



**GREEN
CLIMATE
FUND**

Meeting of the Board

18 – 21 August 2020

Virtual meeting

Provisional agenda item 12

GCF/B.26/Inf.12

16 August 2020

Review of the Multilateral Organisation Performance Assessment Network (MOPAN)

Summary

This information document provides background on the Multilateral Organisation Performance Assessment Network (MOPAN). This is provided further to the decision of MOPAN to undertake an assessment of the Green Climate Fund.

I. Background on external reviews and assessments of GCF

1. This information paper provides background on the proposed MOPAN assessment of GCF as part of its 2020 assessment cycle. The paper outlines the context of requests to GCF for cooperation with external reviews and provides information on other such reviews and assessments. It provides information on MOPAN's organisation and mission. It sets out the role of the Secretariat and Board in relation to such external assessments and provides an assessment of the resources required to cooperate with a MOPAN assessment. It also provides the Secretariat's assessment of engagement in a MOPAN assessment.
2. Many contributors are required by national laws to provide information on the use of funds that are pledged to GCF. This is usually to comply with national auditing and accountability mechanisms, and to ensure good governance of public sector budgets. Further to these requirements, from time to time GCF receives requests for information or cooperation in external review processes. In the interests of transparency, provided the requests do not impose a disproportionate burden upon the Secretariat, GCF responds to enquiries and provides such information as is appropriate to aid the production of such reviews.
3. Certain requests are made in the form of questionnaires, whilst others are more detailed reviews undertaken by government departments or sub-contracted consultants. Since 2016, the Secretariat has responded to 26 external assessments, reviews and queries. A table is provided in annex I, setting out the date, organization or country, nature of the request and action taken by the Secretariat.

II. Multilateral Organisation Performance Assessment Network (MOPAN)

4. The Multilateral Organisation Performance Assessment Network (MOPAN) was launched in 2002 as a network of like-minded donor countries for monitoring the performance of multilateral development organisations at the country level.¹ All members have a common interest in knowing more about the effectiveness of multilateral organisations, through joint assessments of these organisations, exchange of information and expertise in monitoring and evaluation. MOPAN also seeks to reduce the need for stakeholders to carry out their own bilateral assessments, and so also to reduce the burden organisations face from such assessments.
5. MOPAN is governed by a Steering Committee of its 19 member countries and managed by an independent Secretariat of technical experts. Its assessments are carried out by independent external service providers managed by the MOPAN Secretariat.
6. According to MOPAN, a "MOPAN assessment is neither an external institutional audit nor an evaluation".² As an assessment, MOPAN provides a snapshot of organizational health within the context of its mandate and level of maturity. It is a collaborative exercise that supports organisations' own learning and strategic processes, as well as their stakeholders' information needs for accountability and engagement. In doing so, MOPAN supports an ongoing and long-term relationship between an organization and its bilateral funding partners.
7. MOPAN does not assess the governance or governing bodies of organisations or question their mandate.

¹ The Network members are: Australia, Belgium, Canada, Denmark, Finland, France, Germany, Ireland, Italy, Japan, Luxembourg, The Netherlands, Norway, Republic of Korea, Sweden, Switzerland, the United Arab Emirates, the United Kingdom and the United States of America.

² MOPAN 3.1. Methodology.
http://www.mopanonline.org/ourwork/themopanapproach/Methodology_3.1_FinalUnformatted.pdf

8. MOPAN uses a generic indicator framework, with twelve main indicators to assess five performance areas: (i) strategic management, (ii) operational management, (iii) relationship management, (iv) performance management, and (v) results.

9. In line with its methodology, MOPAN takes a collaborative approach and together with the multilateral organization adapts the generic indicator framework to reflect each multilateral organization's mandate and maturity. This takes place during the inception phase and includes customizing or not applying certain indicators. The final scope of the MOPAN assessment, together with the organization-specific indicators, would be outlined in the inception report.

10. Based on a review of the generic indicator framework, the Secretariat considers that assessing the first four performance areas are consistent with the Governing Instrument. However, it will be important to clarify with the MOPAN Secretariat that any assessment under the fifth performance area would be limited to assessing whether the Secretariat is meeting the objectives it has set itself in its work programme. This type of assessment would be distinct from the types of evaluations that may be undertaken by the IEU. This approach would be, in the Secretariat's view, consistent with the Governing Instrument.

11. MOPAN has assessed more than 30 of the largest multilateral organisations since 2015, including the Global Environment Facility (GEF), multiple UN agencies including UNDP, UN Environment, UNICEF, UNIDO and UNESCO. Other multilateral organisations assessed include the World Bank, Asian Development Bank, and African Development Bank.

12. MOPAN communicated to the Secretariat on 5 December 2019 its decision to assess the GCF as one of seven organisations in its next assessment cycle starting during the first quarter of 2020. The other organisations selected in this cycle were ILO, OCHA, UNDP, UNEP, UNICEF, and UNOPS. The letter describes the objectives of the assessment as being, 'to provide independent, robust and comprehensive insights on organisational performance. Our assessments provide insights and evidence for stakeholders – MOPAN members and beyond – to engage with organisations and reduce the need for conducting separate bilateral organisational performance assessments.' This is the first time that GCF has been selected to be the subject of a MOPAN assessment.

13. MOPAN's communication to the Secretariat in December did not provide specific information on the scope, methodology or timing of the assessment. The Secretariat was informally informed that the MOPAN Secretariat would provide additional information as soon as this information would be available.

III. Role of the Secretariat and expected resource implications of a MOPAN assessment

14. Subject to determination of the scope of the assessment and the indicators which would be applicable (see Section IV below), the role of the Secretariat in a MOPAN assessment would be limited to engaging with MOPAN during the assessment, coordinating the provision of documentation, including on the Secretariat's operational processes, participating in interviews, and reviewing findings. This is in keeping with the MOPAN assessment process that is explicitly designed to be collaborative and support organizational learning. The main resource implication would be staff time. A dedicated focal point for internal coordination and support from a consultant may be needed.

15. By December 2019, the Secretariat was already well advanced in the preparation of its Programming and Operations Manual, which will substantially enhance the effectiveness and efficiency of the Secretariat. The Operational Manual also hyperlinks to process flow charts all key GCF documents of relevance to any management assessment such as MOPAN.

16. Given that MOPAN aims to reduce the need for stakeholders to carry out their own bilateral assessments, the Secretariat's response to MOPAN was informed by its past practice with respect to bilateral assessments. In line with past experiences of participating in bilateral assessments and reviews, the Secretariat nominated a focal point (now Director of OPM) whose team was leading the preparation of the Secretariat's Operations Manual. The focal point informally exchanged with the MOPAN Secretariat to better understand the proposed assessment. To help OPM accelerate these operational and codification efforts and ensure an efficient MOPAN process, a management systems consultant with relevant experience was engaged for a period of 60 working days, funded from OPM's divisional budget.

17. The Secretariat received initial notification from MOPAN of the intention to assess GCF in December 2019, as outlined above. However, MOPAN remains in the planning stage for the assessment cycle and has not yet communicated a timeline. The scope of the assessment, and the applicable indicators, is also yet to be determined. As noted above, the scope is developed in a collaborative manner during the inception phase.

18. It is further noted that MOPAN has written to the Co-Chairs on 3 June 2020 and offered to hold a pre-briefing with the Co-Chairs and a briefing with the Board to provide further background on the process.

IV. Secretariat assessment of MOPAN engagement

19. The Secretariat considers that, subject to clarity on its scope and consistency with the Governing Instrument, a MOPAN assessment would provide several benefits to GCF, as follows:

- (a) Demonstrate transparency to stakeholders;
- (b) Reduce the need for bilateral assessments from contributors through a consolidated exercise;
- (c) Promote GCF's goal of being a continuously learning institution; and
- (d) Enable the GCF Secretariat to identify possible management initiatives to improve the efficiency and effectiveness of the day-to-day operations of the Fund.

20. Considering the additional workload created by the COVID-19 pandemic, the Secretariat considers that a MOPAN assessment carried out early in 2021 is the preferred timing than the current proposed timing.



Annex I: Summary of the Secretariat's participation in external assessments, reviews and queries since 2016

Date	Organization/ Country	Nature of Request and Action Taken
Annual (2016- 2020)	OECD Development Co-operation Directorate	Annual request for each of last five years for GCF portfolio data and progress reporting. OECD interviewed GCF and requested information to evaluate countries' engagement with GCF as part of the "OECD Development Assistance Committee (DAC) peer review". OECD Peer Reviews evaluate the performance of DAC members against their own national and internationally agreed objectives and commitments and provide recommendations on how they could improve their performance. This fed into OECD databases for various reports and analyses.
Feb 2018	UK Department for Business, Energy & Industrial Strategy	Annual review of GCF funding; written responses provided in February 2018
Jul 2018	Australian Parliament	Aid enquiry; written responses provided, July 2018
Jul 2018	UK Independent Commission for Aid Impact	Visit to GCF Headquarters from 13-23 July 2018 to gather information
Sep 2018	UK Department for Business, Energy & Industrial Strategy	Visited GCF HQ 18-20 September 2018 for a learning workshop; follow-up data request for its future modelling to support GCF replenishment, responded in October 2018
Oct 2018	UKAID	Notified the Secretariat on 24 Oct 2018; conference call with relevant divisions/offices on 20 November 2018 to provide information
Oct 2018	French Assemblée Nationale	Assessment of GCF as part of report on Climate Change and the implementation of the Paris Agreement; video call on 28 October 2018, written response to questions also provided
Oct 2018	Swiss Government	Written enquiry; response provided in October 2018.
Nov 2018	French Court of Auditors	Audit of French contribution: questionnaire to GCF; GCF response 26 November 2018
Dec 2018	UK Department for International Development	Enquiry on GCF ODA eligibility; written response in December 2018
Jan 2019	Italy	Notified the Secretariat of request for information on 24 January 2019; conference call to provide information on 12 February 2019
Feb 2019	Dutch Ministry of Foreign Affairs	Written enquiry; response provided in February 2019



Date	Organization/ Country	Nature of Request and Action Taken
Feb 2019	UK Department for Business, Energy & Industrial Strategy	Annual review of GCF funding; written responses provided in February 2019
Mar 2019	France	French government notified the Fund of review on 7 March 2019; consultants from Baastel visited GCF headquarters between March 20-25th 2019
Apr 2019	Austria	Notified the Secretariat on 16 April 2019; conference call to provide information on 13 May, 2019
May 2019	UKAID	Internal assessment by UKAID; notified the Secretariat on 20 May 2019; Delegation visited GCF Headquarters from the 5th to 9th of August 2019
Jun 2019	US State Department	Notified the Secretariat on 6 Jun 2019; visited GCF Headquarters on 8-9 of July 2019 to learn about GCF's operations.
Sep 2019	Swedish Government	Written enquiry; response provided in September 2019.
Oct 2019	Japanese Ministry of Foreign Affairs	Written enquiry; response provided in October 2019; Conference call on 18 November 2019 to provide further information.
Dec 2019	Multilateral Organization Performance Assessment Network	Contacted GCF December 2019; pending
Dec 2019	Danish Ministry of Foreign Affairs	Written enquiry; response made December 2019
May 2020	UK Department for Business, Energy & Industrial Strategy	Input requested to annual collection of UK attributable results of programmes supported by the UK International Climate Finance: response provided in May 2020.



Annex II

MOPAN letter to GCF Executive Director, 5 December 2019, and Executive Director's acknowledgement email



Mr. Yannick Glemarec
Executive Director
Green Climate Fund
Songdo Business District, 175 Art Center-daero
22004, Yeonsu-gu,
Incheon, The Republic of Korea
Email: yglemarec@gcfund.org

Paris and Stockholm, 5 December 2019

Subject: Assessment of GCF by the Multilateral Organisation Performance Assessment Network

Dear Mr. Glemarec,

We have the pleasure to write to you on behalf of the Multilateral Organisation Performance Assessment Network (MOPAN), which, as you know, is an independent network of countries¹ with a common interest in assessing the performance and effectiveness of the multilateral organisations that they fund. The purpose of this letter is to inform you that MOPAN's Steering Committee took the decision to assess GCF as one of seven organisations in its next assessment cycle starting during the first quarter of 2020, along with ILO, OCHA, UNDP, UNEP, UNICEF, and UNOPS.

Our aim continues to be to provide independent, robust and comprehensive insights on organisational performance. Our assessments provide insights and evidence for stakeholders – MOPAN members and beyond – to engage with organisations and reduce the need for conducting separate bilateral organisational performance assessments. Our assessment process is explicitly designed to be collaborative with the organisations and to support organisational learning and strategic transformation.

The assessment of GCF will be based on an upgraded MOPAN methodology, which will integrate additional elements such as better capturing measures related to the prevention of sexual exploitation and abuse and sexual harassment, the implementation of the UN reforms and readiness to implement the 2030 Agenda. The upgraded MOPAN methodology, which is expected to be finalised during the first quarter of 2020, will ensure the continued relevance of the MOPAN approach.

¹ As of December 2019, its Members are: Australia, Belgium, Canada, Denmark, Finland, France, Germany, Ireland, Italy, Japan, Luxembourg, Netherlands, Norway, Republic of Korea, Sweden, Switzerland, the United Arab Emirates, the United Kingdom, and the United States.



The MOPAN Secretariat will facilitate the overall assessment process, working with a service provider to undertake data collection. Canada and France will represent the MOPAN membership as Institutional Leads, championing the assessment throughout the process.

We would be grateful to receive an acknowledgement of this letter by 20 December 2019.

We would also ask for contact details for a designated focal point within your organisation who can facilitate the assessment process. The preparatory work and initial contact will commence upon your acknowledgment of this letter, and the MOPAN Secretariat team will work with your focal point to plan the various steps.

We look forward to your response and to a fruitful collaboration throughout 2020.

Yours faithfully,

Mr. Efraim Gomez
Deputy Director General
Head of the UN Policy Department
Ministry for Foreign Affairs, Sweden
2019 Chair of MOPAN

efraim.gomez@gov.se

Ms. Suzanne Steensen
Head of the MOPAN Secretariat
Paris

suzanne.steensen@mopanonline.org

MOPAN(2019)56

CC : Javier Manzanares, Deputy Executive Director, GCF

Executive Director's acknowledgement email

From: Yannick Glemarec

Sent: Thursday, December 12, 2019 11:56 PM

To: Sophia KATSIRA (MOPAN)

Cc: Javier Manzanares; Efraim Gomez (MOPAN); Suzanne STEENSEN (MOPAN); Lennart Peck (MOPAN); Samer HACHEM (MOPAN); Jolanda PROFOS (MOPAN); MOPAN Secretariat; Lilian Macharia; German Velasquez; George Zedginidze

Subject: RE: Selection of GCF for assessment by MOPAN

Dear Ms. Suzanne Steensen, Mr. Efraim Gomez,

Reference is made to your letter dated 5 December 2019, conveying MOPAN's Steering Committee decision to assess GCF as one of seven organizations in its next assessment cycle, starting in the first quarter of 2020.

I very much welcome the decision and look forward to collaborating with your institution in this regard. My team is at your disposal and will avail itself to provide the required support and to facilitate the assessment. I have appointed Ms Lilian Macharia (Email: lmacharia@gcfund.org) as the focal point for GCF's interaction with your team. She will coordinate and facilitate the communication and provision of documentation.

I wish to flag for your attention that, while the GCF Secretariat will endeavor to be as responsive as possible, we have some planned events whose preparations and associated activities may slow down our responses. Specifically, we have an informal Board meeting planned for 5-7 February 2020, full Board meetings planned for 10-12 March 2020 and 25-27 June 2020, as well as annual reports review during March- April 2020.

Our team will look forward to hear from you with further details on the preparatory work and documentation needed, and any other support. We propose to schedule an initial conference call with my team to discuss scope and timelines at a mutually convenient time.

I look forward to a fruitful collaboration and the successful completion of the MOPAN assessment.

Yours sincerely,
Yannick Glemarec

MOPAN Secretariat's letter to Co-Chairs and information note



Mr. Nauman Bashir BHATTI
Deputy Head of Mission
Embassy of Pakistan in Belgium
Co-Chair of GCF Board
Email: nauman.mfa@gmail.com

Ms. Sue SZABO
Director General Food Security and Environment
Global Affairs Canada
Co-Chair of GCF Board
Email: sue.szabo@international.gc.ca

Paris, 3 June 2020

- **Subject: Assessment of GCF by the Multilateral Organisation Performance Assessment Network** -

Dear Mr. Bhatti and Ms. Szabo,

I have the pleasure to write to you as the Head of Secretariat of the Multilateral Organisation Performance Assessment Network (MOPAN) Secretariat. MOPAN is an independent network of countries¹ who have a common interest in assessing the performance and effectiveness of the multilateral organisations that they fund. The MOPAN Secretariat is an independent professional body that oversees the daily work of MOPAN, including its assessments.

In September 2019, the MOPAN Steering Committee took the decision by consensus to assess the Green Climate Fund (GCF) as one of seven organisations in its ongoing assessment cycle, along with ILO, OCHA, UNDP, UNEP, UNICEF, and UNOPS. Following a standard process undertaken in all prior assessments, the decision taken by MOPAN members was then communicated to GCF by myself and the MOPAN Chair (Sweden at the time), and then acknowledged by the Executive Director, both in December of that same year.

In this context, also noting that this is GCF's first assessment, I would like to provide you with additional information on what MOPAN is, its purpose, how the assessment process works, and what its assessments cover. We hope that this information can provide helpful insights because MOPAN assessments are intended as a global public good for use by all stakeholders, including the organisation itself and all its stakeholders. I enclose a short information note, while further details about our activities and all of our prior assessments are available on our website.

I would also like to take this opportunity to welcome further engagement about MOPAN and its assessments. We generally present the assessment process to the broader stakeholders of an organisation in conjunction with our first visit to its headquarters. Given that the current circumstances may prevent that visit from occurring, we would welcome an opportunity to conduct a briefing with the Board, and also to hold a pre-briefing with you, the GCF Board Co-Chairs. These information sessions not only help all stakeholders understand well what to expect from the

¹ As of December 2019, its Members are: Australia, Belgium, Canada, Denmark, Finland, France, Germany, Ireland, Italy, Japan, Luxembourg, Netherlands, Norway, Republic of Korea, Sweden, Switzerland, the United Arab Emirates, the United Kingdom, and the United States.



process, but are also extremely useful as an exchange to better understand the context the assessment is taking place in, and what issues stakeholders find most salient. We would also welcome feedback during this session, on opportunities to improve MOPAN communications and outreach for identified organisations and its stakeholders.

With that, I hope that this assessment will provide valuable information to inform your work. Please reach out to myself or my colleague Mitch Levine (mitch.levine@mopanonline.org) to arrange an appropriate time for the briefing.

We thank you for your time and look forward to speaking with you soon.

Yours faithfully,

Ms. Suzanne Steensen
Head of the MOPAN Secretariat

A handwritten signature in blue ink, appearing to read "SStensen".

MOPAN(2020)4

CC.:
Masahiro Takasugi, MOPAN Chair 2020
Mitch Levine, MOPAN Secretariat



MOPAN information note for Co-Chairs of the GCF Board

Additional information, including the MOPAN methodology, all previous MOPAN assessments and management responses, evaluations of MOPAN, and list of members can be found on MOPAN's website:

www.MOPANonline.org

MOPAN and its objectives

The Multilateral Organisation Performance Network (MOPAN) provides holistic, credible, and independent assessments of the performance and results of major multilateral organisations. MOPAN has assessed more than 30 of the largest multilateral organisations since 2015.

MOPAN provides a global public good that supports organisations' own learning and strategic processes, as well as their stakeholders' information needs for accountability and engagement. By providing regular and credible information, MOPAN also seeks to reduce the need for stakeholders to carry out their own bilateral assessments, and so also to reduce the burden organisations face from such assessments.

MOPAN is governed by a Steering Committee of its 19 member countries and managed by an independent Secretariat of technical experts. Its assessments are carried out by independent external service providers managed by the Secretariat.

What MOPAN assesses and how

The MOPAN approach is fully transparent. In the publicly available methodology manual,¹ organisations and their stakeholders can see precisely how performance is measured across MOPAN's more than 200 indicators. Further, the methodology is built around multiple lines of evidence and systems of validation, triangulation, and traceability of findings back to evidence.

MOPAN assessments aim to provide a comprehensive picture of organisational performance at global, regional, and country levels. They cover organisations' policies, systems, and practices, as well as the results they achieve against their own objectives. MOPAN does not assess the governance or governing bodies of organisations, or question their mandate.

MOPAN collects data using three lines of evidence: document review, interviews, and a survey of partners. Each line of evidence is applied as appropriate to relevant indicators, with overall findings emerging through a process of triangulating and validating analysis across and within the lines. Full results of the partner survey and a full list of documentation are present in annexes to the assessment reports, and there is referencing to evidence throughout.

MOPAN assessment process and outputs

Given the breadth and depth of MOPAN assessments, robust quality assurance mechanisms, as well as the need to have flexibility and minimise the burden on the organisations being assessed, the assessment process takes roughly 12 months with the specific timeline for each assessment being defined and adapted as appropriate during the inception phase. Throughout, MOPAN takes a highly collaborative and inclusive approach, designed to work with the organisation and its stakeholders to maximise utility of the findings, where appropriate, and ensure they are fair, balanced, and resonate with users. The final outputs of the assessment process are made publicly available on MOPAN's website.

¹ An updated version of the methodology – MOPAN 3.1 – will be issued during the week of 8 June 2020.

Developing countries Co-Chair's email request to Executive Director and response

Developing countries Co-Chair's email request

From: Nauman Bhatti
Sent: Wednesday, June 24, 2020 4:50 AM
To: Yannick Glemarec
Cc: Sue Szabo

Subject: MOPAN Review

Dear Yannick,

This communication is being sent on behalf of the GCF Board members and alternate members of the Developing Countries Constituency.

The Constituency has learnt that the GCF Secretariat is participating in the Multilateral Organization Performance Assessment Network (MOPAN) review this year. Members of the Constituency would like to express the following concerns related to the process that was followed by the Secretariat:

- The invitation was received from the MOPAN Secretariat in December 2019 and was acknowledged by the Executive Director during the same month. However, this was not brought to the attention of the Co-Chairs/Board for consideration.
- Furthermore, the Secretariat initiated an internal process, and allocated resources to actively participate in the review without the approval of the Board.
- The Secretariat had a number of opportunities to bring this matter to the attention of the Board, including through the report of its activities presented at the 25th meeting of the Board in Geneva. However, this was not done either.
- Formally, there still has been no communication to the Board from the GCF Secretariat on its engagement with MOPAN. Some members of the developing countries constituency only learnt about it accidentally through an internal audit document that was suggesting actions based on anticipated recommendations from MOPAN.

Instead, the Co-Chairs recently received a letter from the MOPAN Secretariat, which also refers to the communications between the MOPAN and the GCF Secretariat in December 2019.

To proceed further in this matter and get clarity on the process that was followed by the Secretariat to engage with the MOPAN Secretariat, the Constituency would appreciate receiving a report covering the following:

- Process through which the MOPAN review was accepted, and the steps which were undertaken.
- Resource and budgetary implications of the review, including the approving authority.
- Why this matter was not brought to the attention of the Board for consideration and necessary approval.

Pending resolution of this matter, all activities related to the MOPAN review may be suspended by the Secretariat.

The Constituency would appreciate receiving a response to the aforementioned request by July 1, 2020.

Best,
Nauman

Executive Director's response

From: Yannick Glemarec
Sent: Friday, June 26, 2020 1:30 PM
To: Nauman Bhatti
Cc: Sue Szabo

Subject: RE: MOPAN Review

Dear Nauman

Thank you for bringing this concern to my attention. Indeed, the MOPAN Steering Committee communicated to the Secretariat its decision to assess the GCF as one of seven other international organizations in December 2019. The letter from MOPAN is herewith attached. I am not aware of when or how the selection was made. The MOPAN Secretariat would be able to provide this information to the Co-Chairs.

As indicated in the attached letter, the MOPAN Secretariat was not able to immediately provide specific information on the scope, methodology or timing of the assessment but expected to be able to do so relatively soon. We would have communicated this information to the Board as soon as available. Multilateral organizations are routinely assessed by financial contributors and the methodology can vary significantly.

Usually, a MOPAN assessment starts with a review of an agency's policies, planning tools, administrative guidelines, processes and operational systems to provide independent insights on organizational performance. By last December, the Secretariat was already well advanced in the preparation of its Operations Manual. As mentioned in my reports to the Board, this Operational Manual should substantially enhance the effectiveness and efficiency of the Secretariat. The Operational Manual also hyperlinks to process flow charts all key GCF documents of relevance to any management assessment such as MOPAN.

Upon consultation with my senior management team, I nominated Ms. Lilian Machaira as the focal point for MOPAN. Ms. Machaira and her Office for Portfolio Management (OPM) were already leading the preparation of our Operational Manual. To help Ms. Lilian Machaira accelerate these operational and codification efforts and ensure an efficient MOPAN process, we engaged a management systems consultant with relevant experience (60 working days, funded from OPM's divisional budget).

In terms of other budgetary implications, it is also expected that senior management would make themselves available for interviews with MOPAN personnel should they desire to meet with any of them. This is in keeping with the MOPAN assessment process that is explicitly designed to be collaborative and support organizational learning.

I have had no direct follow-up with the MOPAN Secretariat. However, Ms. Lilian Machaira has a few phone calls with the focal point from the MOPAN Secretariat and we were informed that the MOPAN Secretariat would provide additional information on the scope, methodology and timing



of the assessment as soon as this information would be available. As for almost any organization in the world, we believe that the COVID-19 crisis is also affecting the calendar of the MOPAN Secretariat.

Very best,
Yannick
