

Executive Summary

Early this year, Korea was approved by the member states as the Chair of the Multilateral Organisation Performance Assessment Network (MOPAN) for 2016. As the leader of the Network, the Korean government will soon start to carry out important roles and responsibilities. These include facilitating discussions between MOPAN members by chairing and making crucial decisions in the Steering Committee (SC) as well as actively participating in the MOPAN assessment processes under the new assessment framework, MOPAN 3.0. To effectively perform this role, the Korean government needs to fully understand the mechanism of MOPAN's operations, the evolution of the assessment methodology and findings of the past assessment experiences.

The aim of this study is to fill such gaps by analysing extensive information on MOPAN's activities and to provide the Korean government with technical advice related to the MOPAN methodologies. In this study, the team reviewed and analysed materials and documents given on how MOPAN operates and what the Chair is expected to do, the assessment frameworks for multilateral organizations, results of MOPAN assessments for the past 11 years, and some key issues of MOPAN activities. This report also includes analyses of the past SC meeting minutes and reviews of its agendas held in the second half of 2015.

Chapter 2 presents the internal and external operation mechanism of MOPAN and the role of the Chair. While representing MOPAN in the international community, the Chair leads and manages the internal structure including the SC, Bureau, Working Groups and the Secretariat. Coordinating members' opinions is another critical role. Besides the role of the Chair,

Korea plans to carry out the roles of Institutional Lead and Country Facilitator in the assessment process from 2015. Therefore, full understanding of the methodology and preparation for the assessment process is required.

In Chapter 3, the evolution of MOPAN assessment methodologies and analyses of its key characteristics are included. After the first generation framework used in 2003–2008, the MOPAN Survey, and the second used in 2009–2014, Common Approach, the most advanced methodology, MOPAN 3.0 has started to apply from 2015. This chapter provides comparative reviews of the methodological changes as well as in-depth analyses of the background materials and methodology manual for MOPAN 3.0 including theoretical framework, empirical design, indicator frameworks, specific methods for data collecting, and assessment process and workstreams.

Chapter 4 compiles the profiles and MOPAN assessment results for each of 32 multilateral organisations, tracing differences between the assessment findings by year and drawing implications. For those seven key organisations assessed by MOPAN four times or more, a sub chapter is added for their comprehensive and comparative analyses.

In Chapter 5, the team analyses the past SC minutes in order to draw implication on Chair' s role. The chapter also includes agenda reviews and technical advice provided in the SC meeting in October 2015.

Based on the analyses presented above, Chapter 6 draws implications and recommendations for the Korean government to carry out the Chair' s role. Four recommendations are summarized below for Korea' s successful performance as the Chair as well as fruitful outcomes through such an experience.

First, the Chair needs to promptly follow up on issues raised among the MOPAN stakeholders including the Steering Committee (SC), the Bureau, the TWG and the SWG, the Secretariat and the consultant, IOD PARC for its efficient and effective coordination while making itself fully familiar with those points in advance of important MOPAN meetings such as the SC. Its collaboration with the two working groups, the Secretariat and IOD PARC is especially important as they are the ones providing primary information and data of the network and the assessment. Since MOPAN uses consensus as a decision rule, the Chair should regularly communicate with each and every member state so that it can better understand their position and consult on controversial issues before official decision making.

In additions, as there are various roles and responsibilities given to the Chair, it is highly recommended that the Ministry of Foreign Affairs (MOFA) operate a secretariat whose mandate is to support the entailed duties in a systematic way. For such a secretariat to carry out its duties effectively, it should comprise professionals who are familiar with MOPAN as a whole.

Second, the experience of chairing MOPAN will arm the Korean government with profound knowledge based on which it can further improve its multilateral policies while strengthening its diplomatic relationship with various multilateral organizations (MOs). For this, it is essential to collect and analyze information and data throughout the term. Korea can also make the use of MOPAN and its member states for its improved relationship with the MOs who are busy working on new strategies and implementation modalities aligning with the SDGs which were recently adopted by the UN General Assembly.

Third, when it comes to multilateral assessments, it is first recommended that the government fully utilize MOPAN assessments as it is still in the

process of improving its multilateral strategy. This may turn into a lesson to be learned by the other MOPAN members. MOPAN assessments should also be taken into consideration for strategic decision makings such as budget allocation and partner identification. Building upon these experiences, the government will be able to develop its own assessment method when needed.

Last but not least, utilizing MOPAN as a leveraging power for multilateral cooperation is the best option for Korea at this point considering its budget size and impact on development cooperation. By successfully leading the network as well as participating in it as a member, it is expected not only to promote MOPAN as a leading multilateral assessment tool but to enhance its influence on MOs. What should be preceded is to make sure the new methodology, MOPAN 3.0 is established and implemented as planned while playing an exemplary role of Institutional Lead and Country Facilitator.