

2025 Annual Report

MOPAN





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About MOPAN

In 2025, the Multilateral Organisation Performance Assessment Network (MOPAN) is a network of 21¹ members working together to strengthen the performance and effectiveness of the multilateral system. Hosted by the Organisation for Economic Co-operation and Development (OECD), MOPAN brings together members committed to ensuring that multilateral organisations deliver results, operate transparently and remain accountable to stakeholders.

Through independent assessments, evidence-based analysis and shared learning, MOPAN provides timely and credible performance information on multilateral organisations. This information serves as a public good, supporting members and partners in understanding organisational performance, informing decision-making and identifying opportunities for improvement.

MOPAN's value lies in its cross-system perspective and collective expertise. By drawing on the knowledge and experience of its members, the Network produces impartial and rigorous evidence on multilateral performance and, through its methodology, helps establish performance standards.

In 2025, the Network continued to strengthen its collective voice, with New Zealand joining as a member. Together, MOPAN members provide approximately USD 104 billion annually to and through the multilateral system. Fully funded through voluntary contributions from its members, MOPAN supports accountability, learning and dialogue to help enhance the effectiveness of multilateral co-operation.

Box 1. MOPAN's vision and mission

MOPAN's shared vision is to promote an effective multilateral system, trusted to deliver solutions to evolving global goals and local challenges.

MOPAN is a network of members who assess multilateral organisations, shape performance standards, and champion learning and insights to strengthen development and humanitarian results and promote accountability.

Capitalising on the Network's unique cross-multilateral system perspective and expertise, MOPAN members work together to deliver relevant, impartial, high-quality and timely performance information as a public good through an inclusive and transparent approach.

MOPAN's performance information mitigates risks, informs decision-making and supports change, helping to increase knowledge and trust amongst all stakeholders, and ultimately to achieve a stronger and better performing multilateral system.

Figure 1. What Mopan Does



¹ As at 31 December 2024, MOPAN members were: Australia, Belgium, Canada, Denmark, Finland, France, Germany, Ireland, Italy, Japan, Korea, Luxembourg, the Netherlands, New Zealand, Norway, Qatar, Spain, Sweden, Switzerland, the United Kingdom and the United States.

Figure 2. MOPAN members as of 31 December 2025

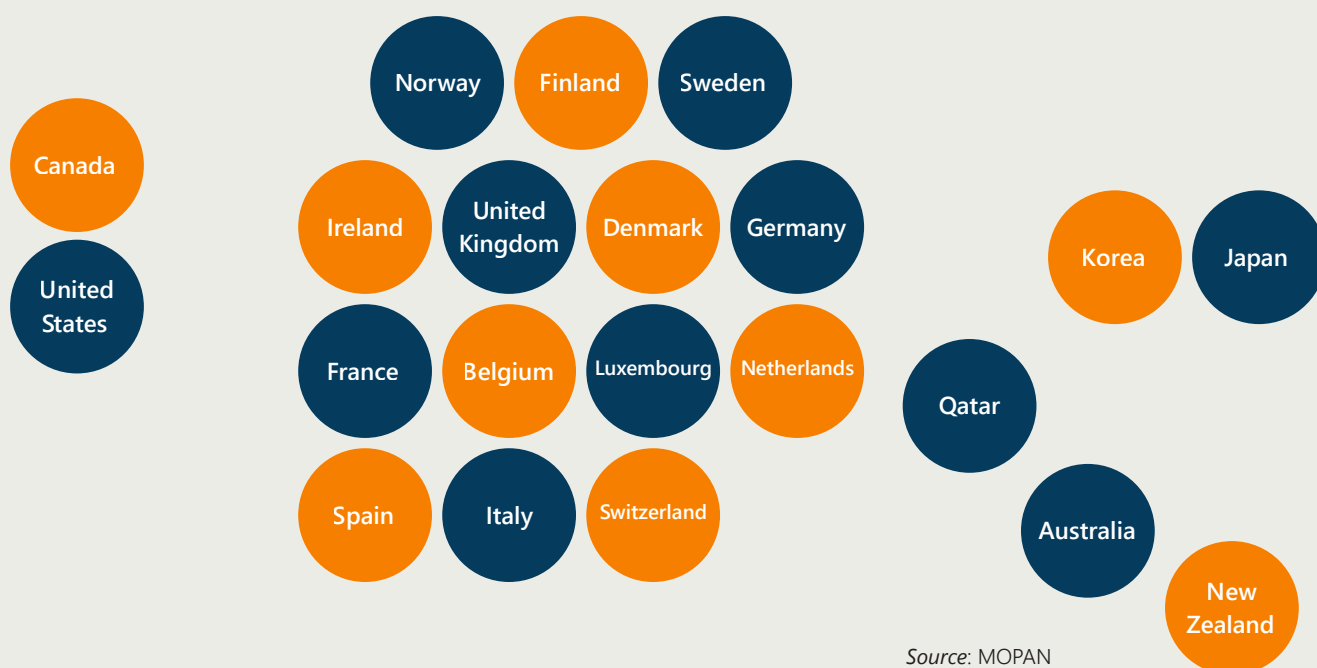


Table 1. MOPAN members' official development assistance to and through the multilateral system

Members	Official development assistance to and through the multilateral system, USD million, 2024
Australia	1.247
Belgium	1.990
Canada	4.658
Denmark	1.841
Finland	813
France	7.437
Germany	12.615
Ireland	1.055
Italy	4.208
Korea	1.775
Luxembourg	281
Netherlands	3.735
New Zealand	314
Norway	2.721
Qatar	167
Spain	3.037
Sweden	3.021
Switzerland	1.746
United Kingdom	7.265
United States	23.753

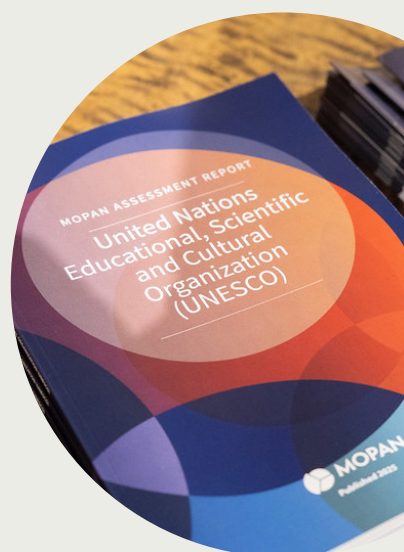
Note: This table includes multilateral contributions (official development assistance, USD million, 2024) to and through the multilateral system.
Source: OECD Creditor Reporting System

MOPAN members provide USD 84 billion in annual contributions to and through the multilateral system; 88% of total multilateral ODA.

Table 2. 2025 milestones

Jan	UNFPA assessment launch Performance evidence	The Netherlands assumes 2025 network chairmanship
Feb		
Mar		
Apr	UN Women assessment launch Performance evidence	ADB assessment launch Performance evidence
	In-person Bureau meeting in Paris	
May	Spring Steering Committee Meeting in Paris	
	UK, Netherlands & MOPAN side-event 2025 UN ECOSOC Operational Activities Segment	
Jun	GEF assessment launch Performance evidence	
Jul		
Aug		
Sep	UNESCO assessment launch Performance evidence	MOPAN → OECD ExCo Network presentation
Oct	Closing the UN Mandate-Results Gap	
	Doing Better with Less: Unlock Efficiency in the UN	
Nov	Autumn Steering Committee Meeting in The Hague	
Dec	Mapping Multilateral Orgs' Response to the current funding environment	
	United Kingdom prepares to assume the 2026 Chairmanship of the Network	

Performance evidence
Network & governance
Performance insight



Foreword

The multilateral system is under acute strain and accelerating change. Rising needs, tighter public finances and sharper scrutiny are raising the bar for what multilateral organisations must deliver – and at what cost. Yet climate shocks, conflict and humanitarian crises, and development reversals demand collective action. In this environment, credible, independent performance evidence is not optional; it is essential.

MOPAN's mandate to assess and strengthen multilateral effectiveness puts the Network at the centre of accountability, learning, and reform. We provide a whole-of-organisation view of performance and results, giving members and multilateral partners a shared evidence base for decision-making. That system-wide lens is especially relevant as UN80 debates move from ambition to implementation.

In 2025, MOPAN brought performance evidence directly into these discussions. We delivered UN80-aligned thematic briefs on efficiency, results and mandate implementation, and comparative advantage, alongside a mapping of organisational responses to funding reductions. Together, these products translate assessment findings into system-level messages and make clear where reform must be anchored in evidence rather than assumptions.

This work rests on MOPAN's core function: rigorous, independent performance assessments. In 2025, MOPAN delivered five timely reports, including on the Asian Development Bank (ADB), the Global Environment Facility (GEF), the United Nations Population Fund (UNFPA), the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and the United Nations Educational, Scientific and Cultural Organization UNESCO. These assessments provide comparative insights into organisational performance and results, supporting accountability, and driving learning within institutions and across the wider system.

We also increased traction for MOPAN's evidence. Membership broadened, and demand for our findings grew among organisations, Boards and Member States. This momentum was reinforced through sustained engagement, including an event on multilateral effectiveness during the UN ECOSOC meetings in May, co-convened with the United Kingdom and the Netherlands.

This reinforces MOPAN's role as a trusted reference point for evidence-informed discussions on transformation and reform. With support from an independent facilitator, we also strengthened our governance and outreach, so the Network remains fit for purpose and responsive to what members need.

Looking ahead, MOPAN will continue to raise performance expectations. Our pipeline includes eight further assessments, spanning a diverse set of organisations, including four assessed for the first time: the Caribbean Development Bank (CDB), the Green Climate Fund (GCF), the International Committee of the Red Cross (ICRC) and the UN Capital Development Fund (UNCDF).

2026 will be pivotal for increasing the impact of our work. MOPAN 4 will launch the next generation of our assessment methodology, supported by stronger data architecture, the MOPAN Data Portal and an artificial intelligence approach. These advances will expand access to our evidence base and accelerate analysis and use.

None of this is possible without the sustained commitment of MOPAN's members and the constructive engagement of the organisations we assess. I thank our members, our multilateral partners and the Secretariat team for advancing our shared aim: an effective and efficient multilateral system that delivers.

In a time of rapid change, MOPAN will continue to provide the independent evidence members need to drive reform, strengthen accountability and protect results for the people multilateral institutions serve.

Suzanne Steensen
Head of the MOPAN Secretariat



| Letter from the Chair

Dear Colleagues,

As MOPAN Chair, we are proud of what we have achieved together as a Network in 2025. Last year, the challenges to the multilateral system further deepened and became even more urgent. At the same time, different crises underscored the vital importance of the multilateral system as the foundation of a rules-based international order. In this context, the relevance of MOPAN's evidence-based assessments as a tool to enhance the system's efficiency and effectiveness continues to grow. MOPAN's work supports us all in being critical and constructive members of the multilateral system, maximising the impact multilateral organisations achieve for their beneficiaries.

The Netherlands has been proud to work with the entire MOPAN membership and the Secretariat to deliver on MOPAN's strategic objectives, strengthening trust in the multilateral system through impartial and independent assessments. As MOPAN members, we share a goal of promoting multilateral effectiveness. The five assessment reports delivered over the past year, as well as the three thematic briefs on UN80, are tangible outputs of that commitment.

One of our priorities this year was to strengthen MOPAN's methodology. We are happy to have seen the membership endorse the MOPAN 4 methodology as a further improved basis for our assessments. This year also saw the Network agree to a more stable four-year hosting arrangement, putting us on course to stabilise MOPAN's hosting for the years to come.

Following the work of MOPAN's Governance and Inclusivity Working Groups, the Network adopted ambitious recommendations to further strengthen and build on the Network's inclusivity and governance, ensuring that our ways of working are set up to maximise the impact and effectiveness of MOPAN.

Through initiatives such as UN80, this year was also one of responding to the challenges to the system. As the Netherlands Youth Advisory Committee delegate noted during the Autumn 2025 Steering Committee, there are many opportunities to improve, strengthen, and reform the multilateral system for future generations. The four thematic briefs on UN80 delivered in 2025 show how MOPAN's performance information can help inform strategic reform discussions, supporting members in a rapidly changing environment. The Netherlands will continue to provide strong support for the in-depth, qualitative and norm-setting organisational insights that MOPAN provides to these opportunities for change.

The support of every MOPAN member has been invaluable throughout this year, whether as Steering Committee delegates, members of one of MOPAN's Working Groups, or as an Institutional Lead. Without you, the Network's work would not be possible.

My thanks go out to Suzanne Steensen and the entire MOPAN Secretariat team for their hard work this past year, and for their collaboration throughout the Dutch Chairmanship of MOPAN.

We wish the UK Chairmanship the best of luck as they guide the Network through the coming year, and we look forward to supporting them as a member of the MOPAN Bureau.

Steven Collet,

2025 MOPAN Chair

Deputy Director-General International Cooperation

Ministry of Foreign Affairs of the Kingdom of the Netherlands





01 | Delivering on the 2025 Operational Plan

Introduction

In 2025, MOPAN published assessments of five diverse multilateral organisations working across international finance, environment, gender equality and population. These population studies took place during a period of overlapping global crises and growing financing pressures that continue to test the multilateral system's relevance, responsiveness, and resilience.

The assessments revealed encouraging shifts: greater agility, more decentralised decision-making, and stronger efforts to integrate cross-cutting issues such as climate resilience, gender equality, and protection from sexual exploitation and abuse and sexual

harassment. However, assessments also pointed to rigid funding models that limit strategic flexibility and sustainability, a need for stronger links between normative roles and programming to heighten impact at the country level, and a focus on how to better measure their contributions to development outcomes.

MOPAN's dissemination efforts have established its findings as a recognised public good, with multilateral organisations and governing bodies increasingly drawing on this evidence to enhance accountability, learning, and transparency.

Performance evidence – MOPAN assessments

United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)

The 2025 MOPAN assessment of UN Women came at a pivotal moment as the organisation prepared its next Strategic Plan (2026-29) while global progress on gender equality remained significantly off-track. The assessment highlighted UN Women's continued evolution into a more mature and strategically focused entity since its creation in 2010, with notable progress in strengthening its strategic planning, results frameworks, and leadership in global gender equality advocacy. At the same time, it underscored several structural and operational challenges that would be critical for the organisation to address.

Firstly, the assessment found that UN Women had strengthened its institutional foundations and strategic alignment with global frameworks such as the Sustainable Development Goals and the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW). Its Strategic Plan 2022–25 clarified its value proposition through four thematic impact areas and improved results management systems. UN Women also reinforced its leadership within the UN system by advancing gender mainstreaming, supporting legal and policy reforms, and generating gender-sensitive data to inform decision-making.

Secondly, the report highlighted persistent structural and financial constraints that limited UN Women's ability to scale impact. The organisation remained highly dependent on earmarked, non-core funding, which restricted strategic flexibility and contributed to fragmented, short-term programming. Operational challenges, including slow decentralisation, procurement bottlenecks, and staffing gaps in field offices, further affected the organisation's agility and effectiveness.

Thirdly, the assessment emphasised the need for stronger links between UN Women's normative influence and sustained systemic change at the country level. While the organisation played a key role in shaping global gender norms and policy frameworks, translating these into long-term development outcomes remained uneven.

Throughout the assessment process, the assessment team engaged with the Bureau of the Executive Board of UN Women, promoting an inclusive approach and drawing on input across all regional groups. As a result, MOPAN was invited to provide an informal briefing to the Executive Board on the assessment findings, which fed into discussions on the 2026-29 Strategic Plan.

United Nations Educational, Scientific and Cultural Organization (UNESCO)

2025 was a critical year in UNESCO's development with the adoption of a new four-year Programme of Budget and nomination of a new Director-General. Launched in September 2025, the assessment provided a vital external perspective at this strategic moment. It highlighted the organisation's growing leadership and contributions in diverse thematic areas, but emphasised three challenges that should be central to the next Director-General's modernisation plans.

Firstly, the assessment found that UNESCO must complete its reform agenda at pace. UNESCO's management response to the previous MOPAN assessment set out an ambitious reform agenda. While many commitments have been delivered, progress has been slower in areas such as HR, field network reorganisation, and internal control mechanisms, and work remains unfinished.

Secondly, it recommended that UNESCO must take bold decisions and refocus priorities to adapt to the new funding environment, showing its agility and adaptability.

Thirdly, it emphasised the importance of the Member States-Secretariat dynamic. The assessment identified significant opportunities for Member States to reconsider their approach to the Organisation to strengthen its enabling environment. These include better supporting prioritisation efforts, ensuring that the quality of voluntary funding supports the shift from a project-focused to longer-term strategic approaches, and providing the Secretariat with greater operational flexibility to deliver on the agreed programme of activities. However, progress in these areas depends on building trust between all parties, supported by increased transparency and accountability.

MOPAN's assessment achieved strong buy-in from across UNESCO's regional groupings and management. It was widely referenced during the Executive Board discussions on the programme of work and internal reforms and has fed into the UNESCO80 reform programme.

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We commend the MOPAN Secretariat for delivering a high-quality analytically robust report that offers a thorough and well-evidenced assessment of UNESCO's performance. [...] UNESCO fully acknowledges that the MOPAN assessment resulted in an independent, rigorous, credible, evidence-based comprehensive assessment of the Organisation, representing an excellent baseline against which to assess progress. We will use the assessment as a catalyst for further, working in close consultation with our Member States to enhance UNESCO's efficiency, effectiveness and relevance.

- Audrey Azoulay, UNESCO Management Response, August 2025



Launch of MOPAN's assessment of UNESCO - 2025



UNFPA Moldova | Adriana Bîzgu

The United Nations Population Fund (UNFPA)

The UNFPA assessment was launched in January 2025, just days before the annual Executive Board meeting. This timing was strategic because it enabled the assessment to shape the development of the new 2026-29 strategic plan, especially in relation to UNFPA's strategic priorities and transformative goals.

The assessment found UNFPA to be institutionally performant, accountable and adaptable in a complex global environment. The organisation delivered most planned strategic outputs during the assessment period. It also strengthened independent oversight mechanisms and demonstrated commitment to learning from evaluations and audits. UNFPA introduced a comprehensive Enterprise Risk Management framework and reinforced measures to prevent fraud and corruption. The assessment also recognised UNFPA's leadership in preventing and responding to sexual exploitation, and abuse, and harassment across the UN system.

The assessment found that UNFPA had emerged more agile and responsive from recent reforms. Greater decentralisation and delegated authority had strengthened the role of country offices. Relocating posts closer to programme contexts had also improved operational responsiveness. These changes support stronger partnerships, expanded crisis response, and constructive contributions to UN development system reform.

At the same time, the assessment found several areas requiring attention. Progress towards the three transformative results has slowed in some areas. Maternal mortality, gender-based violence and unmet demand for family planning remain major challenges. The assessment also found less emphasis on population dynamics and demographic data in recent years.

The assessment further found that securing sustainable financing will remain critical. Core contributions have declined significantly, limiting flexibility to allocate resources where needs are greatest. Diversifying funding sources will therefore remain essential in a constrained global funding environment.

During 2025 – a turbulent year for UNFPA, with financial cuts and a complex political environment – the organisation used the MOPAN report and its findings proactively with Member States in the Executive Board and with donors in funding dialogues.

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MOPAN is a valuable, trustworthy multilateral asset, one that brings significant efficiencies to monitoring the performance of multilateral development organizations. UNFPA appreciates the fact that MOPAN assessments are based on a robust, well-documented methodology and framework, which cover both our organizational and development effectiveness, rely on multiple sources of evidence, incorporate HQ- and field-based perspectives, and involve a wide range of UNFPA stakeholders, including Members of the Executive Board, donors, implementing partners, peer organizations and knowledge partners. We welcome the continued efforts by MOPAN member governments to unite around a single joint assessment instrument.

**-Dr Natalia Kanem, UNFPA Management Response –
March 2025**

The Asian Development Bank (ADB)

MOPAN's ADB Assessment was launched in Manila in April 2025 with the Executive Board and the ADB's President for Strategy and Policy.

The assessment covers the largest change in ADB's business model and structure in over 20 years. Under Strategy 2030, ADB has shifted toward integrated operations, developing customised cross-sectoral solutions for borrowing countries. ADB's New Operating Model sought to deepen collaboration across the Bank and enhance the use and transfer of knowledge. New institutional priorities target systemic challenges such as climate change, private-sector development, digitalisation, regional co-operation, and public goods, while also promoting resilience and empowerment.

The bold changes ADB has pursued have yielded several good practices relevant to all international financial institutions (IFIs). Convening cross-functional project teams and senior management forums has helped enhance accountability and hardwire collaboration across the organisation. ADB has also worked strategically to promote enabling policy shifts in private sector development and climate change by embedding these considerations into its policy-based lending. The Knowledge Management Action Plan has helped make the production and use of knowledge more systematic, creating a stronger culture of evidence-based programming and learning to enhance results. Finally, ADB has reinforced its financial strength, including a new Capital Adequacy Framework that expands its lending headroom by over USD 100 million over the next decade.

The assessment also surfaced several important challenges. The New Operating Model remains a work in progress, with fine-tuning needed to promote more tailored solutions in countries. Strategic Human Resources Management remains an issue – a clearer understanding is needed of how ADB's skills and staffing align with new priorities.

A more robust approach to human resources management and budgeting will be critical. ADB is not yet realising its potential in private-sector activities, particularly in Small Island Developing States (SIDS) and frontier sectors. The assessment calls for a rethinking of ADB's private sector business model, with an enhanced focus on SIDS and Low-Income Countries (LICs), while ensuring both financial and non-financial additionality. In general, ADB is not delivering sustainable results in SIDS and fragile states, necessitating deeper consideration of its engagement in these countries. Ultimately, ADB will need to refine its business model and processes further to deliver on its ambitions fully.

Since the launch of the assessment, its findings have helped shape updates of key institutional policies, notably ADB's Strategic Human Resources Framework. Following the assessment, MOPAN contributed to ADB's Board Week by discussing good practices for Board effectiveness across IFIs and by helping refine its Board Committee Terms of Reference.



Asian Development Bank (ADB) welcomes the Multilateral Organisation Performance Assessment Network's (MOPAN) Institutional Assessment of ADB, and the Management would like to thank MOPAN for the collaborative engagement throughout the assessment process. We also want to thank the institutional leads for their support and leadership throughout the exercise. [...] This assessment is a timely contribution to ADB's ongoing work to become better, bigger and more effective in addressing regional challenges and maximizing development impact.

- Xinning Jia, [ADB Management Response](#), May 2025



Launch of MOPAN's assessment of the Asian Development Bank (ADB), 2025



Caribbean ECW Dominican Republic | GEF Flickr

The Global Environment Facility (GEF)

MOPAN's assessment of GEF was released in 2025 to support reflections by Member States on the GEF-9 strategic plan and launched at the GEF Council in June 2025 with CEO Carlos Manuel Rodriguez.

The assessment highlighted strong co-ordination between the Facility and other key multilateral actors to deliver an effective system-wide response to environmental challenges. Over the assessment period, GEF was found to be delivering on its commitment to balance an ambitious, integrated response to global environmental goods, with support for the delivery of country priorities and Multilateral Environmental Agreement commitments. Its success was underpinned by a strong partnership with Implementing Agencies, mobilising diverse competencies and capabilities to deliver joint planning and programming.

Council members and observers, including programme countries, MDBs, and civil society, welcomed the assessment and encouraged GEF to focus on three priorities identified in the report. These included: making GEF resources go further via stronger MDB engagement and non-grant instruments; enhancing country support to achieve transformative results; and balancing GEF's ambition with its capacity.

The assessment findings received strong uptake from GEF leadership; MOPAN recommendations and commitments in GEF's management response were included prominently in key strategic documentation supporting the next strategic plan (e.g. [Draft Policy Directions for GEF-9](#)).



The GEF Secretariat welcomes the 2025 report from the Multilateral Organisation Performance Assessment Network (MOPAN) and thanks both the MOPAN Secretariat and its consultants, along with the country Institutional Leads, for the constructive and collaborative engagement throughout the assessment process. We appreciate MOPAN's efforts to tailor its assessment methodology to reflect the GEF's unique operating model as the financial mechanism for multiple Multilateral Environmental Agreements (MEAs), and its distinct mandate in advancing global environmental objectives. [...] This latest assessment provides a timely and valuable input to the ongoing GEF-9 replenishment process, which aims to modernize the Partnership and respond to rising global ambitions.

- Carlos Manuel Rodriguez, [GEF Management Response, June 2025](#)



Performance insights

In 2025, MOPAN delivered a strategically aligned portfolio, strengthening evidence-based dialogue across the multilateral system. Drawing on the breadth of evidence generated through individual assessments, MOPAN synthesised findings to provide a system-wide analysis that directly informed member engagement in governance, reform, and funding discussions.

The Multilateral Effectiveness in a Shifting Landscape series supported UN80 reform deliberations through thematic briefs on efficiency, mandate delivery, comparative advantage, and a mapping of organisational responses to funding contraction, identifying systemic trade-offs and reform implications. A multi-stakeholder advisory group provided guidance and inputs to the series. The group included representatives from Norway and the United Kingdom, who championed the work on behalf of MOPAN members. In addition, representatives from the UNSDG System-Wide Evaluation Office, the Audit Operations Committee, the UN Board of Auditors, and three independent experts participated in the group in their personal capacity.

The Protection from Sexual Exploitation, Abuse and Harassment (PSEAH) study, based on assessments of seven international financial institutions, documented both progress and persistent gaps since the 2018 joint commitment, highlighting areas of strengthened practice alongside challenges in coherence, capacity and accountability. By grounding debate in performance evidence, it contributes to informed risk management and institutional credibility.

The Global Health insights study will analyse comparative advantages, co-ordination challenges and system-level dependencies, supporting strategic clarity in a rapidly evolving global health architecture. The Humanitarian Action insights study, currently in the scoping phase, will explore how well multilateral organisations are adapting to resource scarcity and how they should position themselves within a humanitarian system fit for the future. The study will provide practical insights for humanitarian policy decisions and meaningful reform. Both reports will be launched in 2026 with the support of MOPAN members and multilateral stakeholders, including those on the insights Advisory Groups.

Thematic briefs



Doing Better with Less: Unlocking Efficiency in the UN

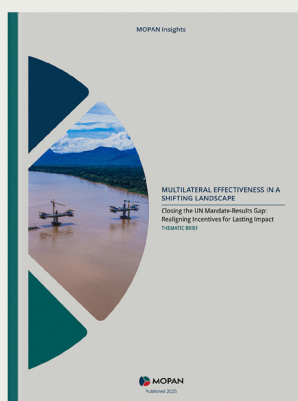
Efficiency has emerged as a central pillar of UN80 Workstream 1 and is reflected in discussions surrounding the UN Secretariat's revised 2026 programme budget. MOPAN's thematic brief, *Doing Better with Less: Unlocking Efficiency in the UN*, was developed to inform these deliberations with consolidated performance evidence from recent organisational assessments.

The brief examines efficiency across administrative systems, workforce management and operational delivery. Evidence confirms that cost savings are achievable. Several organisations have introduced shared service centres, streamlined workflows, consolidated back-office functions and advanced digitalisation efforts. These measures demonstrate that administrative rationalisation can reduce operating costs and improve standardisation when supported by appropriate governance arrangements.

At the same time, the analysis highlights critical trade-offs. Without clear accountability frameworks, transparent cost-sharing mechanisms and systematic monitoring of service quality, consolidation can weaken responsiveness and erode institutional knowledge. Similarly, workforce reductions or relocations undertaken without strategic workforce planning risk disproportionately affecting oversight, risk management and technical capacities. In several cases, efficiency measures have been implemented under acute fiscal pressure, limiting the ability to manage transition risks.

A central finding is that efficiency should be understood not as short-term cost reduction but as sustained value optimisation. Achieving this requires predictable financing, upfront investment in reform, and robust monitoring systems capable of tracking both savings and performance implications. Efficiency initiatives that lack these enabling conditions may generate immediate savings while weakening long-term resilience.

For MOPAN members and multilateral stakeholders, the brief provides an evidence-based lens to assess efficiency proposals within UN80. It clarifies where gains are realistic, where risks lie, and how governance and financing conditions shape outcomes, supporting informed engagement that balances fiscal discipline with institutional effectiveness.



Closing the UN Mandate-Results Gap: Realigning Incentives for Lasting Impact

Developed to inform UN80 Workstream 2 discussions, *Closing the UN Mandate-Results Gap* expands the reform lens beyond mandate creation and review to the conditions required for effective mandate implementation and programme realignment. Drawing on cross-cutting evidence from recent MOPAN assessments, the brief analyses how UN entities allocate resources across core functions – normative support, policy advice, capacity development and operational delivery – and how these choices shape results.

Using a structured problem-tree approach, the analysis identifies systemic drivers of misalignment between mandates and outcomes. While mandates increasingly emphasise sustainability, inclusion and long-term impact, funding patterns and accountability frameworks often incentivise short-term, project-based outputs. Normative and advisory functions remain comparatively under-resourced, and cost-recovery mechanisms can limit predictable financing for upstream policy engagement. Monitoring systems frequently privilege quantifiable outputs over institutional strengthening or policy change, reinforcing short-term delivery incentives.

The evidence does not question the ambition of mandates but highlights that structural incentives influence how they are operationalised. Capacity constraints, including limited senior technical expertise and reliance on short-term consultants, further affect continuity and depth of engagement. As a result, sustainability and inclusive outcomes remain recurring challenges.

The findings underscore that structural reform alone will not close the mandate-results gap if underlying incentives remain unchanged. This has direct relevance for UN80 Workstream 3 discussions on structural reform and programme realignment. Organisational restructuring, consolidation or mandate rationalisation will only improve effectiveness if accompanied by adjustments in funding modalities, transparency in resource allocation by function, and accountability frameworks that reward long-term results.

The brief strengthens understanding of how funding structures, reporting systems and organisational design interact to shape the delivery of mandates. For MOPAN members and multilateral stakeholders, it provides an analytical foundation to broaden UN80 discussions – linking mandate rationalisation with resource allocation, accountability reform and performance management.



Beyond Overlaps: Leveraging Comparative Advantage for Multilateral Collaboration

As UN80 discussions explore consolidation, streamlining and clearer division of labour across the system, *Beyond Overlaps: Leveraging Comparative Advantage for Multilateral Collaboration* provides an evidence-based contribution to debates on structural reform and coherence. Drawing on findings from recent MOPAN assessments across UN entities, multilateral development banks and vertical funds, the brief examines how organisations define and operationalise their comparative advantage in practice.

The analysis indicates that comparative advantage is frequently mentioned in strategic plans but is seldom used within a shared or systematic framework. Definitions differ – often based on mandate, technical expertise, field presence or funding mechanisms – but are not consistently applied in structured decisions about who should lead, support, or step back in specific thematic or country contexts.

Fragmented governance arrangements, separate accountability lines and earmarked funding patterns often incentivise organisational expansion rather than disciplined role clarity. Overlapping thematic mandates and duplicative country footprints therefore persist, increasing transaction costs and diluting collective impact.

The brief proposes a common analytical approach that examines core functions, thematic areas, and organisational attributes to assess comparative strengths more objectively. Applied consistently, such an approach can inform decisions on mergers, consolidation, joint programming, or a clearer division of labour, ensuring that structural reform enhances coherence rather than reproducing fragmentation in new forms.

For MOPAN members and multilateral stakeholders, this analysis offers a practical tool to guide reform engagement. The framework can inform positions in governing boards when assessing merger proposals or mandate adjustments; guide funding decisions to reinforce agreed divisions of labour rather than parallel programming; and support Resident Co-ordinators and country platforms in clarifying lead and supporting roles at the country level. Grounding discussions in performance evidence strengthens strategic dialogue on how collaboration based on comparative advantage can best improve system-wide effectiveness.



Mapping of Multilateral Organisations' Response to the Current Funding Environment

Complementing the thematic briefs, MOPAN undertook a system-wide mapping of multilateral organisations' responses to the current funding contraction. Conducted in response to rapid and deep global funding cuts, the analysis draws on survey responses from 31 organisations, along with public announcements, financial statements, and other published information.

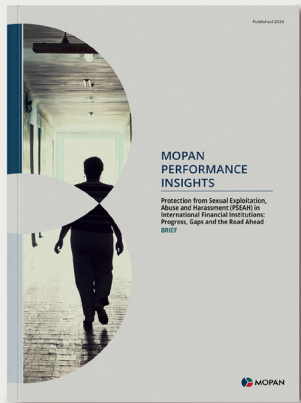
The findings indicate that the present crisis is not a temporary liquidity shock but a structural contraction reshaping the multilateral system. Reported reductions for the 2025-27 period frequently range from 11% to 30%, and in some cases exceed 50%, triggering staff reductions, hiring freezes, office closures, programme consolidation, and reprioritisation of portfolios. While many organisations have introduced mitigation measures – including administrative streamlining, relocation of functions and digitalisation – these responses vary considerably across entities.

The mapping highlights pronounced heterogeneity in strategies and limited evidence of co-ordinated, system-wide approaches to managing contraction. In several cases, cuts have affected oversight, evaluation, policy and country-level capacities, raising questions about longer-term resilience and delivery sustainability. The analysis suggests that, in many contexts, organisations are compelled to scale back activities rather than achieve efficiency gains alone.

The report included individual organisational profiles detailing financial and operational adjustments. These profiles establish a baseline for future monitoring, enabling members to track how fiscal contraction interacts with UN80 reform efforts and subsequent budget cycles.

For MOPAN members and multilateral stakeholders, the mapping report provides an evidence base to inform funding decisions, governance dialogue and reform sequencing, helping ensure that adjustments are guided by strategic prioritisation rather than reactive, unco-ordinated reductions across the system.

Thematic insights



Protection from Sexual Exploitation, Abuse and Harassment in International Financial Institutions

Drawing on MOPAN's most recent assessments of seven international financial institutions (IFIs), this study examined how far IFIs had come in implementing their 2018 joint commitment to protect against sexual exploitation, abuse and harassment (SEAH). It found that IFIs had improved their policy architecture and embedded PSEAH in a risk-based approach. They had also strengthened their co-operation and embarked on a path towards converging guidance and operational tools. At the same time, the lack of harmonised environmental and safety (E&S) standards among Banks and unexplored co-operation opportunities with the UN weakens collective leverage, prohibits transparent reporting and limits consistent application of survivor-centred approaches. Capacity gaps and a predominantly compliance-driven focus, without corresponding attention to effectiveness, limit the extent to which effectiveness can be assessed and measured.

The study makes strategic and operational recommendations for Member States and IFI management. It calls for a renewed and strengthened joint IFI commitment aligned with updated global standards, including shared minimum benchmarks, institutionalised collaboration with the UN and civil society, board-approved institution-wide strategies, clearer accountability, and stronger prioritisation of leadership. Operationally, it urges a shift from compliance to measurement of effectiveness, minimum capacity benchmarks, harmonised grievance standards, embedding survivor-centred approaches, and greater use of private-sector operations to advance PSEAH outcomes. These findings come at a time of increased financial risk and heightened reputational pressure for IFIs, underscoring that sustaining momentum on PSEAH is both foundational to institutional accountability and a strategic necessity.

The study was overseen by an Advisory Group that included representatives from Canada, the United Kingdom and the Netherlands, IADB, IFC and the World Bank, and was peer-reviewed by three independent experts. Preliminary findings were shared with the MFI Working Group on SEAH. Following fact-checking and final consultation in November 2025, the report was published in early 2026. After a presentation to the OECD DAC Reference Group on Ending SEAH in February and to MOPAN members in March, a Briefing to IFI Environmental and Social Policy Directors is scheduled for April 2026.

This study has informed the revision of MOPAN's PSEAH indicators to align with the Common Approach to Protection from Sexual Exploitation, Abuse and Harassment (CAPSEAH) in the upcoming MOPAN 4 methodological framework.



Global Health

MOPAN's insight on Global Health draws on recent assessments of multilateral organisations in the sector, primarily UN agencies, multilateral development banks, and vertical funds, to examine their comparative advantages across the global health architecture. The study will also explore shared challenges related to efficiency, collaboration, co-ordination, and the sustainable delivery of results in line with institutional mandates. Drawing on MOPAN's performance data, interviews, and reviews of external documents, the study aims to respond to the demand for actionable insights into how global public health needs can be met amid differing reform visions and proposals. An Advisory Group comprising Belgium, Norway, Sweden, the United Kingdom, Canada, Germany, and France, alongside participants from philanthropies, regional health organisations, and beneficiary countries, has been established to guide the work.

Investing in the future

Strengthening the relevance of the MOPAN methodology

MOPAN 4 methodology: enhancing the relevance and credibility of MOPAN assessments

In a rapidly evolving multilateral environment, MOPAN's assessment framework must continue to evolve to reflect emerging drivers of organisational performance, new standards across the system, and rising expectations from multilateral stakeholders. Regular methodological updates ensure that MOPAN assessments remain relevant, credible and responsive to this changing landscape. In 2025, the Network made important progress in updating its methodology, building on lessons learned from previous assessment cycles and feedback from members and partner organisations.

Work to update the MOPAN methodology began in early 2024, and during the Spring 2025 meeting, the MOPAN Steering Committee endorsed a revised MOPAN 4 indicator framework and updated analytical guidance. The revised framework introduces important innovations that respond to lessons learned and feedback from previous methodological cycles. The updated rating approach maintains analytical granularity while replacing rigid scoring with a more context-sensitive, qualitative assessment.

While the overall structure of MOPAN 3.1, comprising performance areas, Key Performance Indicators (KPIs), Micro Indicators (MIs), and elements at the sub-micro-indicator level, remains intact, several areas have been strengthened. These include risk and risk management, efficiency and cost-effectiveness, collaboration with partners, and analysis of comparative advantage. In addition, an initial assessment of the enabling environment is now incorporated at the inception phase to improve understanding of the organisational context. The introduction of an analysis of horizontal linkages further supports a more nuanced assessment of performance and a differentiated approach to results measurement, thereby enhancing methodological adaptability.

Taken together, these updates position MOPAN to meet growing demands for robust evidence of organisational performance in a rapidly evolving multilateral landscape. The revised methodology is expected to strengthen further the relevance, quality and credibility of MOPAN's assessments and insights.

Box 2. Setting performance standards

MOPAN sets performance standards that reflect the expectations of its members and other stakeholders in the multilateral system. Multilateral organisations operate in a context that is constantly evolving, necessitating that these standards evolve over time so that they continue to reflect changing priorities and challenges. In addition to ensuring that the key ingredients for attaining these performance standards are hardwired into organisational systems, the evolution of the MOPAN methodology enables realignment to reflect emerging lessons, good practices and evolving performance standards. In this way, the MOPAN methodology will continue to support our members, multilateral organisations and other stakeholders in strengthening accountability and enhancing the delivery of results and solutions to global and local challenges.

Source: [MOPAN Medium-term strategy 2025-32](#)

Seizing digital opportunities

In 2025, MOPAN moved forward in harnessing artificial intelligence (AI) to scale up the delivery of performance evidence and insights and enhance the use of the Network's products by our members. This initiative has culminated in MOPAN's AI Approach, promoting the effective and risk-aware use of AI in delivering MOPAN's work programme. The development of the AI Approach has built on collaboration and learning across the OECD and the organisations MOPAN assesses, including a partnership with the World Bank's Department of Outcomes.

MOPAN's AI Approach aims to create an enabling environment that promotes the responsible use of AI. This includes ensuring that MOPAN has key governance structures and policy guardrails, as well as the skills and capacities, tools, and processes to ensure AI is leveraged appropriately to deliver on our Programme of Work and 2025-28 Operational Plan.

To this end, MOPAN established an AI use policy and governance structure to oversee how AI is used in MOPAN's work, identify the efficiency gains and value added realised, and identify opportunities to integrate new tools. An initial platform for capacity building has been developed, including self-directed training, facilitated training, and targeted workshops and support. MOPAN has identified a corporate platform based on ChatGPT to promote collaboration on AI use across teams and with our service providers. Together, these initiatives have helped ensure Secretariat staff have the tools, knowledge and awareness of risks needed to scale up the use of AI in their work.

We are now building on this foundation by embedding risk-aware AI use in the production of performance evidence and insights, facilitated by a data scientist who leads ongoing consultation across MOPAN's teams. A key step in this approach has been compiling MOPAN's evidence produced over the past five years and identifying organisational performance benchmarks, enabling AI systems to interpret MOPAN's evidence to produce more meaningful analysis. This good practice data has enabled MOPAN to design customised tools tailored to address different analytical needs and challenges across our work.

A key feature of the AI Approach is the development of MOPAN's Data Portal, an innovative cognitive search solution to be rolled out from 2026. The Data Portal will enable the MOPAN Secretariat and MOPAN members to query MOPAN's assessments over the past five years, extracting evidence and analysis across issues, themes, organisations, and time periods. This tool is intended to enable Secretariat staff and MOPAN members to draw trends and insights from 30+ MOPAN reports in an efficient,

effective, and reliable way, ultimately promoting the use of MOPAN evidence to support evidence-based policy and decision-making across the multilateral system.

Following consultations with organisations that have launched similar tools, MOPAN implemented an initial technical feasibility study in the latter half of 2025. Implementing such a tool for MOPAN's work is an interesting challenge given the nature of the evidence we produce (unstructured text data) and the background knowledge and expertise integral to our work. The feasibility study identified a clear use case and value-add for the tool, confirmed the tool's technical and financial feasibility, and proposed a systems architecture. MOPAN will now proceed to roll out a prototype for the tool starting in 2026.

Deepening partnership, engagement and dissemination

Members-only briefings, launches and learning events

In 2025, MOPAN continued to strengthen member engagement through a series of targeted briefings, launches and learning events designed to support uptake and informed dialogue. These engagements reflect MOPAN's commitment to ensuring that its evidence is not only robust but actively used by multilateral stakeholders.

The Secretariat delivered member-only briefings on the assessment findings of the Asian Development Bank (AsDB), the Global Environment Facility (GEF), UNESCO and UN-Habitat. In addition, members received briefings on emerging findings from ongoing assessments by the Caribbean Development Bank (CDB), the International Committee of the Red Cross (ICRC), and UNEP. These sessions provided a platform for collective reflection on institutional performance, reform trajectories and strategic positioning within a rapidly evolving multilateral landscape.

Responding to member demand, the Secretariat also organised bilateral briefings on AsDB, EBRD, FAO and UNESCO, as well as tailored discussions on MOPAN's work related to the UN80 Initiative. These exchanges enabled members to explore specific performance issues in greater depth and helped inform capital discussions, board interventions and reform engagement at the headquarters level and in multilateral hubs.

Across the 2025 learning and events calendar, briefings were strategically timed to align with key institutional milestones and board meetings, reinforcing MOPAN's role as a trusted evidence provider. This was highlighted by the United Kingdom, the Netherlands, and the MOPAN event on improving multilateral effectiveness, held in

May 2025 at the UN ECOSOC Operational Activities Segment in New York. By connecting assessment findings to real-time decision points, MOPAN continued to support the uptake of its findings, helping members translate performance insights into concrete multilateral engagement.

Cross-cutting dissemination of MOPAN's work to support impact

The MOPAN Strategic Plan emphasises that generating high-quality evidence is only part of the Network's value: ensuring that this evidence is accessible, understood and used is essential to support accountability, learning and improved multilateral performance. Building awareness of MOPAN's findings across diverse stakeholder groups is therefore critical to strengthening buy-in and driving change across the multilateral system. In 2025, MOPAN strengthened its dissemination and communications efforts to increase the visibility, accessibility and usability of its work.

A key milestone was the launch of a redesigned MOPAN website, featuring a modern, user-friendly interface to improve access to the Network's reports and analyses. The site was developed using current best practices in user experience and search engine optimisation (SEO), including the integration of targeted keywords and metadata to improve search engine visibility. A new search function was also introduced to help users more easily navigate MOPAN's growing body of evidence.

MOPAN also reinvigorated its social media strategy, strengthening its presence on LinkedIn through interactive content such as carousels, visuals and co-ordinated outreach around major report launches. These efforts, combined with cross-promotion through partner organisations, including UNESCO, the Caribbean Development Bank, the Asian Development Bank, and UN Women, expanded the reach of MOPAN's findings and contributed to an increase of approximately 2,000 followers in 2025.

To better meet the needs of senior decision-makers, MOPAN also introduced shorter, more accessible communication products. Abridged versions of the *Performance at a Glance* for assessments were developed to highlight key strengths, challenges, and strategic insights, enabling members and partners to quickly engage with the most relevant findings.

Engagement with key multilateral stakeholders, networks and platforms

In 2025, MOPAN deepened its engagement with multilateral stakeholders and platforms, amplifying the influence of its work beyond individual assessments. As the multilateral system undergoes significant reform discussions, including through the UN80 Initiative, MOPAN's evidence and insights have continued to inform strategic dialogue at both

political and technical levels. New Zealand joined the MOPAN Network on 1 January 2025, further strengthening the Network's collective voice.

Through promoting multilateral effectiveness, MOPAN is increasingly invited to engage with key stakeholders and platforms, including partners across the OECD and the Development Assistance Committee (DAC). The MOPAN Secretariat participated in the senior-level Geneva Group meeting, joining an oversight panel alongside the UN Board of Auditors and the UN Joint Inspection Unit (JIU) to reflect on how oversight actors can support the UN80 Initiative from a system-wide perspective. The Secretariat also contributed to discussions at the Spring 2025 Utstein Group meeting, highlighting MOPAN's performance evidence and the comparative strengths of the UN system.

These engagements position MOPAN as a trusted source of independent, system-wide performance evidence and reinforce the Network's comparative advantage in cross-institutional analysis.

The Secretariat continues to collaborate closely with multilateral oversight and evaluation bodies. This includes ongoing engagement with the JIU, including its review of policies and practices to prevent and respond to sexual exploitation and abuse in the United Nations, and participation in the Advisory Group of the UN Sustainable Development Group's System-Wide Evaluation Office for its evaluation on progress towards a new generation of UN Country Teams.

MOPAN further presented at an event co-convened by the Swiss Agency for Development and Cooperation and ODI Global on UN reform, promoting MOPAN's UN80-related work. Meetings were also held in New York with senior UN leadership and member state representatives, including the Chairs of the Informal Ad-Hoc Working Group on Mandate Implementation Review and the UN80 Secretariat.

These engagements support members' reflections in a changing multilateral context ahead of key milestones, including ECOSOC and other reform-focused forums, reinforcing MOPAN's role in moving from assessment to impact.





MOPAN Steering Committee, Paris, France - May 2025.

02| Enablers and governance

Facilitating effective governance

Effective governance of MOPAN remains central to the Network's credibility, independence and strategic coherence. In 2025, the Secretariat continued to facilitate strong, member-led governance arrangements that ensure both accountability and delivery.

The MOPAN Chair rotates annually among members and provides strategic leadership to the Network, chairing both the Steering Committee and the Bureau. Throughout 2025, the Secretariat supported Mr Steven Collet, Deputy Director General for International Cooperation at the Ministry of Foreign Affairs of the Kingdom of the Netherlands, in his role as MOPAN Chair. This included co-ordinating Steering Committee meetings, preparing strategic documentation, and ensuring effective follow-up to decisions.

The Secretariat also supported the Bureau, comprising the current Chair (Netherlands), the former Chair (Belgium), the incoming Chair (United Kingdom), the Chairs of the Technical, Governance, and Inclusivity Working Groups, and the Head of Secretariat. Meeting regularly, the Bureau played a central role in guiding strategic direction, overseeing the programme of work and budget, and facilitating timely decision-making between Steering Committee sessions.

Beyond formal meetings, the Secretariat worked closely with Working Group Chairs and members to ensure alignment between strategic priorities and operational delivery. Effective governance of MOPAN enabled transparent oversight while maintaining the Network's responsiveness to evolving member needs and multilateral developments.



Launch of MOPAN Assessment of UN Habitat - 2024.

MOPAN Working Groups: Strengthening the network through member collaboration

Governance Working Group

The Governance Working Group (GWG), chaired by the Netherlands, began its work in 2025 with a mandate to strengthen MOPAN's governance arrangements and support the Network's long-term effectiveness. Meeting regularly throughout the year, the group provided a dedicated space for members to reflect on how governance structures and practices can best support strategic direction and delivery.

Following the endorsement of a Stocktake Analysis by an Independent External Facilitator, the group developed a set of recommendations to reinforce transparency, clarify roles and responsibilities, and enhance member engagement. Discussions confirmed that MOPAN's governance model is fit for purpose, while identifying opportunities to codify good practices and to ensure that the Network's governance arrangements remain robust and agile. Most of the recommendations have been implemented, with the rest to be finalised from 2026 onwards.

Inclusivity Working Group

The Inclusivity Working Group (IWG), chaired by Korea, was established in 2025 to advance key principles in MOPAN's strategic plan, including its partnership and outreach approach. Through regular discussions, members reflected on how greater inclusiveness can strengthen MOPAN's legitimacy, relevance and impact in a changing multilateral landscape.

Building on an independent Stocktake Analysis, the IWG shaped recommendations to broaden engagement and ensure that the Network remains responsive to diverse perspectives and contexts. Members emphasised the importance of fostering meaningful participation and exploring avenues for engagement beyond the current membership, while safeguarding MOPAN's independence and quality standards. The group's recommendations set a clear direction for the Network, which will be further enhanced by a Working Group focusing on MOPAN's outreach approach.



MOPAN Steering Committee, the Hague, Netherlands - November 2025.

Technical Working Group

The Technical Working Group (TWG) has played a pivotal role in shaping the development of the MOPAN 4 methodology by providing consistent technical guidance and feedback. The group convened five times in 2025, including an inperson workshop in Paris that enabled indepth discussions and refinement of key methodological aspects ahead of the Steering Committee's endorsement of the indicator framework and analytical guidance in May 2025. At that meeting, Steering Committee members agreed that elements should remain a core feature at the submicroindicator (MI) level. However, rather than being numerically scored as in the past, these elements would instead serve as qualitative guidance to inform ratings at the MI level. The Steering Committee mandated the TWG to oversee the subsequent development of elements aligned with the revised indicator framework. In June 2025, the TWG met to agree on the overarching principles guiding the revision, adaptation and development of MOPAN 4 elements, thereby setting the foundation for finalising the methodology.

The Secretariat has employed an iterative approach to drafting the elements, drawing on internal expertise and external inputs from MOPAN service providers, external quality assurance consultants and the TWG. The TWG reviewed and discussed an initial set of draft elements during its October 2025 meeting. It subsequently provided written feedback on the draft Core MI elements in December 2025 and on the draft Specialised MI elements in January 2026 (available on the MOPAN Intranet). The TWG will work to finalise the full MOPAN 4 methodology in 2026.



03 | Looking ahead

2025 work feeding into the 2025-32 trajectory

In 2025, MOPAN's work marked the first year of implementation of the 2025–32 medium-term strategy. Activities undertaken during the year laid the operational and methodological foundations that will shape the Network's trajectory over the strategy period.

The launch of the new assessment cycle, aligned with the Strategy's emphasis on relevance, coherence and learning, signalled a growing ambition and scale. Following Steering Committee approval of 13 organisational assessments for 2025–26, seven assessments were initiated in 2025, ensuring early delivery where Institutional Leads were confirmed. This pragmatic sequencing demonstrated MOPAN's commitment to disciplined implementation and member ownership.

Alongside core assessments, MOPAN strengthened its Insights function, consolidating thematic work on global health, multilateral effectiveness in a shifting landscape, and system-wide reform. These products increasingly position MOPAN not only as an accountability mechanism but also as a provider of strategic evidence to inform governance, financing, and reform debates.

Methodological refinements during MOPAN 4 development and the integration of assessments and insights further reinforced the credibility and utility of MOPAN evidence. Collectively, 2025 delivery operationalised the Strategy's ambition: to build forward from evidence and equip members with rigorous, policy-relevant analysis for an evolving multilateral system.

Responding to evolving circumstances and opportunities in 2025-26

MOPAN continues to operate in a context defined by geopolitical volatility, fiscal constraints and heightened scrutiny of multilateral performance. Funding reductions across parts of the international system, renewed debates on the comparative advantage of multilateral organisations, and reform initiatives across the UN and international financial institutions have sharpened demand for independent performance evidence.

In this environment, MOPAN has continued to adapt. The recalibration of the 2025-26 assessment schedule in consultation with members and the Bureau reflects a flexible approach to sequencing and resourcing. At the same time, thematic insight workstreams have been deliberately aligned with ongoing reform processes such as the UN80 initiative and emerging policy debates, ensuring that MOPAN evidence feeds into live decision-making.

The Network has also strengthened its engagement model, deepening dialogue with MOPAN members and beyond, as well as the leadership of multilateral organisations, while maintaining independence and methodological rigour. By combining organisational-level assessments with cross-cutting analysis, MOPAN is increasingly able to illuminate system-wide patterns, trade-offs and reform implications.

This dual focus – continuity in core functions and responsiveness to context – positions MOPAN as a stable yet forward-looking actor and shows the Network's adaptability and relevance in a shifting landscape.

Box 3. MOPAN's upcoming insight report: *Effectiveness in Humanitarian Action*

Building on its 2022 study *Rethinking Effective Humanitarian Organisations* and insights from recent assessments, MOPAN is preparing a new report examining effectiveness in humanitarian action at both organisational and system-wide levels.

The report comes at a pivotal time for the humanitarian sector. The Humanitarian Reset, launched in March 2025 alongside the renewed Grand Bargain 2.0, signals a shift towards simpler structures, reduced bureaucracy, stronger accountability and a sharper focus on life-saving activities, while reinforcing commitments to localisation and efficiency.

Amid growing financial pressures and debates about the scope and sustainability of the humanitarian system, the study will provide evidence and context to support dialogue and decision-making among members and partners as these reforms evolve.

Priorities for 2026

Priorities for 2026 reflect both continuity in core delivery and the introduction of new analytical and methodological elements under the 2025–32 Strategy.

First, MOPAN will focus on finalising the organisational assessments initiated in 2025. These assessments will provide members with up-to-date, independent evidence on the performance of key multilateral organisations across development, humanitarian, financing and normative mandates. Completion of these reports will represent the first full outputs of the new strategy period and will contribute to comparative analysis across institutional types.

At the same time, MOPAN will initiate the set of assessments of organisations selected by members for the 2025–26 portfolio – including Education Cannot Wait (ECW), the International Labour Organization (ILO), the International Monetary Fund (IMF), the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), the United Nations Children's Fund (UNICEF) and the United Nations Office for Project Services (UNOPS). These assessments will pilot the new MOPAN 4 framework and methodology, designed to strengthen analytical integration, enhance methodological clarity and generate more strategic insights for members.

A further priority will be the piloting of Mid-Term Reviews, a new MOPAN product designed to assess progress against recommendations from previous assessments. In 2026, pilot reviews will be conducted for the African Development Bank (AfDB) and the World Bank to test the approach and generate lessons for potential future application.

Alongside core assessments, MOPAN will deliver two thematic insights studies – on global health and humanitarian action – examining system-level effectiveness in areas facing significant financing and reform pressures. MOPAN will also remain responsive to member demands for potential analysis on the UN80 Initiative and multilateral reform agendas.

Finally, work will begin on the first Biennial Synthesis, which will consolidate evidence from assessments and thematic studies to identify cross-cutting trends and inform strategic discussions on multilateral effectiveness.



Annex A. List of the 2025 assessments and outputs

ADB	(2025 , 2017-18 , 2013 , 2010 , 2006)	UN-Habitat	(2024 , 2015-16)
AfDB	(2023 , 2015-16 , 2012 , 2007)	UN Women	(2025 , 2017-18 , 2014)
CDB	(forthcoming 2026)	UNAIDS	(2023 , 2015-16 , 2012)
CGIAR	(2019)	UNCDF	(forthcoming 2026)
ECW	(forthcoming 2026)	UNCTAD	(2019)
EBRD	(2024)	UNDP	(forthcoming 2026, 2021 , 2015-16 , 2012 , 2009 , 2007)
FAO	(2024 , 2017-18 , 2014 , 2011)	UNEP	(forthcoming 2026, 2021 , 2015-16 , 2011)
Gavi	(2024 , 2015-16 , 2012)	UNESCO	(2025 , 2017-18)
GCF	(forthcoming 2026, 2020)	UNFPA	(2025 , 2017-18 , 2014 , 2010 , 2008)
GEF	(2025 , 2017-18)	UNHCR	(2024 , 2017-18 , 2014 , 2011)
The Global Fund	2022 , 2015-16)	UNICEF	(forthcoming 2027, 2021 , 2015-16 , 2012 , 2009 , 2006)
GPE	(2024 , 2017-18)	UNIDO	(2019)
ICRC	(forthcoming 2026)	UNODC	(2019)
IDB	(2023 , 2015-16 , 2011)	UNOPS	(forthcoming 2027, 2021)
IDB Invest	(2023)	UNRWA	(2024 , 2017-18 , 2011)
IFAD	(2024 , 2017-18 , 2013 , 2010)	WFP	(2024 , 2017-18 , 2013)
IFC	(2024)	WHO	(2024 , 2017-18 , 2013 , 2010 , 2007)
ILO	(forthcoming 2026, 2021 , 2015-16 , 2006)	WTO	(paused)
IMF	(forthcoming 2027)	World Bank	(IDA-IBRD) (2023 , 2015-16 , 2012 , 2009)
IOM	(2023 , 2017-18)		
MLF	(2019)		
OCHA	(forthcoming 2026, 2021 , 2015-16)		
OHCHR	(forthcoming 2026, 2018-17)		

Annex B. 2025 Statement of Income

2025 Statement of Income Membership Voluntary Contributions

Overall MOPAN Income (in Euros) as at 31.12.2025	
A. Carry Forward from previous year	
Total Carry Forward from 2024 to 2025 ¹	1,020,621
B. Accepted Voluntary Contributions ²	
	Actual Income 2025
Australia	283,000
Belgium	283,000
Canada	283,000
Denmark ³	353,000
Finland	283,000
France	283,000
Germany	283,000
Ireland	283,000
Italy	283,000
Japan ⁴	179,184
Korea	283,000
Luxembourg	283,000
Netherlands	283,000
New Zealand ⁵	566,000
Norway ⁶	566,000
Qatar ⁷	198,000
Spain	283,000
Sweden	283,000
Switzerland	283,000
UK	283,000
USA ⁸	281,978
TOTAL	6,389,162
GRAND TOTAL (A+B)	7,409,783

Note: The MOPAN MOU renewal was formally approved in October 2024 by OECD Council [C(2024)167], and covers two years 2025–2026.

¹ Total carry-forward from 2024 to 2025 equals income received through 31 Dec 2024 (EUR 5,730,965) minus 2024 expenditure (EUR 4,710,344), i.e. EUR 1,020,621. Of this, EUR 985,507 was already committed and thus does not represent available funds (see "2024 Annual Statement of Income and Expenditure" [MOPAN/SC(2025)3]). The remaining available funds, EUR 35,113, is reported in subsequent reporting (see "MOPAN Updated Financial Reporting and 2025–26 Outlook" [MOPAN/SC(2025)4] of May 2025 and "Update on MOPAN 2025–26 Finances & Outlook" [MOPAN/SC(2025)18] of November 2025).

² Accepted contributions are firm offers that have completed the formal OECD acceptance process, including approval by the Budget Committee and the signature of individual grant agreements. A contribution is considered 'accepted' once this process is finalised, regardless of the agreed payment schedule or the timing of cash receipts. However, the amounts reported here correspond to the funds actually received within the year.

³ Denmark paid EUR 353,000 in 2025 including an additional EUR 70,000 of funds.

⁴ Japan paid EUR 179,184 in 2025 and the remaining balance of EUR 103,816 in February 2026 which will be reported next period.

⁵ New Zealand paid in 2025 the two instalments of the 2025–2026 biennium.

⁶ Norway paid by 2025 the two instalments of the 2025–2026 biennium with spending commencing once the administrative formalities are completed.

⁷ Qatar paid its 2024 membership fee in 2025 and will pay its 2025 membership fee in early 2026.

⁸ The USA paid EUR 281,978 in 2025, difference due to currency conversion.

Annex C. 2025 Statement of Expenditure

2025 Statement of Expenditure

MOPAN Programme costs – 2025 Expenditure Analysis as at 31.12.2025 (EUR)				
	Revised Budget for 2025(as per 2025-26 PWB) ¹	Actual Expenditures ²	Commitments deferred to 2026 ³	Total 2025 Expenditures and Commitments
A. Secretariat Staff and Related Costs⁴	2,974,697	2,758,198	-	2,758,198
B. Non-staff Costs				
Intellectual Services	1,900,284	1,281,297	1,110,995	2,392,292
Assessment-related Costs ⁵	1,715,166	1,002,631	900,174	1,902,805
Other Intellectual Services ⁶	185,118	278,666	210,821	489,487
Missions and Travel	338,368	255,912	90,447	346,359
MOPAN Staff Missions (travel, per diem and transfer)	144,648	138,519	11,211	149,730
Consultant Missions (travel, per diem and transfer)	193,720	117,393	79,236	196,629
Operating Expenses	109,149	144,368	15,147	159,515
SUBTOTAL B: Non-staff Costs	2,347,801	1,681,577	1,216,589	2,898,166
C. Cost recovery Charge for VCs⁷	387,294	665,083	-	665,083
TOTAL (A+B+C)	5,709,792	5,104,858	1,216,589	6,321,447

Note: All reported actuals and commitments are subject to, and following the OECD Financial Rules and Regulations.

¹ Revised budget for the biennium 2025-26 presented at the Spring 2025 Steering Committee as per MOPAN/SC(2025)4.

The Expenditures analysis include the running costs of the Secretariat (Headings A&B) and the cost recovery charges for all accepted voluntary contributions in 2025 (Heading C).

² Actual Expenditures for 2025 cover costs realised (outgoing payments) from 1 January through 31 December 2025.

³ Commitments Deferred to 2026 include non-staff contractual obligations related to activities committed in 2025, for which the deliverables are still in production. MOPAN Assessment Consultancy and Related costs represent 74% of the commitments.

⁴ Staff & Related Costs include salaries, contribution to the Indemnities and Benefits Fund, and per person chargeback which comprises office space costs, and other direct costs generated by staff working on voluntary contribution (VC)-funded projects. For further explanation see [C(2021)73].

⁵ Assessment Related Costs include expenses for assessments (e.g. service provider fees, quality reviews, production) as well as expert support for the Call for Tender for MOPAN assessments.

⁶ Other Intellectual Services include all other consultancy-related costs, such as expert support for mid-term reviews, insights and MOPAN methodology, the data platform and AI, survey tools, translation, interpretation, the MOPAN website, and other production costs associated with MOPAN activities.

⁷ As per the OECD's voluntary contributions (VC) cost recovery policy [C(2021)73], the base charge is currently set at 6.48%, with possible adjustments (e.g. 0.25% discount for single VCs above EUR 650K, 1.6% supplementary charge for Non-OECD Member Donors). In line with OECD practice, the cost recovery charge is incurred in full upon VC acceptance.

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