

## **AGENDA ITEM VI.**

### ***Multi-donor partnerships and multilateral evaluations***

#### **Room Document 14**

#### **COMPARATIVE STUDY OF MOPAN AND EVALNET APPROACHES TO ASSESSING MULTILATERAL ORGANIZATIONS' DEVELOPMENT EFFECTIVENESS**

This document has been prepared by France *for discussion* at the 16<sup>th</sup> meeting of the DAC Evaluation Network.

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# REPORT

## Comparative Study of MOPAN and EvalNet Approaches to Assessing Multilateral Organization's Development Effectiveness

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## **1. Introduction**

This paper compares the MOPAN and EvalNet approaches to assessing multilateral organizations' development effectiveness and results reporting, with the goal of identifying similarities, differences, and potential for combination of approaches.

### **1.1 OECD-DAC Network on Development Evaluation's Approach to Assessing the Development Effectiveness of Multilateral Organization**

Although many multilateral organizations produce annual reports to their management and/or boards, donor countries felt they were not receiving a comprehensive overview of the performance on the ground of multilateral organizations. In 2011, the Organisation for Economic Cooperation and Development's Development Assistance Committee (OECD-DAC) Network on Development Evaluation<sup>1</sup> (EvalNet) endorsed an approach to undertake the assessment of development effectiveness of multilateral organizations. It was intended to complement the Multilateral Organization Performance Assessment Network (MOPAN)'s organizational effectiveness assessments.

The EvalNet approach does not rely on a particular definition of development effectiveness. It assesses selected characteristics of the development effectiveness of multilateral organizations, namely: (1) achievement of expected results, (2) relevance of interventions, (3) sustainability of results/benefits, (4) efficiency, (5) crosscutting themes (gender equality and environmental sustainability), and (6) the use of evaluation and monitoring to improve development effectiveness. These 6 criteria mirror the standard DAC evaluation criteria. The EvalNet approach involves a systematic and structured meta-synthesis of the findings of a sample of evaluations performed by the organization itself. As well, a set of key corporate documents are reviewed and selective interviews are held with staff at headquarters level.

### **1.2 MOPAN's Common Approach to Assessing the Organizational Effectiveness and Development Results of Multilateral Organizations**

The Multilateral Organization Performance Assessment Network (MOPAN) was established in 2002 by six bilateral donor countries to evaluate the effectiveness

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<sup>1</sup> The Network on Development Evaluation is a unique international forum bringing together evaluation managers and specialists from development co-operation agencies in OECD-DAC member countries and multilateral development institutions. The network's goal is to increase the effectiveness of development co-operation policies and programmes by promoting high-quality, independent evaluation. It serves as a platform for learning and co-ordination, and enables members to work together to improve the quality of evaluations and harmonize evaluation processes.

of the multilateral organizations to which they were contributing. In 2009, the Common Approach was launched to combine the past experience of donor countries in assessing multilateral organizations. MOPAN is now a network of 17 donor countries seeking credible information about the multilateral organizations which they fund. As of 2013, MOPAN has a full time Secretariat at the OECD. The Common Approach collects data through surveys of donor staff, partners and stakeholders; document review, and consultations with staff members from the multilateral organizations under review. The approach uses key performance indicators to rate organizations on four dimensions of organizational effectiveness, namely: (1) strategic; (2) operational; (3) relationship; and (4) knowledge management. In 2011, MOPAN introduced a new development results component to assess as well how organizations are progressing towards declared objectives.

## **2. Issue**

Although the EvalNet approach was originally developed to complement MOPAN's organizational effectiveness assessments, there now appears to be a duplication of effort, given MOPAN's results component that assesses the development results of multilateral organizations.

At a June 2013 EvalNet meeting, members considered experience in applying the EvalNet approach and the issue of possible duplication with MOPAN. A comparison study of both approaches was identified as a desirable next step to support possible future decision-making.

An external evaluation of MOPAN was tabled in September 2013 and concluded that "the MOPAN development results component and EvalNet's Development Effectiveness tool were designed to meet the same demand, and therefore runs contrary to the MOPAN assumption that it doesn't duplicate the work of others." The evaluation recommended that both approaches be merged into one assessment led by MOPAN.

In response to the evaluation, MOPAN members agreed that further analysis was needed prior to decision-making on the future of the MOPAN 3.0 approach. Canada offered to lead a comparison study, jointly with other donor countries, of both approaches under the guidance of MOPAN's Technical Working Group.

## **3. Objectives**

This study intends to provide a comparative assessment of the EvalNet and MOPAN approaches, with a primary focus on the development effectiveness components, to support potential decision-making by donor countries on the future of the two. It also seeks to identify insights to resolve duplication, and to

improve the governance, rigour and use of evaluations of multilateral organizations. Assessments of the Asian Development Bank and the United Nations Development Program have been done separately under the respective approaches in recent years. These will provide good case studies for comparison.

#### **4. Preparation of the Approach Paper**

An approach paper was developed to establish a framework for the comparative study, based on an initial literature review that included eight key documents. These also contributed significantly to the document review for the study and include:

- Evaluation of MOPAN (2013) - Provides findings, conclusions and recommendations on the use of MOPAN reports by donors and multilateral organizations, the extent to which MOPAN reports meet the needs of members, and opportunities to maximize harmonization of donor approaches in assessing multilateral organizations' systems.
- MOPAN's Common Approach Methodology (2012) and Common Approach: Implementation Guide (2013) - Provide detailed information on the approach and methodology used for conducting the organizational effectiveness and development results assessments.
- MOPAN Institutional Reports of the ADB (2013 draft) and the UNDP (2012) - Present the results of the MOPAN assessment of both organizations. It examines organizational systems, practices, and behaviours that MOPAN identifies as important for aid effectiveness. It also examines the extent to which there is evidence of an organization's contribution to development and/or humanitarian results and the relevance of its objectives and programmes of work to stakeholders at the country level.
- OECD-DAC Guidance Document for Assessing the Development Effectiveness of Multilateral Organizations (2011) - Provides detailed information on the approach and methodology used for conducting the development effectiveness reviews of multilateral organizations.
- OECD-DAC Report on Multilateral Aid (2012) - Examines recent trends in multilateral official development assistance and aid channelled through the multilateral system; provides an overview of fragmented country aid; analyses different approaches adopted by donors in assessing multilateral organizations; and finally proposes ideas for guiding principles and guidelines to limit the proliferation of these channels.
- OECD-DAC Evaluating Development Co-operation: Summary of Key Norms and Standards (2010) - Identifies the main elements of the OECD-DAC's approach to evaluation, including evaluation criteria, core principles and quality standards.

- OECD-DAC EvalNet Development Effectiveness Reports of the ADB (2013) and the UNDP (2012) - Provide an evidence-based assessment of the development effectiveness of both multilateral organizations programs to satisfy the requirements established by external stakeholders, primarily bilateral development agencies.
- Report on the Pilot Test and MOPAN 2010 Survey Results (2011) - Compares the results of an EvalNet approach pilot test with the MOPAN survey for both ADB and the World Health Organization.

## **5. Study Framework**

### **5.1 Key Questions**

Study questions were identified based on the initial literature review and on discussions that took place at the June 2013 OECD-DAC EvalNet and September 2013 MOPAN meetings. These questions align with the objectives of the study and include:

- What are the stated goals of the approaches? What needs are they trying to address?
- What are the differences between the approaches? Where do they overlap?
- What are the strengths and weaknesses of each approach?<sup>2</sup>
- How well are the approaches meeting their stated goals?
- If the two approaches were to be integrated, how might that be done?

### **5.2 Methods**

This study analyses qualitative information collected through the use of several data collection methods, namely document review and case studies of the implementation of both approaches in the assessment of the ADB and the UNDP.

### **5.3 Reference Group**

The study was supported by a reference group with experience in managing or providing feedback on EvalNet and/or MOPAN assessments. The reference group was assembled with suggestions from the MOPAN Technical Working Group and OECD-DAC EvalNet. It reviewed study's terms of reference and draft report, and provided advice and guidance throughout the process.

Members included:

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<sup>2</sup> This will be assessed based on breadth of criteria assessed, credibility of the methodology, costs, level of effort by implementing parties and multilateral organizations being assessed.

- Brigitte Malenfant, Senior Policy Analyst, MOPAN Secretariat;
- Thomas Dam, Senior Advisor, Department for Quality Assurance, Norwegian Agency for Development Cooperation and Chair of MOPAN's Technical Working Group;
- Ted Kliet, Senior Evaluator, Policy and Operations Evaluation Department, Netherlands Ministry of Foreign Affairs; and
- Claude Leroy-Themeze, Head of the Development Activities Evaluation Unit, Multilateral Affairs, Trade and Development Policies, France's Ministry of Economy and Finance.

#### **5.4 Peer Reviewers**

Two peer reviewers were also called upon: Charles Lusthaus and Ted Freeman. Charles Lusthaus is a senior consultant at Universalia and an expert on MOPAN, having helped develop the methodology and used it to assess several multilateral organizations. Ted Freeman, managing partner of Goss Gilroy Inc., helped develop the EvalNet approach and methodology and has led several development effectiveness reviews of multilateral organizations.

### **6. Implementation and Deliverables**

The study was conducted by a team from the Development Evaluation Division of Foreign Affairs, Trade and Development Canada. It was led by a senior evaluator with experience managing development effectiveness reviews of multilateral organizations and providing input and feedback to MOPAN assessments of multilateral organizations.

Draft and final reports were prepared by the evaluation team and shared with the reference group and peer reviewers for comment.

The final report will be presented for discussion at the MOPAN Technical Working Group and Steering Committee meetings in December 2013 and at the OECD-DAC EvalNet meeting in February 2014.

### **7. Findings**

The following sections review the findings of this study. An overview of the findings is also presented in Figure 1.

## 7.1 What are the Stated Goals of the Approaches? What Needs are they Trying to Address?

**Finding:** *Both approaches were developed to address the information needs of donors regarding the effectiveness of multilateral organizations. The emphases of the two approaches correspond to their different initial focus on organizational effectiveness (MOPAN) and development effectiveness (EvalNet).*

The MOPAN Common Approach was developed to respond to information needs of donors on organizational performance, understood also to be a proxy for development effectiveness. Similarly, the EvalNet approach was developed to fill a gap in the information available to donors regarding the development effectiveness of multilateral organizations.

**Finding:** *Both approaches seek to produce credible information to meet domestic accountability requirements and to encourage improvement by multilateral organizations.*

The MOPAN Common Approach, in existence since 2002, intends to generate relevant, credible and robust information that MOPAN members can use to meet their domestic accountability requirements and to fulfill their responsibilities and obligations as bilateral donors. It also seeks to provide an evidence base for MOPAN members, multilateral organizations and their partners to discuss organizational effectiveness and, in doing so, build better understanding and lead to improvement and learning over time. Through the conduct of MOPAN assessments, dialogue between MOPAN members, multilateral organizations, and their partners is supported. MOPAN provides a forum for donors supporting the multilateral organizations to meet, identify and address common concerns. The EvalNet approach seeks to produce independent, credible, evidence-based information on a common set of criteria (mirroring the DAC evaluation standards) that provides a picture of the development effectiveness of a multilateral organization. It also seeks to produce information on the adequacy of performance management and accountability tools, including results reporting, evaluation and monitoring in support of effective development. The findings and conclusions of these reviews are intended for use by donors in fulfilling their own accountability requirements, and as guidance for potential improvement by the multilateral organizations themselves.<sup>3</sup>

**Finding:** *While the approaches have similar overall goals, they organize and present information differently.*

MOPAN defines organizational effectiveness as the extent to which a multilateral organization has systems in place to contribute to development results in the countries where it operates. It examines the organizational systems, practices, and behaviours deemed important for aid effectiveness and that are likely to contribute to results at the country level. In 2012, the approach was expanded to

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<sup>3</sup> “Assessing the Development Effectiveness of Multilateral Organizations”, OECD-DAC, 2012

include the development results component, which assesses evidence of the achievement of results by the multilateral organization.<sup>4</sup>

EvalNet focuses on the results produced by the organization. It looks in more depth at results achievement, relevance, sustainability, crosscutting themes of gender and environment, efficiency, and use of monitoring and evaluation.

## 7.2 What are the Differences? Where do they Overlap?

Table 1 provides an overview of the similarities and differences between both approaches.

**Table 1**

	<b><u>MOPAN Results Component</u></b>	<b><u>DAC EvalNet</u></b>
<b>Purpose</b>	Both approaches aim to assess the extent to which multilateral organizations are effective in their work and achieve results	
<b>Selection of Multilateral organization</b>	<ul style="list-style-type: none"> <li>• Both approaches use similar criteria to select multilateral organizations. These include:               <ul style="list-style-type: none"> <li>○ the perceived interest to members;</li> <li>○ multilateral organizations’ strategic planning and replenishment cycles;</li> <li>○ adherence to a 3 to 5 year re-assessment cycle.</li> </ul> </li> </ul>	
<b>Indicators</b>	<ul style="list-style-type: none"> <li>• KPI A – Evidence of the extent of the multilateral organisation’s progress towards its institutional/organization-wide results</li> <li>• KPI B – Evidence of the extent of the multilateral organisation’s contributions to county-level goals and priorities, including MDGs</li> <li>• KPI C – Relevance of objectives and programme of work to stakeholders</li> </ul>	<ol style="list-style-type: none"> <li>1. Achievement of objectives</li> <li>2. Crosscutting themes</li> <li>3. Sustainability</li> <li>4. Relevance</li> <li>5. Efficiency</li> <li>6. Use of evaluation and monitoring</li> </ol>

<sup>4</sup> “2013 MOPAN Common Approach Methodology”, MOPAN, 2013

<b>Methodology</b>	<ul style="list-style-type: none"> <li>• Surveys, document review and interviews.</li> <li>• Indicators, surveys and interviews can be adjusted for specific organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Primarily document review.</li> <li>• Criteria are relatively fixed.</li> </ul>
<b>Data Sources</b>	<ul style="list-style-type: none"> <li>• Corporate and country level performance reports, relevant thematic and country program evaluations, MOPAN survey, interviews with multilateral organization representatives<sup>5</sup></li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation documents – evaluations of programs, sectors and other activities<sup>6</sup> as well as corporate documents</li> </ul>
<b>Data Analysis</b>	<ul style="list-style-type: none"> <li>• Surveys: Statistical Analysis</li> <li>• Documents: Content Analysis</li> <li>• Various rating scales used for different assessment areas</li> </ul>	<ul style="list-style-type: none"> <li>• Content analysis of evaluation reports</li> <li>• Four-point rating scale used for all criteria</li> </ul>
<b>Engagement</b>	<ul style="list-style-type: none"> <li>• Multilateral organization is engaged throughout assessment process.</li> <li>• All MOPAN donors engaged in report finalization.</li> </ul>	<ul style="list-style-type: none"> <li>• Multilateral organization is engaged at beginning and end of assessment process.</li> <li>• Report finalization involves only donor country leading the review.</li> </ul>
<b>Publication</b>	All reports published online.	

<sup>5</sup> Performance monitoring reports/results reports are typically mandatory for all projects and thus provide a reasonably complete coverage of the overall project portfolio in a multilateral organization. However, they do not provide a thorough impact analysis or an insight into the results produced by the multilateral organization.

<sup>6</sup> Evaluations are not performed for all projects and thus provide less coverage of an organization's portfolio than performance monitoring reports. However, they provide a deeper analysis of outputs, impacts and results produced by the organization.

<b>Time Period</b>	<ul style="list-style-type: none"> <li>A focus on multilateral organization performance at specific point in time in relation to their strategy (e.g. latest completed strategic period or current strategic planning period)</li> </ul>	<ul style="list-style-type: none"> <li>Evaluations are by nature focused on preceding years. The evaluations are likely to cover several different time periods as well as strategic planning cycles</li> </ul>
<b>Cost</b>	C\$350,000 (for the entire assessment) <sup>7</sup>	C\$100,000 to C\$125,000
<b>Duration</b>	320 days	100 days
<b>Sampling</b>	Sampling of country programs, survey recipients, interviewees, and documents.	Sample of evaluation reports, screened for coverage and quality.
<b>Assessments Completed Annually</b>	4-6	2-3

### 7.2.1 Processes for the Implementation of the Approaches

**Finding:** Both approaches follow a similar process for implementation, although with notable differences in methodology, sampling, data collection and analysis.

Both MOPAN and EvalNet approaches use standard research techniques. The similarities and differences are described below for each phase of the processes.

#### 1) Selection of Multilateral Organization

In both approaches, selection of multilateral organizations for assessment is based on three key factors: (1) the perceived interest and importance to MOPAN<sup>8</sup>

<sup>7</sup> Includes assessment of organizational form and of development results. Approximately 30-35% of the total cost can be attributed to the development results component.

<sup>8</sup> As stated in MOPAN Common Approach Methodology, MOPAN members are also selecting multilateral organizations for assessment based on the “perceived importance and interest to all MOPAN members”, medium-term strategic planning and replenishment cycles and mandate of the organization (for example, MOPAN seeks to assess a variety of international financial institutions, UN funds, and specialized agencies).

and EvalNet members'; (2) multilateral organizations' medium-term strategic planning and replenishment cycles; and (3) adherence to a 3 to 5 year re-assessment cycle.

## **2) Methodology**

***Finding:*** *The methodology used by each approach is different. MOPAN uses surveys, document review and interviews while EvalNet primarily uses a document review to conduct the assessments.*

MOPAN uses a combination of surveys, document review and interviews in its approach. The survey is conducted with partners or clients of the organization, as well as donor staff in capitals, at the organization's headquarters, and at country level. The document review analyzes corporate documents prepared by the multilateral organizations themselves and is sometimes complemented by other sources such as reports from the Common Performance Assessment System (COMPAS) and from the OECD's Surveys on Monitoring the Paris Declaration. The approach also uses interviews with employees at the headquarters of multilateral organizations and sometimes in country offices to complement and triangulate data.<sup>9</sup>

In order to maintain the fairness and accuracy of assessment results, MOPAN tailors its indicators to the type of organization it is evaluating. Different types of multilaterals such as international financial institutions and United Nations agencies have distinct mandates and varied objectives. Thus, development results component indicators in particular have been adjusted to reflect the organization's goals. Additionally, surveys and interviews can be adapted from one assessment to another to properly fit the organization's direction.

The EvalNet approach differs in that it focuses on the organization's own evaluation reporting as the basis for its assessment. It pre-screens a representative sample of evaluations that have been published over a given period, and then carries out a meta-synthesis of those evaluations. The quality screening phase provides information about the organization's evaluation function and reporting mechanisms. Annual reports, summaries on development results and reports on progress towards the objectives of the organization's strategic plan are also consulted to contextualize information from evaluations.<sup>10</sup>

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<sup>9</sup> "2013 MOPAN Common Approach Methodology", MOPAN, 2013. 4.

<sup>10</sup> "Assessing the Development Effectiveness of Multilateral Organizations", OECD-DAC, 2012. 7.

To maintain accuracy of the assessment and to accommodate different types of organizations with varying mandates, the EvalNet approach allows for a certain amount of flexibility. The Evaluation Quality Screening Guide is meant to be flexible and can be fitted to the programming, objectives and structure of different organizations. Nevertheless, the criteria and sub-criteria remain constant, in order to ensure a level of consistency across organizations.<sup>11</sup>

### **3) Sampling**

**Finding:** *Sampling is different for the two approaches. MOPAN performs sampling at several different levels; a number of partner countries are selected to take part in the assessment, then sampling is used to select survey participants, interviewees and documents to be reviewed. EvalNet simply selects a representative sample of evaluation reports produced by multilateral organizations for the meta-synthesis.*

#### **MOPAN's Sampling Process**

##### *Selection of Sample Countries*

The MOPAN Approach uses selection criteria to support its selection of sample countries. These include:<sup>12</sup>

- Multilateral organization presence in-country ;
- Presence and availability of MOPAN members;
- No recent inclusion in the survey;
- The need for geographic spread; and
- A mix of low-income and middle-income countries (middle-income countries being subdivided into lower-middle and upper-middle).<sup>13</sup>

##### *Sampling of Survey Participants*

MOPAN's surveys are extended to three different categories of respondents:

Donors HQ oversight,<sup>14</sup> Donor Country Office oversight,<sup>15</sup> and Direct partners/clients.<sup>16</sup> MOPAN uses a method of sampling called "expert sampling",

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<sup>11</sup> "Assessing the Development Effectiveness of Multilateral Organizations", OECD-DAC, 2012. 20.

<sup>12</sup> "2013 MOPAN Common Approach Methodology", MOPAN, 2013.

<sup>13</sup> "2013 MOPAN Common Approach Methodology", MOPAN, 2013. 8.

<sup>14</sup> Donors HQ oversight: professional staff, working for a MOPAN donor government, who share responsibility for overseeing/observing a multilateral organization at the institutional level.

by which individuals are classified by the multilateral organization or MOPAN members as sufficiently knowledgeable to have an expert opinion. This initial identification is confirmed by the individuals themselves using a screening question which asks the expert to rate their familiarity with the organization before proceeding with the rest of the survey.<sup>17</sup> MOPAN has a target of 70 percent response rate from respondents at headquarters and a 50 percent response rate from the other “target groups”.

### *Sampling of Interviewees*

Interviews are conducted with “individuals who are knowledgeable in areas that relate to the MOPAN assessment.” These individuals work in the units targeted by the assessment such as strategy and planning and results-based management.<sup>18</sup> No further detail is provided on how sampling is performed within these targeted units.

### *Sampling of Documents*

The following specific guidelines govern MOPAN’s selection of documents (i.e. guidelines, corporate strategies and reports):

- Policies and guidelines are selected only if they are in force as of the year of assessment;
- Strategies are selected only if they are being implemented within the years covered by the assessment;
- Thematic documents are selected so as to represent a mix of thematic areas;
- Web information is selected only if it is presented on the multilateral organisation’s web site and is assumed to be current unless the web page itself states otherwise; and
- All project and program level documents are selected only if they are being implemented within the years covered by the assessment.

## **EvalNet’s Sampling Process**

A sample of evaluation reports is drawn from the organisation’s universe over the review period. It is pre-screened for quality and coverage (described below), and

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<sup>15</sup> Donor Country Office oversight: individuals who work for a MOPAN donor government and are in a position that shares responsibility for overseeing/observing a multilateral organization at the country level.

<sup>16</sup> Direct partners/clients: individuals who work for a national partner organization (government or civil society) in a developing country, professional staff from multilateral organizations that receive some sort of direct transfer from the multilateral organization or that have direct interaction with it at country level.

<sup>17</sup> “2013 MOPAN Common Approach Methodology”, MOPAN, 2013. 9.

<sup>18</sup> “2013 MOPAN Common Approach Methodology”, MOPAN, 2013. 18.

all those that pass form the final sample on which the meta-synthesis is based. In practice, this has meant between 40 and 60 reports being selected.

Pre-screening for coverage involves:

- Identifying the universe of evaluation reports available over a three- to five-year time-frame;
- Examining a subset of evaluation reports to determine how representative each evaluation is of the multilateral organization’s activities (geographic, thematic, objectives, sector or technical coverage);
- Establishing a profile of the organization’s activities to allow for an estimate of the percentage of its activities represented by a given set of evaluations;
- Identifying the primary measure used to assess coverage (i.e. geographic and/or objectives coverage). Multiple dimensions can be used for the sample analysis;
- Selecting a sample of evaluation reports using the measure(s) identified above;<sup>19</sup> and
- Presenting the proportion of the multilateral organization’s activities and investments covered by the evaluation sample.

Pre-screening for quality is based on factors derived from the DAC Quality Standards for Development Evaluation<sup>20</sup> and the Standards in Evaluation in the UN System.<sup>21</sup> These include:<sup>22</sup>

- Purpose of the evaluation is clearly stated;
- Evaluation objectives are stated;
- Evaluation Report is organized, transparently structured, clearly presented and well written;
- Subject evaluated is clearly described;
- Scope of the evaluation is clearly defined;
- Evaluation criteria;
- Multiples lines of evidence are used;
- Evaluations are well designed;
- Evaluation findings and conclusions are relevant and evidence based;

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<sup>19</sup> In ADB’s assessment, for example, the approach used the following principles to select its evaluation sample: maximize coverage of ADB loans and disbursements, maximize geographic coverage, include a mixture of evaluations types, especially Country and Sector Program Evaluations, and ensure the main areas of ADB programming were adequately represented. (“Development Effectiveness Review of the Asian Development Bank,” CIDA, 2012. 52)

<sup>20</sup> “DAC Quality Standards for Development Evaluation”, DAC, 2010

<sup>21</sup> “Standards in Evaluation in the UN System”, UNEG, 2005

<sup>22</sup> “Assessing the Development Effectiveness of Multilateral Organizations”, OECD-DAC, 2012.

- Evaluation report indicates limitations of the methodology; and
- Evaluation includes recommendations.

EvalNet’s quality screening addresses similar aspects to MOPAN’s content analysis (e.g., evidence of theories of change, reports on outputs and outcomes, baselines, targets and evidence of the organization’s progress). Only evaluation reports that pass the quality screening are retained in the sample for the review.

#### **4) Data Collection and Analysis**

***Finding:** Both approaches provide very clear guidelines and steps for data analysis. Specific scales and rating guides are given.*

#### **MOPAN’s Process for Data Collection and Analysis**

##### *MOPAN Survey Data Analysis*

The MOPAN Approach calculates mean scores, medians, standard deviations and frequencies (including analysis of ‘don’t know’ and missing responses) for the surveys, and analyses the content of open-ended questions. This is performed for all MIs and KPIs in both components.<sup>23</sup> Statistical analysis (analysis of variance and t-tests) of differences in the responses among categories of respondents is also performed).<sup>24</sup>

##### *MOPAN Document Analysis*

##### *Organisational Effectiveness Component*

For the organizational effectiveness component, documents are reviewed by thematic content analysis. Criteria have been developed using accepted standards and guidelines for each indicator area (i.e. OECD-DAC guidelines) as well as on MOPAN’s and experts’ identification of additional issues. The analysis of indicators in the organizational effectiveness component generally involves assessment in the following four areas:

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<sup>23</sup> “2013 MOPAN Common Approach Methodology”, MOPAN, 2013. 11.

<sup>24</sup> “2013 MOPAN Common Approach Methodology”, MOPAN, 2013. 13.

- Quality: Documents are assessed in terms of their content, and for particular items or characteristics noted in standards as best practice.
- Use: Some proxy indicators for the use or implementation of a document are examined, such as evidence from budget documents that a certain policy or priority area is being financed, or evidence from evaluations that show implementation of a policy or priority area.
- Consistency: Where possible, documents of the same type are examined to assess the extent to which criteria are met consistently across the organisation.
- Improvement over time: In some cases, documents are examined over several years to assess the extent to which progress is evident.<sup>25</sup>

The document review ratings use two sets of scales: a six-point scale for the majority of the organisational effectiveness questions (very weak, weak, inadequate, adequate, strong, very strong); and a three-point scale for 7 organisational effectiveness micro-indicators that are based on the Paris Declaration indicators (inadequate, adequate, strong).

Ratings for key performance indicators (KPIs) are based solely on the ratings for the micro-indicators (MIs) in each KPI. Each KPI rating is calculated by taking the mean of all MI ratings in that KPI. In cases where the micro-indicator ratings for one key performance indicator are highly divergent, this is noted in the narrative of the report.<sup>26</sup>

### *Development Results Component*

For the development results component, MOPAN reviews institutional and country level documents to see whether strategically planned results were achieved. These documents include performance reports and thematic or program evaluations in relevant areas.<sup>27</sup> Content analysis is performed using the following criteria: evidence of explicit theories of change, reports on outputs, reports on outcomes, baselines provided, targets provided, evidence to support reported changes – output level; and evidence of the organization’s contribution to development results.

Evidence from the document review is used with survey data to determine the overall “best fit” rating for development results (KPIs A and B). Analysis is based on a 4-point scale for the assessment of evidence as part of a determination of the “best fit” for the development results component (weak, inadequate, adequate, strong).<sup>28</sup> The best fit approach is meant to provide flexibility in the

<sup>25</sup> “2013 MOPAN Common Approach Methodology”, MOPAN, 2013. 16.

<sup>26</sup> “2013 MOPAN Common Approach Methodology”, MOPAN, 2013. 17.

<sup>27</sup> “2013 MOPAN Common Approach Methodology”, MOPAN, 2013. 16.

<sup>28</sup> “2013 MOPAN Common Approach Methodology”, MOPAN, 2013. 16.

analysis of results data. However, the methodology for the results component requires a high level of judgment on the part of the evaluation team. It is also important to note that the MOPAN approach does not have a formal screening process for the documents that are used as evidence of organizational and development effectiveness. However, quality of corporate results reporting is discussed in the development results component.

### *Quality Assurance/Triangulation*

The MOPAN Approach triangulates the survey, document review and interview data to ensure accuracy and minimize error. The reports present document review and survey results separately so as to display any disagreement between the values. Independent assessments of the organization are also reviewed to compare with findings. Interviews provide contextual information and supplemental data that is required. The findings for the development results component are presented to a panel of experts for discussion and all findings are inspected within the MOPAN network and revised based on member feedback. Reports are then shared with the multilateral organization and reviewed before finalization.<sup>29</sup>

### **EvalNet Process for Data Collection and Analysis**

The EvalNet methodology relies primarily on document review to assess multilateral organizations. Recently, in the review of UNICEF, the document review was supplemented by a limited number of interviews. Although the approach relies on one data source (i.e. evaluations), these evaluations themselves are triangulated and based on multiple lines of evidence.

Once the sample of evaluation reports has been established, the evaluation reports are reviewed to: (1) determine if the reports address each of the sub-criteria; and (2) rate the findings of the reports as “highly satisfactory/satisfactory/unsatisfactory/highly unsatisfactory” based on the approach’s classification guide.

In reporting the results of the analysis, the number and percentage of evaluations receiving each rating “highly satisfactory/satisfactory/unsatisfactory/highly unsatisfactory” for each sub-criterion is listed. Results for sub-criteria are reported separately in a section dealing with the overall criterion (e.g. achievement of results) instead of aggregated into one rating. This is because the criterion and sub-criteria are not mutually exclusive or of equal weight.<sup>30</sup>

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<sup>29</sup> “2013 MOPAN Common Approach Methodology”, MOPAN, 2013. 20.

<sup>30</sup> “Assessing the Development Effectiveness of Multilateral Organizations”, OECD-DAC, 2012. 35.

The number of evaluations that address any given sub-criterion is also presented in the report to inform readers of the coverage of the sub-criterion, which supports transparency in reporting.<sup>31</sup> The EvalNet approach specifies that if coverage of a sub-criterion is too weak, results for that sub-criterion should not be reported.<sup>32</sup> The approach requires conversion of the number of evaluations addressing each sub-criterion into qualitative ratings of “weak”, “moderate” and “high” coverage. Analysis of ratings is based on the number of evaluations that report on the sub-criterion.

The EvalNet approach incorporates a step of data analysis which is not identified by the MOPAN Approach, which is analysis of “factors contributing to or inhibiting effectiveness”.<sup>33</sup>

## **5) Engagement**

***Finding:*** *The level of engagement with multilateral organization is much higher under the MOPAN Approach compared with the EvalNet Approach.*

The MOPAN approach involves a high level of engagement with the multilateral organization itself. The organization is involved from the outset, in dialogue about the indicators and the questionnaires to be used. Employees are interviewed, and the organization is asked to provide documents for review. The organization is then asked to provide feedback at several points throughout the process, as well as a management response prior to publication.

As compared to MOPAN, the EvalNet approach generally involves less engagement with the multilateral organization. The organization confirms available evaluation reports and documents, approves the sample of evaluation reports for assessment, provides feedback on the draft report, and may author a management response. In the recently conducted UNICEF assessment, there were also a small number of key informant interviews. This more modest level of engagement implies a lesser burden on the time and attention of the organization resulting from the review.

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<sup>31</sup> “Assessing the Development Effectiveness of Multilateral Organizations”, OECD-DAC, 2012. 35.

<sup>32</sup> “Assessing the Development Effectiveness of Multilateral Organizations”, OECD-DAC, 2012. 35.

<sup>33</sup> “Assessing the Development Effectiveness of Multilateral Organizations”, OECD-DAC, 2012. 36.

## **6) Publication**

***Finding:** All MOPAN and EvalNet reports are published online.*

MOPAN publishes its assessments on its website (<http://www.mopanonline.org/publications>).

EvalNet publishes evaluations completed by members of the OECD-DAC in its newsletter “Development Evaluation News” and on its website. The DAC Evaluation Resource Centre (DEReC) is a database which stores the network’s published evaluations. (<http://www.oecd.org/derec/>).

### **7.2.2 Indicators**

Both approaches have a set of indicators for assessing multilateral organizations, as shown in table 2.

Table 2: MOPAN and EvalNet Indicators

MOPAN Structure	
<b>Organizational Capacities</b>	
<b>Strategic Management</b>	Developing and following strategies that reflect good practices in managing for development results;
<b>Operational Management</b>	Managing operations in a way that is performance-oriented, thus ensuring organizational accountability
<b>Relationship Management</b>	Engaging in relationships with direct partners/clients and other donors at the country level in ways that contribute to aid effectiveness and that are aligned with the principles of the Paris Declaration and subsequent Aid Effectiveness commitments, such as the Accra Agenda for Action and Busan Partnership for Effective Development Cooperation
<b>Knowledge Management</b>	Developing feedback and reporting mechanisms and learning strategies that facilitate the sharing of knowledge and performance information
<b>Achievement of Development Results</b>	
<b>Institutional/ Organizational Wide Results</b>	Evidence of the extent of the organization's progress towards its institutional/organization-wide results
<b>Country-level Goals and Priorities</b>	Evidence of the extent of the multilateral organization's contribution to country-level goals and priorities, including relevant MDG
<b>Relevance of Objectives and Programme of Work to Stakeholders</b>	Extent to which surveyed stakeholders consider the multilateral organization supports country priorities and meets the changing needs of direct partners and the target population

EvalNet Structure	
<b>Achievement of Development Objectives and Expected Results</b>	<ul style="list-style-type: none"> <li>• Programs and projects achieve their stated development objectives and attain expected results</li> <li>• Programs and projects have resulted in positive benefits for target group members</li> <li>• Programs and projects made differences for a substantial number of beneficiaries</li> <li>• Programs contributed to significant changes in national development policies and programs</li> </ul>
<b>Integration of crosscutting themes</b>	<ul style="list-style-type: none"> <li>• Extent to which multilateral organization supported activities effectively address the crosscutting issue of gender equality</li> <li>• Extent to which changes are environmentally sustainable</li> </ul>
<b>Sustainability of Results/ Benefits</b>	<ul style="list-style-type: none"> <li>• Benefits continuing or likely to continue after project or program completion</li> <li>• Projects and programs are reported as sustainable in terms of institutional and/or community capacity</li> <li>• Programming contributes to strengthening the enabling environment for development</li> </ul>
<b>Relevance of Interventions</b>	<ul style="list-style-type: none"> <li>• Programs and projects are suited to the needs and/or priorities of the target group</li> <li>• Projects and programs align with national development goals</li> <li>• Effective partnerships with governments, multilateral organizations and NGOs for planning, coordination and implementation</li> </ul>
<b>Efficiency</b>	<ul style="list-style-type: none"> <li>• Program activities are evaluated as efficient</li> <li>• Implementation and objectives achieved on time</li> <li>• Systems and procedures for project/program implementation and follow up are efficient</li> </ul>
<b>Usage of Evaluation and Monitoring</b>	<ul style="list-style-type: none"> <li>• Systems and process for evaluation are effective</li> <li>• Systems and processes for monitoring and reporting</li> <li>• RBM systems are effective</li> <li>• Evaluation is used to improve development effectiveness</li> </ul>

**Finding:** *The analysis of the indicators demonstrate a clear overlap between EvalNet approach and MOPAN's development results component. Weaker connections were observed with indicators related to performance management and crosscutting themes.*

For the purpose of this comparison, indicators from both approaches have been classified to identify areas of overlap and strengths and weaknesses of each approach.<sup>34</sup> They have been organized into the three following categories, and pictured in Appendix A:

- Assesses organizational characteristics (e.g. policies, guidelines, procedures, systems, frameworks, tools, strength of partnerships, programming and planning) (coded in purple);
- Assesses quality of reporting and/or available evidence (coded in green); and
- Assesses actual development impact (coded in blue).

Although each approach addresses all three areas in some way, the EvalNet approach primarily focuses on the multilateral organization's impact while the MOPAN approach focuses most strongly on assessing organizational characteristics, as per its original objectives. Thirteen of EvalNet's 19 indicators assess development impact, compared to 6 of MOPAN's 21.<sup>35</sup> In a general sense, MOPAN looks more at the presence and quality of systems which are assumed to produce results, while EvalNet deals with development effectiveness. EvalNet frequently uses the word "effective," "achieve," and "result" in its indicators, while MOPAN refers often to organizational structures. In this way, the indicators are an accurate presentation of the different objectives of each approach. Nevertheless, there is convergence between the approaches in many aspects.

The attached schematic is intended to demonstrate the degree of correspondence between the indicators used by the two approaches. Arrows link indicators from each approach to show matches in coverage of a certain area (e.g. alignment with national development goals, extent to which projects are suited to needs, effective partnerships). The three KPIs which make up MOPAN's development results component have the strongest overlap with EvalNet indicators; particularly KPIs B and C. The EvalNet indicators which were categorized as addressing organizational characteristics also had significant overlap with many different MOPAN indicators.

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<sup>34</sup> The numbering of MOPAN indicators is based on those used in the July 2013 evaluation of ADB. Numbering systems vary between cases, but indicators are relatively standard.

<sup>35</sup> See Appendix A

There are indicators from both approaches that do not have comparable counterparts.

MOPAN does not have a comparable indicator for the following EvalNet indicators:

- 1.2: Programs and projects have resulted in positive benefits for target group members

The MOPAN approach does look at progress and contributions, but not necessarily “positive benefits” for target group members. MOPAN focuses more on alignment of strategies and contributions with country-level goals and for priorities of stakeholders, but does not look at whether impacts are actually beneficial.

- 3.1: Benefits continuing or likely to continue after project or program completion
- 3.2: Projects and programs are reported as sustainable in terms of institutional and/or community capacity
- 3.3: Programming contributes to strengthening the enabling environment for development

The MOPAN approach overlooks sustainability as an important factor for the development performance of the organizations which it assesses.

EvalNet does not have comparable indicators to match the following MOPAN indicators:

- KPI 2: Corporate strategy and mandate (organization’s articulation of a long-term strategy based on a clear mandate)

This indicator strictly focuses on corporate strategy and planning. EvalNet focuses more strongly on results and overlooks high level organizational direction.

- KPI 17: Harmonizing procedures (organization is adequate in harmonizing procedures at the country level)

This MOPAN indicator speaks to the multilateral organization’s involvement in joint missions, support for government-led programme-based approaches and technical cooperation disbursed through coordinated programmes.

- KPI 21: Availability of documents (extent to which documents are made available to the public)

Transparency of the organization is not addressed by EvalNet's indicators, although it is touched upon in the "Evaluation and Results Reporting" section within the introductions of reviews.

Some MOPAN indicators were only weakly connected to one EvalNet indicator:

- KPI 3: Corporate focus on results

As EvalNet tends to assess results of programs, corporate focus and corporate level strategizing are not addressed by its indicators

- KPI 6: Resource allocation decisions

High level decision making processes are not covered by the EvalNet approach. Its indicators which cover organizational form tend to focus on project and program implementation, evaluation and monitoring and reporting.

- KPI 16: Contributing to policy dialogue

Policy dialogue respecting client views and reputation for valuable input to policy dialogue are linked to good partnerships and alignment with national goals. Nevertheless, policy dialogue is not explicitly addressed by the EvalNet approach.

- KPI 20: Disseminating lessons learned

This indicator is weakly linked to EvalNet indicator 6.4, "Evaluation is used to improve development effectiveness." KPI 20 is composed of two MIs: reporting on lessons learned based on performance information, and lessons shared throughout the organization. It assesses organizational form and quality of reporting. Although reporting may be done and lessons are disseminated at all levels of the organization, evaluation lessons may not actually be incorporated into programming and project implementation.

Some EvalNet indicators were only weakly connected to a few MOPAN indicators:

- 1.4: Programs contributed to significant changes in national development policies and programs (including for disaster preparedness, emergency response and rehabilitation) (policy impacts) and/or to needed system reforms

This indicator is weakly linked to KPI 15, "Using country systems" and KPI C from the development results component, "Relevance of objectives and

program of work to stakeholders.” These MOPAN indicators assess use of systems and relevance of programming to stakeholders. They do not assess actual “significant changes” in recipient country development policies and programs or system reforms, as EvalNet’s 1.4 does.

- 2.1: Extent to which multilateral organization supported activities effectively address the crosscutting issue of gender equality

This indicator is weakly linked to KPI 4, “Mainstreams or maintains focus on crosscutting priorities identified in its strategic framework, and/or based on its mandate and international commitments,” and KPI 5, “Country strategy is results-focused.” The connection is made to KPI 5 because one of its micro-indicators is, “Results for crosscutting priorities included in results frameworks.” These MOPAN indicators look at frameworks and not the extent to which activities are addressing the crosscutting issue of gender equality.

- 2.2: Extent to which changes are environmentally sustainable

This indicator is also weakly linked to KPIs 4 and 5 for the same reasons as 2.1 is connected to these indicators. These MOPAN indicators look at frameworks and not the extent to which activities are addressing the crosscutting issue of environmental sustainability.

- 5.1: Program activities are evaluated as cost/resource efficient

This indicator is a partial match with KPI 7, “Results-based Budgeting” and weakly linked to KPI 8, “Financial Accountability” and KPI 11, “Performance-oriented Programming.” These MOPAN indicators cover policies and procedures which suggest cost and resource efficiency such as linking expenditures to results, having external financial audits performed and using benefits/impact analysis in decision-making. However, the existence of these procedures and policies do not guarantee cost/resource efficiency and program activities are not evaluated by these indicators.

- 5.2: Implementation and objectives achieved on time (given the context, in the case of humanitarian programming)

This indicator is weakly linked to MOPAN’s KPI 6, “Resource allocation decisions,” KPI 12, “Delegating authority,” and KPI 14, “Adjusting procedures.” Decentralization of decision-making, as addressed by KPI

12, and flexibility of procedures, which is addressed by KPI 14 affect timeliness, but these indicators do not seek to measure whether objectives are met on time. KPI 6, has a micro-indicator which assesses whether resources are released according to agreed schedules and thus touches on timeliness of implementation. Although these KPIs affect timing of implementation, they do not assess whether objectives are eventually achieved on time and thus only constitute weak links.

- 5.3: Systems and procedures for project/program implementation and follow-up are efficient (including systems for engaging staff, procuring project inputs, disbursing payment, logistical arrangements etc.)

As this indicator seeks to evaluate organizational systems and procedures for project/program implementation and follow-up, it is weakly linked with five MOPAN indicators which address systems and procedures for human resources, performance-oriented and results-based budgeting, and delegating authority. None of these indicators is a strong match primarily because none seeks to address all of these areas. Secondly, this indicator aims to find out if these systems are efficient, while the MOPAN indicators generally just assess existence and quality of these systems/procedures.

### 7.2.3 Costs and Level of Effort in Implementing the Approaches

***Finding:** There is a difference in the cost and level of effort in implementing the approaches.*

Based on recent costing information from the MOPAN Secretariat, a MOPAN assessment, which includes both organizational performance and the results component, would cost roughly C\$350,000. About 30-35% of this is spent on the development results component. A development effectiveness review of a multilateral organization under the EvalNet approach would cost approximately C\$100,000.<sup>36</sup> <sup>37</sup> An estimated 320 days would be required to complete a MOPAN assessment compared to just above 100 days for a development effectiveness review under the EvalNet approach. This cost and level of effort differential is largely due to the more resource intensive data collection methods and broader scope of the MOPAN Common Approach.

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<sup>36</sup> Based on recent contracts issued by the Foreign Affairs, Trade and Development Canada

<sup>37</sup> Costs and time horizons for EvalNet assessments can vary with each assessment and with level of involvement of the multilateral organization.

#### 7.2.4 Level of Effort by Multilateral Organizations being Assessed

***Finding:*** *There is a significant difference in the level of effort required by the multilateral organization being assessed between the two approaches. That for MOPAN is higher than that for EvalNet.*

Multilateral organizations are involved at several stages of the MOPAN Common Approach. They are involved in dialogue around methodology and indicators, questionnaire content and respondent lists. They are also asked to review the draft report, and to provide a management response. Not only are multilateral organizations involved heavily in providing feedback at different stages of the assessment, they also have to provide documents for review, while staff participates in interviews and complete surveys. The process requires significant commitment from multilateral organizations but also allows for a more in-depth assessment (particularly of organizational characteristics) thanks to its highly participatory nature. The MOPAN approach also addresses more aspects of the organization than does EvalNet . Much of its process has to do with assessing the organization's organizational effectiveness and not simply its development effectiveness. Nevertheless, looking solely at the results component for both approaches, MOPAN appears to collect considerably more documents than EvalNet.

The EvalNet approach draws on the evaluations and assessments produced by the multilateral organization. The organization has to confirm the evaluation universe and the guide used to classify evaluation findings. The organization also provides feedback on the draft reports, and then has the option of providing a management response. There is a degree of flexibility for the involvement of the multilateral organization. For example, UNICEF's management showed a high level of interest in the process and was thus more involved in stages of assessment such as sampling, presentation and discussions about preliminary results.

The table 3 below provides quantitative information from reviews of the ADB and the UNDP to compare the level of effort required by multilateral organizations being assessed for each approach.

Table 3

	Multilateral Organization			
Multilateral Organization	ADB		UNDP	
Approach	EvalNet <sup>38</sup>	MOPAN	EvalNet <sup>39</sup>	MOPAN
Document Review <sup>40</sup> (# of documents)	69 <sup>41</sup>	68	67 <sup>42</sup>	133
Survey Respondents (# of respondents)	0	159 <sup>43</sup>	0	263 <sup>44</sup>
Interviews (# of interviewees)	0 <sup>45</sup>	19	0 <sup>46</sup>	42

### 7.2.5 Credibility of the Approaches

**Finding:** Both approaches seek to provide credible information. Evaluations follow clear international guidelines that attempt to ensure credibility, and these are reflected in both approaches.

The OECD-DAC Principles for Evaluation of Development Assistance and UNEG standards underline that the credibility of evaluation depends on the expertise and independence of the evaluators and the degree of transparency of the evaluation process. Evaluation process as a whole should be as open as

<sup>38</sup> "Development Effectiveness Review of the Asian Development Bank," CIDA, 2012.

<sup>39</sup> "Development Effectiveness Review of the United Nations Development Programme (UNDP)." CIDA, 2012.

<sup>40</sup> Documents include evaluations, corporate multilateral organization documents and corporate donor country documents

<sup>41</sup> 24 corporate documents were consulted to provide context and supplement information in the ADB's evaluations. These are included in the total.

<sup>42</sup> 12 corporate documents were consulted to provide context and supplement information in the UNDP's evaluations. These are included in the total.

<sup>43</sup> 87 clients, 35 donors in-country and 37 donors at headquarters, (Total 159)

<sup>44</sup> 143 direct partners, 71 donors in-country and 48 donors at headquarters (Total 263)

<sup>45</sup> Review of evaluations was supplemented by a consultation with a donor country (CIDA) manager responsible for engaging with the multilateral. It should be noted that interviews are not formally included in the process outline.

<sup>46</sup> Review of evaluations was supplemented by interviews with donor country (CIDA) staff. This was done for context and to identify strategic and operational priorities guiding the donor country's engagement with the multilateral.

possible with results made widely available. Evaluation reports must distinguish between findings and recommendations.<sup>47</sup> It is also important for the organization being evaluated to fully participate in the evaluation process in order to promote credibility and commitment. The OECD Best Practice Guidelines for Evaluation also notes the methodological quality of evaluation as a factor influencing credibility.<sup>48</sup>

Greater analysis would be required to make a sound and evidence-based conclusion on the credibility of both approaches. Nonetheless, some observations have been noted in the recent MOPAN Evaluation and by multilateral organizations' responses to development effectiveness reviews regarding some of the elements of credibility described by the OECD.

For example, the survey conducted during the MOPAN evaluation points out that the quality/credibility of MOPAN assessment was rated as high by 66% of members of staff within MOPAN members, 58% of multilateral organizations and 81% of focal points that took part in the survey.

However, the MOPAN Evaluation raised concerns with the transparency of the approach in its assessment of development results (findings 29 and 30).<sup>49</sup> Finding 29 describes the process for rating development results as "not transparent", while finding 30 explains that within the development results component, there is not a methodologically credible approach to generalization. This process relies on perceptions of performance and evidence of performance reported by the organization's headquarters that have not been validated independently.<sup>50</sup>

As for the EvalNet approach, a number of multilateral organizations that have been assessed have remarked on the high quality of the development effectiveness reviews, noting that the reports were valuable, appropriately nuanced and had reasonably reflected the evaluation reports and associated findings.<sup>51 52</sup> Nonetheless, some concerns were expressed regarding the primary reliance on the meta-synthesis methodology and the time lag between the

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<sup>47</sup> "Principles for Evaluation of Development Assistance", OECD-DAC, 1991

<sup>48</sup> "Best Practice Guidelines for Evaluation", Puma Policy Brief No. 5, OECD-DAC, 1998

<sup>49</sup> "Evaluation of MOPAN", P. Balogun, Isenman, P., Poate, D., Hildenwall, V., 2013

<sup>50</sup> "Evaluation of MOPAN", P. Balogun, Isenman, P., Poate, D., Hildenwall, V., 2013. 36.

<sup>51</sup> "World Food Programme Office of Evaluation's Response to the Draft Report on the Humanitarian and Development Effectiveness Review of the World Food Programme", World Food Programme Office of Evaluation, 2012

<sup>52</sup> "UNDP Bureau of External Relations and Advocacy's Response to the Draft Report on the Development Effectiveness Review of UNDP", UNDP Bureau of External Relations and Advocacy, 2012

periods covered in the multilateral organizations' evaluations and the publication date of the development effectiveness reports.<sup>53</sup>

### **7.3 How Well are the Approaches Meeting their Stated Goals?**

MOPAN's approach to assessing organizational effectiveness is strong. Its indicators and micro-indicators cover many important organizational characteristics, including quality of policies and procedures, partnerships, decision-making processes and quality of reporting. MOPAN assessments emphasize organizational practices, systems and behaviours, which are believed to be important for multilateral organizations in producing development results.<sup>54</sup> Its use of document review, survey data and interviews ensures robust results, and the involvement of the multilateral organization and donor countries throughout the process contributes to legitimacy. Because of its extensive data collection methods, the approach is more expensive and takes longer to complete than the EvalNet approach. Although the involvement of the organization in the process contributes to credibility of the approach, the MOPAN Evaluation raised concerns about the transparency of the approach in assessing development results.<sup>55</sup> Its development results component is rated against a subjective scale using documents produced by the multilateral organization which have not been screened for quality. The process also requires a high level of effort on the part of stakeholders and the multilateral organizations being assessed, especially when compared to the EvalNet approach.

The EvalNet approach is successful in producing independent, credible, evidence-based information on a common set of criteria. It also meets its objective of providing a clear picture of the development effectiveness of multilateral organizations using documents already produced by the organization. The EvalNet approach addresses a wider and more detailed range of development results indicators than MOPAN's development results component. Findings are presented in a clear format which is easy to understand and key findings are emphasized. The approach relies exclusively on documents produced by the multilateral organization itself and on the meta-synthesis methodology, which can be a concern for credibility. There have also been issues raised around the time lag between time periods covered in assessments and the publication date of effectiveness reports. Finally, the approach meets its goal of providing an assessment of performance management and accountability tools used by the organization. Since the approach usually relies solely on document review, it requires a minimal level of effort from the multilateral organization and from the donor country and those performing the evaluation. It also requires fewer financial resources and less time to complete.

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<sup>53</sup> "ADB Independent Evaluation Department's Response to the Draft Report on the Development Effectiveness Review of ADB", ADB Independent Evaluation Department, 2012

<sup>54</sup> "2013 MOPAN Common Approach Methodology", MOPAN, 2013. 4.

<sup>55</sup> "Evaluation of MOPAN", P. Balogun, Isenman, P., Poate, D., Hildenwall, V., 2013

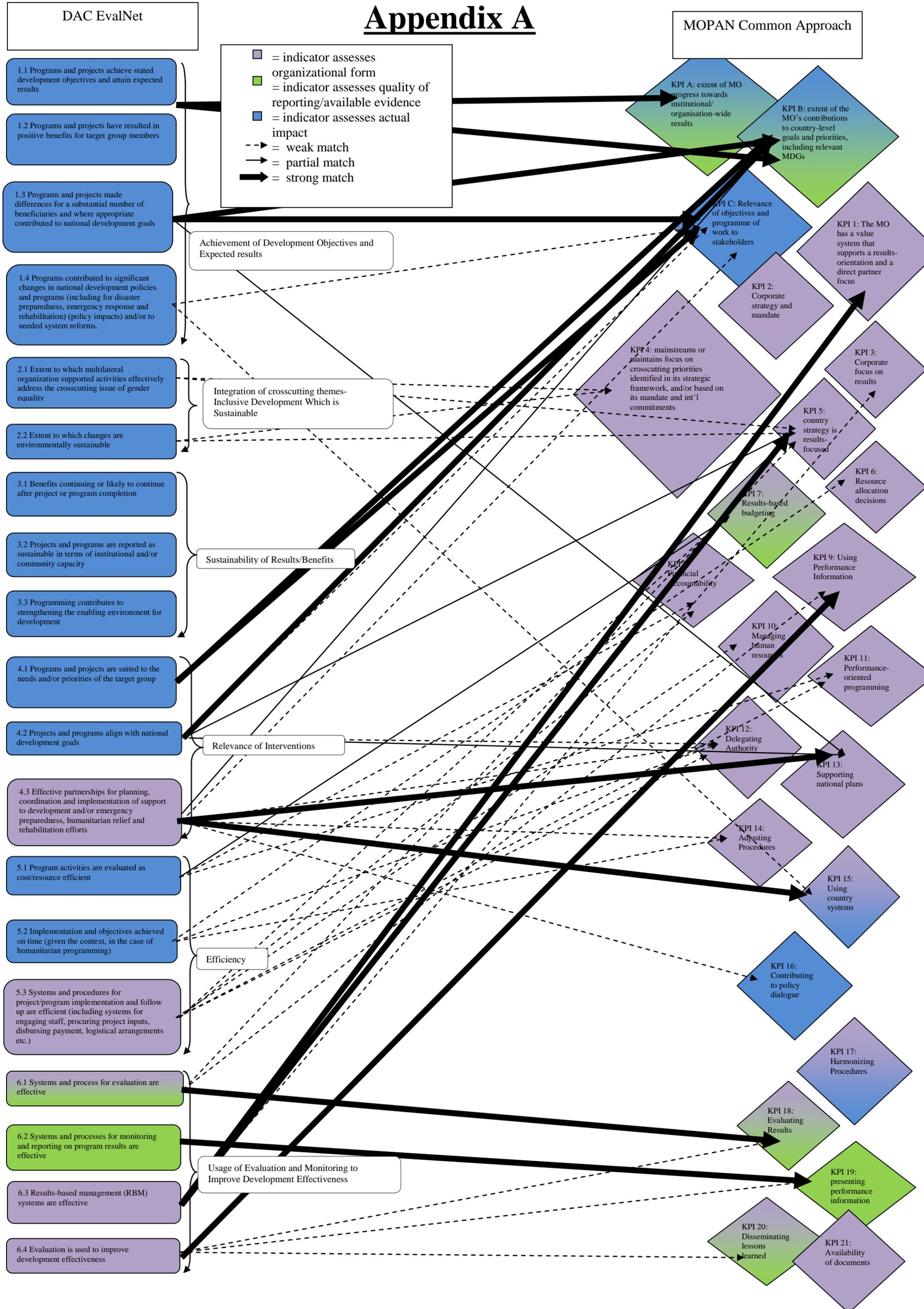
#### **7.4 If the Two Approaches were to be Integrated, how Might that be done?**

The analysis indicates clear overlap between the EvalNet approach and MOPAN's development results component. As a pure document review approach to development results, the Evalnet use of quality assured evaluation evidence appears stronger. At the same time, some Evalnet criteria (performance management, crosscutting themes), are also addressed in the organizational performance part of the MOPAN analysis. The potential exists to have one integrated approach that melds the two approaches. In it the EvalNet document review of evaluations to assess development results could supplant the "results component" of MOPAN. At the same time, the performance management elements of the Evalnet approach could be subsumed in the organizational performance part of MOPAN, with document review supplemented by interview and survey. Referring to the mapping of current indicators in the two approaches, MOPAN's KPIs A, B and C in its development results component could be replaced by EvalNet's "Achievement of Development Objectives and Expected Results" indicators (1.1-1.4), "Sustainability of results/benefits" indicators (3.1-3.3), "Relevance of Interventions" indicators (Indicators 4.1-4.3), and "Efficiency" indicators (5.1-5.3). These categories focus most directly on development results and line up best with MOPAN's development results component.

Crosscutting issues could be better covered if EvalNet's indicators 2.1 and 2.2 ("Integration of crosscutting themes") (2.1 and 2.2) were integrated into the strategic management section in the current MOPAN approach.

EvalNet indicator 6, "Use of evaluation and monitoring to improve development effectiveness", would fit into either MOPAN's knowledge management or operational management criteria. These EvalNet indicators primarily assess organizational aspects and quality of reporting, as do MOPAN's knowledge management and operational management sections. These sections review the organization's use of evaluation information, lessons learned, and results-based management.

# Appendix A



## References

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