

MULTILATERAL ORGANISATION PERFORMANCE ASSESSMENT NETWORK

Report on Danish support

to

Formalizing a Common Approach to Assessment of Multilateral Organisations

1.0 Introduction

The Multilateral Organisation Performance Assessment Network (MOPAN) was created in 2002. Over the 2009 to 2013 period, significant reforms of MOPAN were carried out. They include two major features: 1) the development of a Common Approach to MOPAN's assessments, and 2) the transition from operating with a rotating secretariat to establishing a permanent secretariat, staffed with full time professional staff.

To facilitate the reforms of MOPAN, Denmark and other MOPAN members made financial contributions. The Danish contribution of DKK 1.405 million covered the 2009-2011 period. This report gives an overview of the reform process, which the Danish support has helped facilitate.

2.0 Background

2.1 MOPAN

MOPAN was created as a network of like-minded donor countries¹ with a common interest in sharing information and mutually drawing on experience in the monitoring and assessment of the work and performance of Multilateral Organisations (MOs). By establishing MOPAN, the members of the Network would aim to designate to MOPAN the role of ensuring accountability of the performance of the MOs, rather than carrying out, on individual and national bases, assessments of the MOs. Thereby, the significant effectiveness gains could be gained, both by reducing the resource requirements of the members of MOPAN, and also by reducing the work load of the MOs in engaging in assessments carried out by each donor country.

¹ Australia, Austria, Canada, Denmark, Finland, France, Germany, Ireland, Luxembourg, the Netherlands, Norway, Republic of Korea, Spain, Sweden, Switzerland, the United Kingdom, United States.

2.2 How it began

Initially, the common interest of the MOPAN members was reflected in a desire to conduct annual MOPAN surveys on MOs. During the 2003-2009 period, surveys were carried out of an average of 3 MOs each year. The surveys of the MOs were carried out based on studies in around 10 developing countries. The carrying out of the surveys was managed by temporary secretariats, which would rotate from one MOPAN member to the next on an annual basis. Also the chairmanship of MOPAN would rotate in a similar manner among the members of MOPAN.

3.0 The Common Approach

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In 2009, MOPAN broadened the survey to start to increase shared evidence on multilateral performance and effectiveness. This led to developing a more robust instrument through which MOPAN undertakes an assessment, analysis, and reporting process of the effectiveness of selected MOs.

This process was called the Common Approach (CA). The rationale for building on the MOPAN survey was to increase harmonisation, to further reduce transaction costs, and to promote dialogue with and within MOs and partner governments based on a broader evidence base of the effectiveness of MOs.

According to MOPAN's definition, organisational effectiveness is the degree to which a multilateral organisation is able to organise itself to produce and deliver expected results. The purpose of the CA would be to generate relevant and credible information to meet the domestic accountability requirements of MOPAN members and to support dialogue between MOPAN members, multilateral organisations, and their direct partners, focusing on improving organisational learning and effectiveness over time.

The assessment process would be undertaken simultaneously in around 6 developing countries, with around 4-6 different MOs annually.

3.2 Measurement of MO Effectiveness

In developing the Common Approach, it was decided that the core of the CA should be a measurement approach formulated around the concept of a balanced scorecard (BSC). The main element of the BSC approach that was adopted by MOPAN is the use of four quadrants of assessment: 1) Strategic Management; 2) Operational Management; 3) Relationship Management; and, 4) Knowledge Management.

Under each of the quadrants it was decided to make use of a number of key performance indicators (KPIs). These specify how effectiveness is to be measured. For each KPI, a number of micro-indicators (MIs) were developed which specify the measurement criteria for the KPI. The MIs would be reformulated into questions for the CA data collection. In addition, the KPIs and MIs would be customised to fit appropriately with the different mandates, field representation, and intervention modalities of different types of MOs. Up to 2014, the Common Approach has included 20 KPIs and around 80 MIs.

3.3 Data Collection

To conduct the assessments, the MIs are used as the basis for data collection for the assessment of organisational effectiveness. Data is collected from an array of sources depending on the particular MI. The data is collected primarily through the use of a web-based tool that contains and permits analysis of the data. In order to ensure the highest quality of data without placing a heavy burden on the members of MOPAN, the data collection process involves deploying a web tool and support from a team of consultants.

Data is collected from the following four sources:

1. MOPAN Members – Personnel from MOPAN member countries, including those located at organisational headquarters, in the countries which the assessment is taking place, and the representatives of MOPAN members to the MO.
2. Partners of MOs – Personnel from organisations that receive direct transfers of benefits from the MO, including financial aid, and capacity building assistance, etc. These could be central government ministries, line departments, civil society organisations, private sector entities, etc. Stakeholders of the MO who do not receive direct benefits from the MO will not be a source of data.
3. MO Document Review – MO publicly available documents and publications including strategies and plans, human resource documents, reports, and system descriptions.
4. Other Survey and Assessment Data – Findings and results from other surveys including the Paris Declaration Survey, the MDB Common Performance Assessment System (COMPAS), UN self-assessments, and other MO surveys and assessments.

Data is collected from the different sources using a variety of methods including:

- Online Survey – The majority of the data from sources 1 and 2 is collected via a survey that is hosted on the internet using a web tool. The survey allows numerous varied respondents to quickly and efficiently provide their responses to the MIs that they are best placed to judge and score. The tool also collects qualitative comments.
- Paper Based Survey – For those respondents who do not have sufficient web access, a paper version of the survey needs to be available for them to complete.
- Considerable effort may be needed to gather data from direct partners. Face-to-face interviews or focus groups – organized around either the paper based or online survey - may be necessary to gather this data. A local research or survey

partner will be needed in each country to do this. They should be identified in collaboration with the MOPAN country focal point.

- Secondary Data Acquisition – Data from sources 3 and 4 is collected from publicly available documents on the internet.

3.4 Scoring, Analysis and Reporting

Once the data has been collected from the various sources using the listed methods it is scored. Data from sources 1 and 2 is scored, weighted and rolled up to produce scores at MI and KPI level. Data from sources 3 and 4 is scored separately.

Subsequently, a narrative would be written up, based on the data collected for the assessment. The narrative will primarily be carried out at an overall institutional level. This is the foundation for the institutional reports. The country reports will be based on the same narrative, but with country-level data, and also drawing out areas where MO performance in particular countries is atypical – either stronger or weaker than average.

4.0 MOPAN Coordination

In 2008, the assessment process described above was tested on two MOs, in 3 countries. The purpose of the testing process was to validate the assessment instruments, the collection and analysis process, and the reporting outputs for the CA. The results of the testing process provided a useful basis for designing the survey questionnaires, and survey process that would lead to the launch of the Common Approach.

In September 2008, the MOPAN Steering Committee decided that the Common Approach should be used, initially, for a pilot period of three years, 2009 to 2011. Subsequently, in 2009, Denmark took over the rotating chairmanship of MOPAN. For several reasons, this was a challenging task. First, Denmark was the first MOPAN chair to facilitate rolling out the MOPAN Common Approach on a regular basis, using the experience from the 2008 testing. Second, the

MOs being assessed in 2009 were among the heavy weight MOs, i.e.: The African Development Bank, UNDP, UNICEF and the World Bank. Third, only limited resources were available in the Danish Ministry of Foreign Affairs for taking on the responsibility.

Compared to the former MOPAN survey, the Common Approach was a much more demanding methodology to apply. There for, steps had to be taken to ensure proper implementation of the CO. At a MOPAN meeting in December 2008, it was decided that semi-permanent secretariat would be established in UK's Department for International Development (DFID). At the same time it was decided to tender the task of implementing the CO, thereby ensuring a professional handling of the MOPAN assessments that were planned for the 2009-2011 period. The consultancy company being selected for the task over the three year period was the Canada based company, Globescan.

5.0 Financial Requirements

In view of the steps to scale up and to professionalize MOPAN's work, MOPANs members were requested to make regular financial contributions for the three year pilot period. The contributions were to be channeled to DFID, which would be responsible for handling all practical and administrative matters, including managing the contract with Globescan.

The total budget for the 2009-2011 period was set at UK £ 2.3 million. The budget would cover costs related to hiring the consultant company, secretariat support, maintenance of a website and other running costs.

According to the burden sharing agreement agreed among MOPAN's members, the Danish contribution would total a total of UK £ 153,335 over the three years. Including contingency, the total amount in Danish Kroner was 1,405,000.

Under a Delegated Cooperation Agreement with DIFD, the Danish contribution was transferred to Crown Agents in London, which agency would manage the MOPAN budget on behalf of DFID.

6.0 Further Steps

Following the three year piloting phase, the results of MOPAN's work was reviewed with a view to improve and continue MOPAN's work based on the Common Approach. In this context, the Danish contribution has helped MOPAN strengthen its work with assessments of multilateral organisations.

The Common Approach has served MOPAN well over recent years. In 2013, an evaluation of MOPAN was carried out based on which a major revision of MOPAN's work and the Common Approach will be made. The revised approach, the so-called MOPAN 3.0, will be launched as from January 2015. This follows establishing a permanent MOPAN secretariat in Paris in 2013, which is being hosted under the auspices of OECD's Development Assistance Committee.

*Danish Ministry of Foreign Affairs
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