The Multilateral Organisation Performance Assessment Network

A collective effort

Presentation by Björn Gillsäter at the seminar "How Effective Are Multilateral Aid Organizations?" Stockholm, 16 December 2013
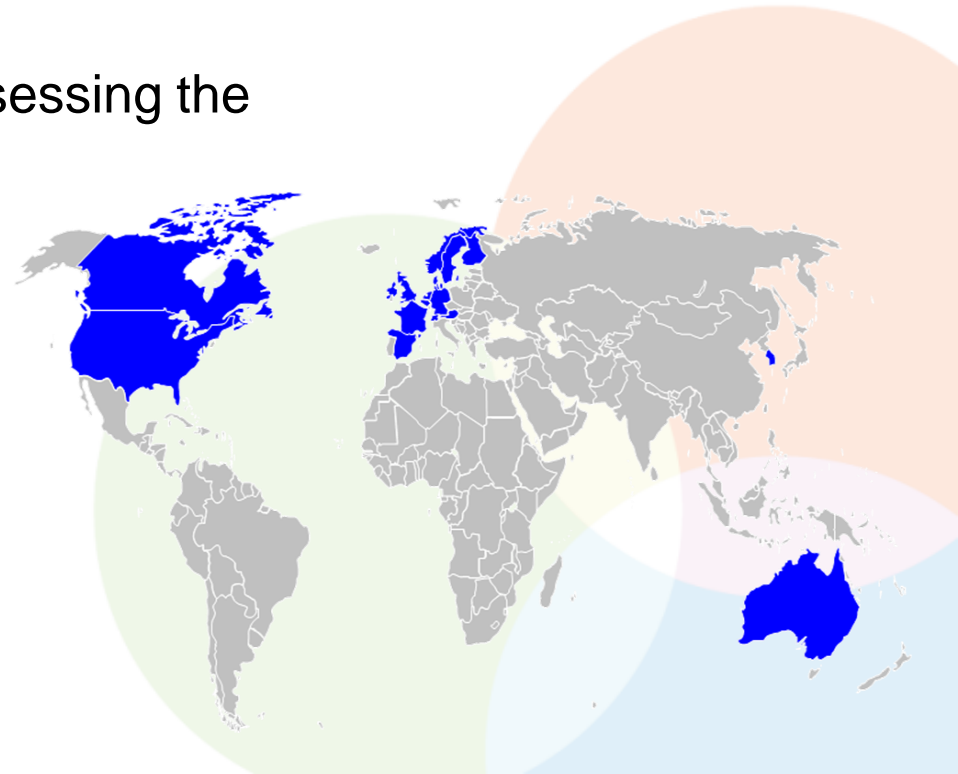
- Multilateral donor network founded in 2002 with currently 17 members...

    Australia, Austria, Belgium, Canada, Denmark, Finland, France, Germany, Ireland, The Netherlands, Norway, Republic of Korea, Spain, Sweden, Switzerland, the United Kingdom and the United States of America.

- ...with a common interest in assessing the effectiveness of the major multilateral organisations they fund.

- ...committed to a joint approach to assessment.

The purpose of the network:

- generate information that members can use to **meet their accountability requirements**

- provide an **evidence base** for efforts to make multilaterals more effective

- support **dialogue** between individual MOPAN members, multilaterals and partners

Some important figures for 2009-11:

- **60% of the total DAC Multilateral Aid Funding** (core and non-core) was spent on the 16 Multilateral Organisations assessed by MOPAN so far;

- **88% of the total Multilateral Aid Funding** (core and non-core) is provided by the 17 MOPAN members.

A joint annual assessment of a select group of multilateral organisations assessed at Headquarters and in several developing countries

In 2013:

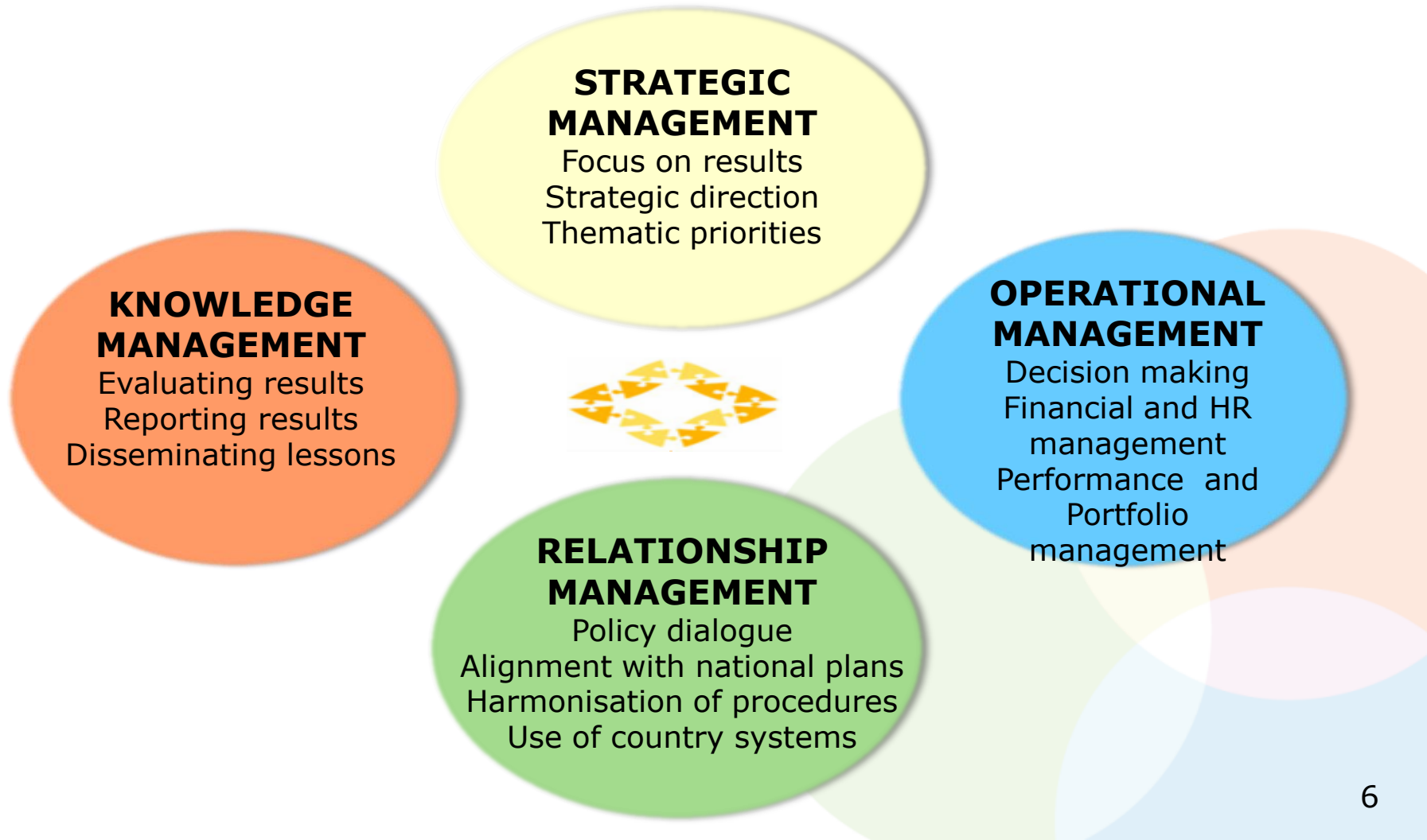|	ADB*	IFAD*	WHO*	WFP
Ethiopia		x	x	x
Mozambique		x	x	x
Guatemala		x	x	x
Indonesia*	x	x	x	x
Pakistan	x	x	x	x
Vietnam*	x	x	x	

Also assessed in 2010

4 strategic dimensions of multilateral organisational effectiveness

STRATEGIC MANAGEMENT
Focus on results
Strategic direction
Thematic priorities

KNOWLEDGE MANAGEMENT
Evaluating results
Reporting results
Disseminating lessons

OPERATIONAL MANAGEMENT
Decision making
Financial and HR management
Performance and Portfolio management

RELATIONSHIP MANAGEMENT
Policy dialogue
Alignment with national plans
Harmonisation of procedures
Use of country systems

Before 2012...

- the Common Approach had **not** examined development effectiveness or the achievement of development results.

- Rather, its focus was on the necessary behaviours, systems and processes to help achieve those results.

Since 2012...

- MOPAN applies an expanded methodological framework providing an assessment of

  - **organisational effectiveness** as well as

  - the **key development results achieved by multilateral organisations.**

Results component

…focuses on the extent of the multilateral organisations'

- Progress towards its **institutional/organisation-wide objectives** and contributions to relevant Millennium Development Goals (MDGs)

- Contributions to **country-level goals and priorities**, including the MDGs

- **Relevance** of its objectives and programme of work **to major stakeholders**.

HOW DOES MOPAN COLLECT THE DATA?

Findings of the Common Approach are based on 24 key performance indicators (KPI), data for which is collected from various sources:

Perception-based survey

- MOPAN members at HQ level
- MOPAN members at country level
- Direct partners of multilateral organisations

Document review

Consultations

with staff of multilateral organisations at HQ and at country level

HOW DOES MOPAN PRESENT THE FINDINGS?

WHO Ratings on Organisational Effectiveness

	Survey Respondents	Document Review
STRATEGIC MANAGEMENT		
KPI-1 Providing direction for results	3.71	4
KPI-2 Corporate strategy and mandate	4.54	6
KPI-3 Corporate focus on results	N/A	3
KPI-4 Focus on cross-cutting priorities	4.18	5
KPI-5 Country focus on results	4.31	3
OPERATIONAL MANAGEMENT		
KPI-6 Resource allocation decisions	3.57	4
KPI-7 Results-based budgeting	3.30	3
KPI-8 Financial accountability	4.04	5
KPI-9 Using performance information	3.86	4
KPI-10 Managing human resources	4.21	4
KPI-11 Performance-oriented programming	3.62	4
KPI-12 Delegating authority	4.07	5
KPI-13 Humanitarian principles	4.66	4
RELATIONSHIP MANAGEMENT		
KPI-14 Supporting national plans	4.32	N/A
KPI-15 Adjusting procedures	3.98	N/A
KPI-16 Using country systems	3.94	5
KPI-17 Contributing to policy dialogue	4.61	N/A
KPI-18 Harmonising procedures	4.24	4
KPI-19 Managing the cluster	4.37	N/A
KNOWLEDGE MANAGEMENT		
KPI-20 Evaluating results	4.04	3
KPI-21 Presenting performance information	3.66	4
KPI-22 Disseminating lessons learned	3.74	3
KPI-23 Availability of documents	N/A	4

Legend	
Strong or above	4.50-6.00
Adequate	3.50-4.49
Inadequate or below	1.00-3.49
Document Review Data Unavailable	◇
Not assessed	N/A

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HOW DOES MOPAN PRESENT THE FINDINGS?

WHO Ratings on Contributions to Development Results

Key Performance Indicator		Assessment Rating
KPI A: Evidence of progress towards organisation-wide outcomes		Inadequate
KPI B: Evidence of contribution to country-level goals and priorities, including relevant MDGs		Inadequate
KPI C: Relevance of objectives and programme of work to country level stakeholders		Adequate

… at country level they

- Support discussion between developing country partners, bilateral donors and the multilateral organisations as part of the process of strengthening mutual accountability at country level

- Strengthen relationships with multilateral organisations at country level.

... at HQ level they

- Influence and facilitate participation in the governance of multilateral organisations

- Provide input to multilateral cooperation policies

- Provide input to wider debates about multilateral organisational effectiveness.

WHAT IS THE FUTURE OF MOPAN?

o **An evaluation** of MOPAN made recommendations on future scope and methodology

o Reports are streamline and findings are made **more accessible** in 2013-2014

o **Methodology will be revamped** for 2015 assessments

Multilateral Organisation Performance Assessment Network

Thank you!

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