

Questions and Answers Pack

on the

Multilateral Organisation Performance  
Assessment Network (MOPAN).

## Introduction

For a number of years, MOPAN has been undertaking an annual perception survey of the partnership behaviour of a range of multilateral organisations, the results of which are published in an annual MOPAN report. From 2009 onwards MOPAN plans to broaden the survey to start to increase shared evidence on multilateral performance and effectiveness.

MOPAN has been using 2008 as a period to consult widely to ensure that the revamped survey is focused on the right measures, and is relevant to the needs of MOPAN members, our partners, and MOs.

The below Q&A helps explain in more detail where MOPAN has come from and where it is going.

QUESTIONS	ANSWERS
What does MOPAN stand for?	Multilateral Organisation Performance Assessment Network (MOPAN).
Who are the members of MOPAN?	The present members are Austria, Canada, Denmark, Finland, France, Ireland, The Netherlands, Norway, Sweden, Switzerland, the United Kingdom and the Republic of Korea, Spain, Australia and Germany.
What is MOPAN?	MOPAN is a network of like minded donors committed to developing a joint approach to assessing the performance of multilateral organisations (MOs). Over the period 2008 to 2009 the MOPAN annual survey will move from its present focus on MO partnership behaviour to establishing a common scorecard for measuring multilateral effectiveness. MOPAN members will continue to use this information as one means of helping them strengthen their support to and dialogue with the multilateral system.
What has MOPAN done since its creation?	To date the main focus of MOPAN has been to undertake an annual survey on MOs through their embassies and country offices (the Annual MOPAN Survey).
What does the Annual Survey aim to achieve?	The survey is a perception survey of MO partnership behaviour towards national

	<p>stakeholders (governments, NGOs, private sector) in developing countries as well as towards other international development agencies. The aim is to provide better information on and dialogue with MOs as one means of seeking improvement of overall MO performance at a country level.</p>
<p>What does partnership behaviour mean? Can you give an example of the sorts of questions the survey asks?</p>	<p>Partnership behaviour considers how active an MO is at aligning its work with a government's poverty reduction strategy, and sharing information and coordinating activities with other donors. Partnership behaviour also covers issues such as the quality of the policy dialogue, the level of capacity development, and the commitment given to leading, stimulating and broadening public debate on poverty and development issues.</p> <p>There are 20 questions within the current survey. A typical policy question would be 'How do you perceive the contribution of this MO to policy dialogue with the host government?'</p>
<p>Does MOPAN tell us about the relative effectiveness of different MOs at delivering aid objectives? If not, why not?</p>	<p>No. The survey is not an evaluation and does not cover development results on the ground. It is an annual opinion survey based on the perceptions of MOPAN members at a country level. The survey complements multilateral monitoring and evaluation activities as well as other reviews. As the survey is repeated after an interval of time it can test whether perceptions and behaviour are changing over time.</p> <p>Perceptions do matter. A good example of this is the effect the Transparency International corruption perceptions index has had on discussions on corruption. Unbiased, hard data on performance is difficult and costly to obtain. Perceptions enhance our understanding of partnership performance and contribute to our understanding of overall effectiveness.</p>
<p>Which MOs have been surveyed?</p>	<p>3 to 4 MOs are surveyed in 8 to 10 countries each year. In 2008, the World</p>

	<p>Bank, the European Commission and UNFPA were surveyed. Agencies surveyed previously include the World Bank, the African Development Bank, UNDP, WHO, FAO, UNFPA, UNAIDS Secretariat, UNICEF, ILO and the Asian Development Bank (ADB).</p>
<p>Are the findings published?</p>	<p>Yes a synthesis report is published each year on all MOPAN members' websites along with responses to the report from the MOs surveyed. The aim is to establish a separate MOPAN website by 2009.</p>
<p>Do the MOs participate in the survey?</p>	<p>Yes, the findings of the survey are discussed with each surveyed MO at the country and HQ level, and the collective results are discussed with each agency with executive management at a HQ level.</p> <p>The final dialogue with the MOs has been very productive and the various MOs have indicated that they found the findings useful. MOPAN is aware of the sensitivities regarding exercises of this nature; therefore great care is taken to inform MOs of the process well in advance, to share the results with them prior to publication, and to publish their response to the findings of the Annual Survey along with the Synthesis Report.</p>
<p>How do the MOPAN members use the Annual Survey findings?</p>	<p>It is up to each MOPAN member how it uses the findings of the survey. In general the results are used:</p> <ul style="list-style-type: none"> <li>• for accountability purposes</li> <li>• as an input to multilateral cooperation policies</li> <li>• to strengthen steering and participation in the governance of the MOs (for example, at a Board or Governing Body meeting)</li> <li>• to strengthen relationships with MOs at a country level.</li> <li>• as an input to wider debates about development effectiveness.</li> </ul>
<p>Have there been any unexpected spin-offs from the</p>	<p>Yes, there have been many. Perhaps the most important ones have been the</p>

MOPAN Annual Survey?	increased knowledge for MOPAN members at a country level of the way MOs operate, the sharing (at country and HQ level) of experiences in working with MOs, and the shared understanding at MOPAN HQ level of each others' policies and practices regarding the multilateral agenda.
Can you give any examples of how MOPAN has improved multilateral effectiveness?	The work of MOPAN, and the establishment of COMPAS (a network consisting of the World Bank and the Regional Development Banks), has helped to begin the process within MO's of improving results based reporting systems.
Why does MOPAN focus exclusively on multilateral effectiveness – is there not a need for the same mechanism for bilateral donors?	The aim of MOPAN is to respond to the need from 'shareholders' regarding the effectiveness of the organisations. The same demands are being made on bilateral donors, but here the 'shareholders' are the national parliaments and auditors. The point of departure is to use the information originating from the organisations themselves. The purpose of the new approach (balanced scorecard) is to rationalise the information gathering and processing already taking place in a way that would reduce transaction costs for both bilateral donors as well as multilateral organisations. It is important to stress though that the MOPAN emphasises the stakeholder approach, i.e. that the system should be a driver for discussions on attainment of results the organisations have set themselves. Stakeholder engagement is seen as an integral component to this process.

## The MOPAN common approach for assessing multilateral effectiveness

MOPAN has agreed to pilot a more extensive questionnaire approach that considers 4 key dimensions of effectiveness namely: strategy, knowledge relationship, and operational management, along with the quality of partner relations. The information (collected from published sources and supplemented by perception data collected at a country level) will be presented in the form of a “balanced scorecard”, to give a coherent picture of how each organisation is performing, along with their strengths and weaknesses. Partner dialogue as well as MO participation will become a central component of the approach.

The present proposal aims to collect data on 20 key performance indicators (KPIs). Typical questions ask whether an MO i) Executive Management provides direction and organisational vision for the achievement of development results, ii) harmonises arrangements and procedures with other donors, and iii) monitors and evaluates its delivery and development results. A full version of the current draft of key performance indicators is available from the MOPAN Technical Working Group (contact Paul Mullard on [p-mullard@dfid.gov.uk](mailto:p-mullard@dfid.gov.uk)).

QUESTIONS	ANSWERS
Why is the MOPAN developing the Common Approach?	The rationale for building on the MOPAN survey is to increase harmonisation, to further reduce transaction costs, and to promote dialogue with and within MOs based on a broader evidence base of the effectiveness of MOs.
So the Common Approach will enable donors to measure how much each MO reduces poverty?	The common approach will not enable donors to directly measure results. However the survey will use a range of proxy indicators to assess performance on the ground, and to track organisational change over time. This information can feed directly into the results based management systems being developed by each MOs.
How will the pilot be taken forward?	The aim is to test the approach over 2008 in consultation with key stakeholders, before going live in 2009. Over the next couple of months, the plan is to further customise the tool, before testing it in consultation with selected MOs. To ensure there is no increase in donor transaction costs, MOPAN will identify an external consultant body to independently undertake most survey and reporting

	<p>tasks, but in a manner that maximises lesson learning opportunities for MOs, MOPAN members and the Secretariat. MOPAN are also developing a computer based survey, again with the aim to reduce the transaction costs.</p> <p>Starting from 2009 it is planned that up to six multilateral organisations annually will be covered by the new approach according to different types: Multilateral Development Banks (MDBs), United Nations Agencies, and International Humanitarian Assistance organisations. The results will be published on the MOPAN websites.</p> <p>MOPAN has established a Technical Working Group to help take this work forward. Members of the Technical Working Group come from Sweden, Norway, Denmark, Switzerland, UK, Canada, The Netherlands and France.</p>
<p>As it stands now, 20 key performance indicators (KPIs) have been identified – how fixed is that number and is it too ambitious?</p>	<p>Through the MOPAN mapping exercise it was identified that the original members of the MOPAN had over 250 – often overlapping - indicators, for the assessment of multilateral effectiveness. The 20 indicators should be seen as a good indication of what could constitute key areas of interest in determining the results based focus of an institution. The number is not fixed and we would hope to refine the KPIs further, through consultations with MOs and testing. The ideal situation would be that the information already exists within the organisations RBM system. The approach is not to seek more data but to attain relevant data.</p>
<p>When will we see the first results?</p>	<p>In very broad terms the process of developing the 2009 survey will be:</p> <p>Consultation To 15 July 2008</p> <p>Preparation To October 2008.</p> <p>Testing with 2 MOs October-December 2008</p>

	<p>The 2009 Survey is expected to start in mid 2009 and be finalised in the last quarter of 2009. A consecutive broad consultative review will assess lessons learnt of the process and suggestions for refinement.</p>