of all MOPAN material and news, with a main focus on the reports. This can be accessed on www.mopanonline.org

Outreach events

Outreach activities conducted by the Network over 2016 have allowed MOPAN to reach over 500 development practitioners, mainly informing them about the Network in general and MOPAN 3.0 in particular.

These activities included the 12 **introductory meetings** conducted between January and April 2016. The purpose of these meetings, held at headquarters of the multilateral organisations assessed, was to familiarize organisations and interested member states with the purpose and details of the MOPAN exercise. These introductory events included a meeting with the management of the organisations as a well as a presentation to MOPAN members active in their governance bodies, extended to other members of the boards whenever possible.

The Network also conducted a few other outreach activities in 2016 strengthening its visibility. In particular, MOPAN organised a **side event at the High Level Meeting of the Global Partnership for Development Co-operation** held in Nairobi on 30 November. The seminar was organised together with UNEG and entitled "How can Multilateral Assessments contribute to enhancing Development Effectiveness in the context of Agenda 2030?". Its purpose was to familiarize the public with several initiatives that assess multilateral organisations – MOPAN, UNEG, and COMPAS; to see to what extent they are complementary, where partners see their value, and explore potential for synergies. Norway's State Secretary Tone Skogen chaired the event, to which Ms Martine Schommer from Luxembourg contributed on behalf of MOPAN, as well as representatives from UNEG, the World Bank, and the Evaluation Society of Kenya. This side-event raised a lot of interest and overall, MOPAN was described as "value for money" and an important tool to reduce bilateral assessments.

The Network was also invited to present MOPAN in various events focused on multilateral effectiveness. The Secretariat represented MOPAN at a **UNDP seminar on capacity building** focusing on strategic multilateral aid allocations. This seminar held in Bratislava on 13 July was targeted at emerging donor countries in the Europe and CIS region. The Secretariat was also invited to present MOPAN at an event organised by the **UN Economic Commission for Europe** in Geneva on 9 December, entitled "How can evaluations help international organisations grow wiser". The United States further represented MOPAN at a meeting of the **Multilateral Development Bank Working Group** on Managing for Development Results in Washington on October 19, 2016. Participants included representatives from ADB, AfDB, CDB, EBRD, IADB, IFAD, ISDB, and the World Bank.

The Secretariat also received a number of delegations interested in MOPAN activities and the methodology of the assessments. These ranged from the Joint Inspection Unit of the United Nations and the European Union Court of Auditors to the Norwegian Foreign Service Control Unit.

4.2 Working Groups

The Strategic Working Group (SWG) is responsible for advising on the priorities of MOPAN. Specifically, the SWG serves as a forum for discussion, resolution, and proactive planning of critical issues; provides guidance on the selection of multilateral organisations to be assessed, provides inputs to the roll-out of the assessments, and facilitates the Network's communication and outreach.

The Technical Working Group (TWG) provides expert advice on the methodological direction of MOPAN. The TWG is responsible for technical oversight of the MOPAN assessment process, oversees the Network's learning agenda, and leads development of methodologies for assessing effectiveness of multilateral organisations.



5. FINANCIAL INFORMATION



MOPAN income 2016¹**Overall MOPAN Income (in Euros) as at 31.12.2016 (in Euros)**

Member contributions for 2016	2,500,000
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MOPAN is a multi-year programme (2016-2019) with a projected income of EUR 9.8M, corresponding to an annual average of EUR 2.45M.

MOPAN programme costs**MOPAN Programme costs – Expenditure Analysis as at 31.12.2016 (in Euros)**

	Budget (2016)	Total actual expenditure
A. 2016 Secretariat staff and related costs	834,300	662,154
B. 2016 Non-staff costs		
MOPAN Assessment Consultancy	1,100,000	1,248,029
Other Intellectual Services	60,000	26,693
Missions/Travel	30,000	41,485
Translations	30,000	4,271
Operating expenses	37,000	12,684
TOTAL	1,257,000	1,333,161
C. Cost recovery charge for voluntary contributions	446,000	467,141
TOTAL (A+B+C)	2,537,300	2,462,456

1. Income comprises the annual contributions from members plus a carry-forward from the previous MOU. The balance is transferred in 2017.

ANNEX A: MOPAN ASSESSMENTS 2003-2018

MOPAN has assessed 27 organisations since 2003 using 3 different approaches (Annual Survey, 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	●		●			●	●			●			●	

ANNEX B: MOPAN MEMBERS AND YEAR OF MEMBERSHIP

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

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

** Austria and Belgium withdrew their membership effective end 2015.



For any questions or comments, please contact:

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