

Multilateral Organisation Performance Assessment Network

Assessment of Organisational Effectiveness and Reporting on Development Results

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Appendix I Methodology

1. INTRODUCTION

This document describes the MOPAN Common Approach methodology for the 2012 assessment, those who participated in the study, and the data collection and analysis process for this year.

Background

The Multilateral Organisation Performance Assessment Network (MOPAN) is a network of 16 donor countries¹ with a common interest in assessing the organisational effectiveness of the multilateral organisations they fund.

The MOPAN Common Approach methodology was developed to address the recognised need for a common comprehensive system to assess multilateral organisations. Its aim is to respond to the information needs of donors by producing information that would not be available otherwise about how an organisation is doing in areas that donors consider important.

The Common Approach aims to reduce the need for other assessment approaches by bilateral donors. It was derived from existing bilateral assessment tools and complements and draws on other assessment processes for development organisations – such as the bi-annual Survey on Monitoring the Paris Declaration on Aid Effectiveness and annual reports of the Common Performance Assessment System (COMPAS) published by the multilateral development banks.

Purpose

MOPAN assessments are intended to:

- Generate relevant, credible and robust information MOPAN members can use to meet their domestic accountability requirements and fulfil their responsibilities and obligations as bilateral donors.
- Provide an evidence base for MOPAN members, multilateral organisations and direct partners to discuss organisational effectiveness and, in doing so, build better understanding and improve organisational effectiveness and learning over time.
- Support dialogue between MOPAN members, multilateral organisations and their partners, with a specific focus on improving organisational effectiveness over time, both at country and headquarters level.

The MOPAN Common Approach does not compare multilateral organisations to one another as their mandates and structures vary too much in nature and scope. MOPAN assessments are repeated at intervals and therefore can help determine whether a multilateral organisation's performance is perceived to have changed over time in the areas examined by the MOPAN Common Approach. It is important to note, however, that as MOPAN continues to improve the methodology for the Common Approach from year to year, comparisons of this year's results with those of previous years should be handled cautiously.

Evolution

The MOPAN Common Approach methodology evolves in response to what is learned from year to year, and to accommodate multilateral organisations with different mandates.

The MOPAN methodology was initially designed to assess the organisational effectiveness of multilateral organisations, which MOPAN defines as the extent to which a multilateral

¹ MOPAN members in 2012: Australia, Austria, Belgium, Canada, Denmark, Finland, France, Germany, Ireland, the Netherlands, Norway, Republic of Korea, Spain, Sweden, Switzerland, and the United Kingdom.

organisation is organised to contribute to development results in the countries where it operates. Given this focus, MOPAN assessments emphasised the organisational practices, systems, and behaviours that MOPAN believes are important for multilateral organisations in managing for development results.

In 2011, MOPAN began exploring options for expanding its assessment framework to include a review of the results achieved by multilateral organisations, including collaboration with the OECD DAC Evaluation Network. In 2012, MOPAN tested an approach to assessing a multilateral organisation's development results by examining how stakeholders perceive its contributions and how it measures and reports on development results.

2. MOPAN COMMON APPROACH DESIGN

2.1 Evolution of MOPAN Assessment Framework

MOPAN continues to refine its assessment framework. In 2009, the MOPAN Common Approach replaced the Annual MOPAN Survey, which had been conducted since 2003.

The MOPAN Common Approach is broader and deeper than the previous surveys and includes the following components:

- Expanded survey – The MOPAN survey now brings in the views of direct partners or clients of multilateral organisations and those of donors, that is, MOPAN members at both headquarters and country level.
- Document review – Since 2010, survey data are complemented by a review of documents prepared by the multilateral organisations being assessed and other sources.
- Interviews – In 2012, MOPAN will complement survey data and document review with consultations and interviews at the headquarters of multilateral organisations assessed.

In 2012 MOPAN tested a new component to assess the results of multilateral organisations.²

2.2 Performance Areas and Indicators

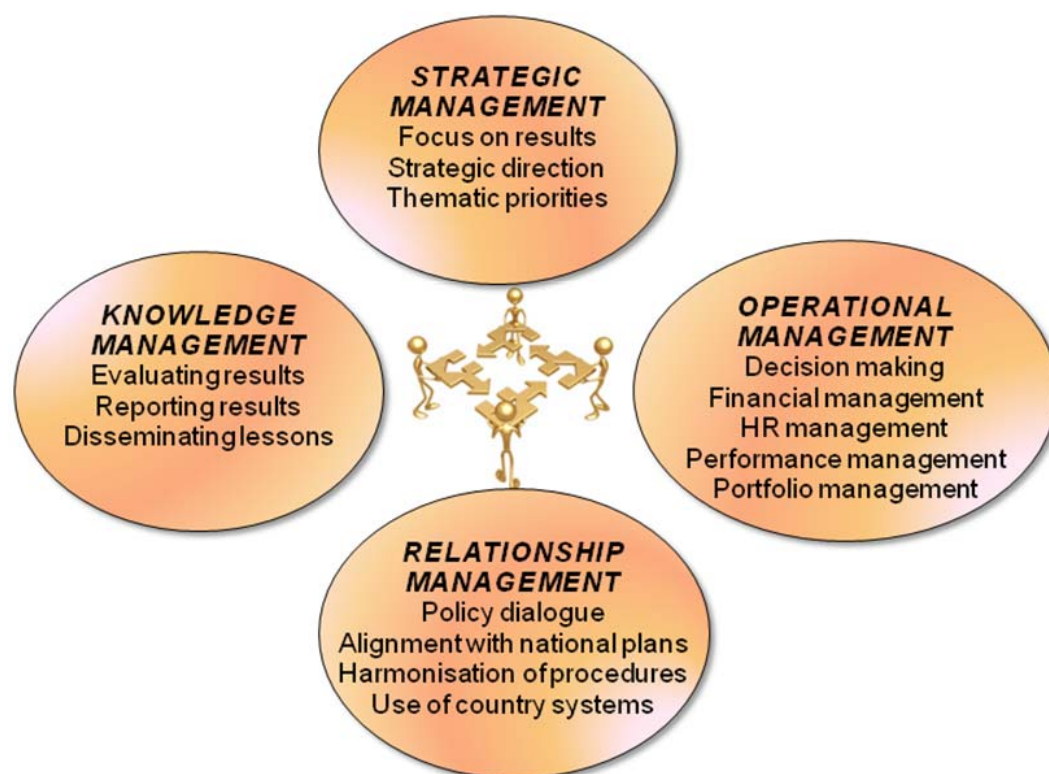
The MOPAN Common Approach examines organisational systems, practices, and behaviours that MOPAN believes are important for aid effectiveness and that are likely to contribute to results at the country level. The Common Approach framework groups these organisational capacities in four areas of performance:

- *Strategic management*: developing and following strategies that reflect good practices in managing for development results;
- *Operational management*: managing operations in a way that is performance-oriented, thus ensuring organisational accountability for resources and results;
- *Relationship management*: engaging in relationships with direct partners/clients and other donors at the country level in ways that contribute to aid effectiveness and that are aligned with the principles of the Paris Declaration; and
- *Knowledge management*: developing feedback and reporting mechanisms and learning strategies that facilitate the sharing of knowledge and performance information.

While these definitions and performance areas are broadly applicable to a range of types of multilateral organisations (including those involved in humanitarian and normative work), the dimensions explored in the MOPAN Common Approach are adjusted as necessary to reflect the mandates of each organisation assessed.

² This component was tested in 2012 with the African Development Bank, UNICEF, UNDP, and the World Bank.

Dimensions of organisational effectiveness in the MOPAN Common Approach



Key Performance Indicators and Micro-Indicators

Within each performance area, organisational effectiveness is described using several key performance indicators (KPIs) that are then measured in a series of micro-indicators (MIs).

The 2012 assessment draws on indicators that MOPAN has developed since 2007 (see sidebar) and tailors them, as required, for each of the organisations being assessed.

Evolution of MOPAN Indicators

2007: In an initial mapping exercise of existing bilateral donor assessment tools, MOPAN identified 250 indicators, many of which were overlapping.

2008: MOPAN reduced these to 35 key performance indicators (KPI) and 120 micro-indicators (MI)

2009 – 2011: MOPAN assessments included between 18 and 21 key performance indicators and between 60 and 75 micro-indicators, depending on the nature of the organisation and its mandate.

2.3 Multilateral Organisation Selection

Each year MOPAN selects multilateral organisations for assessment on the basis of the following criteria:

- Perceived importance and interest to all MOPAN members
- Medium-term strategic planning (or equivalent) and replenishment cycles – with a view to assessing organisations prior to the planning process or the start of the replenishment negotiation process
- A mix of international financial institutions (IFI); UN funds, programs, and specialised agencies; and humanitarian organisations.

On the basis of these criteria MOPAN aims to assess multilateral organisations on a 3-5 year cycle.

In 2012, MOPAN assessed six organisations: the African Development Bank (AfDB), the **GAVI** Alliance (formerly the Global Alliance for Vaccines and Immunisation), the Joint United Nations Programme on HIV/AIDS (UNAIDS), the United Nations Development Programme (UNDP), the United Nations Children's Fund (UNICEF), and the World Bank. Four of these organisations were assessed by MOPAN in 2009 (AfDB, UNDP, UNICEF, and the World Bank).

2.4 Country Selection

Each year countries are selected for the MOPAN assessment based on the following criteria:

- multilateral organisation presence in-country
- presence and availability of MOPAN members
- no recent inclusion in the survey
- the need for geographical spread
- a mix of low income and middle income countries (middle income countries being subdivided into lower middle and upper middle).

The assessment in 2012 was conducted in Cambodia, Democratic Republic of Congo, Ghana, Honduras, Philippines, Morocco, Niger, Nigeria, and Zimbabwe.

3. SURVEY

3.1 Overview

The MOPAN Common Approach gathers stakeholder perception data through a survey of MOPAN members (at headquarters and in-country) and other key stakeholders of the multilateral organisations under review, including direct partners or clients, peer organisations, and host or recipient government representatives. The number and type of respondent groups may vary for each organisation and additional respondent types may be included.

The main instrument for conducting the survey is an online survey. Respondents are able to complete the web-based survey in English, French, or Spanish.³ When it is not possible for respondents to complete the online survey, off-line methods are used. Respondents may fill out a paper-based survey, complete an electronic version of the survey in Microsoft Word that is sent by email, or participate in a structured interview either in person or by telephone.

In order to ensure confidentiality, consultants (independent of MOPAN) manage the survey process and carry out the interviews.

Respondent Types

To gather diverse perspectives on the multilateral organisations being assessed, MOPAN generally seeks the perceptions of the following primary respondent groups:

- **Donor Headquarters Oversight (HQ):** Professional staff, working for a MOPAN donor government, who share responsibility for overseeing / observing a multilateral organisation at the institutional level. These respondents may be based at the permanent mission of the multilateral organisation or in the donor capital.
- **Donor Country Office Oversight (CO):** Individuals who work for a MOPAN donor government and are in a position that shares responsibility for overseeing/observing a multilateral organisation at the country level.

³ A paper version of the questionnaire is translated into local languages, as required.

- **Direct Partner/Client (DP):**⁴ Typically, individuals who work for a national partner organisation (government or civil society) in a developing country. Respondents are usually professional staff from organisations that receive some sort of direct transfer from the multilateral organisation or that have direct interaction with it at country level (this could take the form of financial assistance, technical assistance, policy advice, equipment, supplies, etc.). The definition of “direct partner” varies according to the context of each organisation assessed. In some cases, direct partners include staff members from international agencies that are implementing projects in conjunction with the multilateral organisation being reviewed.

For some organisations, other respondent categories are also used, such as peer organisations, co-sponsoring agencies, or recipient/host governments.

3.2 Sampling and Response Rates

Sampling

The Common Approach uses a purposive sampling method called ‘expert sampling’ in which potential respondents are identified by either MOPAN members or the multilateral organisations as having the basis for an expert opinion on the organisation being assessed.

The identification process, which involves all MOPAN members in collaboration with the multilateral organisations assessed, results in a list of the population (all potential respondents) for each of the multilateral organisations.

Individuals are invited to complete the survey for each organisation for which they have functional responsibility and sufficient knowledge.⁵ This is confirmed through a screening question that asks respondents to indicate their level of familiarity with the multilateral organisation being assessed, using a scale from 1 (not at all familiar) to 5 (very familiar). Respondents can continue the survey only if they indicate they are familiar with the multilateral organisation (i.e., a rating of 2, 3, 4, or 5).

The sample size is taken into account when deciding how to present survey data at the country level. If a threshold of respondents is not met, data summaries exclude the respondent group.

Response rate

MOPAN aims to achieve a 70 per cent response rate from donors at headquarters and a 50 per cent response rate from all other target groups, which is considered acceptable for a survey of respondents who need to have detailed knowledge about the organisation in order to participate.

During the survey period, response rates are monitored regularly. Respondents who do not access the survey or who do not complete it receive reminders from a range of sources:

- Email reminders from the survey consultant
- MOPAN country office and headquarter respondents will receive reminders from their MOPAN Focal Point
- Direct partners will receive reminders from the local survey consultant.

Responses provided through all off-line methods (including paper-based surveys, surveys in MS Word provided by email, and surveys completed through structured interviews) are entered

⁴ In the context of IFIs, these are referred to as “clients” and some organisations refer simply to “partners.”

⁵ Each individual respondent is provided with a unique link that reflects the respondent type and the multilateral organisation(s) they have been assigned to. Some individuals, particularly MOPAN members, may complete surveys on more than one organisation.

into the online instrument using a separate link to the survey instrument. Data for online and off-line responses are merged only after quality control measures such as confirming correct type of stakeholder, country, etc are performed.

3.3 Survey Instrument

Survey Customisation

The survey instrument draws on the existing set of indicators and is customised for each multilateral organisation assessed, to reflect both the type of organisation and the types of respondents. This is done in consultation with the multilateral organisations being assessed and other individuals (MOPAN members and external resources) who are familiar with these organisations.

A core set of questions is developed for all respondents and additional questions are designed for specific respondent groups (reflecting their functional responsibility or relationship with the organisations). For example, questions relating to corporate issues, such as reporting to the Executive Board, are asked only of donors at headquarters. Questions on country-specific issues, such as the use of country systems, are asked only of donors in-country and clients/direct partners of multilateral organisations. Some questions are adjusted to reflect the nature of the multilateral organisation (e.g., cross-cutting thematic priorities).

Survey Instrument

At the beginning of the survey, respondents are invited to assess the organisational effectiveness of the multilateral organisation and are also asked two open-ended questions on their views of the organisation's overall strengths and areas for improvement. In addition, respondents are invited to provide comments on each of the four dimensions of effectiveness.

The main part of the survey consists of a series of closed-ended questions on the micro-indicators for each key performance indicator (KPI). Respondents are presented with a statement describing an organisational practice, system, or behaviour and asked to rate the organisation's performance on a scale of 'very weak' to 'very strong' as shown below. There is also a 'don't know' option.

Score	Rating	Definition
1	Very Weak	The multilateral organisation does not have this system in place and this is a source of concern
2	Weak	The multilateral organisation has this system but there are important deficiencies.
3	Inadequate	The multilateral organisation's system in this area has deficiencies that make it less than acceptable.
4	Adequate	The multilateral organisation's system is acceptable in this area.
5	Strong	The multilateral organisation's system is more than acceptable, yet without being "best practice" in this area.
6	Very Strong	The multilateral organisation's system is "best practice" in this area.

3.4 Survey Data Analysis

SPSS and Stata statistical software are used to analyse survey responses.

First level data analysis

First level survey data analysis includes calculations of mean scores, medians, standard deviations, frequencies (including analysis of 'don't know' and missing responses), as well as content analysis of open-ended questions.

Frequency Calculation: Frequencies are calculated on both a weighted and un-weighted basis (see below for further explanation of our approach to weighting). Frequencies are calculated based on answers to survey questions corresponding to micro-indicators. In both sets of calculations, 'don't know' responses and missing responses are calculated as a part of the overall total frequencies. In addition to raw frequencies, all frequencies are translated into percentages for ease of interpretation.

Mean Score Calculation: Scores are calculated based on answers to survey questions corresponding to micro-indicators. Mean scores are calculated on a weighted basis only, based on the number of valid responses to each question. Valid responses exclude 'don't know' responses and missing data (i.e., where respondents decide not to answer, or do not conform to required criteria such as location of work).

Mean scores are calculated for each survey question (micro-indicator) and then for each key performance indicator (KPI) by aggregating the scores for the micro-indicators (MI) within that KPI. Equal weight is applied to each MI. For example, a KPI consisting of three micro-indicators that individually score 2, 3, and 4 will have a KPI mean of 3. In cases where multiple survey questions are needed to develop a concept, micro-indicators are composed of multiple sub-indicators. In such cases, the mean score of the sub-indicators is used to calculate the score for that particular MI.

A weighting scheme is applied to ensure that no single respondent group or country is under-represented in the analysis. The weighting is intended to correct for discrepancies/variation in:

- The number of individuals in each respondent group ⁶
- The number of countries where the survey took place
- The numbers of donors in-country, direct partners, and other respondent groups within each country where the survey took place.⁷

A weight is calculated for each multilateral organisation using the following equation:

$$W = \frac{P}{RCG}$$

Where:

W = weight factor for a given respondent group set for the multilateral organisation

P = total number of respondents for the multilateral organisation

R = number of respondent groups in the survey sample for the multilateral organisation

C = number of countries in the survey sample (per respondent group)

G = number of respondents in a particular country/respondent group set for the multilateral organisation

⁶ To account for the different numbers of respondents in each respondent group, individual weights are applied to each group.

⁷ Weights for these groups are determined by the total number of respondents from each group who answer in their country, relative to the total number answering in other countries. Thus, a respondent in a country with a lower number of respondents carries a higher individual weight than the equivalent respondent from a country with a higher number of respondents.

Weighted figures are carefully reviewed and analysed before inclusion in the multilateral organisation reports.

Converting Individual Scores to Group Ratings

A mean score is calculated for each respondent group (e.g., donors at HQ). Since mean scores are not necessarily whole numbers (from 1 to 6) MOPAN assigns numerical ranges and descriptive ratings for each range (from very weak to very strong) as shown below.

Range of the mean scores	Rating
1 to 1.49	Very Weak
1.50 to 2.49	Weak
2.50 to 3.49	Inadequate
3.50 to 4.49	Adequate
4.50 to 5.49	Strong
5.50 to 6.00	Very Strong

The ranges are presented to two decimal places, which is simply the result of a mathematical transformation and should not be interpreted as representing a high degree of precision. The ratings applied to the various KPIs should be viewed as indicative judgments rather than precise measurements.

Second level analysis

Second level analysis examines differences in the responses among categories of respondents and other variables, as relevant for each organisation. Appropriate methods of statistical analysis are applied, including analysis of variance (ANOVA) for differences among multiple groups, t-tests for comparisons of differences between pairs of groups, and non-parametric methods where numbers of respondents required such an approach (e.g. to address assumptions of non-normality where they exist). The normal convention for statistical significance is adopted ($p \leq 0.05$) and these are reported where significant differences are found.

Given the small size of the samples, particularly for some respondent groups, the comparisons across respondent groups are provided as indicative information that can be used as a basis for discussion.

4. DOCUMENT REVIEW

4.1 Overview

Through an examination of publicly available documents,⁸ the MOPAN document review explores evidence that multilateral organisations have the systems that MOPAN considers to be important factors in an organisation's effectiveness.

The document review considers three types of documents:

- Multilateral organisation documents relevant to the assessment of the MOPAN micro-indicators. The organisations help to identify these documents.
- Organisational reviews or assessments (external or internal) about the organisation's performance on the dimensions of the MOPAN framework (strategic management, operational management, relationship management, and knowledge management). These studies are either found on the organisation's web site or are provided by the organisation.
- External assessments such as the Survey on Monitoring the Paris Declaration (2011), the Common Performance Assessment (COMPAS) report (2010), and previous MOPAN surveys.⁹

4.2 Document Sampling

The multilateral organisations selected for review represent a wide variety of organisational structures, processes, and practices – which makes it challenging to create a generic sampling strategy. However, the collection of documents follows a number of overall principles to ensure consistency and focus the sampling process.

All documents, regardless of type or level within the organisation, should be approved by the relevant authority (e.g., organisation-wide documents are usually approved by the multilateral organisation's Executive Management or Board).¹⁰

All documents (including policies, guidelines, strategies, thematic documents and web site information) are selected at least in part based on the requirements noted below.

- Policies or guidelines, at any level within the multilateral organisation, are selected only if they are in force as of the year of assessment.
- Strategies, regardless of level within the multilateral organisation, are selected only if they are being implemented within the year of assessment.
- Thematic documents, including strategies, plans and reports, regardless of the level within the multilateral organisation, are selected based on a principle of reviewing a mix of thematic areas.
- Any information presented on the multilateral organisation's web site (i.e., the text from a page on this site, not a downloadable document available on the site) is retrieved within the year of assessment, and is assumed to be current unless the web page itself states otherwise.

⁸ Documents are considered to be "publicly available" if they are on the organisation's web site or if the organisation is able to provide them upon request for the purpose of assessing the micro-indicators.

⁹ If data from these sources are not available for the multilateral organisations participating in this year's survey, either an alternate approach is developed or the micro-indicators are not assessed.

¹⁰ This is intended to ensure that documents reviewed are final documents (rather than drafts) and that they are providing guidance for organisational behaviour.

- All documents (except for policies, guidelines and strategies) should be published within the following timelines:
 - Project/program level documents: the current or previous year
 - Country, regional, or organisation-wide documents: the past three years inclusive of the year of assessment
- When specific MIs require a sample of sector strategies, country strategies, or project level documentation, a specific sampling approach is developed and tailored for each multilateral organisation.

4.3 Document Collection

The collection of documents follows the general steps outlined below, although it is not a linear process:

- Initial document research on the web site of the multilateral organisation
- Collection of COMPAS and Paris Declaration Survey Data
- Consultation with the multilateral organisation, who review and refine the initial data set (through the MOPAN Institutional Lead)
- Finalisation of document list.

Once the document list is finalised and the document review has commenced, further documentation needed to fill any gaps in information for certain indicators is requested from the multilateral organisation. If the documents obtained from the third request do not contain the information needed, the consultant team makes the assessment based on the information available.

Other External Assessments

As noted above, the document review includes a review of other external assessments.

Common Performance Assessment System (COMPAS) report, 2009 and 2010

COMPAS provides a framework through which the multilateral development banks (MDBs) can track their capacities to manage for development results (MfDR). The annual COMPAS report provides data in four categories (Country Strategies, Managing for Development Results through the Project Cycle, Corporate Results Reporting, Private Sector Development and Operations) that are relevant to the MDBs' implementation of the MfDR agenda. The data are gathered by internal management units in the MDBs, generally those that are supporting the implementation of MfDR. For the IFIs, MOPAN focuses primarily on the following indicators from the COMPAS report: B. Managing for Development Results through the Project Cycle

- Implementation performance
 - B. 8. Number and percentage of projects that were unsatisfactory in FY08 and that became satisfactory in FY09.
- Project completion reporting and evaluation
 - B. 11. Number of projects independently reviewed ex post during FY09, as a percentage of the average number of projects completed annually during the last 5 years.

Survey on Monitoring the Paris Declaration, 2008 and 2011

The two most recent monitoring surveys (2008 and 2011), managed by the OECD, highlight areas in which countries and organisations may be falling short in reaching the targets established by the Paris Declaration. Since a number of the MOPAN indicators are based on the Paris Declaration indicators, the assessment looks at the data provided in Appendix C of

the monitoring survey report, entitled “Donor Data”¹¹, for the following indicators, when applicable:

- Indicator 3: Aid flows aligned on national procedures
- Indicator 4: Strengthen capacity by co-ordinated support
- Indicator 5 a and b. Use of country public financial systems and use of country procurement systems
- Indicator 6: Strengthen capacity by avoiding parallel implementation structures
- Indicator 7: Aid is more predictable
- Indicator 9: Use of common arrangements or procedures
- Indicator 10a: Joint missions

The OECD survey reports data for the United Nations as a whole, thus MOPAN relies on UN organisations to provide their data as input for these indicators. Other data sources will also be consulted to complement the OECD survey reports.

4.4 Document Analysis

The multilateral organisations are assessed on relevant micro-indicators in the Common Approach document review framework.¹² The document review ratings build on the definitions and scale used in the survey, as described in section 3.3 above.¹³ The document review ratings range from 1 (Very Weak) to 6 (Very Strong).

For most micro-indicators, five criteria are established which, taken together, are considered to represent the best practice in that topic area. Each criterion is designed as a yes/no alternative and each “yes” answer counts as one point in the rating. Ratings are arrived at by totalling the number of criteria met, taking into account all the evidence in the assessment, and the Assessment Team’s judgment.

Document review criteria and rating

Number of criteria met	Descriptors	Definitions
No criteria met (or required document(s) do not exist)	Very Weak	The multilateral organisation does not have this system in place and this is a source of concern/ or the multilateral organisation has no document that provides evidence of such a system being in place.
One criterion met	Weak	The multilateral organisation has this system but there are important deficiencies.
Two criteria met	Inadequate	The multilateral organisation’s system in this area has deficiencies that make it less than acceptable.
Three criteria met	Adequate	The multilateral organisation’s system is acceptable in this area.

¹¹ In general, the assessment draws on the data from the “Average Country Ratio – All Countries”, unless it is not available.

¹² Not all MOPAN micro-indicators are identified for document review.

¹³ For document review, however, the definition of “Very Weak” is expanded to mean that “the multilateral organisation does not have this system in place and this is a source of concern / or the organisation has no document that can provide evidence of such a system being in place.”

Number of criteria met	Descriptors	Definitions
Four criteria met	Strong	The multilateral organisation's system is more than acceptable yet without being "best practice" in this area.
All five criteria met	Very Strong	The multilateral organisation's system is "best practice" in this area.

Some micro-indicators, such as those using Paris Declaration Survey data as the primary data source,¹⁴ follow a different rating method. In these cases, ratings are established on a case-by-case basis according to three descriptive criteria – 'inadequate', 'adequate' and 'strong'.

Ratings for key performance indicators (KPIs) are based solely on the ratings for the component micro-indicators in each KPI. Each KPI rating is calculated by taking the arithmetic mean of all micro-indicator ratings in that KPI rounded to the nearest whole number. This number is given the appropriate descriptor. In cases where the micro-indicator ratings for one key performance indicator are highly divergent (i.e., if there are two micro-indicators, and one is rated as "very weak" while the other is rated as "very strong"), this is noted in the narrative of the report.

Content Analysis

Documents are reviewed by content analysis based on the themes of the micro-indicators. Specific criteria for assessing the content of documents have been developed, based on existing standards and guidelines for each of the indicator areas (for example, any UNEG or OECD-DAC guidelines), on MOPAN identification of key aspects to consider, and on the input of subject-matter specialists.

The analysis includes an examination of four broad areas:

- **Quality:** Documents are assessed in terms of their content, and in particular for the presence or absence of particular items or characteristics noted in standards as best practice.
- **Use:** While difficult to assess by document review, some proxy indicators for the use or implementation of a document are examined, such as evidence from budget documents that a certain policy or priority area is being financed, or evidence from evaluations that show implementation of a policy or priority area.
- **Consistency:** Where possible, several documents of the same type are examined (such as country strategies in different countries) to assess the extent to which criteria are met consistently across the organisation.
- **Improvement over time:** In some cases, documents are examined over several years to assess the extent to which progress can be seen over time.

Documents are also used to aid in the understanding of the context in which the multilateral organisations work.

¹⁴ Paris Declaration Survey data will be the primary, but not the only, source for those MIs that are based on Paris Declaration indicators.

5. Interviews

As of 2012, interviews are conducted at the headquarters of multilateral organisations with individuals who are knowledgeable in areas that relate to the MOPAN assessment.

Interviewees are asked to provide knowledge, insight, and contextual information that could assist the MOPAN Assessment Team in analysing document review data, and to identify other relevant documents for the Assessment Team to consider. This helps ensure that the Assessment Team has all the appropriate and necessary documents, enhances the Team's ability to triangulate data from various sources, and assists the Assessment Team in the analysis of the key performance indicators by providing contextual information.

Interviews are conducted with a small number of staff who work in the primary units that relate to areas of the MOPAN assessment (e.g., strategy and planning, human resources, RBM, and evaluation). Interviewees are identified by the multilateral organisation in conjunction with the Assessment Team and MOPAN.

Interviews are semi-structured but flexible, allowing new questions to be brought up during the interview as a result of what the interviewee says. This type of interview does not follow a tightly prescribed questionnaire, but does require prior preparation of the key interview themes. The interview themes and questions are shaped by the MOPAN assessment framework and are tailored for each of the respondents according to his/her functional responsibility. An interview guide is prepared and interviewees are advised of the content areas beforehand.

Interviews are intended to provide several benefits to the MOPAN assessment. First, they provide the multilateral organisation with a better understanding of the types of documented data that are required for the MOPAN assessment so that they can fill in any gaps in the documentation required for the document review. Second, they provide the MOPAN Assessment Team an opportunity to better understand the multilateral organisation's practices and systems.

Data gathered during interviews is used as background information on the various areas being assessed – specifically, to understand the context in which the agency is working, as well as how decisions are made. In the event that survey data presents a picture that is very different from the assessment made in the document review, information from the interviews can help clarify how the multilateral organisation approached a certain issue.

The interviews are conducted after the Assessment Team has conducted a preliminary review of documents and are scheduled primarily during the months of April and May. If the multilateral organisation and MOPAN agree, the interviews are conducted in person during visits to the headquarters of the multilateral organisations. Alternatively, interviews are carried out by telephone or via video-conference.

6. Basis for Judgment

From 2003 to 2009, the basis for judgment in MOPAN assessments was the perceptions of survey respondents. With the introduction of the document review in 2010 and interviews in 2012, judgments now draw on a variety of sources that can be compared and triangulated.

- **Survey:** Survey respondent perceptions are still an important component of the judgments on multilateral organisation performance and now include a broader range of stakeholders.
- **Document Review:** The document review process is guided by specific criteria for assessing the content of documents in relation to the micro-indicators. These criteria draw on existing standards where available (e.g., OECD-DAC, UNEG or other standards) and are adapted to the needs of the MOPAN Common Approach.

- **Interviews:** The interviews are used to triangulate data with the other two data sources. The MOPAN Assessment Team explores the convergence (or non-convergence) of the data, and when there is no convergence the team relies on expert judgment.

To the extent possible, the assessment standards and criteria are tailored to reflect the nature and operating environment of the multilateral organisations under review.

Triangulation

Triangulation is the process of using multiple data sources, data collection methods, and/or theories to validate research findings. Triangulation helps eliminate bias, and detect errors or anomalies.¹⁵ In the Common Approach, triangulation is done in a number of ways:

- Document review ratings are presented separately from survey results in order to illustrate convergence with or divergence from them.
- Additional assessments of the organisations are reviewed to help to validate or question the findings.
- Interviews are conducted to provide additional data and contextual information.
- The findings are widely vetted within the MOPAN network and revised based on feedback from members.
- The reports are shared with the multilateral organisations and their review constitutes the final stage of the data collection process.

The MOPAN reports gain trustworthiness through the multiple reviews and validation processes that are carried out by members of the network and by the multilateral organisations themselves.

7. Reporting

7.1 Institutional Reports

Individual institutional reports are produced for the multilateral organisations assessed. Survey results are reported using means and frequencies. At the organisation-wide level, mean scores are predominantly used to report results from micro-indicators.

The results of the document review are presented alongside the survey results and discussed in light of the perception-based scores and interviews, in order to further substantiate and contextualise the overall findings.

7.2 Country Data Summaries

A short summary of the results of the survey is produced for each of the MOs in each of the countries surveyed where sufficient survey data exists. Country data summaries (CDS) include a short analysis of micro-indicators rated by MOPAN members, direct partners and other survey respondents at the country level.

Country Data Summaries are prepared in order to provide feedback to those who participated in the MOPAN assessment and to provide input for a dialogue process. These summaries highlight main strengths and areas for improvement as perceived by survey respondents in each country. The data summaries are based on the perceptions of a range of stakeholders depending on the multilateral organisation assessed (MOPAN donors, clients/direct partners, peer organisations, etc.). They also describe differences in ratings between the different countries in which an organisation was assessed.

¹⁵ Wholey, J.S., Hatry, H.P., Newcomer, K.E. Eds (2010) Handbook of Practical Program Evaluation (Third Edition), San Francisco, California: Jossey-Bass, p. 446-447.

There are, however, some limitations to the MOPAN assessment at the country level. One relates to achieving an adequate response rate from each of the respondent groups and another is the sometimes high level of “don’t know” responses on the survey questions, particularly from MOPAN donors. The Assessment Team together with MOPAN takes these limitations into account when deciding what Country Data Summaries to prepare, and which respondent groups to include in the analysis.

Country Data Summaries are not published and are shared only with individuals who attend the country workshop on the MOPAN assessment findings, which takes place in the first quarter of the year following the assessment.

8. Strengths and Limitations of the Common Approach

MOPAN continues to improve methodology based on the experience of each year of implementation. The following strengths and limitations should be considered when reading MOPAN reports.

Strengths

- The MOPAN Common Approach is based on the core elements of existing bilateral assessment tools. In the long term, the intent is to replace or reduce the need for other assessment approaches by bilateral donors.
- It seeks perceptual information from different perspectives: MOPAN donors (at headquarters and in-country), direct partners/clients of multilateral organisations, peer organisations, and other relevant stakeholders. This is in line with the commitments made by donors to the Paris Declaration on Aid Effectiveness, the Accra Agenda for Action, and the Busan High Level Forum regarding harmonisation, partner voice, and mutual accountability.
- It complements perceptual data with document review and interviews, thus using multiple sources of data. This should enhance the analysis, provide a basis for discussion of agency effectiveness, and increase the validity of the assessment through triangulation of data.
- The reports undergo a validation process, including multiple reviews by MOPAN members, and review by the multilateral organisation being assessed.
- MOPAN strives for consistency across its survey questions and document review for each of the multilateral organisations, while allowing for customisation to account for differences between types of multilateral organisations.

Limitations

MOPAN Framework

- The countries are selected based on established MOPAN criteria and comprise only a small proportion of each institution’s operations, thus limiting broader generalisations.
- The Common Approach indicators were designed for multilateral organisations that have operations in the field. For organisations that have limited field presence or that have regional structures in addition to headquarters and country operations, there have been some modifications made in the data collection method and there will be a need for greater nuance in the analysis of the data.

Data sources

- The MOPAN Common Approach asks MOPAN members and the organisations assessed to select the most appropriate individuals to complete the survey. While MOPAN sometimes discusses the selection with the organisation being assessed, it has no means of determining whether the most knowledgeable and qualified individuals are those that complete the survey.

- The document review component works within the confines of an organisation's disclosure policy. In some cases, low document review ratings may be due to unavailability of organisational documents that meet the MOPAN criteria (some of which require a sample of a type of document, such as country plans, or require certain aspects to be documented explicitly). When information is insufficient to make a rating, this is noted in the charts.

Data Collection Instruments

- Three issues potentially affect survey responses. First, the survey instrument is long and a fatigue factor may affect responses and rates of response. Second, respondents may not have the knowledge to respond to all the questions (e.g., survey questions referring to internal operations of the organisation, such as financial accountability and delegation of decision-making, seem difficult for many respondents, who frequently answer 'don't know.'). Third, a large number of 'don't know' responses may imply that respondents did not understand certain questions.
- The rating choices provided in the MOPAN survey may not be used consistently by all respondents, especially across the many cultures involved in the MOPAN assessment. One potential limitation is 'central tendency bias' (i.e., a tendency in respondents to avoid extremes on a scale). Cultural differences may also contribute to this bias as respondents in some cultures may be unwilling to criticise or too eager to praise.
- Because one of MOPAN's intentions is to merge previously existing assessment tools into one, and to forestall the development of others, the survey instrument remains quite long.

Data Analysis

- While the document review can serve to evaluate the contents of a document, it cannot assess the extent to which the spirit of that document has been implemented within the organisation (unless implementation is documented elsewhere).
- Mean scores are used in the MOPAN reports to provide central tendency values of the survey results. The mean has the advantage of being the most commonly understood measure of central tendency, however, there is a disadvantage in using the mean because of its sensitivity to extreme scores (outliers), particularly when population samples are small. The assessment team reviewed the median and standard deviations in analysing the survey results. Volume II, Appendix V provides the standard deviations for each survey question.

Basis for Judgment

- Although MOPAN uses recognised standards and criteria for what constitutes good practice for a multilateral organisation, such criteria do not exist for all MOPAN indicators. As a result, many of the criteria used in reviewing document content were developed by MOPAN in the course of the assessment process. The criteria are a work in progress and should not be considered definitive standards.
- The Common Approach assessment produces numerical scores or ratings that appear to have a high degree of precision, yet can only provide general indications of how an organisation is doing and a basis for discussion among MOPAN members, the multilateral organisation, and other stakeholders, including direct partners.

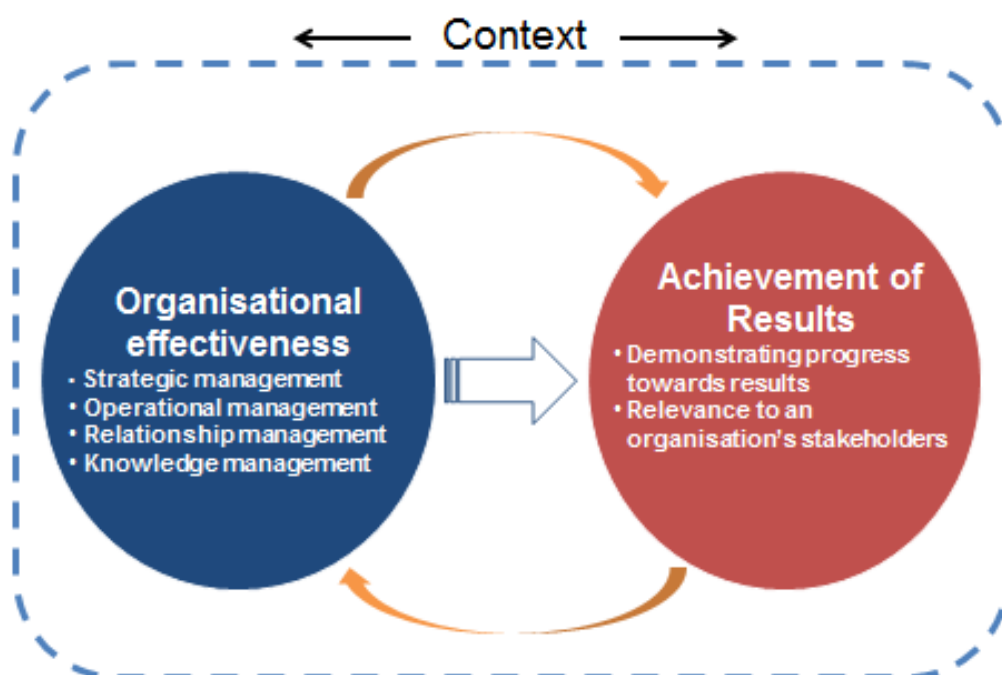
Despite some limitations, the Assessment Team believes that the MOPAN reports generally provide a reasonable picture of systems associated with the organisational effectiveness of multilateral organisations.

9. TESTING A NEW COMPONENT IN 2012: ASSESSING DEVELOPMENT RESULTS

9.1 Overview

Until 2012, MOPAN assessments focused on the organisational effectiveness of multilateral organisations by examining organisational practices, systems, and behaviours that MOPAN believes are important for *managing* to achieve development results. In 2012, MOPAN tested a component to assess a multilateral organisation's development results by examining how stakeholders perceive its contributions and how it measures and reports on development results. The component was tested with four of the six organisations assessed in 2012: AfDB, UNDP, UNICEF, and the World Bank.¹⁶

MOPAN Common Approach 2012: Assessing Organisational Effectiveness and Progress towards Development Results



9.2 Sub-Components

Demonstrating progress towards results

This sub-component is assessed by looking at three key performance indicators:

- **KPI A** – Evidence of progress towards organisation-wide outcomes¹⁷
- **KPI B** – Evidence of contributions to country-level goals and priorities
- **KPI C** – Evidence of contributions to relevant MDGs

¹⁶ These organisations were selected because they were assessed by MOPAN in 2009. The 2009 assessment focused on organisational effectiveness and was based only on survey data.

¹⁷ Different organisations use different terms to refer to their planned results – they may be called goals, objectives, outcomes, etc.

The assessments at the institutional/organisational level (KPI A) and at the country level (KPI B) are separated due to differences in focus, scope and reporting on results at these two levels.. Organisation-wide results are, by definition, very broad and provide the general strategic directions that in most cases are then operationalised by activities at the country level. The planned results found in country strategies normally follow the overall strategic framework but are more specific and typically linked to national strategies.

Therefore:

KPI A focuses on the extent to which an organisation is demonstrating progress towards planned overall or organisation-wide results. It identifies the main areas of achievement, and analyses the type of evidence and data produced by multilateral organisations to support conclusions in performance reports. In addition, the main factors affecting performance and evidence of improvement over time are discussed.

KPI B analyses similar issues, but from a country perspective. By focusing on the country level, MOPAN recognises the demand-driven nature of many of the activities of multilateral organisations and the key role that is played by their country assistance strategies or country programming documents. Country strategies and/or country program documents usually articulate the planned results (goals/objectives/outcomes) and identify where there is shared responsibility between the multilateral organisation and its partner countries.

Since most organisations have a large number of planned results, a limited number of key results to be assessed may be selected for the assessment.

KPI C is based on the assumption that multilateral organisations have made commitments to the MDGs and are concerned about making contributions in these areas. The MDGs are collective, global targets that in many cases have been used by partner countries in defining their priorities. While partner countries are responsible for making progress toward the MDGs, bilateral donors and multilateral organisations ensure that trade, finance, aid, and knowledge facilitate achievement of these goals.

Not all multilateral organisations will contribute to all of the MDGs. Thus, the analysis of this KPI focuses on those specific areas that are relevant to the particular multilateral organisation. In this context it is assumed that the organisations explicitly articulate or make links to the MDGs to which they are contributing at the country level.

Relevance to stakeholders

This sub-component consists of one key performance indicator: “**KPI D:** The multilateral organisation’s objectives and program of work are relevant to major stakeholders.”

For this KPI, MOPAN assesses relevance as a measure of the extent to which surveyed stakeholders consider the multilateral organisation supports country priorities and meets the changing needs of direct partners and the target population.

KPIs B, C, and D all focus on the country level and are applied in five countries. Each multilateral organisation is asked to identify the countries where they are likely to have the best data on results; these KPI then focus on those countries.

9.3 Methodology

Various types of qualitative and quantitative data are sought to answer a set of questions about the multilateral organisation's performance in the indicators noted above.

Data collection

Data are collected using three different methods:

- 1) Document review
- 2) Stakeholder survey
- 3) Interviews with multilateral organisation staff at HQ and, if feasible, in country offices.¹⁸

The sections below describe each of these methods.

Document review

The document review draws largely on organisational performance reports and country level performance reports and evaluations. Both institutional and country level documentation are selected in consultation with the multilateral organisations. The purpose of the document review is to understand the nature of the organisation's objectives and reported achievements (i.e., contributions to development outcomes) at the organisation-wide level and in the countries selected for review.

Survey of key stakeholders

Donor and direct partner respondents of the multilateral organisations are asked to respond to statements related to the organisation's achievement of planned results and the relevance of their activities at the country level. The questions are tailored, as required, to each organisation and reflect the organisation's work in the countries surveyed.

Interviews

The overall purpose of interviews is to ensure more reliable and valid assessments. In particular, the interviews aim to ensure better quality data and to help contextualise the analysis of results. Initial interviews are conducted with staff at the headquarters of the multilateral organisation and are intended to facilitate:

- Identification and clarification of the organisation's strategic objectives and planned results at the institutional and country level
- Identification of data and documents to use for the assessment, including a discussion of the time period to be considered and selection of country level documentation
- Discussion and clarification of reporting practices and data that are available in order to understand the strengths and limitations of current reporting on results
- Identification of key staff to consult in each selected country office, if necessary, in order to better understand the logic of the organisation's interventions, the organisational contributions at the country level, and contextual factors affecting the organisation's performance.

¹⁸ Depending on the experience from this pilot year, MOPAN might consider interviews with other stakeholders at the country level in the future.

- Data analysis at the institutional level focuses on the extent to which planned results from the strategic period were achieved. It is based largely on performance reports at the institutional level and organisation-wide thematic evaluations in relevant areas. Data analysis takes into account survey results and the interviews with the multilateral organisations.
- Analysis of data at the country level focuses on the organisation's contribution to results in the sample of countries selected for the MOPAN assessment. Due to differences in planned results between countries, a separate analysis is conducted for each country. Based on the individual country analyses, an overall judgment of the multilateral organisation's achievement of results at the country level is provided.
- The assessment is based on the same analytical approach at both levels. Content analysis is used for the review of documents and in the analysis of any open-ended survey questions. The review of documents analyses the evidence on results achievement. Answers to open-ended survey questions are coded by categories that emerge in the preliminary examination of data.

Basis for judgment

The judgment of multilateral organisation performance on each Key Performance Indicator draws on a set of questions or criteria (see below). The Assessment Team uses a “best fit approach,” which is a type of criteria-referenced basis for judgment that is more suitable when: criteria are multi-dimensional, there is a mix of both qualitative and quantitative data, and it is not possible to calculate a simple sum of the data points.¹⁹ This approach is highly consultative (with institutional advisors, a panel of experts and the MOPAN network) and relies on consensus in the determination of ratings. In some cases there might be divergences between the respondents' perceptions about the organisation's progress towards its objectives and the nature and extent of data on results that is presented in the organisation's reports. In these cases the Assessment Team will take into account the number and character of the weaknesses identified in organisation's reports and other relevant documents. If a majority of the assessment criteria are not fulfilled by the organisation's reports, then the criteria-based assessment will weigh more heavily in the final rating. In order to justify the rating and provide input for dialogue on results and reporting on results, the MOPAN report will present details of the document analysis that have been emphasized in the determination of ratings.

Ratings

The approach to the ratings in the results component is different from other components in the MOPAN assessment, in order to reflect the methodological approach and the nature of the data. The ratings reflect the Assessment Team's judgment and analysis of data from all sources. The ratings are qualitative in nature and defined according to a 4-point scale – strong, adequate, inadequate/weak.

As in the 6-point scale used in the survey and for assessing the micro-indicators on organisational practices, a rating of “strong” signals that the organisation is approaching good practice based on the documentation reviewed, while a rating of “weak” signals that the organisation still has important limitations in demonstrating progress towards its stated results, and particularly its contributions to development outcomes.

The descriptors and criteria for each of the ratings are specific to the different KPIs, as summarised in the tables below. Descriptors illustrate the achievement level and the Assessment Team selects the achievement level that best describes the performance on all of the criteria.

¹⁹ The “best fit” approach is used in public sector institutions (see Ofsted, 2011: *Criteria for making judgements*)

KPI A

Strong	Given the context, the organisation provides solid evidence of its contributions towards higher level results. The organisation is demonstrating progress towards its key corporate objectives or outcomes and clearly explains where progress has been significant or where progress has been slower, as well as the factors that have affected that progress. The description of progress is well supported by data from measuring indicators, evaluations, or other sources. The organisation has articulated a theory of change that links the kinds of products and services that it provides to the kinds of development outcomes that it hopes to support. There is consistency across the different data sources, including the perceptions of the organisation's key stakeholders.
Adequate	Given the context, the organisation is demonstrating progress in some of its planned outcome areas. Although the organisation does not yet have a strong evidence base that describes progress or contributions towards outcomes, it does have consistent evidence of the completion and quality of its outputs. The theories of change in different areas are understandable at the organisational level. There may be some inconsistency across data sources.
Inadequate	The organisation does not provide evidence that it is meeting or moving toward most of its stated results. In addition, its theory of change is not well articulated. The exploration of different sources of data (including perceptions of key stakeholders) does not provide consistent evidence with regard to achieving results. While the organisation presents some data on progress towards its expected results, the evidence base is weak.
Weak	The organisation is not demonstrating progress towards its key corporate results. The organisation does not clearly articulate a theory of change and the various sources of data collected do not provide a picture of an effective MO.

KPI B

Strong	The MO shows progress towards meeting its expected results in all countries assessed (taking into account their context). The organisation provides evidence that it is, in general, making progress towards higher level results at the country level. The country level data indicates that the MO is meeting its key goals or outcomes identified in its country strategy and clearly explains where progress has been significant or where progress has been slower, as well as the factors that have affected that progress. The description of progress is well supported by data from measuring indicators, evaluations, or other sources. The organisation has articulated a theory of change that links the kinds of products and services that it provides to the kinds of development outcomes that it hopes to support. There is consistency across the different data sources, including the perceptions of the organisation's key stakeholders.
Adequate	The MO shows progress towards meeting its expected results in some of the countries assessed (taking into account their context). However, the organisation does not yet have a strong evidence base that describes progress or contributions towards outcomes. It does, however, have evidence on the completion of and quality of its outputs. The theory of change is understandable, but there may be some inconsistency across data sources.
Inadequate	The organisation does not provide useful evidence that indicates that it is meeting or moving toward most of its expected results in the countries assessed. In addition, its theory of change is not well articulated. The exploration of different sources of data (including perceptions of key stakeholders) does not provide a consistent picture of positive evidence with regard to achieving results. While the organisation presents some data on progress towards its expected results in the countries assessed, the evidence base is weak.
Weak	The organisation does not provide evidence that it is making progress towards key results articulated in its country strategy. The organisation does not clearly articulate a theory of change and the various sources of data collected do not provide a picture of an effective MO.

KPI C

Strong	The organisation demonstrates that it has facilitated progress towards the relevant MDGs in each of the five countries, as identified in its country level results frameworks. It clearly explains where its contributions have been significant and where its contributions have been less successful, as well as the factors that have affected that progress. The description of progress is well supported by theories of change and data from measuring indicators, evaluations, or other sources. The organisation's key stakeholders perceive that it is significantly contributing to progress towards the MDGs at the country level. There is a clear and consistent picture of organisational contributions to MDGs, across the sources of data.
Adequate	At the country level, the organisation demonstrates its facilitation role with respect to relevant MDGs, but it is more limited in terms of extent and scope of the contribution. The organisation does not yet have a strong evidence base that describes its organisational contributions in this area. The data from country level (both documents and perception data) is inconsistent about the extent of MO contribution.
Inadequate	The organisation does not demonstrate its contributions towards relevant MDGs in its reporting at the country level. The key stakeholders surveyed have mixed opinions about the organisation's contributions towards the relevant MDGs.
Weak	The organisation does not demonstrate its contributions towards relevant MDGs at either the corporate or country level. The different sources of data provide a more negative picture of the MOs performance.

KPI D

Strong	The organisation is consistently seen by surveyed stakeholders to respond to partner country priorities, provide innovative solutions to development challenges, and be flexible in its approach.
Adequate	The organisation demonstrates relevance through positive assessment on most, but not all, of the areas noted above. The assessment is somewhat inconsistent across the countries surveyed.
Inadequate	The organisation demonstrates relevance in only a few areas and the assessment is inconsistent across the countries surveyed.
Weak	There is a clear, more negative perception of the organisation's relevance in each area.

Appendix II MOPAN Common Approach Survey for the AfDB 2012

Note: This is the survey used to assess the AfDB in 2012. It contains all of the possible questions, but not all questions were asked of all respondent groups.

[Introduction]

Welcome to the Survey for the 2012 MOPAN Common Approach and thank you for agreeing to participate.

In responding to the survey, please feel free to base your answers on your perceptions and knowledge of the African Development Bank (AfDB). Your perceptions may be shaped by your experience with and exposure to the AfDB.

Please rest assured that your answers will remain confidential. Any comments you make will not be attributable to you, or be used in a way which might identify you or your organisation as the author of these comments. Findings will be reported in aggregate form only.

The survey should take approximately 45 minutes to complete. Please note however, that it may take longer depending on the answers you provide.

Please also note: It would be ideal if you could complete the survey in one session. However, if you would like to continue the survey later, you can do this at any point by closing the internet browser that displays the survey (i.e. this window). When you would like to continue, you can return to the point where you left off by clicking on the original link to the survey included in the email you received from us.

If at any point you have questions about this survey please contact mopan2012@epinion.dk. You can move back and forth in the questionnaire at any point if you would like to change a response or a comment.

Your time spent contributing to the MOPAN Common Approach is very much appreciated.

Please click the 'Start' button below to begin.

[1 - Samplegroup - single]

Samplegroup - Auto answered

- ☐ 1. HQ
- ☐ 2. CO
- ☐ 3. Clients

[2 - single]

You have been identified to assess the organisational practices, systems and behaviours of the African Development Bank (AfDB). As part of a new pilot component that MOPAN is introducing this year, you may also be asked to assess the extent to which the AfDB has achieved the development results it has set for itself at either the institutional or country level. However, before answering the questionnaire we would like to know how familiar you are with the AfDB and the way it works. Please use the scale below to indicate your degree of familiarity, where 5 is "very familiar" and 1 is "not at all familiar".

- ☐ 1. Not at all familiar
- ☐ 2.
- ☐ 3.
- ☐ 4.
- ☐ 5. Very familiar

[Condition 2= 1]

You have indicated that you are not at all familiar with this organisation. This means that you will be screened out of the survey. Please hit 'Back' to modify your answer or hit 'Next' to exit the survey.

[3 - single]

Fake

- ☐ 1. Fake [Filtered]

[4 - single]

Which of the following best describes how often you, in your professional role, have contact with the AfDB?

- ☐ 1. Daily
- ☐ 2. Weekly

- ☐ 3. Monthly
- ☐ 4. A few times per year or less
- ☐ 5. Never

[Condition 4= 5]

You indicated that you never have contact with this organisation. This means that you will be screened out of the survey. Please hit 'Back' to modify your answer or hit 'Next' to exit the survey.

[5 - single]

Fake

- ☐ 1. Fake [Filtered]

[5 - single]

Fake

- ☐ 1. Fake [Filtered]

Thank you very much for taking the time to complete this survey. On the basis of the answers you have provided, we understand that you are not sufficiently familiar with the organization to respond to further questions. We will therefore not ask you to complete the rest of the survey. The types of questions asked require a certain level of familiarity with the AfDB. Please contact mopan2012@epinion.dk if you think you have been screened out of the survey by mistake.

[Overall Performance]

Overall Performance

We would like to ask you a few questions about the effectiveness of the AfDB, its strengths and its areas for improvement.

[6 - single]

Thinking about the AfDB and the way it operates, what do you consider to be its greatest strength?

Please type your answer into the box below:

- ☐ 1. Note:

[7 - single]

And still thinking about the AfDB and the way it operates, what do you consider to be the area where it most needs improvement?

Please type your answer into the box below:

- ☐ 1. Note:

[Q7]

[8 - single]

How would you rate the overall organisational effectiveness of the AfDB?

(SEE DEFINITION BELOW)

Please use the scale below, where 6 means "Very effective" and 1 means "Not effective at all".

- ☐ 1. Not effective at all
- ☐ 2.
- ☐ 3.
- ☐ 4.
- ☐ 5.
- ☐ 6. Very effective
- ☐ 7. Don't Know

DEFINITION:

Organisational effectiveness = Being organised to support clients to produce and deliver expected development results.

We would like to ask you some questions related to the achievement of development results by the AfDB. In thinking about these questions, please consider all you know about this multilateral organisation.

[Condition 1= 2 OR 1= 3]

[9 - single]

AfDB's achievement of results is only being assessed in five countries. Please indicate the country in which you are currently based:

- ☐ 1. Democratic Republic of Congo (DRC)
- ☐ 2. Ghana
- ☐ 3. Morocco
- ☐ 4. Niger
- ☐ 5. Nigeria
- ☐ 6. None of the above

[Condition 9= 6]

You have indicated that you are not based in any of the countries for which the AfDB is being assessed on its achievement of country-level results. We will therefore not ask you questions on this matter. Please hit 'Back' to modify your answer or hit 'Next' to proceed with the following sections of survey.

[Condition 1= 1 OR 9= 1 OR 9= 2 OR 9= 3 OR 9= 4 OR 9= 5]

[Results Achievement]

[Condition 1= 1]

You will see a series of statements related to the extent to which the AfDB has contributed to meeting its institutional/organisation-wide results.

[Condition 9= 1 OR 9= 2 OR 9= 3 OR 9= 4 OR 9= 5]

You will see a series of statements on the extent to which the AfDB has contributed to meeting its country-level goals and priorities, and Millennium Development Goals (MDGs) that are related to its work in the countries in which it operates. You will also be asked questions that pertain to the relevance of AfDB's work vis-à-vis its major stakeholders.

[Condition 1= 1 OR 9= 1 OR 9= 2 OR 9= 3 OR 9= 4 OR 9= 5]

Please rate how you think the AfDB performs in these areas. You will see a six-point scale from "Very weak" to "Very strong", as described below. The scale will stay the same for all statements.

DEFINITION OF THE SCALE USED IN THE QUESTIONNAIRE:

1 - Very weak = The AfDB has not made any contributions in this area and this is a source of concern.

2 - Weak = The AfDB has made some contributions in this area, but there are important deficiencies.

3 - Inadequate = The AfDB has made some contributions in this area but they are less than acceptable.

4 - Adequate = AfDB's contributions in this area are acceptable.

5 - Strong = AfDB's contributions in this area are more than acceptable.

6 - Very strong = AfDB's contributions in this area could be considered as "best practice".

At the end of each section, you will have the opportunity to make comments on any of the statements.

[Condition 1= 1]

[Institutional Results]

Results Achievement at the Institutional Level

We would like to ask you some questions on the extent to which the AfDB is demonstrating progress towards organisation-wide results. In thinking about these questions, please consider all you know about the AfDB and the programming strategies highlighted in its Medium-Term Strategy (MTS).

[10 - single]

The AfDB is making contributions to developing the energy sector in Regional Member Countries (RMCs).

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[11 - single]

The AfDB is making contributions to developing the transport sector in Regional Member Countries (RMCs).

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[12 - single]

The AfDB is making contributions to improving the water supply and sanitation services in Regional Member Countries (RMCs).

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[13 - single]

The AfDB is making contributions to promoting higher education, technology and vocational training in Regional Member Countries (RMCs).

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[14 - single]

The AfDB is making contributions to improving access to health care services in Regional Member Countries (RMCs).

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[15 - single]

The AfDB is making contributions to improving the micro-finance sector in Regional Member Countries (RMCs).

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[16 - single]

The AfDB is making contributions to improving the social sector in Regional Member Countries (RMCs).

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[17 - single]

The AfDB is making contributions to developing the agricultural sector in Regional Member Countries (RMCs).

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[18 - single]

The AfDB is making contributions to fostering good economic governance in Regional Member Countries (RMCs).

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[19 - single]

The AfDB is making contributions to fostering good financial governance in Regional Member Countries (RMCs).

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[20 - single]

The AfDB is making contributions to developing the private sector in Regional Member Countries (RMCs).

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[21 - single]

The AfDB is making contributions to promoting regional integration.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong

- ☐ 6. Very strong
☐ 7. Don't Know

[Condition 1= 1]

[22 - single]

Do you have any additional comments on how the AfDB demonstrates progress towards its planned organisation-wide results?

- ☐ 1. Yes, please note:
☐ 2. No

[Condition 9= 1]

[Country Results]

Achievement of Results in Democratic Republic of Congo (DRC)

We would like to ask you some questions on the extent to which the AfDB is demonstrating progress towards its planned country-level results. In thinking about these questions, please consider all you know about AfDB's operations in the DRC - more specifically about those highlighted in AfDB's Country Strategy Paper (CSP) developed for the DRC.

[23 - single]

The AfDB has effectively contributed to promoting the investment of public expenditures in the social sectors in the DRC.

- ☐ 1. Very weak
☐ 2. Weak
☐ 3. Inadequate
☐ 4. Adequate
☐ 5. Strong
☐ 6. Very strong
☐ 7. Don't Know

[24 - single]

The AfDB has effectively contributed to promoting transparency in the management of public and natural resources in the DRC.

- ☐ 1. Very weak
☐ 2. Weak
☐ 3. Inadequate
☐ 4. Adequate
☐ 5. Strong
☐ 6. Very strong
☐ 7. Don't Know

[25 - single]

The AfDB has effectively contributed to improving the civil service management in the DRC.

- ☐ 1. Very weak
☐ 2. Weak
☐ 3. Inadequate
☐ 4. Adequate
☐ 5. Strong
☐ 6. Very strong
☐ 7. Don't Know

[26 - single]

The AfDB has effectively contributed to improving the business environment in the DRC.

- ☐ 1. Very weak
☐ 2. Weak
☐ 3. Inadequate
☐ 4. Adequate
☐ 5. Strong
☐ 6. Very strong
☐ 7. Don't Know

[27 - single]

The AfDB has effectively contributed to the development of urban and rural road networks in the DRC.

- ☐ 1. Very weak
☐ 2. Weak
☐ 3. Inadequate
☐ 4. Adequate
☐ 5. Strong
☐ 6. Very strong
☐ 7. Don't Know

[28 - single]

The AfDB has effectively contributed to improving access to water and sanitation in the DRC.

- ☐ 1. Very weak
☐ 2. Weak
☐ 3. Inadequate
☐ 4. Adequate
☐ 5. Strong
☐ 6. Very strong
☐ 7. Don't Know

[29 - single]

The AfDB has effectively contributed to improving rural electrification in the DRC.

- ☐ 1. Very weak
☐ 2. Weak

- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[30 - single]

The AfDB has effectively contributed to strengthening the rural and agricultural infrastructures in the DRC.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[31 - single]

Do you have any additional comments on how the AfDB demonstrates progress towards its planned results in the DRC?

- ☐ 1. Yes, please note:
- ☐ 2. No

[Millennium Development Goals]

Achievement of the MDGs in Democratic Republic of Congo (DRC)

We would like to ask you some questions on the extent to which the AfDB is contributing to relevant MDGs in the DRC. In thinking about these questions, please consider all you know about the AfDB.

[32 - single]

The AfDB is making effective contributions to the DRC's efforts to eradicate extreme poverty and hunger (MDG 1).

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[33 - single]

The AfDB is making effective contributions to the DRC's efforts to achieve universal primary education (MDG 2).

- ☐ 1. Very weak
- ☐ 2. Weak

- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[34 - single]

The AfDB is making effective contributions to the DRC's efforts to promote gender equality and empower women (MDG 3).

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[35 - single]

The AfDB is making effective contributions to the DRC's efforts to reduce child mortality (MDG 4).

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[36 - single]

The AfDB is making effective contributions to the DRC's efforts to improve maternal health (MDG 5).

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[37 - single]

The AfDB is making effective contributions to the DRC's efforts to combat HIV/AIDS, malaria, tuberculosis and other diseases (MDG 6).

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong

- ☐ 6. Very strong
☐ 7. Don't Know

[38 - single]

The AfDB is making effective contributions to the DRC's efforts to ensure environmental sustainability (MDG 7).

- ☐ 1. Very weak
☐ 2. Weak
☐ 3. Inadequate
☐ 4. Adequate
☐ 5. Strong
☐ 6. Very strong
☐ 7. Don't Know

[39 - single]

Do you have any additional comments on how the AfDB assists your country in meeting the Millennium Development Goals (MDGs)?

- ☐ 1. Yes, please note:
☐ 2. No

[Relevance]

Relevance of AfDB's Work in Democratic Republic of Congo (DRC)

We would like to ask you some questions on the extent to which the objectives and programme of work of the AfDB are relevant to its major stakeholders in the DRC. In thinking about these questions, please consider all you know about AfDB's work in the DRC and its ability to meet the needs but also gain and maintain the support from its priority stakeholders.

[40 - single]

AfDB's activities respond to key development priorities of the DRC.

- ☐ 1. Very weak
☐ 2. Weak
☐ 3. Inadequate
☐ 4. Adequate
☐ 5. Strong
☐ 6. Very strong
☐ 7. Don't Know

[41 - single]

The AfDB provides innovative solutions for development challenges in the DRC.

- ☐ 1. Very weak
☐ 2. Weak

- ☐ 3. Inadequate
☐ 4. Adequate
☐ 5. Strong
☐ 6. Very strong
☐ 7. Don't Know

[42 - single]

The AfDB adapts its work to the changing conditions faced by the DRC.

- ☐ 1. Very weak
☐ 2. Weak
☐ 3. Inadequate
☐ 4. Adequate
☐ 5. Strong
☐ 6. Very strong
☐ 7. Don't Know

[43 - single]

Do you have any additional comments on AfDB's ability to meet the needs and/or gain and maintain the support from its major stakeholders in the DRC?

- ☐ 1. Yes, please note:
☐ 2. No

[Condition 9= 2]

[Ghana]

[Country Results]

Achievement of Results in Ghana

We would like to ask you some questions on the extent to which the AfDB is demonstrating progress towards its planned country-level results. In thinking about these questions, please consider all you know about AfDB's operations in Ghana - more specifically about those highlighted in AfDB's Country Strategy Paper (CSP) developed for Ghana.

[44 - single]

The AfDB has effectively contributed to creating a stable macroeconomic regime in Ghana.

- ☐ 1. Very weak
☐ 2. Weak
☐ 3. Inadequate
☐ 4. Adequate
☐ 5. Strong
☐ 6. Very strong
☐ 7. Don't Know

[45 - single]

The AfDB has effectively contributed to promoting good governance in the management of public finances in Ghana.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[46 - single]

The AfDB has effectively contributed to ensuring a sustained agricultural productivity in Ghana.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[47 - single]

The AfDB has effectively contributed to the development of infrastructure facilities in Ghana.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[48 - single]

The AfDB has effectively contributed to improving access to basic education in Ghana.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[49 - single]

The AfDB has effectively contributed to improving access to health care services in Ghana.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[50 - single]

The AfDB has effectively contributed to improving access to water and sanitation in Ghana.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[51 - single]

The AfDB has effectively contributed to promoting poverty reduction in rural areas in Ghana.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[52 - single]

Do you have any additional comments on how the AfDB demonstrates progress towards its planned results in Ghana?

- ☐ 1. Yes, please note:
- ☐ 2. No

[Millennium Development Goals]

Achievement of the MDGs in Ghana

We would like to ask you some questions on the extent to which the AfDB is contributing to relevant MDGs in Ghana. In thinking about these questions, please consider all you know about the AfDB.

[53 - single]

The AfDB is making effective contributions to Ghana's efforts to eradicate extreme poverty and hunger (MDG 1).

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[54 - single]

The AfDB is making effective contributions to Ghana's efforts to achieve universal primary education (MDG 2).

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[55 - single]

The AfDB is making effective contributions to Ghana's efforts to promote gender equality and empower women (MDG 3).

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[56 - single]

The AfDB is making effective contributions to Ghana's efforts to reduce child mortality (MDG 4).

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[57 - single]

The AfDB is making effective contributions to Ghana's efforts to improve maternal health (MDG 5).

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong

- ☐ 6. Very strong
- ☐ 7. Don't Know

[58 - single]

The AfDB is making effective contributions to Ghana's efforts to combat HIV/AIDS, malaria, tuberculosis and other diseases (MDG 6).

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[59 - single]

The AfDB is making effective contributions to Ghana's efforts to ensure environmental sustainability (MDG 7).

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[60 - single]

Do you have any additional comments on how the AfDB assists your country in meeting the Millennium Development Goals (MDGs)?

- ☐ 1. Yes, please note:
- ☐ 2. No

[Relevance]

Relevance of AfDB's Work in Ghana

We would like to ask you some questions on the extent to which the objectives and programme of work of the AfDB are relevant to its major stakeholders in Ghana. In thinking about these questions, please consider all you know about AfDB's work in Ghana and its ability to meet the needs but also gain and maintain the support from its priority stakeholders.

[61 - single]

AfDB's activities respond to key development priorities of Ghana.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[62 - single]

The AfDB provides innovative solutions for development challenges in Ghana.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[63 - single]

The AfDB adapts its work to the changing conditions faced by Ghana.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[64 - single]

Do you have any additional comments on AfDB's ability to meet the needs and/or gain and maintain the support from its major stakeholders in Ghana?

- ☐ 1. Yes, please note:
- ☐ 2. No

[Condition 9= 3]

[Morocco]

[Country Results]

Achievement of Results in Morocco

We would like to ask you some questions on the extent to which the AfDB is demonstrating progress towards its planned country-level results. In thinking about these questions, please consider all you know about AfDB's operations in Morocco - more specifically about those highlighted in AfDB's Country Strategy Paper (CSP) developed for Morocco.

[65 - single]

The AfDB has effectively contributed to consolidating a macro-economic stability in Morocco.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[66 - single]

The AfDB has effectively contributed to improving public governance in Morocco.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[67 - single]

The AfDB has effectively contributed to increasing the private investment rate in Morocco.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[68 - single]

The AfDB has effectively contributed the development of the transport infrastructure in Morocco.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[69 - single]

The AfDB has effectively contributed to improving energy production and distribution in Morocco.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[70 - single]

The AfDB has effectively contributed to improving the management of water resources in Morocco.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[71 - single]

The AfDB has effectively contributed to improving access to water and sanitation services in Morocco.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[72 - single]

The AfDB has effectively contributed to facilitating access to roads in rural communities in Morocco.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[73 - single]

The AfDB has effectively contributed to improving access to basic healthcare services in Morocco.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong

- ☐ 6. Very strong
- ☐ 7. Don't Know

[74 - single]

The AfDB has effectively contributed to increasing access to quality education at all levels in Morocco.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[75 - single]

Do you have any additional comments on how the AfDB demonstrates progress towards its planned results in Morocco?

- ☐ 1. Yes, please note:
- ☐ 2. No

[Millennium Development Goals]

Achievement of the MDGs in Morocco

We would like to ask you some questions on the extent to which the AfDB is contributing to relevant MDGs in Morocco. In thinking about these questions, please consider all you know about the AfDB.

[76 - single]

The AfDB is making effective contributions to Morocco's efforts to eradicate extreme poverty and hunger (MDG 1).

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[77 - single]

The AfDB is making effective contributions to Morocco's efforts to achieve universal primary education (MDG 2).

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong

- ☐ 6. Very strong
☐ 7. Don't Know

[78 - single]

The AfDB is making effective contributions to Morocco's efforts to promote gender equality and empower women (MDG 3).

- ☐ 1. Very weak
☐ 2. Weak
☐ 3. Inadequate
☐ 4. Adequate
☐ 5. Strong
☐ 6. Very strong
☐ 7. Don't Know

[79 - single]

The AfDB is making effective contributions to Morocco's efforts to reduce child mortality (MDG 4).

- ☐ 1. Very weak
☐ 2. Weak
☐ 3. Inadequate
☐ 4. Adequate
☐ 5. Strong
☐ 6. Very strong
☐ 7. Don't Know

[80 - single]

The AfDB is making effective contributions to Morocco's efforts to improve maternal health (MDG 5).

- ☐ 1. Very weak
☐ 2. Weak
☐ 3. Inadequate
☐ 4. Adequate
☐ 5. Strong
☐ 6. Very strong
☐ 7. Don't Know

[81 - single]

The AfDB is making effective contributions to Morocco's efforts to combat HIV/AIDS, malaria, tuberculosis and other diseases (MDG 6).

- ☐ 1. Very weak
☐ 2. Weak
☐ 3. Inadequate
☐ 4. Adequate
☐ 5. Strong
☐ 6. Very strong
☐ 7. Don't Know

[82 - single]

The AfDB is making effective contributions to Morocco's efforts to ensure environmental sustainability (MDG 7).

- ☐ 1. Very weak
☐ 2. Weak
☐ 3. Inadequate
☐ 4. Adequate
☐ 5. Strong
☐ 6. Very strong
☐ 7. Don't Know

[83 - single]

Do you have any additional comments on how the AfDB assists your country in meeting the Millennium Development Goals (MDGs)?

- ☐ 1. Yes, please note:
☐ 2. No

[Relevance]

Relevance of AfDB's Work in Morocco

We would like to ask you some questions on the extent to which the objectives and programme of work of the AfDB are relevant to its major stakeholders in Morocco. In thinking about these questions, please consider all you know about AfDB's work in Morocco and its ability to meet the needs but also gain and maintain the support from its priority stakeholders.

[84 - single]

AfDB's activities respond to key development priorities of Morocco.

- ☐ 1. Very weak
☐ 2. Weak
☐ 3. Inadequate
☐ 4. Adequate
☐ 5. Strong
☐ 6. Very strong
☐ 7. Don't Know

[85 - single]

The AfDB provides innovative solutions for development challenges in Morocco.

- ☐ 1. Very weak
☐ 2. Weak
☐ 3. Inadequate
☐ 4. Adequate
☐ 5. Strong
☐ 6. Very strong
☐ 7. Don't Know

[86 - single]

The AfDB adapts its work to the changing conditions faced by Morocco.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[87 - single]

Do you have any additional comments on AfDB's ability to meet the needs and/or gain and maintain the support from its major stakeholders in Morocco?

- ☐ 1. Yes, please note:
- ☐ 2. No

[Condition 9= 4]

[Niger]

[Country Results]

Achievement of Results in Niger

We would like to ask you some questions on the extent to which the AfDB is demonstrating progress towards its planned country-level results. In thinking about these questions, please consider all you know about AfDB's operations in Niger- more specifically about those highlighted in AfDB's Country Strategy Paper (CSP) developed for Niger.

[88 - single]

The AfDB has effectively contributed to the development of irrigated agriculture in Niger.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[89 - single]

The AfDB has effectively contributed to facilitating access to water and sanitation in the rural areas of Niger.

- ☐ 1. Very weak
- ☐ 2. Weak

- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[90 - single]

The AfDB has effectively contributed to promoting ownership and good governance of development activities in rural areas of Niger.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[91 - single]

The AfDB has effectively contributed to the development of the road infrastructure in Niger.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[92 - single]

The AfDB has effectively contributed to improving access to quality education in Niger.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[93 - single]

The AfDB has effectively contributed to improving access to basic health care services in Niger.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong

- ☐ 6. Very strong
☐ 7. Don't Know

[94 - single]

Do you have any additional comments on how the AfDB demonstrates progress towards its planned results in Niger?

- ☐ 1. Yes, please note:
☐ 2. No

[Millennium Development Goals]

Achievement of the MDGs in Niger

We would like to ask you some questions on the extent to which the AfDB is contributing to relevant MDGs in Niger. In thinking about these questions, please consider all you know about the AfDB.

[95 - single]

The AfDB is making effective contributions to Niger's efforts to eradicate extreme poverty and hunger (MDG 1).

- ☐ 1. Very weak
☐ 2. Weak
☐ 3. Inadequate
☐ 4. Adequate
☐ 5. Strong
☐ 6. Very strong
☐ 7. Don't Know

[96 - single]

The AfDB is making effective contributions to Niger's efforts to achieve universal primary education (MDG 2).

- ☐ 1. Very weak
☐ 2. Weak
☐ 3. Inadequate
☐ 4. Adequate
☐ 5. Strong
☐ 6. Very strong
☐ 7. Don't Know

[97 - single]

The AfDB is making effective contributions to Niger's efforts to promote gender equality and empower women (MDG 3).

- ☐ 1. Very weak
☐ 2. Weak
☐ 3. Inadequate
☐ 4. Adequate
☐ 5. Strong

- ☐ 6. Very strong
☐ 7. Don't Know

[98 - single]

The AfDB is making effective contributions to Niger's efforts to reduce child mortality (MDG 4).

- ☐ 1. Very weak
☐ 2. Weak
☐ 3. Inadequate
☐ 4. Adequate
☐ 5. Strong
☐ 6. Very strong
☐ 7. Don't Know

[99 - single]

The AfDB is making effective contributions to Niger's efforts to improve maternal health (MDG 5).

- ☐ 1. Very weak
☐ 2. Weak
☐ 3. Inadequate
☐ 4. Adequate
☐ 5. Strong
☐ 6. Very strong
☐ 7. Don't Know

[100 - single]

The AfDB is making effective contributions to Niger's efforts to combat HIV/AIDS, malaria and other diseases (MDG 6).

- ☐ 1. Very weak
☐ 2. Weak
☐ 3. Inadequate
☐ 4. Adequate
☐ 5. Strong
☐ 6. Very strong
☐ 7. Don't Know

[101 - single]

The AfDB is making effective contributions to Niger's efforts to ensure environmental sustainability (MDG 7).

- ☐ 1. Very weak
☐ 2. Weak
☐ 3. Inadequate
☐ 4. Adequate
☐ 5. Strong
☐ 6. Very strong
☐ 7. Don't Know

[102 - single]

Do you have any additional comments on how the AfDB assists your country in meeting the Millennium Development Goals (MDGs)?

- ☐ 1. Yes, please note:
- ☐ 2. No

[Relevance]

Relevance of AfDB's Work in Niger

We would like to ask you some questions on the extent to which the objectives and programme of work of the AfDB are relevant to its major stakeholders in Niger. In thinking about these questions, please consider all you know about AfDB's work in Niger and its ability to meet the needs but also gain and maintain the support from its priority stakeholders.

[103 - single]

AfDB's activities respond to key development priorities of Niger.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[104 - single]

The AfDB provides innovative solutions for development challenges in Niger.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[105 - single]

The AfDB adapts its work to the changing conditions faced by Niger.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[106 - single]

Do you have any additional comments on AfDB's ability to meet the needs and/or gain and maintain the support from its major stakeholders in Niger?

- ☐ 1. Yes, please note:
- ☐ 2. No

[Condition 9= 5]

[Nigeria]

[Country Results]

Achievement of Results in Nigeria

We would like to ask you some questions on the extent to which the AfDB is demonstrating progress towards its planned country-level results. In thinking about these questions, please consider all you know about AfDB's operations in Nigeria - more specifically about those highlighted in AfDB's Country Strategy Paper (CSP) developed for Nigeria.

[107 - single]

The AfDB has effectively contributed to improving access to quality education services in Nigeria.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[108 - single]

The AfDB has effectively contributed to improving access to quality healthcare services in Nigeria.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[109 - single]

The AfDB has effectively contributed to promoting rural and agricultural development in Nigeria.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[110 - single]

The AfDB has effectively contributed to improving access to safe water and sanitation facilities in Nigeria.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[111 - single]

The AfDB has effectively contributed to improving access to electricity in Nigeria.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[112 - single]

The AfDB has effectively contributed to the development of the private non-oil sector in Nigeria.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[113 - single]

Do you have any additional comments on how the AfDB demonstrates progress towards its planned results in Nigeria?

- ☐ 1. Yes, please note:
- ☐ 2. No

[Millennium Development Goals]

Achievement of the MDGs in Nigeria

We would like to ask you some questions on the extent to which the AfDB is contributing to relevant MDGs in Nigeria. In thinking about these questions, please consider all you know about the AfDB.

[114 - single]

The AfDB is making effective contributions to Nigeria's efforts to eradicate extreme poverty and hunger (MDG 1).

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[115 - single]

The AfDB is making effective contributions to Nigeria's efforts to achieve universal primary education (MDG 2).

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[116 - single]

The AfDB is making effective contributions to Nigeria's efforts to promote gender equality and empower women (MDG 3).

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[117 - single]

The AfDB is making effective contributions to Nigeria's efforts to reduce child mortality (MDG 4).

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[118 - single]

The AfDB is making effective contributions to Nigeria's efforts to improve maternal health (MDG 5).

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[119 - single]

The AfDB is making effective contributions to Nigeria's efforts to combat HIV/AIDS, malaria, tuberculosis and other diseases (MDG 6).

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[120 - single]

The AfDB is making effective contributions to Nigeria's efforts to ensure environmental sustainability (MDG 7).

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[121 - single]

Do you have any additional comments on how the AfDB assists your country in meeting the Millennium Development Goals (MDGs)?

- ☐ 1. Yes, please note:
- ☐ 2. No

[Relevance]

Relevance of AfDB's Work in Nigeria

We would like to ask you some questions on the extent to which the objectives and programme of work of the AfDB are relevant to its major stakeholders in Nigeria.

In thinking about these questions, please consider all you know about AfDB's work in Nigeria and its ability to meet the needs but also gain and maintain the support from its priority stakeholders.

[122 - single]

AfDB's activities respond to key development priorities of Nigeria.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[123 - single]

The AfDB provides innovative solutions for development challenges in Nigeria.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[124 - single]

The AfDB adapts its work to the changing conditions faced by Nigeria.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[125 - single]

Do you have any additional comments on AfDB's ability to meet the needs and/or gain and maintain the support from its major stakeholders in Nigeria?

- ☐ 1. Yes, please note:
- ☐ 2. No

We would now like to ask you some questions about specific aspects of AfDB's performance. In thinking about these questions, please consider all you know about the AfDB.

[Performance Areas]

You will see a series of statements that describe the practices, systems or behaviours in any multilateral organisation. Please rate how you think the AfDB performs in these areas. You will see a six-point scale as described below. The scale will stay the same for all statements.

DEFINITION OF THE SCALE USED IN THE QUESTIONNAIRE:

1 - Very weak = The AfDB does not have this practice, behaviour or system in place and this is a source of concern.

2 - Weak = The AfDB has this practice, behaviour or system, but there are important deficiencies.

3 - Inadequate = AfDB's practice, behaviour or system in this area has deficiencies that make it less than acceptable.

4 - Adequate = AfDB's practice, behaviour or system is acceptable in this area.

5 - Strong = AfDB's practice, behaviour or system is more than acceptable yet without being "best practice" in this area.

6 - Very strong = AfDB's practice, behaviour or system is "best practice" in this area.

At the end of each section, you will have the opportunity to make comments on any of the statements.

The statements are divided into four areas: Strategic Management, Operational Management, Relationship Management, and Knowledge Management.

[Strategic Management]

We would like to ask you about Strategic Management.

[Corporate Governance]**Providing Direction for Results**

To start with, we would like to ask you some questions related to AfDB's ability to provide direction for results. According to what you know about AfDB, how do you think it performs in relation to the practices, systems or behaviours described in the following statements?

[126 - single]

AfDB's institutional culture reinforces a focus on results.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[127 - single]

AfDB's institutional culture is client-focused.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[Condition 1= 1]

[128 - single]

AfDB's senior management shows leadership on results management.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[129 - single]

The AfDB makes key documents readily available to the public.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[DEFINITION 1]

Client-focused = Emphasis on the organisations that receive a direct transfer of finances or technical assistance from a multilateral organisation - such as national government departments, civil society organisations and private entities.

[Condition 1= 1]

[DEFINITION 2]

Results management = Also known as management for results or results-based management (RBM), it consist of managing and implementing aid in a way that focuses on the desired results and uses information on performance to improve decision-making.

[DEFINITION 3]

Key documents = Documents that describe strategies, policies, key financial information, and other types of reports at organisation-wide, country, and/or project/program level.

[130 - single]

Do you have any additional comments on AfDB's institutional culture and values in providing direction for results?

- ☐ 1. Yes, please note:
- ☐ 2. No

[block 2]

[Condition 1= 1]

[Corporate Strategy1]

Organisation-wide Strategy

Still thinking about Strategic Management but now more specifically about organisation-wide strategies, how do you think the AfDB performs in relation to the practices, systems or behaviours described in each of the following statements?

[131 - single]

The AfDB has a clear mandate.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[132 - single]

AfDB's organisation-wide strategy/strategies (Medium-Term Strategy) is aligned with the mandate.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong

- ☐ 6. Very strong
- ☐ 7. Don't Know

[133 - single]

The AfDB ensures the application of results management across the organisation.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

DEFINITION:

Strategy/strategies = High level document(s) that guide and direct the operations of the multilateral organisation.

[Corporate Strategy2]

Cross-cutting Priorities

We would like you to think about how the AfDB approaches 'cross-cutting' priorities. According to what you know about the AfDB, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

[134 - single]

The AfDB sufficiently mainstreams gender equality in its operations.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[135 - single]

The AfDB sufficiently mainstreams environment in its operations.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[136 - single]

The AfDB has sufficient cross-cutting focus on climate change.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[137 - single]

The AfDB sufficiently focuses on private sector development.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[138 - single]

The AfDB gives sufficient emphasis to engaging with fragile states.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[139 - single]

The AfDB sufficiently promotes regional economic integration.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

DEFINITION:

Mainstreaming = The horizontal and vertical integration of a topic so as to produce process-related and programmatic results.

[140 - single]

Do you have any additional comments on AfDB's organisation-wide strategy?

- ☐ 1. Yes, please note:
- ☐ 2. No

[Condition 1= 2 OR 1= 3]

[Strategies-Country,Regional]

Country Level Strategies

We would like to ask you about AfDB's country strategies known as Country Strategy Papers (CSPs). How do you think the AfDB performs in relation to the practices, systems or behaviours described in each of the following statements?

[141 - single]

AfDB's country strategy papers (CSPs) link results from project, sector and country levels.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[142 - single]

AfDB's results in country strategy papers (CSPs) include indicators at all levels (country, sector and project).

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[143 - single]

AfDB's country strategy papers (CSPs) contain statements of expected results consistent with those in national development strategies.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[144 - single]

The AfDB consults with clients to develop its expected results.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[145 - single]

AfDB's country strategy papers (CSPs) include results for the thematic areas it defines as cross-cutting priorities (e.g., gender equality, environment and climate change).

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

DEFINITIONS:

Country level = At the country level, this question may refer to an organisation's country strategy.

National development strategies = National development strategies are plans or strategies that set out the country's national development priorities.

Clients = Organisations that receive a direct transfer from the multilateral organisation or has direct interaction with them at the country level. The transfer includes financial assistance, capacity building, policy advice, etc. Clients can be governmental (ministries, departments, agencies, etc.), non-governmental (associations, non-profits, co-operatives, institutes, etc.) or private sector corporations.

[Condition 1= 2 OR 1= 3]

[146 - single]

Do you have any additional comments on AfDB's country strategies?

- ☐ 1. Yes, please note:
- ☐ 2. No

[147 - single]

Is there anything further you would like to say about AfDB's Strategic Management? This could be anything related to the

statements you have rated, or anything else you would like us to know.

- ☐ 1. Yes, please type your answer into the box below:
- ☐ 2. No

[Operational Management]

We would like to know what you think about Operational Management within the AfDB.

[Financial Resources1]

Financial Resources and Risk Management

We would first like to ask you some questions about AfDB's financial resources and risk management. According to what you know about the AfDB, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statement(s)?

[148 - single]

The AfDB allocates resources according to its established criteria.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[Condition 1= 1]

[149 - single]

The AfDB links loans and grants to expected results.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[Condition 1= 1]

[150 - single]

AfDB's reports on results include the amounts disbursed linked to achievement outputs and outcomes.

- ☐ 1. Very weak
- ☐ 2. Weak

- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[Financial Resources2]

Financial Resources and Risk Management

Still thinking about financial resources and risk management:

According to what you know about the AfDB, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

[Condition 1= 1]

[151 - single]

AfDB's external audits are meeting the needs of donors.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[Condition 1= 2 OR 1= 3]

[152 - single]

The AfDB performs appropriate external audits on programmes and projects at a country level.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[153 - single]

The AfDB immediately follows up on irregularities, including fraud and corruption.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[Condition 1= 1]

[154 - single]

The AfDB conducts internal financial audits to provide credible information to its governing bodies.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[Condition 1= 2 OR 1= 3]

[155 - single]

AfDB's procurement and contract management processes for the provision of services or goods are effective.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[Condition 1= 1]

[156 - single]

The AfDB has appropriate strategies for risk management.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[Condition 1= 2 OR 1= 3]

[DEFINITION 1]

Effective procurement/contract management processes = Procurement or contract management processes that are carried out in an efficient manner and the objectives are met.

[Condition 1= 1]

[DEFINITION 2]

Risk management = Risk management involves the identification, analysis, monitoring, mitigation, and reporting of

those risks that impact on achievement of results, as well as the actions needed to address them.

[157 - single]

Do you have any additional comments on AfDB's financial resources and risk management?

- ☐ 1. Yes, please note:
- ☐ 2. No

[PM]

[Performance Management]

We would like you to think about performance management - the way the AfDB manages the performance of its operations. According to what you know about the AfDB, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

[Condition 1= 1]

[158 - single]

The AfDB uses project, sector and country information on performance to revise corporate policies.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[Condition 1= 2 OR 1= 3]

[159 - single]

The AfDB uses information on country or sector performance to plan new interventions at country level.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[Condition 1= 2 OR 1= 3]

[160 - single]

The AfDB actively manages "unsatisfactory" projects from the previous fiscal year.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[Condition 1= 1]

[161 - single]

The AfDB regularly tracks implementation of evaluation recommendations reported to the Board.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[162 - single]

Do you have any additional comments on AfDB's performance management?

- ☐ 1. Yes, please note:
- ☐ 2. No

[Human Resources Management]

We would like you to think about the way the AfDB manages human resources. According to what you know about the AfDB, how do you think it performs in relation to the practices, systems or behaviours described in the following statement(s)?

[Condition 1= 1]

[163 - single]

The AfDB uses results-focused performance assessments for senior staff.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[Condition 1= 1]

[164 - single]

The AfDB uses a transparent system to manage staff performance.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[Condition 1= 1]

[165 - single]

The AfDB uses a transparent system to reward staff performance.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[Condition 1= 2 OR 1= 3]

[166 - single]

AfDB's deployment of international staff at country level allows effective country level partnerships.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[Condition 1= 1]

[167 - single]

The AfDB transparently recruits staff based on the skill requirements for the job.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[Condition 1= 1]

[168 - single]

The AfDB is transparent in promoting staff based upon merit.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[169 - single]

Do you have any additional comments on AfDB's human resources management?

- ☐ 1. Yes, please note:
- ☐ 2. No

[Portfolio Management]

We would like you to think about portfolio management. According to what you know about the AfDB, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statement(s)?

[Condition 1= 1]

[170 - single]

The AfDB subjects new loans and credits to impact analysis prior to approval.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[Condition 1= 2 OR 1= 3]

[171 - single]

The AfDB sets targets to enable monitoring of progress in project implementation at country level.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[Condition 1= 2 OR 1= 3]

[172 - single]

The AfDB has the ability to re-allocate resources within project budgets locally.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[Condition 1= 2 OR 1= 3]

[173 - single]

The AfDB has adequately decentralised its project approval processes to local levels.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[Condition 1= 1]

DEFINITION:

Impact analysis = Includes the analysis of environmental, social and economic impacts.

[174 - single]

Do you have any additional comments on AfDB's portfolio management?

- ☐ 1. Yes, please note:
- ☐ 2. No

[175 - single]

Before moving on to the next section, is there anything further you would like to say about AfDB's Operational Management? This could be anything related to the statements you have rated, or anything else you would like us to know.

- ☐ 1. Yes, please type your answer into the box below:
- ☐ 2. No

[Relationship Management]

We would like to ask you about some aspects of Relationship Management particularly AfDB's relationship with its clients and other stakeholders.

[Condition 1= 2 OR 1= 3]

[Ownership]

According to what you know about the AfDB, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

[176 - single]

The AfDB supports funding proposals designed and developed by the national government or clients.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[177 - single]

The AfDB applies conditionality that corresponds with the national government's goals and benchmarks.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[178 - single]

The AfDB uses procedures that can be easily understood and followed by clients.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[179 - single]

The length of time it takes to complete AfDB's procedures does not significantly delay implementation.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong

- ☐ 6. Very strong
- ☐ 7. Don't Know

[180 - single]

The AfDB adjusts overall portfolio in country quickly, to respond to changing circumstances.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[181 - single]

The AfDB flexibly adjusts its implementation of individual projects/programmes as learning occurs.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[Condition 1= 2 OR 1= 3]

[182 - single]

Do you have any additional comments on AfDB's efforts to support country ownership?

- ☐ 1. Yes, please note:
- ☐ 2. No

[Alignment]

According to what you know about the AfDB, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

[Condition 1= 2 OR 1= 3]

[183 - single]

The AfDB uses country systems (e.g., procurement, public financial management, etc.) as a first option for its operations where appropriate.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate

- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[Condition 1= 2 OR 1= 3]

[184 - single]

The AfDB encourages mutual accountability assessments of Paris Declaration and subsequent Aid Effectiveness commitments (Accra Agenda for Action, Busan High Level Forum).

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[185 - single]

The AfDB provides valuable inputs to policy dialogue.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[186 - single]

The AfDB respects the views of clients when it undertakes policy dialogue.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[187 - single]

Do you have any additional comments on AfDB's performance with regard to alignment?

- ☐ 1. Yes, please note:
- ☐ 2. No

[Condition 1= 2 OR 1= 3]

[Harmonisation]

According to what you know about the AfDB, how do you think it performs in

relation to the practices, systems or behaviours described in each of the following statements?

[188 - single]

The AfDB often participates in joint missions.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[189 - single]

AfDB's technical assistance is provided through coordinated programmes in support of capacity development.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[190 - single]

The AfDB participates in programme-based approaches.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

DEFINITION:

Programme-based approaches (PBA) = PBAs are a way of engaging in development co-operation based on the principles of co-ordinated support for a locally owned programme of development, such as a national development strategy, a sector programme, a thematic programme or a programme of a specific organisation.

[Condition 1= 2 OR 1= 3]

[191 - single]

Do you have any additional comments on AfDB's performance with regard to harmonisation?

- ☐ 1. Yes, please note:
- ☐ 2. No

[192 - single]

Before moving on to the next section, is there anything further you would like to say about AfDB's Relationship Management? This could be anything related to the statements you have rated, or anything else you would like us to know.

- ☐ 1. Yes, please type your answer into the box below:
- ☐ 2. No

[Knowledge Management]

In this last section we would like to ask you about Knowledge Management within the AfDB.

[Performance Evaluation]

We would like to ask you about performance evaluation. According to what you know about the AfDB, how do you think it performs in relation to the practices, systems or behaviours described in the following statement?

[Condition 1= 1]

[193 - single]

The AfDB uses evaluation findings in its decisions on programming, policy and strategy.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[Condition 1= 2 OR 1= 3]

[194 - single]

The AfDB involves clients and beneficiaries in evaluations of its projects or programmes.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong

- ☐ 6. Very strong
☐ 7. Don't Know

[195 - single]

Do you have any additional comments on AfDB's performance evaluation?

- ☐ 1. Yes, please note:
☐ 2. No

[Condition 1= 1]

[Performance Reporting]

Please think now about performance reporting.

According to what you know about the AfDB, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

[196 - single]

AfDB's reports to the Board provide clear measures of achievement of outcomes.

- ☐ 1. Very weak
☐ 2. Weak
☐ 3. Inadequate
☐ 4. Adequate
☐ 5. Strong
☐ 6. Very strong
☐ 7. Don't Know

[197 - single]

The AfDB reports adequately against its corporate strategy.

- ☐ 1. Very weak
☐ 2. Weak
☐ 3. Inadequate
☐ 4. Adequate
☐ 5. Strong
☐ 6. Very strong
☐ 7. Don't Know

[198 - single]

The AfDB reports to the governing body on performance in relation to its Paris Declaration commitments.

- ☐ 1. Very weak
☐ 2. Weak
☐ 3. Inadequate
☐ 4. Adequate
☐ 5. Strong
☐ 6. Very strong
☐ 7. Don't Know

[Condition 1= 1]

[199 - single]

Do you have any additional comments on AfDB's performance reporting?

- ☐ 1. Yes, please note:
☐ 2. No

[Condition 1= 1]

[Dissemination]

We would like you to think about how the AfDB disseminates lessons learned.

According to what you know about the AfDB, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

[200 - single]

The AfDB identifies and disseminates lessons learned from performance information.

- ☐ 1. Very weak
☐ 2. Weak
☐ 3. Inadequate
☐ 4. Adequate
☐ 5. Strong
☐ 6. Very strong
☐ 7. Don't Know

[201 - single]

The AfDB provides opportunities at all levels of the organisation to share lessons from practical experience.

- ☐ 1. Very weak
☐ 2. Weak
☐ 3. Inadequate
☐ 4. Adequate
☐ 5. Strong
☐ 6. Very strong
☐ 7. Don't Know

[Condition 1= 1]

[202 - single]

Do you have any additional comments on how the AfDB disseminates lessons learned?

- ☐ 1. Yes, please note:
☐ 2. No

[203 - single]

Is there anything further you would like to say about AfDB's Knowledge Management? This could be anything related to the statement(s) you have rated, or anything else you would like us to know.

- ☐ 1. Yes, please type your answer into the box below:
☐ 2. No

[Background Questions]

[Condition 1= 1 OR 1= 2]

[204 - single]

What MOPAN member country do you work for?

- ☐ 1. Australia
- ☐ 2. Austria
- ☐ 3. Belgium
- ☐ 4. Canada
- ☐ 5. Denmark
- ☐ 6. Finland
- ☐ 7. France
- ☐ 8. Germany
- ☐ 9. Ireland
- ☐ 10. Republic of Korea
- ☐ 11. The Netherlands
- ☐ 12. Norway
- ☐ 13. Spain
- ☐ 14. Sweden
- ☐ 15. Switzerland
- ☐ 16. United Kingdom

[Condition 1= 1]

[205 - single]

What type of organisation do you work for? Choose the one that best describes your organisation:

- ☐ 1. MOPAN member organisation, in offices in the capital
- ☐ 2. MOPAN member organisation, in the permanent mission or executive board office at the multilateral organisation
- ☐ 3. Other:

[Condition 1= 2]

[206 - single]

What type of organisation do you work for? Choose the one that best describes your organisation:

- ☐ 1. MOPAN member organisation, in country office (including embassies)
- ☐ 2. Other:

[Condition 1= 3]

[207 - single]

What type of organisation do you work for? Choose the one that best describes your organisation:

- ☐ 1. National parliament or legislature
- ☐ 2. Government - line ministry
- ☐ 3. Government - ministry of finance/statistics/planning/economics
- ☐ 4. Government – other
- ☐ 5. NGO or other civil society organisation
- ☐ 6. Academic institution
- ☐ 7. Parastatal
- ☐ 8. Other:

[208 - single]

How would you define your level of seniority within the organisation? Choose the one that best describes your position:

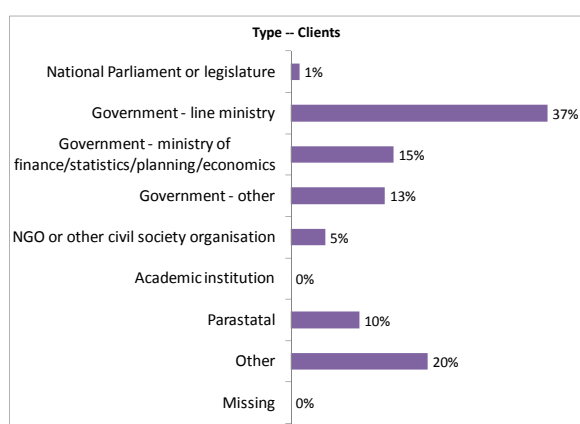
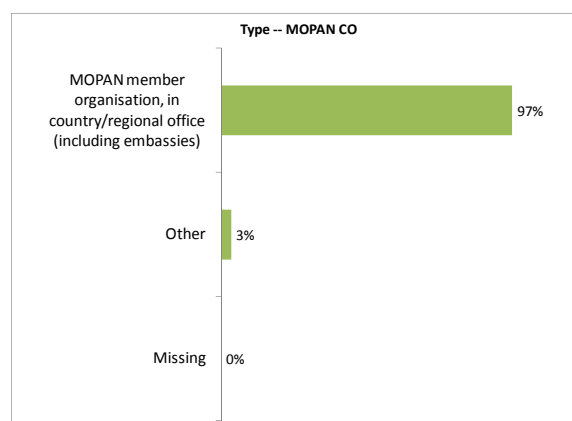
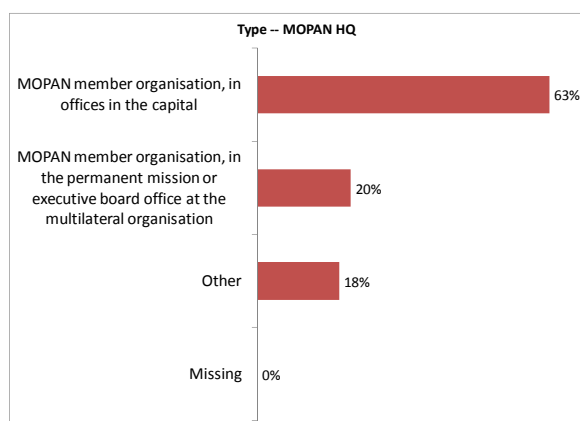
- ☐ 1. Senior-level professional
- ☐ 2. Mid-level professional
- ☐ 3. Junior professional

You have now answered the last question. Once you click 'Next' you cannot go back and edit your answers.

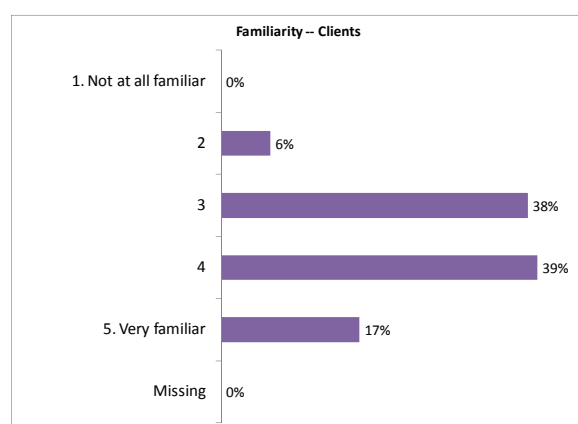
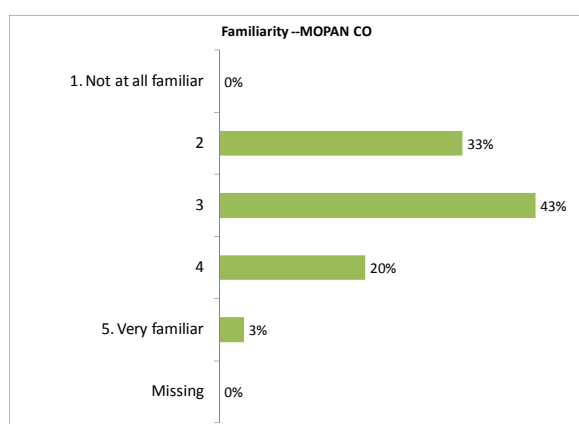
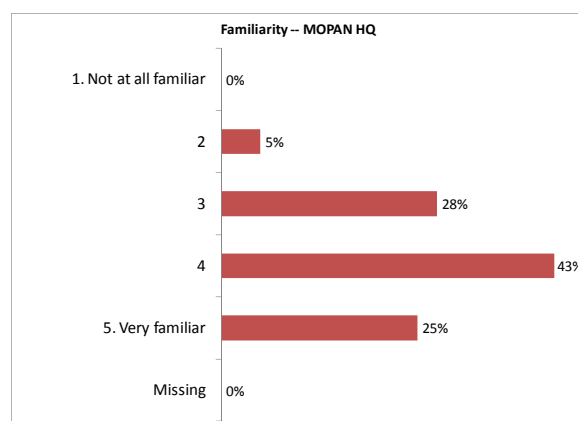
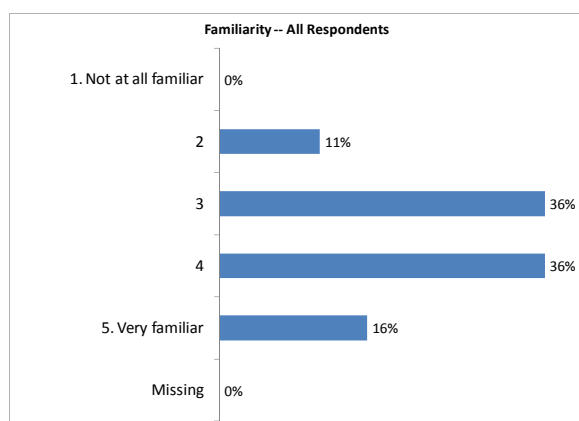
Thank you very much for sharing your insights and taking time to answer this survey, which is aimed at improving the dialogue on organisational learning and effectiveness of multilateral organisations.

Appendix III Respondent Profile

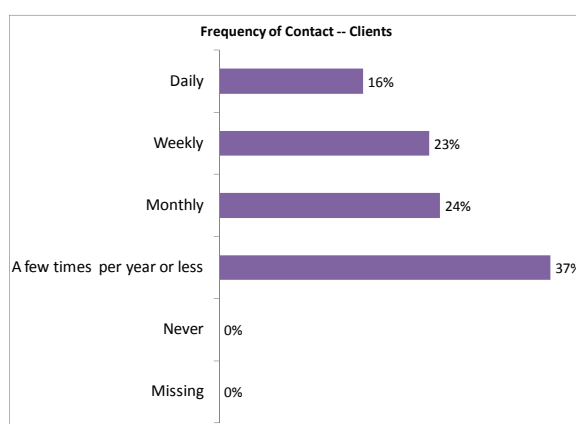
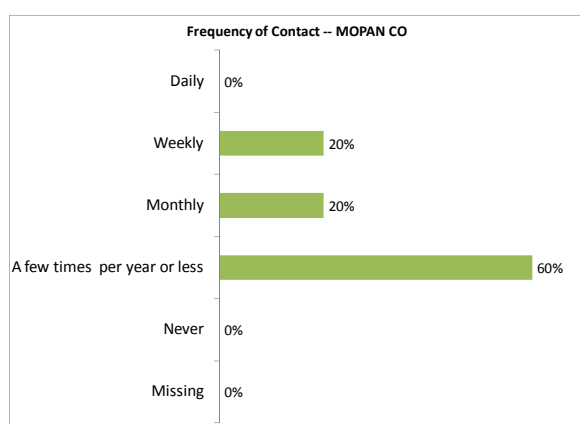
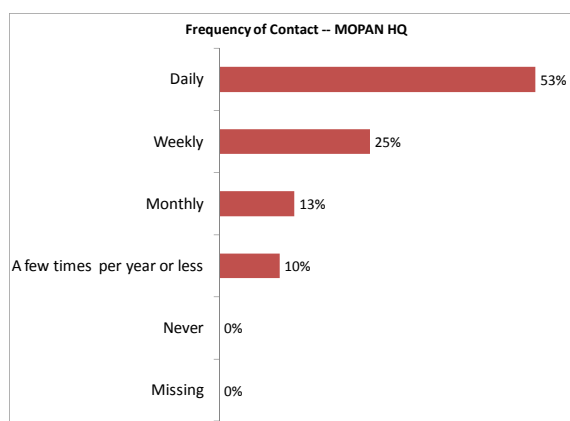
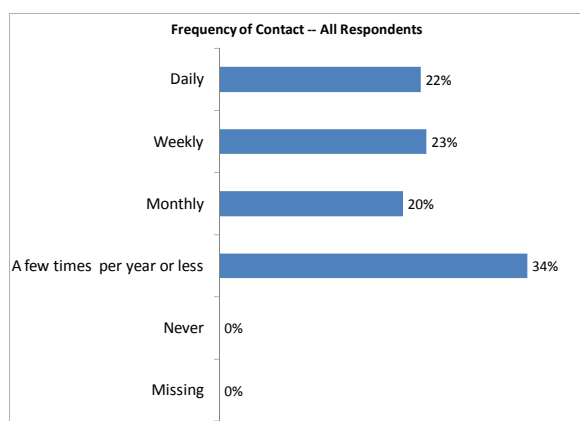
Type of Respondents



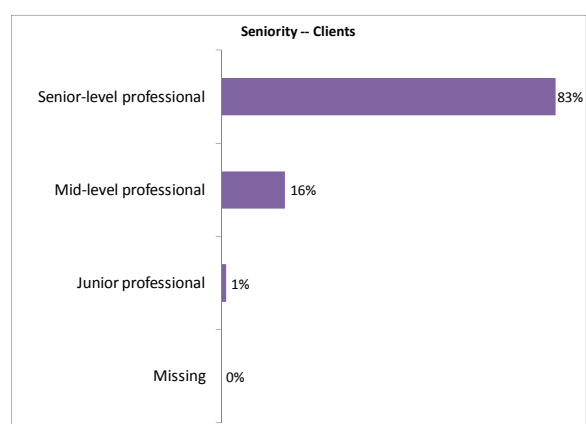
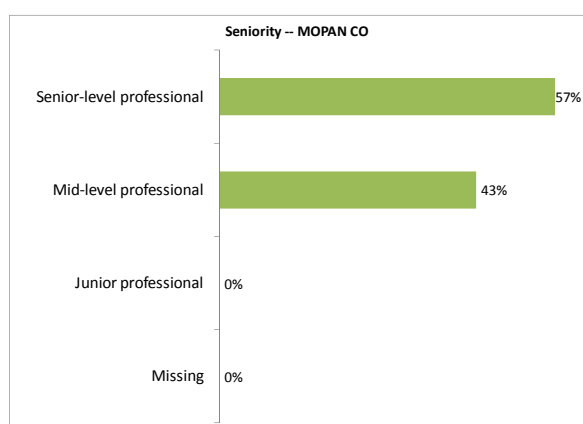
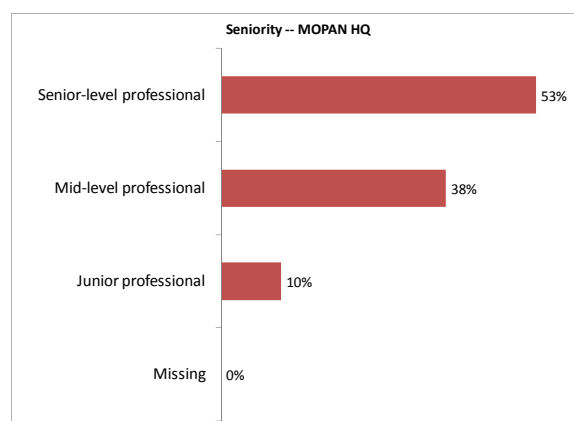
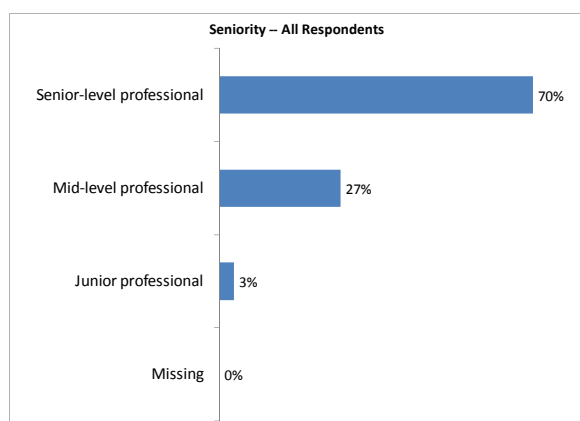
Respondent Familiarity with Multilateral Organisation



Respondent Frequency of Contact with Multilateral Organisation



Respondent Level of Seniority



Appendix IV Base Size and Rate of “Don’t Know” Responses

N (#) = number of respondents who were asked the question (un-weighted data) and replied ‘don’t know’.

% DK = percentage of respondents who indicated “Don’t Know” to the question (weighted data).

“--” indicates that the question was not asked among a particular respondent group

I- Strategic Management

		Total		HQ		CO		Clients	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
KPI 1	The Multilateral Organisation's (MO) Executive Management provides direction for the achievement of external / beneficiary focused results	8	6%	1	3%	4	10%	6	7%
MI	1.1 The MO has a value system that supports a results-orientation and a direct partner focus.	12	7%	1	1%	6	14%	6	6%
Sub-MI	i) AfDB's institutional culture reinforces a focus on results. [126]	11	6%	0	0%	5	13%	6	7%
Sub-MI	ii) AfDB's institutional culture is client-focused. [127]	12	8%	1	3%	6	16%	5	6%
MI	1.2 The MO Executive Management shows leadership on results management.	2	5%	2	5%				
MI	1.3 Key MO documents are available to the public.	9	5%	1	3%	2	5%	6	7%
KPI 2	The MO's corporate strategies and plans are focused on the achievement of results	1	3%	1	3%				
MI	2.1 The MO's organisation-wide strategy is based on a clear definition of mandate	0	0%	0	0%				
Sub-MI	i) The AfDB has a clear mandate. [131]	0	0%	0	0%				
Sub-MI	ii) AfDB's organisation-wide strategy (MTS) is aligned with the mandate. [132]	0	0%	0	0%				

		Total		HQ		CO		Clients	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
MI	2.2 The MO promotes an organisation-wide policy on results management	2	5%	2	5%				
MI	2.3 Organisation-wide plans and strategies contain frameworks of expected management and development results								
MI	2.4 Results frameworks have causal links from outputs through to impacts / final outcomes								
MI	2.5 Standard performance indicators included in organisation-wide plans and strategies at a delivery (output) and development results level								
KPI 3	The MO maintains focus on the cross-cutting thematic priorities identified in its strategic framework, and/or based on its mandate and international commitments	25	18%	4	9%	10	33%	11	13%
MI	3.1 Gender equality	25	17%	3	7%	10	29%	12	14%
MI	3.2 Environment	17	14%	4	10%	10	28%	3	3%
MI	3.3 Climate change	31	22%	3	7%	14	44%	14	15%
MI	3.4 Private sector development	24	16%	5	13%	7	21%	12	14%
MI	3.5 Fragile states	32	25%	2	5%	12	47%	18	21%
MI	3.6 Regional economic integration	20	15%	4	10%	8	27%	8	9%
KPI 4	The MO's country strategy is results-focused	20	19%			11	27%	9	11%
MI	4.1 Results frameworks that link results at project, programme, sector, and country levels	20	18%			11	26%	9	11%
MI	4.2 Frameworks include indicators at project, programme, sector, and country levels	21	20%			12	30%	9	11%
MI	4.3 Statements of expected results are consistent with those in the PRSP or national plan	19	17%			9	22%	10	12%
MI	4.4 Statements of expected results are developed through consultation with direct partners and beneficiaries	15	17%			10	28%	5	7%

		Total		HQ		CO		Clients	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
MI	4.5 Results for cross-cutting thematic priorities are included in country level results frameworks - gender equality, environment, climate change, private sector development, fragile states and regional economic integration.	24	22%			13	31%	11	13%

II- Operational Management

		Total		HQ		CO		Clients	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
KPI 5	The MO makes transparent and predictable aid allocation decisions	18	12%	3	7%	8	22%	7	7%
MI	5.1 The MO's criteria for allocating funding are publicly available.								
MI	5.2 The MO's allocations follow the criteria	18	12%	3	7%	8	22%	7	7%
MI	5.3 Aid flows or Planned resources (financial / technical co-operation, etc) are released according to agreed schedules (in-year)								
KPI 6	The MO's aid financial management is linked to aid performance management	7	16%	7	16%				
MI	6.1 Aid budget allocations (or lending) are linked to expected development results	5	13%	5	13%				
MI	6.2 Aid or lending disbursements are linked to reported results	8	20%	8	20%				
KPI 7	The MO has policies and processes for financial accountability (audits, risk management, anti-corruption)	16	21%	8	19%	14	39%	7	9%
MI	7.1 External financial audits (meeting recognized international standards) are performed across the organisation.	7	18%	7	18%				
MI	7.2 External financial audits (meeting recognized international standards) are performed at the regional, country or project level (as appropriate)	20	24%			14	40%	6	7%
MI	7.3 The MO has a policy on anti-corruption								
MI	7.4 Systems are in place for immediate measures against irregularities identified at the country (or other) level	34	25%	8	20%	14	42%	12	14%
MI	7.5 Internal financial audit processes are used to provide management / governing bodies with credible information	8	20%	8	20%				

		Total		HQ		CO		Clients	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
MI	7.6 The MO's procurement and contract management processes for the provision of services or goods are effective	18	20%			14	35%	4	5%
MI	7.7 The MO has strategies in place for risk identification, mitigation, monitoring and reporting	7	18%	7	18%				
KPI 8	Performance information on results is used by the MO for:	15	19%	6	15%	12	33%	11	13%
MI	8.1 Revising and adjusting policies	5	13%	5	13%				
MI	8.2 Planning new interventions	13	14%			9	22%	4	5%
MI	8.3 "unsatisfactory" investments, programmes or projects from the previous fiscal year are subject to proactive management	33	32%			15	43%	18	21%
MI	8.4 Evaluation recommendations reported to the Executive Committee/Board are acted upon by the responsible units	7	18%	7	18%				
MI	8.5 The MO resources allocated to countries and projects are based on performance								
KPI 9	The MO manages human resources using methods to improve organisational performance	11	24%	12	29%	5	17%	4	4%
MI	9.1 Results-focused performance assessment systems are in place for senior staff (Including Vice Presidents)	14	35%	14	35%				
MI	9.2 There is a transparent incentive and reward system for staff performance	12	29%	12	29%				
Sub-MI	i) The AfDB uses a transparent system to manage staff performance. [164]	10	25%	10	25%				
Sub-MI	ii) The AfDB uses a transparent system to reward staff performance [165]	13	33%	13	33%				
MI	9.3 Staff deployment in country is adequate for the development of effective country level partnerships	9	10%			5	17%	4	4%

		Total		HQ		CO		Clients	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
MI	9.4 Staff recruitment and promotion is meritocratic and transparent	10	24%	10	24%				
Sub-MI	i) The AfDB transparently recruits staff based on the skill requirements for the job [167]	10	25%	10	25%				
Sub-MI	ii) The AfDB is transparent in promoting staff based upon merit. [168]	9	23%	9	23%				
KPI 10	Country / regional programming processes are performance oriented	10	13%	4	10%	10	24%	6	7%
MI	10.1 Prior to approval new initiatives are subject to benefits/impact analysis (economic, social, etc)	4	10%	4	10%				
MI	10.2 Milestones / targets are set to rate the progress of (project) implementation	16	16%			10	24%	6	7%
KPI 11	The MO delegates decision-making authority (to the country or other levels)	18	21%			11	32%	7	9%
MI	11.1 Project budget reallocation decisions can be made locally	23	26%			13	40%	10	13%
MI	11.2 New aid-programmes / projects can be approved locally within a budget cap	13	15%			9	24%	4	5%

III- Relationship Management

		Total		HQ		CO		Clients	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
KPI 12	The MO coordinates and directs its programming (including capacity building) at the country level in support of agreed national plans or partner plans	13	15%			7	23%	6	7%
MI	12.1 Extent to which MO supported funding proposals have been fully designed and developed with the national government or direct partners, rather than conceptualised or initiated by MO itself	9	13%			6	22%	3	4%
MI	12.2 The MO conditionality (if any) draws on national / government's own agreed benchmarks / indicators / results	16	17%			8	24%	8	9%
KPI 13	The MO's procedures take into account local conditions and capacities	9	10%			6	15%	3	4%
MI	13.1 The procedures of the MO can be easily understood and completed by partners	5	6%			5	12%	0	0%
MI	13.2 The length of time for completing MO procedures does not have a negative effect on implementation	4	5%			4	10%	0	0%
MI	13.3 The MO has the operational agility to respond quickly to changing circumstances on the ground	15	14%			7	18%	8	10%
MI	13.4 The MO has operational flexibility in the way it implements programmes / projects and deals with budget issues (during implementation).	12	14%			7	21%	5	7%
KPI 14	The MO uses country systems for disbursement and operations	30	26%			9	27%	21	25%
MI	14.1% of the MO's overall ODA disbursements / support recorded in the annual budget as revenue, grants, or ODA loans								
MI	14.2 The MO uses country systems as a first option for its operations (i.e. procurement and financial management, etc)	19	20%			9	29%	10	11%

		Total		HQ		CO		Clients	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
MI	14.3 The MO avoids parallel implementation structures								
MI	14.4 The extent to which the MO has promoted a mutual assessment of progress in implementing agreed partnership commitments (mutual accountability)	40	32%			8	25%	32	38%
KPI 15	The MO adds value to policy dialogue with its direct partners	19	11%	2	5%	5	14%	12	14%
MI	15.1 The MO has reputation among its stakeholders for high quality, valued policy dialogue inputs	17	9%	1	3%	4	10%	12	14%
MI	15.2 The MO's policy dialogue is undertaken in a manner which respects partner views and perspectives	20	13%	3	7%	6	17%	11	13%
KPI 16	The MO harmonises arrangements and procedures with other programming partners (donors, development banks, UN agencies, etc) as appropriate	16	16%			8	24%	7	8%
MI	16.1 The extent to which the MO participates in joint missions (coordination, analysis, design, evaluation)	15	16%			8	25%	7	7%
MI	16.2 The extent to which MO technical cooperation is disbursed through coordinated programmes.	15	17%			9	28%	6	6%
MI	16.3% of the MO's overall ODA disbursements / support that is for government-led PBAs (SWAps, basket funding, etc)	17	15%			8	20%	9	10%

IV- Knowledge Management

		Total		HQ		CO		Clients	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
KPI 17	The MO consistently evaluates its delivery and external results	9	12%	2	5%	12	37%	3	3%
MI	17.1 The MO has a structurally independent evaluation unit within its organisational structure that reports to its Executive Management or Board								
MI	17.2 The evaluation function provides sufficient coverage of the MO's programming activity (projects, programs, etc)								
MI	17.3 The MO ensures quality of its evaluations								
MI	17.4 Evaluation findings are used to inform decisions on programming, policy, and strategy	2	5%	2	5%				
MI	17.5 Direct beneficiaries and stakeholder groups are involved in evaluation processes	15	20%			12	37%	3	3%
KPI 18	The MO presents performance information on its effectiveness	3	7%	3	7%				
MI	18.1 Reports on the achievement of outcomes, not just inputs, activities and outputs	1	3%	1	3%				
MI	18.2 Reports performance using data obtained from measuring indicators								
MI	18.3 Reports against its Corporate Strategy, including expected management and development results	4	10%	4	10%				
MI	18.4 Reports against its Paris Declaration commitments using indicators and country targets	4	10%	4	10%				
MI	18.5 Reports on adjustments made or recommended to the organisation wide policies and strategies based on performance information								
MI	18.6 Reports on country (or other) level programming adjustments made or recommended based on performance information								

		Total		HQ		CO		Clients	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
KPI 19	The MO encourages identification, documentation and dissemination of lessons learned and/or best practices	8	20%	8	20%				
MI	19.1 Reports on lessons learned based on performance information	4	10%	4	10%				
MI	19.2 Learning opportunities are organised to share lessons at all levels of the organisation	12	30%	12	30%				

V- Development Results Component

		Total		HQ		CO		Clients	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
KPI 20	Extent of MO progress towards its organisation-wide/institutional results								
	A1 Energy	2	5%	2	5%				
	A2 Transport	3	7%	3	7%				
	A3 Water and Sanitation	2	5%	2	5%				
	A4 Education	8	20%	8	20%				
	A5 Health	11	28%	11	28%				
	A6 Microfinance and Social sector								
	i) The AfDB is making contributions to improving the micro-finance sector in Regional Member Countries (RMCs) [15]	9	23%	9	23%				
	ii) The AfDB is making contributions to improving the social sector in Regional Member Countries (RMCs) [16]	10	25%	10	25%				
	A7 Agriculture	5	13%	5	13%				
	A8 Economic and Financial governance								
	i) The AfDB is making contributions to fostering good economic governance in Regional Member Countries (RMCs) [18]	3	7%	3	7%				
	ii) The AfDB is making contributions to fostering good financial governance in Regional Member Countries (RMCs) [19]	3	7%	3	7%				
	A9 Private sector	4	10%	4	10%				
	A10 Regional Integration	6	15%	6	15%				
KPI 21	Extent of MO contributions to country-level goals and priorities: DRC								
	B1 Broadening of social inclusion and equity	1	6%			1	11%	0	0%

		Total		HQ		CO		Clients	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
	B2 Transparency in resource management	2	11%			2	22%	0	0%
	B3 Improve civil service management	2	11%			2	22%	0	0%
	B4 Improvement the business environment	2	11%			2	22%	0	0%
	B5 Improve urban and rural road network	3	17%			3	33%	0	0%
	B6 Improved sanitation and access to drinking water	6	33%			6	67%	0	0%
	B7 Electrification	6	33%			6	67%	0	0%
	B8 Strengthen basic agricultural infrastructures	4	22%			4	44%	0	0%
KPI 22	Extent of contributions to MDGs at the country level: DRC								
	C1 Goal 1: Eradicate extreme poverty and hunger	4	22%			4	44%	0	0%
	C2 Goal 2: Achieve universal primary education	5	28%			5	56%	0	0%
	C3 Goal 3: Promote gender equality and empower women	5	28%			5	56%	0	0%
	C4 Goal 4: Reduce child mortality	5	28%			5	56%	0	0%
	C5 Goal 5: Improve maternal health	5	28%			5	56%	0	0%
	C6 Goal 6: Combat HIV/AIDS, malaria and other diseases	5	28%			5	56%	0	0%
	C7 Goal 7: Ensure environmental sustainability	3	17%			3	33%	0	0%
KPI 23	MO objectives and programme of work are relevant to major stakeholders: DRC								
	D1 The activities of the MO respond to key development priorities of the country	1	6%			1	11%	0	0%
	D2 The MO provides innovative solutions for development challenges in the country	2	11%			2	22%	0	0%
	D3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	1	6%			1	11%	0	0%

		Total		HQ		CO		Clients	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
KPI 24	Extent of MO contributions to country-level goals and priorities: Ghana								
	B1 Strengthening the incentive and regulatory regime								
	i) The AfDB has effectively contributed to creating a stable macroeconomic regime in Ghana [44]	4	12%			0	0%	4	24%
	ii) The AfDB has effectively contributed to promoting good governance in the management of public finances in Ghana [45]	4	12%			0	0%	4	24%
	B2 Creating the conditions for accelerated, sustained rural growth	4	25%			1	33%	3	18%
	B3 Providing Adequate Infrastructure for poverty reduction	0	0%			0	0%	0	0%
	B4 Promoting education for all	5	28%			1	33%	4	24%
	B5 Promoting health for all	6	31%			1	33%	5	29%
	B6 Pro-poor rural services and social protection								
	i) The AfDB has effectively contributed to improving access to water and sanitation in Ghana [50]	4	25%			1	33%	3	18%
	ii) The AfDB has effectively contributed to promoting poverty reduction in rural areas in Ghana [51]	3	9%			0	0%	3	18%
KPI 25	Extent of contributions to MDGs at the country level: Ghana								
	C1 Goal 1: Eradicate extreme poverty and hunger	4	25%			1	33%	3	18%
	C2 Goal 2: Achieve universal primary education	6	31%			1	33%	5	29%
	C3 Goal 3: Promote gender equality and empower women	5	15%			0	0%	5	29%
	C4 Goal 4: Reduce child mortality	9	40%			1	33%	8	47%
	C5 Goal 5: Improve maternal health	9	40%			1	33%	8	47%

		Total		HQ		CO		Clients	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
	C6 Goal 6: Combat HIV/AIDS, malaria and other diseases	6	31%			1	33%	5	29%
	C7 Goal 7: Ensure environmental sustainability	4	25%			1	33%	3	18%
KPI 26	MO objectives and programme of work are relevant to major stakeholders: Ghana								
	D1 The activities of the MO respond to key development priorities of the country	0	0%			0	0%	0	0%
	D2 The MO provides innovative solutions for development challenges in the country	2	6%			0	0%	2	12%
	D3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	2	6%			0	0%	2	12%
KPI 27	Extent of MO contributions to country-level goals and priorities: Morocco								
	B1 Consolidation of macroeconomic stability	3	25%			2	40%	1	10%
	B2 Improvement of public governance	1	5%			0	0%	1	10%
	B3 Increase the investment rate	4	30%			2	40%	2	20%
	B4 Development of transport infrastructure	1	5%			0	0%	1	10%
	B5 Energy production and distribution	1	10%			1	20%	0	0%
	B6 Water resource management	2	10%			0	0%	2	20%
	B7 Reinforce accessibility to social services	2	10%			0	0%	2	20%
	B8 Increase accessibility to rural roads	3	25%			2	40%	1	10%
	B9 Accessibility to healthcare services	4	25%			1	20%	3	30%
	B10 Education	4	30%			2	40%	2	20%
KPI 28	Extent of contributions to MDGs at the country level: Morocco								
	C1 Goal 1: Eradicate extreme poverty and hunger	4	30%			2	40%	2	20%

		Total		HQ		CO		Clients	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
	C2 Goal 2: Achieve universal primary education	4	30%			2	40%	2	20%
	C3 Goal 3: Promote gender equality and empower women	4	30%			2	40%	2	20%
	C4 Goal 4: Reduce child mortality	4	30%			2	40%	2	20%
	C5 Goal 5: Improve maternal health	4	30%			2	40%	2	20%
	C6 Goal 6: Combat HIV/AIDS, malaria and other diseases	6	45%			3	60%	3	30%
	C7 Goal 7: Ensure environmental sustainability	3	20%			1	20%	2	20%
KPI 29	MO objectives and programme of work are relevant to major stakeholders: Morocco								
	D1 The activities of the MO respond to key development priorities of the country	1	5%			0	0%	1	10%
	D2 The MO provides innovative solutions for development challenges in the country	2	10%			0	0%	2	20%
	D3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	2	10%			0	0%	2	20%
KPI 30	Extent of MO contributions to country-level goals and priorities: Niger								
	B1 Agricultural and rural development	6	34%			3	50%	3	19%
	B2 Water supply and sanitation	4	18%			1	17%	3	19%
	B3 Support for decentralization	7	32%			2	33%	5	31%
	B4 Provide access to rural areas	6	34%			3	50%	3	19%
	B5 Education	7	32%			2	33%	5	31%
	B6 Health	7	32%			2	33%	5	31%
KPI 31	Extent of contributions to MDGs at the country level: Niger								
	C1 Goal 1: Eradicate extreme poverty and hunger	6	34%			3	50%	3	19%

		Total		HQ		CO		Clients	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
	C2 Goal 2: Achieve universal primary education	7	37%			3	50%	4	25%
	C3 Goal 3: Promote gender equality and empower women	8	41%			3	50%	5	31%
	C4 Goal 4: Reduce child mortality	10	47%			3	50%	7	44%
	C5 Goal 5: Improve maternal health	10	47%			3	50%	7	44%
	C6 Goal 6: Combat HIV/AIDS, malaria and other diseases	10	47%			3	50%	7	44%
	C7 Goal 7: Ensure environmental sustainability	6	34%			3	50%	3	19%
KPI 32	MO objectives and programme of work are relevant to major stakeholders: Niger								
	D1 The activities of the MO respond to key development priorities of the country	2	6%			0	0%	2	13%
	D2 The MO provides innovative solutions for development challenges in the country	1	8%			1	17%	0	0%
	D3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	4	18%			1	17%	3	19%
KPI 33	Extent of MO contributions to country-level goals and priorities: Nigeria								
	B1 Education	6	21%			0	0%	6	43%
	B2 Health	6	21%			0	0%	6	43%
	B3 Agriculture and rural development	5	18%			0	0%	5	36%
	B4 Infrastructure								
	i)The AfDB has effectively contributed to improving access to safe water and sanitation facilities in Nigeria. [110]	3	11%			0	0%	3	21%
	ii) The AfDB has effectively contributed to improving access to electricity in Nigeria. [111]	5	18%			0	0%	5	36%
	B5 Private sector development	5	18%			0	0%	5	36%

		Total		HQ		CO		Clients	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
KPI 34	Extent of contributions to MDGs at the country level: Nigeria								
	C1 Goal 1: Eradicate extreme poverty and hunger	2	7%			0	0%	2	14%
	C2 Goal 2: Achieve universal primary education	6	21%			0	0%	6	43%
	C3 Goal 3: Promote gender equality and empower women	5	18%			0	0%	5	36%
	C4 Goal 4: Reduce child mortality	4	14%			0	0%	4	29%
	C5 Goal 5: Improve maternal health	6	35%			1	33%	5	36%
	C6 Goal 6: Combat HIV/AIDS, malaria and other diseases	4	14%			0	0%	4	29%
	C7 Goal 7: Ensure environmental sustainability	2	7%			0	0%	2	14%
KPI 35	MO objectives and programme of work are relevant to major stakeholders: Nigeria								
	D1 The activities of the MO respond to key development priorities of the country	0	0%			0	0%	0	0%
	D2 The MO provides innovative solutions for development challenges in the country	0	0%			0	0%	0	0%
	D3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	0	0%			0	0%	0	0%

Appendix V KPI and MI Data by Quadrant

Mean Score: calculation of mean scores includes the application of weighting factors to the respondent sample as follows:

- a) equal weight is given to the views of each of the five respondent groups;
- b) equal weight is given to each of the countries where the survey took place;
- c) equal weight is given to respondent groups within each country where the survey took place

However, the base is un-weighted.²⁰ Total – includes all respondents. “--” indicates that the question was not asked among a particular respondent group

Strong (4.5-5.49)
Adequate (3.5-4.49)

I- Strategic Management

		Mean Score				Standard Deviation			
		Total	HQ	CO	Client	Total	HQ	CO	Client
	Base (un-weighted)	152	40	30	82	152	40	30	82
KPI 1	The Multilateral Organisation's (MO) Executive Management provides direction for the achievement of external / beneficiary focused results	4.07	4.05	3.93	4.38	1.14	1.05	1.19	1.14
MI	1.1 The MO has a value system that supports a results-orientation and a direct partner focus.	3.98	3.75	3.83	4.35	1.03	0.91	1.02	1.01
Sub-MI	i) AfDB's institutional culture reinforces a focus on results. [126]	3.78	3.33	3.67	4.38	1.10	0.94	1.08	1.02
Sub-MI	ii) AfDB's institutional culture is client-focused. [127]	4.17	4.18	3.98	4.33	0.95	0.88	0.97	1.00
MI	1.2 The MO Executive Management shows leadership on results management.	3.95	3.95			1.13	1.13		
MI	1.3 Key MO documents are available to the public.	4.29	4.44	4.04	4.40	1.25	1.09	1.36	1.27
KPI 2	The MO's corporate strategies and plans are focused on the achievement of results	4.24	4.24			0.90	0.90		
MI	2.1 The MO's organisation-wide strategy is based on a clear definition of mandate	4.98	4.98			0.82	0.82		
Sub-MI	i) The AfDB has a clear mandate. [131]	5.13	5.13			0.82	0.82		

²⁰ For a description of weighting, please see the Methodology in Appendix I.

		Mean Score				Standard Deviation			
		Total	HQ	CO	Client	Total	HQ	CO	Client
Sub-MI	ii) AfDB's organisation-wide strategy (MTS) is aligned with the mandate. [132]	4.83	4.83			0.81	0.81		
MI	2.2 The MO promotes an organisation-wide policy on results management	3.50	3.50			0.98	0.98		
MI	2.3 Organisation-wide plans and strategies contain frameworks of expected management and development results								
MI	2.4 Results frameworks have causal links from outputs through to impacts / final outcomes								
MI	2.5 Standard performance indicators included in organisation-wide plans and strategies at a delivery (output) and development results level								
KPI 3	The MO maintains focus on the cross-cutting thematic priorities identified in its strategic framework, and/or based on its mandate and international commitments	4.18	4.13	3.97	4.38	1.05	0.90	1.08	1.09
MI	3.1 Gender equality	3.73	3.30	3.70	4.22	1.12	0.97	1.12	1.08
MI	3.2 Environment	4.28	4.06	4.14	4.58	0.99	0.79	1.13	0.98
MI	3.3 Climate change	3.97	3.89	3.55	4.34	1.05	0.84	1.17	1.07
MI	3.4 Private sector development	4.31	4.37	4.37	4.18	1.04	0.97	1.02	1.14
MI	3.5 Fragile states	4.36	4.58	3.82	4.45	1.07	0.95	1.11	1.09
MI	3.6 Regional economic integration	4.45	4.56	4.23	4.51	1.02	0.87	0.95	1.18
KPI 4	The MO's country strategy is results-focused	4.46		4.33	4.55	0.96		0.91	0.99
MI	4.1 Results frameworks that link results at project, programme, sector, and country levels	4.52		4.52	4.53	0.81		0.65	0.93
MI	4.2 Frameworks include indicators at project, programme, sector, and country levels	4.44		4.32	4.54	0.83		0.82	0.83
MI	4.3 Statements of expected results are consistent with those in the PRSP or national plan	4.58		4.51	4.65	1.01		0.99	1.03
MI	4.4 Statements of expected results are developed through consultation with direct partners and beneficiaries	4.42		4.21	4.59	1.12		1.07	1.13

		Mean Score				Standard Deviation			
		Total	HQ	CO	Client	Total	HQ	CO	Client
MI	4.5 Results for cross-cutting thematic priorities are included in country level results frameworks - gender equality, environment, climate change, private sector development, fragile states and regional economic integration.	4.30		4.11	4.46	1.02		1.00	1.02

II- Operational Management

		Mean Score				Standard Deviation			
		Total	HQ	CO	Client	Total	HQ	CO	Client
	Base (un-weighted)	152	40	30	82	152	40	30	82
KPI 5	The MO makes transparent and predictable aid allocation decisions	4.48	4.51	4.06	4.80	0.93	0.83	0.89	0.92
MI	5.1 The MO's criteria for allocating funding are publicly available.								
MI	5.2 The MO's allocations follow the criteria	4.48	4.51	4.06	4.80	0.93	0.83	0.89	0.92
MI	5.3 Aid flows or Planned resources (financial / technical co-operation, etc) are released according to agreed schedules (in-year)								
KPI 6	The MO's aid financial management is linked to aid performance management	3.77	3.77			0.95	0.95		
MI	6.1 Aid budget allocations (or lending) are linked to expected development results	3.97	3.97			0.85	0.85		
MI	6.2 Aid or lending disbursements are linked to reported results	3.56	3.56			1.04	1.04		
KPI 7	The MO has policies and processes for financial accountability (audits, risk management, anti-corruption)	4.42	4.43	3.99	4.61	0.96	0.91	0.95	1.04
MI	7.1 External financial audits (meeting recognized international standards) are performed across the organisation.	4.52	4.52			0.94	0.94		
MI	7.2 External financial audits (meeting recognized international standards) are performed at the regional, country or project level (as appropriate)	4.61		4.38	4.75	0.93		0.77	1.00
MI	7.3 The MO has a policy on anti-corruption								
MI	7.4 Systems are in place for immediate measures against irregularities identified at the country (or other) level	4.33	4.22	3.94	4.71	1.10	1.00	1.09	1.11
MI	7.5 Internal financial audit processes are used to provide management / governing bodies with credible information	4.59	4.59			0.75	0.75		
MI	7.6 The MO's procurement and contract management processes for the provision of services or goods are effective	4.09		3.65	4.39	1.06		0.98	1.01
MI	7.7 The MO has strategies in place for risk identification, mitigation, monitoring and reporting	4.39	4.39			0.96	0.96		

		Mean Score				Standard Deviation			
		Total	HQ	CO	Client	Total	HQ	CO	Client
KPI 8	Performance information on results is used by the MO for:	4.07	3.89	4.15	4.33	0.97	0.88	1.05	1.08
MI	8.1 Revising and adjusting policies	4.03	4.03			0.70	0.70		
MI	8.2 Planning new interventions	4.50		4.44	4.55	0.96		0.83	1.07
MI	8.3“unsatisfactory” investments, programmes or projects from the previous fiscal year are subject to proactive management	4.01		3.87	4.11	1.17		1.27	1.09
MI	8.4 Evaluation recommendations reported to the Executive Committee/Board are acted upon by the responsible units	3.76	3.76			1.06	1.06		
MI	8.5 The MO resources allocated to countries and projects are based on performance								
KPI 9	The MO manages human resources using methods to improve organisational performance	3.54	3.45	3.20	4.34	1.07	0.99	1.42	0.99
MI	9.1 Results-focused performance assessment systems are in place for senior staff (Including Vice Presidents)	3.54	3.54			1.06	1.06		
MI	9.2 There is a transparent incentive and reward system for staff performance	3.26	3.26			0.92	0.92		
Sub-MI	i) The AfDB uses a transparent system to manage staff performance. [164]	3.33	3.33			0.92	0.92		
Sub-MI	ii) The AfDB uses a transparent system to reward staff performance [165]	3.19	3.19			0.92	0.92		
MI	9.3 Staff deployment in country is adequate for the development of effective country level partnerships	3.81		3.20	4.34	1.33		1.42	0.99
MI	9.4 Staff recruitment and promotion is meritocratic and transparent	3.56	3.56			0.97	0.97		
Sub-MI	i) The AfDB transparently recruits staff based on the skill requirements for the job [167]	3.83	3.83			0.95	0.95		
Sub-MI	ii) The AfDB is transparent in promoting staff based upon merit. [168]	3.29	3.29			1.00	1.00		
KPI 10	Country / regional programming processes are performance oriented	4.34	4.19	4.21	4.72	0.83	0.71	1.03	0.83
MI	10.1 Prior to approval new initiatives are subject to benefits/impact analysis (economic, social, etc)	4.19	4.19			0.71	0.71		

		Mean Score				Standard Deviation			
		Total	HQ	CO	Client	Total	HQ	CO	Client
MI	10.2 Milestones / targets are set to rate the progress of (project) implementation	4.49		4.21	4.72	0.95		1.03	0.83
KPI 11	The MO delegates decision-making authority (to the country or other levels)	3.48		3.35	3.57	1.23		1.27	1.20
MI	11.1 Project budget reallocation decisions can be made locally	3.77		3.50	3.95	1.19		1.22	1.14
MI	11.2 New aid-programmes / projects can be approved locally within a budget cap	3.19		3.21	3.18	1.28		1.31	1.27

III- Relationship Management

		Mean Score				Standard Deviation			
		Total	HQ	CO	Client	Total	HQ	CO	Client
	Base (un-weighted)	152	40	30	82	152	40	30	82
KPI 12	The MO coordinates and directs its programming (including capacity building) at the country level in support of agreed national plans or partner plans	4.30		4.23	4.36	1.02		1.04	1.00
MI	12.1 Extent to which MO supported funding proposals have been fully designed and developed with the national government or direct partners, rather than conceptualised or initiated by MO itself	4.45		4.28	4.58	1.04		1.15	0.94
MI	12.2 The MO conditionality (if any) draws on national / government's own agreed benchmarks / indicators / results	4.16		4.19	4.13	0.99		0.93	1.05
KPI 13	The MO's procedures take into account local conditions and capacities	3.60		3.56	3.63	1.04		0.96	1.11
MI	13.1 The procedures of the MO can be easily understood and completed by partners	3.87		3.71	4.01	1.07		1.07	1.07
MI	13.2 The length of time for completing MO procedures does not have a negative effect on implementation	3.27		3.29	3.24	1.00		0.86	1.12
MI	13.3 The MO has the operational agility to respond quickly to changing circumstances on the ground	3.51		3.56	3.46	0.95		0.83	1.06
MI	13.4 The MO has operational flexibility in the way it implements programmes / projects and deals with budget issues (during implementation).	3.74		3.66	3.81	1.14		1.08	1.20
KPI 14	The MO uses country systems for disbursement and operations	3.90		3.93	3.91	1.11		1.23	0.94
MI	14.1% of the MO's overall ODA disbursements / support recorded in the annual budget as revenue, grants, or ODA loans								
MI	14.2 The MO uses country systems as a first option for its operations (i.e. procurement and financial management, etc)	3.70		3.92	3.52	1.26		1.34	1.17
MI	14.3 The MO avoids parallel implementation structures								
MI	14.4 The extent to which the MO has promoted a mutual assessment of progress in implementing agreed partnership commitments (mutual accountability)	4.11		3.95	4.29	0.96		1.12	0.71

		Mean Score				Standard Deviation			
		Total	HQ	CO	Client	Total	HQ	CO	Client
KPI 15	The MO adds value to policy dialogue with its direct partners	4.19	4.27	4.10	4.20	1.00	0.84	0.99	1.14
MI	15.1 The MO has reputation among its stakeholders for high quality, valued policy dialogue inputs	4.03	3.92	4.01	4.19	1.05	0.95	1.06	1.16
MI	15.2 The MO's policy dialogue is undertaken in a manner which respects partner views and perspectives	4.35	4.62	4.19	4.22	0.94	0.72	0.92	1.12
KPI 16	The MO harmonises arrangements and procedures with other programming partners (donors, development banks, UN agencies, etc) as appropriate	4.08		3.73	4.37	1.13		1.19	0.97
MI	16.1 The extent to which the MO participates in joint missions (coordination, analysis, design, evaluation)	4.06		3.54	4.48	1.13		1.18	0.91
MI	16.2 The extent to which MO technical cooperation is disbursed through coordinated programmes.	3.98		3.80	4.11	1.14		1.22	1.07
MI	16.3% of the MO's overall ODA disbursements / support that is for government-led PBAs (SWAps, basket funding, etc)	4.19		3.84	4.50	1.11		1.18	0.95

IV- Knowledge Management

		Mean Score				Standard Deviation			
		Total	HQ	CO	Client	Total	HQ	CO	Client
	Base (un-weighted)	152	40	30	82	152	40	30	82
KPI 17	The MO consistently evaluates its delivery and external results	4.23	4.00	4.12	4.69	0.80	0.73	0.73	0.90
MI	17.1 The MO has a structurally independent evaluation unit within its organisational structure that reports to its Executive Management or Board								
MI	17.2 The evaluation function provides sufficient coverage of the MO's programming activity (projects, programs, etc)								
MI	17.3 The MO ensures quality of its evaluations								
MI	17.4 Evaluation findings are used to inform decisions on programming, policy, and strategy	4.00	4.00			0.73	0.73		
MI	17.5 Direct beneficiaries and stakeholder groups are involved in evaluation processes	4.47		4.12	4.69	0.87		0.73	0.90
KPI 18	The MO presents performance information on its effectiveness	4.09	4.09			0.81	0.81		
MI	18.1 Reports on the achievement of outcomes, not just inputs, activities and outputs	3.92	3.92			0.74	0.74		
MI	18.2 Reports performance using data obtained from measuring indicators								
MI	18.3 Reports against its Corporate Strategy, including expected management and development results	4.25	4.25			0.77	0.77		
MI	18.4 Reports against its Paris Declaration commitments using indicators and country targets	4.11	4.11			0.92	0.92		
MI	18.5 Reports on adjustments made or recommended to the organisation wide policies and strategies based on performance information								
MI	18.6 Reports on country (or other) level programming adjustments made or recommended based on performance information								
KPI 19	The MO encourages identification, documentation and dissemination of lessons learned and/or best practices	3.68	3.68			1.02	1.02		

		Mean Score				Standard Deviation			
		Total	HQ	CO	Client	Total	HQ	CO	Client
MI	19.1 Reports on lessons learned based on performance information	3.86	3.86			1.02	1.02		
MI	19.2 Learning opportunities are organised to share lessons at all levels of the organisation	3.50	3.50			1.03	1.03		

V- Development Results Component

		Mean Score				Standard Deviation			
		Total	HQ	CO	Client	Total	HQ	CO	Client
	Base (un-weighted)	152	40	30	82	152	40	30	82
KPI 20	Extent of MO progress towards its organisation-wide/institutional results								
	A1 Energy	4.42	4.42			0.95	0.95		
	A2 Transport	4.84	4.84			0.76	0.76		
	A3 Water and Sanitation	4.26	4.26			0.92	0.92		
	A4 Education	3.25	3.25			1.13	1.13		
	A5 Health	2.97	2.97			1.08	1.08		
	A6 Microfinance and Social sector								
	i) The AfDB is making contributions to improving the micro-finance sector in Regional Member Countries (RMCs) [15]	3.61	3.61			0.76	0.76		
	ii) The AfDB is making contributions to improving the social sector in Regional Member Countries (RMCs) [16]	3.37	3.37			0.89	0.89		
	A7 Agriculture	3.74	3.74			0.85	0.85		
	A8 Economic and Financial governance								
	i) The AfDB is making contributions to fostering good economic governance in Regional Member Countries (RMCs) [18]	3.97	3.97			0.92	0.92		
	ii) The AfDB is making contributions to fostering good financial governance in Regional Member Countries (RMCs) [19]	4.22	4.22			0.94	0.94		
	A9 Private sector	4.42	4.42			0.73	0.73		
	A10 Regional Integration	4.56	4.56			0.74	0.74		
KPI 21	Extent of MO contributions to country-level goals and priorities: DRC								
	B1 Broadening of social inclusion and equity	3.29		3.25	3.33	1.10		1.04	1.22
	B2 Transparency in resource management	2.81		3.14	2.56	1.05		0.90	1.13
	B3 Improve civil service management	2.63		2.86	2.44	1.20		1.46	1.01
	B4 Improvement the business environment	2.75		3.14	2.44	1.00		0.90	1.01

		Mean Score				Standard Deviation			
		Total	HQ	CO	Client	Total	HQ	CO	Client
	B5 Improve urban and rural road network	4.20		4.33	4.11	0.68		0.82	0.60
	B6 Improved sanitation and access to drinking water	4.08		5.00	3.78	1.16		0.00	1.20
	B7 Electrification	3.25		4.33	2.89	1.22		0.58	1.17
	B8 Strengthen basic agricultural infrastructures	3.71		4.20	3.44	1.14		0.45	1.33
KPI 22	Extent of contributions to MDGs at the country level: : DRC								
	C1 Goal 1: Eradicate extreme poverty and hunger	3.50		3.20	3.67	1.09		0.84	1.22
	C2 Goal 2: Achieve universal primary education	3.23		3.50	3.11	0.93		1.00	0.93
	C3 Goal 3: Promote gender equality and empower women	3.15		3.00	3.22	1.07		0.82	1.20
	C4 Goal 4: Reduce child mortality	2.92		3.25	2.78	1.12		0.96	1.20
	C5 Goal 5: Improve maternal health	3.00		3.50	2.78	1.15		1.00	1.20
	C6 Goal 6: Combat HIV/AIDS, malaria and other diseases	3.23		3.50	3.11	1.01		1.00	1.05
	C7 Goal 7: Ensure environmental sustainability	3.00		3.00	3.00	1.31		1.26	1.41
KPI 23	MO objectives and programme of work are relevant to major stakeholders: DRC								
	D1 The activities of the MO respond to key development priorities of the country	4.12		4.13	4.11	0.70		0.64	0.78
	D2 The MO provides innovative solutions for development challenges in the country	3.44		3.00	3.78	1.09		1.15	0.97
	D3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	3.41		3.13	3.67	0.94		0.83	1.00
KPI 24	Extent of MO contributions to country-level goals and priorities: Ghana								
	B1 Strengthening the incentive and regulatory regime								
	i) The AfDB has effectively contributed to creating a stable macroeconomic regime in Ghana [44]	4.32		4.33	4.31	0.48		0.50	0.49
	ii) The AfDB has effectively contributed to promoting good governance in the management of public finances in Ghana [45]	4.51		4.67	4.31	0.51		0.50	0.49
	B2 Creating the conditions for accelerated, sustained rural growth	4.36		4.00	4.64	0.76		0.00	0.95

		Mean Score				Standard Deviation			
		Total	HQ	CO	Client	Total	HQ	CO	Client
	B3 Providing Adequate Infrastructure for poverty reduction	5.12		5.00	5.24	0.41		0.00	0.57
	B4 Promoting education for all	4.37		4.00	4.69	0.72		0.00	0.88
	B5 Promoting health for all	4.21		4.00	4.42	0.52		0.00	0.69
	B6 Pro-poor rural services and social protection								
	i) The AfDB has effectively contributed to improving access to water and sanitation in Ghana [50]	4.04		4.00	4.07	0.54		0.00	0.75
	ii) The AfDB has effectively contributed to promoting poverty reduction in rural areas in Ghana [51]	4.85		4.67	5.07	0.74		0.50	0.94
KPI 25	Extent of contributions to MDGs at the country level: : Ghana								
	C1 Goal 1: Eradicate extreme poverty and hunger	4.70		4.50	4.86	0.75		0.54	0.89
	C2 Goal 2: Achieve universal primary education	4.26		4.00	4.50	0.70		0.00	0.93
	C3 Goal 3: Promote gender equality and empower women	4.40		4.33	4.50	0.83		0.50	1.21
	C4 Goal 4: Reduce child mortality	3.77		3.50	4.11	0.64		0.54	0.63
	C5 Goal 5: Improve maternal health	4.00		4.00	4.00	0.33		0.00	0.52
	C6 Goal 6: Combat HIV/AIDS, malaria and other diseases	3.76		3.50	4.00	0.87		0.54	1.08
	C7 Goal 7: Ensure environmental sustainability	4.16		4.00	4.29	0.94		1.08	0.85
KPI 26	MO objectives and programme of work are relevant to major stakeholders: Ghana								
	D1 The activities of the MO respond to key development priorities of the country	4.83		4.67	5.00	0.72		0.50	0.89
	D2 The MO provides innovative solutions for development challenges in the country	4.48		4.67	4.27	0.77		0.50	0.99
	D3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	4.36		4.33	4.40	1.04		0.99	1.15
KPI 27	Extent of MO contributions to country-level goals and priorities: Morocco								
	B1 Consolidation of macroeconomic stability	4.40		4.67	4.22	0.84		1.07	0.68
	B2 Improvement of public governance	4.11		4.20	4.00	1.16		1.43	0.88

		Mean Score				Standard Deviation			
		Total	HQ	CO	Client	Total	HQ	CO	Client
	B3 Increase the investment rate	4.00		3.67	4.25	1.38		1.41	1.42
	B4 Development of transport infrastructure	4.84		5.00	4.67	0.91		0.96	0.88
	B5 Energy production and distribution	5.28		5.25	5.30	0.68		0.47	0.84
	B6 Water resource management	4.94		5.00	4.88	1.07		1.18	1.02
	B7 Reinforce accessibility to social services	4.78		4.80	4.75	0.82		0.80	0.91
	B8 Increase accessibility to rural roads	4.33		4.00	4.56	1.31		1.85	0.90
	B9 Accessibility to healthcare services	4.27		4.25	4.29	1.30		1.62	0.98
	B10 Education	3.86		3.67	4.00	1.42		1.93	1.10
KPI 28	Extent of contributions to MDGs at the country level: : Morocco								
	C1 Goal 1: Eradicate extreme poverty and hunger	3.50		2.67	4.13	1.63		1.93	1.15
	C2 Goal 2: Achieve universal primary education	4.36		4.00	4.63	1.17		1.60	0.76
	C3 Goal 3: Promote gender equality and empower women	3.64		3.33	3.88	1.52		1.93	1.28
	C4 Goal 4: Reduce child mortality	3.86		3.33	4.25	1.42		2.14	0.47
	C5 Goal 5: Improve maternal health	3.71		3.33	4.00	1.40		2.14	0.55
	C6 Goal 6: Combat HIV/AIDS, malaria and other diseases	3.73		4.00	3.57	1.12		1.22	1.17
	C7 Goal 7: Ensure environmental sustainability	4.00		3.50	4.50	1.38		1.64	0.95
KPI 29	MO objectives and programme of work are relevant to major stakeholders: Morocco								
	D1 The activities of the MO respond to key development priorities of the country	4.63		4.60	4.67	0.69		0.53	0.88
	D2 The MO provides innovative solutions for development challenges in the country	4.17		4.00	4.38	0.99		0.96	1.09
	D3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	4.61		4.60	4.63	1.05		1.10	1.09
KPI 30	Extent of MO contributions to country-level goals and priorities: Niger								

		Mean Score				Standard Deviation			
		Total	HQ	CO	Client	Total	HQ	CO	Client
	B1 Agricultural and rural development	4.37		3.33	5.00	1.28		1.38	0.72
	B2 Water supply and sanitation	4.44		4.20	4.69	0.85		0.79	0.87
	B3 Support for decentralization	3.89		3.50	4.27	1.08		0.93	1.13
	B4 Provide access to rural areas	4.10		4.00	4.15	1.13		0.90	1.31
	B5 Education	3.97		3.00	4.91	1.62		1.70	0.85
	B6 Health	3.37		2.25	4.45	1.94		1.76	1.47
KPI 31	Extent of contributions to MDGs at the country level: Niger								
	C1 Goal 1: Eradicate extreme poverty and hunger	4.02		3.67	4.23	1.27		0.52	1.57
	C2 Goal 2: Achieve universal primary education	3.87		2.67	4.67	1.66		1.88	0.91
	C3 Goal 3: Promote gender equality and empower women	3.72		3.33	4.00	1.45		1.88	1.12
	C4 Goal 4: Reduce child mortality	3.16		2.33	3.89	1.47		1.38	1.20
	C5 Goal 5: Improve maternal health	3.32		2.67	3.89	1.61		1.88	1.20
	C6 Goal 6: Combat HIV/AIDS, malaria and other diseases	3.20		2.67	3.67	1.55		1.88	1.15
	C7 Goal 7: Ensure environmental sustainability	3.94		3.33	4.31	0.92		1.04	0.64
KPI 32	MO objectives and programme of work are relevant to major stakeholders: Niger								
	D1 The activities of the MO respond to key development priorities of the country	4.58		4.33	4.86	1.19		1.31	1.05
	D2 The MO provides innovative solutions for development challenges in the country	4.10		3.40	4.69	1.21		1.27	0.81
	D3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	4.13		3.80	4.46	1.14		1.24	0.99
KPI 33	Extent of MO contributions to country-level goals and priorities: Nigeria								
	B1 Education	3.20		2.67	4.13	0.96		0.50	0.88
	B2 Health	4.02		3.67	4.63	1.02		1.00	0.78
	B3 Agriculture and rural development	3.94		3.33	4.89	1.09		0.50	1.10

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		Mean Score				Standard Deviation			
		Total	HQ	CO	Client	Total	HQ	CO	Client
	B4 Infrastructure								
	i)The AfDB has effectively contributed to improving access to safe water and sanitation facilities in Nigeria. [110]	4.53		4.67	4.36	1.15		1.33	0.96
	ii) The AfDB has effectively contributed to improving access to electricity in Nigeria. [111]	4.04		4.00	4.11	0.57		0.00	0.97
	B5 Private sector development	4.07		4.33	3.67	0.74		0.50	0.90
KPI 34	Extent of contributions to MDGs at the country level: Nigeria								
	C1 Goal 1: Eradicate extreme poverty and hunger	3.98		3.67	4.33	1.07		1.00	1.11
	C2 Goal 2: Achieve universal primary education	3.12		2.33	4.50	1.24		0.50	0.79
	C3 Goal 3: Promote gender equality and empower women	3.73		3.33	4.33	1.01		1.00	0.74
	C4 Goal 4: Reduce child mortality	4.13		4.00	4.30	0.79		0.87	0.70
	C5 Goal 5: Improve maternal health	3.91		3.50	4.33	0.83		0.55	0.90
	C6 Goal 6: Combat HIV/AIDS, malaria and other diseases	3.11		2.33	4.20	1.44		1.00	1.28
	C7 Goal 7: Ensure environmental sustainability	4.01		3.67	4.42	1.25		1.33	1.12
KPI 35	MO objectives and programme of work are relevant to major stakeholders: Nigeria								
	D1 The activities of the MO respond to key development priorities of the country	4.89		5.00	4.79	1.03		0.87	1.22
	D2 The MO provides innovative solutions for development challenges in the country	4.36		4.00	4.71	0.95		0.87	0.94
	D3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	4.75		5.00	4.50	1.04		0.87	1.19

Appendix VI Document Review Ratings, Criteria and Evidence by KPI and MI

QUADRANT I – STRATEGIC MANAGEMENT

KPI 1. The MO's Executive Management provides direction for the achievement of external / beneficiary focused results

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
1.3. Key MO documents are readily available to the public.	<i>More than half</i> of the documents in the sample (excluding the disclosure policy) are available on the public website.	Met	Governance meeting minutes: 2010 Annual Meeting of the AfDB and ADF Boards of Governors - Official Records: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Boards-Documents/2010%20Annual%20Meetings%20-%20-%20Official%20Record%20-%20Package%20-%20English.pdf (Available in English and French) 2009 Annual Meeting of the AfDB and ADF Boards of Governors - Official Records: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Boards-Documents/2009%20Annual%20Meetings%20Official%20Record.pdf (Available in English and French) 2008 Annual Meeting of the AfDB and ADF Boards of Governors - Official Records: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Boards-Documents/2009%20Annual%20Meetings%20Official%20Record.pdf (Available in English and French) Performance Information: 2011 Annual Development Effectiveness Review (ADER): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADER%20(En)%20-%20Websafe.pdf (Available in English and French) A Roadmap for Improving Performance on Aid Effectiveness and Promoting Effective Development - Turning Commitments Into Action: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Rev%20-%20Roadmap%20Aid%20Effectiveness.pdf (Available in English and French) 2010 AfDB Annual Report: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Annual%20Report%202010%20EN.pdf (available in Arabic, English, French and Portuguese) 2009 AfDB Annual Report: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Annual%20Report%202009%20EN%20-%20-%20Websafe.pdf

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			%20Web.pdf (available in Arabic, English, French and Portuguese) 2012-2014 Programme and Budget: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Budget-Documents/2012-2014%20Programme%20and%20Budgets.pdf 2011-2013 Programme and Budget: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Boards-Documents/African%20Development%20Bank%20-%202011-2013%20Programme%20and%20Budget.pdf 2010-2012 Programme and Budget: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Budget-Documents/THE%202010-2012%20PROGRAMME%20AND%20BUDGET%20PROPOSALS.pdf 2009-2011 programme and Budget: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Budget-Documents/THE%202009-2011%20PROGRAMME%20AND%20BUDGET.pdf Organisation Mandate and Structure: Mission and Objective: http://www.afdb.org/en/about-us/mission-objective/ (in English and French only) AfDB Structure: http://www.afdb.org/en/about-us/structure/ (in English and French only) Organisation-wide strategic plan: 2008-2012 Medium-Term Strategy: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/MTS%20anglais.pdf (available in English and French only) Mid-Term Review (MTR) of the Bank Group Medium Term Strategy 2008-2012: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/Mid-Term%20Review%20of%20the%20Bank%20Group%20Medium%20Term%20Strategy.pdf (available in English and French only) La Stratégie à Moyen Terme: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/MTS%20français.pdf Revue à mi-parcours (RMP) de la Stratégie à moyen terme 2008-2012 du Groupe de la Banque: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/Revue%20C3%A0%20mi-parcours%20RMP%20de%20la%20Strat%C3%A9gie%20C3%A0%20moyen%20terme%202008-2012.pdf Key financial information : 2011 AfDB Group Financial Presentation: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Financial-Information/AFDB11_print_presentation_EN_web.pdf (Available in English and French) 2010 AfDB Group Financial Presentation: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Financial-Information/AfDB%20Group%20Financial%20Presentation%20-May%202010.pdf (Available in English and French)

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			Trust Funds Annual Report 2010: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Corporate-Procurement/Departmental_Annual_Reports/AfDB%20TFAR%202010%20Final.pdf 2010 AfDB Financial Statements: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Financial-Information/AFDB09_English_book_AW3viz.pdf (Available in English and French) 2010 ADF Financial Statements: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Financial-Information/AFDB09_English_book_AW3viz.pdf (Available in English and French) 2010 NTF Financial Statements: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Financial-Information/AFDB09_English_book_AW3viz.pdf (Available in English and French) 2009 AfDB Group Financial Presentation: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Financial-Information/AFDB09_English_book_AW3viz.pdf (Available in English and French) 2009 AfDB Financial Statements: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Financial-Information/ADB.pdf (Available in English and French) 2009 ADF Financial Statements: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Financial-Information/ADF.pdf (Available in English and French) 2009 NTF Financial Statements: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Financial-Information/NTF.pdf (Available in English and French) Thematic reports: NOTE* There are many thematic reports on the AfDB website on many topics, sectors and thematic areas. Some are only in French, some only in English, some in both languages. Below is a small sample. Review of the Performance of the Current Fisheries Portfolio of the African Development Bank: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/Review%20of%20the%20Performance%20of%20the%20Current%20Fisheries%20and%20Aquaculture%20Portfolio%20of%20the%20African%20Development%20Bank%20EN.pdf Audits: African Development Bank Financial Statements and Report of the Independent Auditor Year ended December 31, 2010: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Financial-Information/AfDB_Eng%202011.pdf (Available in French and English) African Development Bank Financial Statements and Report of the Independent Auditor Year ended December 31,

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			2009: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Financial-Information/ADB.pdf (Available in French and English) NTF Financial Statements and Report of the Independent Auditor Year ended December 31, 2010: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Financial-Information/NTF_Eng%202011.pdf (Available in English and French) NTF Financial Statements and Report of the Independent Auditor Year ended December 31, 2009: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Financial-Information/NTF.pdf (Available in French and English) ADF Special Purpose Financial Statements and Report of the Independent Auditor Year ended December 31, 2010: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Financial-Information/NTF_Eng%202011.pdf http://www.afdb.org/fileadmin/uploads/afdb/Documents/Financial-Information/FAD_Eng%202011.pdf (Available in French and English) ADF Financial Statements and Report of the Independent Auditor Year ended December 31, 2009: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Financial-Information/ADF.pdf (Available in English and French) Evaluations: Evaluation of Paris Declaration Implementation at the African Development Bank (2011): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/AFDB%20Paris%20Declaration%20Evaluation%20Final%20EN%20%282%29.pdf Evaluation of Policy Based Operations (PBOs) in the AfDB 1999-2009: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/PBO%20-%20Final%20ENGLISH%2012%20May%202011.pdf Independent Evaluation of the Decentralisation Strategy and Process at the African Development Bank (2009): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/1_Independent%20Evaluation%20of%20the%20Decentralisation%20Strategy%20at%20the%20ADB.pdf Assessment of the AfDB Group's Assistance to the prevention and Control of HIV/AIDS 1997-2006 (2009): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/Assessment%20of%20the%20African%20Dev%20Bank%27s%20Assist%20to%20the%20Prevention%20and%20Control%20of%20HIV-AIDS%201997-2006%20EN.pdf Joint Evaluation of the Agriculture and Rural Development Policies and Operations in Africa of the AfDB and the IFAD(2010): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/AFDB-IFAD%20Joint%20Evaluation%20Africa_English.pdf Review of the Bank Assistance and Effectiveness to the Health Sector (1987-2005) – REVISED (2006): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/04516236-EN-ADB-REVIEW-HEALTH-SECTOR-87-05-REVISE.PDF Disclosure/privacy/access to information policy:

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			Bank Group Policy on Disclosure and Access to Information (Draft 2012): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/BANK%20GROUP%20POLICY%20ON%20DISCLOSURE%20AND%20ACCESS%20TO%20INFORMATION.pdf (Available in French and English) Bank Group Policy on Disclosure and Access to Information: Comments and Responses (2012 Draft): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/COMMENTS%20AND%20RESPONSES%20-%20DAI.PDF (Available in French and English) The African Development Bank Group Policy for Public Disclosure of Information (2005): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/10000004-EN-THE-AFRICAN-DEVELOPMENT-BANK-GROUP-POLICY-ON-DISCLOSURE-OF-INFORMATION.PDF Politique du Groupe de la Banque en Matière de Diffusion et d'accessibilité de l'information : http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/POLITIQUE%20DU%20GROUPE%20DE%20LA%20BANQUE%20EN%20MATI%20RE%20DE%20DIFFUSION%20ET%20D'ACCESSIBILITE%20-%20DAI.PDF (Available in English and French only) Country- level planning and /or programming documents: Congo DRC - Results Based Country Strategy Paper (RBCSP) 2008-2012: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADB_BD_WP_2008_142_EN_DRC%20-%20Results-Based%20CSP%202008-2012.pdf Ghana - Country Strategy Paper (RBCSP) 2005-2009: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADF-BD-WP-2005-81-EN-GHANA-COUNTRY-STRATEGY-PAPER-2005-2009.PDF Update and Request to Extend Validity of the RBCSP to 2011 (2010): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Ghana%20-%202010%20Update%20of%20the%202005%20-%202009%20CSP%20and%20Request%20to%20Extend%20Validity%20to%202011.pdf Morocco - Country Strategy Paper (CSP) 2007-2011: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADB-BD-WP-2007-17-EN-MOROCCO-2007-11-CSP.PDF Mid-Term Review for the RBCSP (2009): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Maroc_Revue%20-%20C3%A0%20Mi-parcours%20du%20document%20de%20strat%20-%20C3%A9gie.pdf Niger - Results Based Country Strategy Paper (RBCSP) 2005-2009: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Niger_Eng.pdf Extension of the RBCSP to December 2012 (2010): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Niger_Eng.pdf

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			Nigeria - Results Based Country Strategy Paper (RBCSP) 2005-2009: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADB-BD-WP-2005-63-EN-NIGERIA-CSP-13-JUNE-2005.PDF Mid-Term Review for the RBCSP (2008): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/NIGERIA%20-%20CSP%20REPORT%20-%20MID-TERM%20REVIEW%20OF%20THE%202005-2009%20RESULTS.pdf Extension of the RBCSP to December 2011 (2010): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Nigeria_CSP_eng2011.pdf
	(If first criterion met) <i>all</i> of the documents in the sample (excluding the disclosure policy) are available on the public website.	Met	<i>Ibidem</i>
	(If first criterion met) more than 50% of the documents in the sample are available on the public website <i>in multiple languages</i> in keeping with the organisation's policies.	Met	<i>Ibidem</i>
	A disclosure/ access to information policy exists and is available on the MO website.	Met	Bank Group Policy on Disclosure and Access to Information (Draft 2012): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/BANK%20GROUP%20POLICY%20ON%20DISCLOSURE%20AND%20ACCESS%20TO%20INFORMATION.pdf Bank Group Policy on Disclosure and Access to Information: Comments and Responses (2012 Draft): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/COMMENTS%20AND%20RESPONSES%20-%20DAI.PDF The African Development Bank Group Policy for Public Disclosure of Information (2005): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/10000004-EN-THE-AFRICAN-DEVELOPMENT-BANK-GROUP-POLICY-ON-DISCLOSURE-OF-INFORMATION.PDF Politique du Groupe de la Banque en Matière de Diffusion et d'accessibilité de l'information : http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/POLITIQUE%20DU%20GROUPE%20DE%20LA%20BANQUE%20EN%20MATI%C3%88RE%20DE%20DIFFUSION%20ET%20DACCESSIBILIT%C3%89%20DE%20LINFORMATION.pdf
	Clear procedures exist to contact the MO and	Not Met	Contact us: http://www.afdb.org/en/contact-us/

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	receive a timely reply.		Contacts in country offices: DRC: http://www.afdb.org/en/countries/central-africa/democratic-republic-of-congo/ Ghana: http://www.afdb.org/en/countries/west-africa/ghana/ Morocco: http://www.afdb.org/en/countries/north-africa/morocco/ Niger: http://www.afdb.org/en/countries/west-africa/niger/ Nigeria: http://www.afdb.org/en/countries/west-africa/nigeria/
Overall Score MI 1.3		Strong (5)	

KPI 2. The MO's corporate strategies and plans are focused on the achievement of results

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
2.1. The MO's organisation wide strategy is based on a clear definition of the mandate.	The necessary periodic revisions of the MO mandate are made so it has continuing relevance.	Met	Organisation Mandate and Structure: Agreement Establishing The African Development Bank, 2011 Edition (2011): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Legal-Documents/Agreement%20Establishing%20the%20ADB%20final%202011.pdf Agreement Establishing The African Development Fund, 2011 Edition: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Legal-Documents/Agreement%20Establishing%20the%20ADF%20ANG%20FINAL%202011.pdf African Development Bank Board of Governors: Resolution B/BG/2001/08: http://www.ris.bka.gv.at/Dokumente/BgblPdf/2002_183_3/2002_183_3.pdf Mission and Objective: http://www.afdb.org/en/about-us/mission-objective/ AfDB in brief (2012): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/AfDB%20in%20Brief%20Corrected%20version%2020%20April%202012.pdf Organisation-wide strategic plan: 2008-2012 Medium-Term Strategy: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/MTS%20anglais.pdf Mid-Term Review (MTR) of the Bank Group Medium Term Strategy 2008-2012: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/Mid-Term%20Review%20of%20the%20Bank%20Group%20Medium%20Term%20Strategy.pdf
	The organisational strategic plan articulates goals & focus priorities.	Met	2008-2012 Medium-Term Strategy: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/MTS%20anglais.pdf Mid-Term Review (MTR) of the Bank Group Medium Term Strategy 2008-2012: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/Mid-Term%20Review%20of%20the%20Bank%20Group%20Medium%20Term%20Strategy.pdf

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			Term%20Review%20of%20the%20Bank%20Group%20Medium%20Term%20Strategy.pdf
	The organisational strategic plan gives a clear indication of how the MO will implement the mandate in a certain period.	Met	<i>Ibidem</i>
	(If criteria two and three are met) there is an implicit link, between these goals and focus priorities to the organisation's mandate/articles of agreement.	Met	2008-2012 Medium-Term Strategy: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/MTS%20anglais.pdf Agreement Establishing The African Development Bank, 2011 Edition (2011): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Legal-Documents/Agreement%20Establishing%20the%20ADB%20final%202011.pdf AfDB in brief (2012): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/AfDB%20in%20Brief%20Corrected%20version%2020%20April%202012.pdf
	If criteria two and three are met) there is an explicit link between these goals and focus priorities to the organisation's mandate/articles of agreement.	Met	<i>Ibidem</i>
Overall Score MI 2.1		Very strong (6)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
2.2. The MO promotes an organisation-wide policy on results management	An organisation-wide policy, strategy, framework, or plan that describes the nature and role of results based management (RBM) and/or	Met	Governance Strategic Directions and Action Plan (GAP) 2008-2012 (2008): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/7000017 EN OSGE%20anglais%20OK.pdf 2008-2012 Medium-Term Strategy: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/MTS%20anglais.pdf (available in English and French only) Mid-Term Review (MTR) of the Bank Group Medium Term Strategy 2008-2012:

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	management for development results (MfDR) in the organisation is corporately approved (alternatively, the approach to RBM/MfDR may be described in the context of a strategic plan and further operationalised through other documents).		http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/Mid-Term%20Review%20of%20the%20Bank%20Group%20Medium%20Term%20Strategy.pdf Bank Group Results Measurement Framework for 2010-2012: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Bank%20Group%20Results%20Measurement%20Framework%20-%20REV%202%5B1%5D.pdf AfDB's Action Plan for Quality and Results: Recent Progress Communicating for and about Results: http://www.oecd.org/dataoecd/47/6/44894467.pdf Managing for Development Results – Progress report and the African Development Bank (2004): http://www.mfdr.org/documents/mdbprogressreportonmfdrannexb.pdf
	The MO has guidelines on RBM/MfDR, either in hard copies or online.	Not met	Bank Group Results Measurement Framework for 2010-2012: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Bank%20Group%20Results%20Measurement%20Framework%20-%20REV%202%5B1%5D.pdf AfDB's Action Plan for Quality and Results: Recent Progress Communicating for and about Results: http://www.oecd.org/dataoecd/47/6/44894467.pdf 2011 Annual Development Effectiveness Review (ADER): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADER%20(En)%20-%20Websafe.pdf A Roadmap for Improving Performance on Aid Effectiveness and Promoting Effective Development - Turning Commitments Into Action: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Rev%20-%20Roadmap%20Aid%20Effectiveness.pdf
	The MO provides opportunities for capacity building of staff on RBM/MfDR.	Met	2010 Annual Report-Development Effectiveness and Managing for Results: http://www.afdb.org/en/news-and-events/article/2010-annual-report-development-effectiveness-and-managing-for-results-8087/ 2010 AfDB Annual Report: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Annual%20Report%202010%20EN.pdf Managing for Development results (Burkina Faso): http://www.afdb.org/fr/knowledge/african-development-institute/training-programme-and-seminars/programme/managing-for-development-result-mdr-388/ Budgeting for Development Result: Analytic Framework and best practice (BDR) (Tunisia): http://www.afdb.org/fr/knowledge/african-development-institute/training-programme-and-seminars/programme/budgeting-for-development-result-analytic-framework-and-best-practice-bdr-389/ Bank Group Capacity Development Strategy (2010): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/Bank%20Group%20Capacity%20Development%20Strategy.pdf
	There is evidence (e.g. in the policy itself, in	Met	Bank Group Results Measurement Framework for 2010-2012: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Bank%20Group%20Results%20Measurement

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	the MO's general reform agenda, etc.) that the MO reviews its policy on RBM/MfDR to ensure its adequate implementation.		%20Framework%20-%20REV%202%5B1%5D.pdf October 2010- Simply Results-Issue # 4: http://www.mfdr.org/documents/mdbprogressreportonmfdrannexb.pdf February 2010- Simply Results-Issue # 3: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Simply_Results_3_%28en%29.pdf October 2009- Simply Results-Issue # 2: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Simply_Results_2_%28en%29.pdf February 2009- Simply Results-Issue #1 : http://www.afdb.org/fileadmin/uploads/afdb/Documents/Simply_Results_1_%28en%29.pdf
	There is evidence that the MO holds its partners/clients accountable for results-based management (e.g. proposal and report formats require results-based formulations).	Not Met	
Overall Score MI 2.2		Adequate(4)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
2.3 Organisation wide plans and strategies contain frameworks of expected management and development results	A corporate management results framework (MRF) exists, either contained within the strategic plan or as a separate document which is referred to by the strategic plan.	Met	2008-2012 Medium-Term Strategy: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/MTS%20anglais.pdf Bank Group Results Measurement Framework for 2010-2012: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Bank%20Group%20Results%20Measurement%20Framework%20-%20REV%202%5B1%5D.pdf AfDB's Action Plan for Quality and Results: Recent Progress Communicating for and about Results: http://www.oecd.org/dataoecd/47/6/44894467.pdf 2011 Annual Development Effectiveness Review (ADER): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADER%20(En)%20-%20Websafe.pdf A Roadmap for Improving Performance on Aid Effectiveness and Promoting Effective Development - Turning Commitments Into Action: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Rev%20-%20Roadmap%20Aid%20Effectiveness.pdf
	A development results	Met	Bank Group Results Measurement Framework for 2010-2012:

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	framework (DRF) exists, either contained within the strategic plan or as a separate document which is referred to by the strategic plan.		http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Bank%20Group%20Results%20Measurement%20Framework%20-%20REV%202%5B1%5D.pdf
	(If either first or second criterion met) at least one results framework (MRF or DRF) contains both statements of outputs and expected outcomes.	Not met	<i>Ididem</i>
	(If third criterion met) in at least one results framework as #3, all statements of results are appropriate to their results level (i.e., what are called outputs are actually outputs; what are called outcomes are actually outcomes).	met	<i>Ididem</i>
	(If all above criteria met) all above criteria are met for both MRF and DRF. Note: Management results and development results may be presented together in one framework. This combined framework will be assessed according to the above	Not met	<i>Ididem</i>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	criteria.		
Overall Score MI 2.3		Adequate (4)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
2.4. Results frameworks have causal links from outputs through to impacts / final outcomes	At least one results framework exists at the organisation-wide level (i.e., MRF and/or DRF).	Met	2008-2012 Medium-Term Strategy: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/MTS%20anglais.pdf Bank Group Results Measurement Framework for 2010-2012: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Bank%20Group%20Results%20Measurement%20Framework%20-%20REV%202%5B1%5D.pdf 2011 Annual Development Effectiveness Review (ADER): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADER%20(En)%20-%20Websafe.pdf AfDB's Action Plan for Quality and Results: Recent Progress Communicating for and about Results: http://www.oecd.org/dataoecd/47/6/44894467.pdf
	(If first criterion is met) there is either an <i>implicit or explicit</i> description, in the DRF (or in the strategic plan), of the result chain – that is how the outputs in the results framework(s) are linked to the expected outcomes (i.e. there is no big leap from outputs to outcomes).	Met	2008-2012 Medium-Term Strategy: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/MTS%20anglais.pdf Bank Group Results Measurement Framework for 2010-2012: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Bank%20Group%20Results%20Measurement%20Framework%20-%20REV%202%5B1%5D.pdf 2011 Annual Development Effectiveness Review (ADER): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADER%20(En)%20-%20Websafe.pdf
	In the DRF, there is a clear and logical progression from outcomes to impacts (i.e. there is no big leap from outcomes to impacts).	Not met	2008-2012 Medium-Term Strategy: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/MTS%20anglais.pdf Bank Group Results Measurement Framework for 2010-2012: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Bank%20Group%20Results%20Measurement%20Framework%20-%20REV%202%5B1%5D.pdf 2011 Annual Development Effectiveness Review (ADER): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADER%20(En)%20-%20Websafe.pdf

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			%20Websafe.pdf
	(If first three criteria are met) there is either an <i>implicit</i> or <i>explicit</i> description in the MRF of the results chain at the level of outputs and outcomes.	Not Met	2008-2012 Medium-Term Strategy: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/MTS%20anglais.pdf Bank Group Results Measurement Framework for 2010-2012: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Bank%20Group%20Results%20Measurement%20Framework%20-%20REV%202%5B1%5D.pdf 2011 Annual Development Effectiveness Review (ADER): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADER%20(En)%20-%20Websafe.pdf
	(If first four criteria are met) there is a clear and logical progression from outcomes to impact in the MRF.	Not met	2008-2012 Medium-Term Strategy: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/MTS%20anglais.pdf Bank Group Results Measurement Framework for 2010-2012: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Bank%20Group%20Results%20Measurement%20Framework%20-%20REV%202%5B1%5D.pdf 2011 Annual Development Effectiveness Review (ADER): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADER%20(En)%20-%20Websafe.pdf
Overall Score MI 2.4		Inadequate (3)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
2.5. Standard performance indicators included in organisation-wide plans and strategies at a delivery (output) and development results level	A development results framework (DRF) exists at the organisation-wide level and contains <i>adequate</i> performance indicators at both the output and outcome levels.	Met	2008-2012 Medium-Term Strategy: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/MTS%20anglais.pdf Bank Group Results Measurement Framework for 2010-2012: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Bank%20Group%20Results%20Measurement%20Framework%20-%20REV%202%5B1%5D.pdf 2011 Annual Development Effectiveness Review (ADER): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADER%20(En)%20-%20Websafe.pdf
	In the DRF, more than half of the performance indicators are relevant to the results they are associated with in the	Met	<i>Ibidem</i>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	framework.		
	In the DRF, more than half of the performance indicators are <i>clear</i> (i.e. it is clear what is to be measured).	Met	<i>Ibidem</i>
	In the DRF, more than half of all indicators (most likely at the outcome level) include targets with clear dates for achievement.	Not met	<i>Ibidem</i>
	(All above criteria met) in both an MRF and DRF. Note: If the MO's results frameworks do not include indicators at both output and outcome levels, it should not be rated more than adequate.	Not met	<i>Ibidem</i>
Overall Score MI 2.5		Adequate (4)	

KPI 3. The MO maintains focus on the cross-cutting priorities identified in its strategic framework, and/or based on its mandate and international commitments

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
3.1. Gender equality	The organisation has developed a policy or strategic framework on the mainstreaming of gender.	Met	2008-2012 Medium-Term Strategy: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/MTS%20anglais.pdf The Gender Policy (2001): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/10000003-EN-THE-GENDER-POLICY.PDF Gender Equality and Women's Empowerment: an Updated Gender Plan of Action (UGPOA) 2009-2011: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/Gender%20Equality%20and%20Women%E2%80%99s%20Empowerment%20an%20Updated%20Ge

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			nder%20Plan%20Of%20Action%20%28UGPOA%29%202009-2011%20EN.pdf Mainstreaming Gender Equality: a Road to Results or a Road to Nowhere?(2011): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/Gender%20Synthesis%20CODE%20EN%20-%20Ed.pdf Checklist for Gender Mainstreaming in the Education Sector with a Special Focus on higher Education, Science and Technology Sub Sector (2009): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/Gender%20education%20checklist%20-sunita-12-01-09.pdf Checklist for Gender Mainstreaming in the Health Sector(2009): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/Gender-health-chklist-sunita-12-01-09%20%282%29.pdf Checklist for Gender Mainstreaming in Governance Programmes 2009): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/Checklist%20for%20Gender%20Mainstreaming%20in%20Governance%20Programmes%20EN.pdf Checklist for Gender Mainstreaming in the Water and Sanitation Sector (2009): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/Checklist%20for%20Gender%20Mainstreaming%20in%20the%20Water%20and%20Sanitation%20Sector%20EN.pdf Information Note on the Checklist for Mainstreaming Gender and Climate Change in Projects(2009): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/Information%20Note%20on%20the%20Checklist%20for%20Mainstreaming%20Gender%20and%20Climate%20Change%20in%20Projects%20EN.pdf Gender, Poverty and Environmental Indicators on African Countries (2011): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Gender_2011_r6.pdf
	The organisation has clearly defined roles and responsibilities with regard to the mainstreaming of gender.	Met	<i>ibidem</i>
	The organisation has carried out an expenditure review/costing and budgetary allocation for the implementation of mainstreaming	Met	Gender Equality and Women's Empowerment: an Updated Gender Plan of Action (UGPOA) 2009-2011: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/Gender%20Equality%20and%20Women%E2%80%99s%20Empowerment%20an%20Updated%20Gender%20Plan%20Of%20Action%20%28UGPOA%29%202009-2011%20EN.pdf 2010 AfDB Annual Report: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Annual%20Report%202010%20EN.pdf 2012-2014 Programme and Budget: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Budget-

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	activities.		Documents/2012-2014%20Programme%20and%20Budgets.pdf 2011-2013 Programme and Budget: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Boards-Documents/African%20Development%20Bank%20-%202011-2013%20Programme%20and%20Budget.pdf 2010-2012 Programme and Budget: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Budget-Documents/THE%202010-2012%20PROGRAMME%20AND%20BUDGET%20PROPOSALS.pdf 2009-2011 programme and Budget: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Budget-Documents/THE%202009-2011%20PROGRAMME%20AND%20BUDGET.pdf Operations Evaluation Department - African Development Bank Group (2012). Mainstreaming Gender Equality: A Road to Results or a Road to Nowhere? (p.32-34). Retrieved 28 May 2012 from: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/Mainstreaming%20Gender%20Equality%20-%20An%20Evaluation%20Synthesis_www.pdf
	The organisation has functioning systems (organisational and programmatic) and relevant capacities (e.g. planning, human resources, budgeting, etc.) to ensure effective mainstreaming.	Met	<i>ibidem</i>
	The organisation has defined accountability mechanisms, both programmatic and operational, to ensure monitoring and continuous improvement of mainstreaming efforts.	Met	<i>ibidem</i>
Overall Score MI 3.1		adequate (4)	Overall comments: Strictly adhering to the criteria, the Bank would receive a rating of “very strong” for mainstreaming gender equality. However, the Bank was rated “adequate” in light of the OPEV Evaluation which noted inconsistencies in the mainstreaming approach of the Bank to date and recommended several areas for improvement. Indeed, the OPEV evaluation particularly highlighted the need for accountability and incentive mechanisms at managerial levels, systematic monitoring of gender results, increased financial resources and gender expertise at both institutional and country levels.

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
3.2 Environment	The organisation has undertaken a situation analysis and planning related to the mainstreaming of environmental issues	Met	2008-2012 Medium-Term Strategy: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/MTS%20anglais.pdf 2011 Annual Development Effectiveness Review (ADER): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADER%20(En)%20-%20Websafe.pdf African Development Group's Policy on the Environment (2004): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/10000027-EN-BANK-GROUP-POLICY-ON-THE-ENVIRONMENT.PDF African Development Group's Policy on the Environment : implementation plan for 2005-2007(2004): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/10000027-EN-BANK-GROUP-POLICY-ON-THE-ENVIRONMENT.PDF Integrated Environmental and Social Impact Assessment Guidelines (IESIA - 2003): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/Integrated%20Environmental%20and%20Social%20Impact%20Assesment%20Guidelines.pdf Environmental Review Procedures for Private Sector Operations of the AfDB (2000): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/ESAP%20pour%20Prive%20Secteur%20Operation.pdf Environmental and Social Assessment Procedures (ESAP - 2001): Clean Energy Investment Framework (2008) : http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/10000025-EN-PROPOSALS-FOR-A-CLEAN-ENERGY-INVESTMENT-FRAMEWORK-FOR-AFRICA.PDF
	The organisation has clearly defined roles and responsibilities with regard to the mainstreaming of environmental issues.	Met	African Development Group's Policy on the Environment (2004): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/10000027-EN-BANK-GROUP-POLICY-ON-THE-ENVIRONMENT.PDF African Development Group's Policy on the Environment : implementation plan for 2005-2007(2004): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/10000027-EN-BANK-GROUP-POLICY-ON-THE-ENVIRONMENT.PDF
	The organisation has carried out an expenditure review/costing and budgetary allocation for the implementation of mainstreaming activities.	Met	Ibidem
	The organisation has integrated institutional	Met	African Development Group's Policy on the Environment (2004): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/10000027-EN-BANK-GROUP-POLICY-ON-THE-ENVIRONMENT.PDF

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	systems and associated capacities (e.g. policy, planning, human resources, budgeting, etc.) to ensure effective mainstreaming.		ON-THE-ENVIRONMENT.PDF African Development Group's Policy on the Environment : implementation plan for 2005-2007(2004): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/10000027-EN-BANK-GROUP-POLICY-ON-THE-ENVIRONMENT.PDF Bank Group Capacity Development Strategy (2010): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/Bank%20Group%20Capacity%20Development%20Strategy.pdf
	The organisation has defined accountability mechanisms to ensure monitoring and continuous improvement of mainstreaming efforts (feedback loops).	Met	Staff Guidance on Implementation Progress & Results Reporting for Public Sector Operations (2011) integrated safeguards system working progress strategic choices made in the design of the integrated safeguards system (ISS): draft report on options for the ISS march 2012: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/AFDB%20ISS%2023022012%20ENGLISH.pdf
Overall Score MI 3.2		Adequate (4)	Overall comments: Strictly adhering to the criteria, the Bank would receive a rating of “very strong” for mainstreaming environmental sustainability. However, the Bank was rated “adequate” based on reviews of the Bank’s documents²¹ which indicated that the Bank was in the process of strengthening its compliance and tracking system in this area.

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
3.3 Climate change	The organisation-wide strategic plan identifies climate change as a cross-cutting priority or a focus area.	Met	2008-2012 Medium-Term Strategy: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/MTS%20anglais.pdf Bank Group Results Measurement Framework for 2010-2012: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Bank%20Group%20Results%20Measurement%20Framework%20-%20REV%202%5B1%5D.pdf Climate Risk Management and Adaptation Strategy (2009): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/Climate%20Risk%20Management%20and%20Adaptation%20Strategy%20_CRMA_%20%282%29.pdf ClimDev-Africa Programme Work Plan for 2012-2014: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Corporate-Procurement/ClimDev%20Africa%20Work%20Plan%20for%202012-2014%20%2816%20Mar%202012%29.pdf

²¹ The assessment was based on the review of the 2011 *Staff Guidance note on the Implementation Progress and Results Reporting of Public Sector Operations*, and the 2012 *Integrated Safeguards System Working Progress : Strategic Choices Made in the Design of the Integrated Safeguards System*

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	The organisation-wide strategic framework contains results statements on climate change.	Met	2008-2012 Medium-Term Strategy: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/MTS%20anglais.pdf Bank Group Results Measurement Framework for 2010-2012: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Bank%20Group%20Results%20Measurement%20Framework%20-%20REV%202%5B1%5D.pdf 2011 Annual Development Effectiveness Review (ADER): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADER%20(En)%20-%20Websafe.pdf Climate Risk Management and Adaptation Strategy (2009): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/Climate%20Risk%20Management%20and%20Adaptation%20Strategy%20 CRMA %20%282%29.pdf
	(If the first criterion is met) the organisation commits to climate change programming, either in the organisation-wide strategic plan or in a separate policy document.	Met	Climate Risk Management and Adaptation Strategy (2009): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/Climate%20Risk%20Management%20and%20Adaptation%20Strategy%20 CRMA %20%282%29.pdf Proposals for a Clean Energy and Investment Framework for Africa: Role of the African Development Bank Group (2008): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/10000025-EN-PROPOSALS-FOR-A-CLEAN-ENERGY-INVESTMENT-FRAMEWORK-FOR-AFRICA.PDF Report of the Advisory Group on Climate Change Finance-Implications and next Steps for Africa (2011): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Generic-Documents/Doc%20Eng%20Couverture%202.pdf Mobilising and Applying Resources for Adaptation to Climate Change - the Role of the African Water Facility (2011): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Generic-Documents/Climate%20Change AWF 2011.pdf Information Note on the Checklist for Mainstreaming Gender and Climate Change in Projects(2009): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/Information%20Note%20on%20the%20Checklist%20for%20Mainstreaming%20Gender%20and%20Climate%20Change%20in%20Projects%20EN.pdf
	There is evidence (in the portfolio) that the MO supports climate change initiatives through its programming/operations.	Met	2010 AfDB Annual Report: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Annual%20Report%202010%20EN.pdf 2012-2014 Programme and Budget: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Budget-Documents/2012-2014%20Programme%20and%20Budgets.pdf 2011-2013 Programme and Budget: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Boards-Documents/African%20Development%20Bank%20-%202011-2013%20Programme%20and%20Budget.pdf 2010-2012 Programme and Budget: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Budget-Documents/THE%202010-2012%20PROGRAMME%20AND%20BUDGET%20PROPOSALS.pdf 2009-2011 programme and Budget: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Budget-Documents/THE%202009-2011%20PROGRAMME%20AND%20BUDGET.pdf Bank Group Capacity Development Strategy (2010): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/Climate%20Risk%20Management%20and%20Adaptation%20Strategy%20 CRMA %20%282%29.pdf

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			Documents/Bank%20Group%20Capacity%20Development%20Strategy.pdf
	(If criterion 3 is met) An organisation-wide evaluation or review has been undertaken and illustrates progress in implementing the commitment to climate change. Note: If the review or evaluation notes that there are still several areas for improvement, the organisation should be rated no better than adequate and the findings of this evaluation should be noted in the narrative of the report. If the review notes that the organisation is deficient in this area then the rating should be inadequate. Note: Reviewers must indicate when there is evidence of the MO commitment to climate change in its financial resource allocation (i.e. when budgets indicate that money is being allocated to climate change). This information will be used in the report.	No met	Mid-Term Review (MTR) of the Bank Group Medium Term Strategy 2008-2012: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/Mid-Term%20Review%20of%20the%20Bank%20Group%20Medium%20Term%20Strategy.pdf
Overall Score MI 3.3		Adequate (4)	Overall comments: Strictly adhering to the criteria, the Bank would receive a rating of “strong” for the work done in mainstreaming climate change. However the Bank was rated “adequate” by document review based on multiple

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			factors amongst which: lack of required expertise at the country level, the late review of the CRMA strategy, the current revisions of the Bank's environmental and social assessment procedures (ESAP) in order to better integrate climate change, and the fact that the Bank's 2011-2015 Action Plan on Climate Change has not been implemented yet.

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
3.4 Private sector development	The organisation-wide strategic plan identifies private sector development as a cross-cutting priority or a focus area.	Met	2008-2012 Medium-Term Strategy: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/MTS%20anglais.pdf Bank Group Results Measurement Framework for 2010-2012: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Bank%20Group%20Results%20Measurement%20Framework%20-%20REV%202%5B1%5D.pdf 2011 Annual Development Effectiveness Review (ADER): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADER%20(En)%20-%20Websafe.pdf
	The organisation-wide strategic framework or another policy/strategy document contains results statements on private sector development.	Met	2008-2012 Medium-Term Strategy: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/MTS%20anglais.pdf Bank Group Results Measurement Framework for 2010-2012: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Bank%20Group%20Results%20Measurement%20Framework%20-%20REV%202%5B1%5D.pdf 2011 Annual Development Effectiveness Review (ADER): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADER%20(En)%20-%20Websafe.pdf
	The organisation has policy, strategy, and guidance in place to support private sector development activity, either as a sector or as a cross-cutting theme.	Met	2008 Strategy Update for the AfDB Private Sector Operations : http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/PSO%20Strategy%20%28Eng%29.pdf 2008-2010 PSO Business Plan for the private Sector Bank Group Capacity Development Strategy (2010): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/Bank%20Group%20Capacity%20Development%20Strategy.pdf
	There is evidence (in the portfolio) that the MO supports private sector development.	Met	2010 AfDB Annual Report: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Annual%20Report%202010%20EN.pdf 2012-2014 Programme and Budget: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Budget-Documents/2012-2014%20Programme%20and%20Budgets.pdf 2011-2013 Programme and Budget: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Boards-Documents/African%20Development%20Bank%20-%202011-2013%20Programme%20and%20Budget.pdf

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			2010-2012 Programme and Budget: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Budget-Documents/2010-2012%20PROGRAMME%20AND%20BUDGET%20PROPOSALS.pdf 2009-2011 programme and Budget: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Budget-Documents/2009-2011%20PROGRAMME%20AND%20BUDGET.pdf
	An organisation-wide evaluation or review has been undertaken and illustrates progress in implementing the commitment to promoting private sector development. Note: If the review or evaluation notes that there are still several areas for improvement, the organisation should be rated no better than adequate and the findings of this evaluation should be noted. If the review notes that the organisation is deficient in this area then the rating should be inadequate. Note: Reviewers must indicate when there is evidence of the MO commitment to private sector development in its financial resource allocation (i.e. when budgets indicate that money is being allocated to private sector development). They should also note the percentage of the MO's portfolio going to private	Not met	Mid-Term Review of the 2008-2010 Business Plan for Private Sectors Operations.(2010)

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	sector development. This information will be used in the report.		
Overall Score MI 3.4		Adequate (4)	Overall comments: Per the requirement In criteria 5).The Bank was rated “adequate” in light of the 2010 Mid-Term Review of the 2008-2011 Business Plan for Private Sector Operations, which indicated room for improvement for the Bank in this area, particularly the fact that PSD had not been fully integrated into the Bank’s institutional culture. ²²

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
3.5 fragile States	The organisation-wide strategic plan identifies engagement in fragile states as a cross-cutting priority or a focus area.	Met	2008-2012 Medium-Term Strategy: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/MTS%20anglais.pdf Bank Group Results Measurement Framework for 2010-2012: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Bank%20Group%20Results%20Measurement%20Framework%20-%20REV%202%5B1%5D.pdf Strategy for Enhanced Engagement in Fragile States (2008): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/30736191-EN-STRATEGY-FOR-ENHANCED-ENGAGEMENT-IN-FRAGILES-STATES.PDF
	The organisation-wide strategic framework or another policy/strategy document contains results statements on the MO's engagement in fragile states.	Met	2008-2012 Medium-Term Strategy: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/MTS%20anglais.pdf Bank Group Results Measurement Framework for 2010-2012: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Bank%20Group%20Results%20Measurement%20Framework%20-%20REV%202%5B1%5D.pdf Strategy for Enhanced Engagement in Fragile States (2008): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/30736191-EN-STRATEGY-FOR-ENHANCED-ENGAGEMENT-IN-FRAGILES-STATES.PDF
	The organisation has a policy or strategy and guidance in place to support its enhanced engagement in fragile states.	Met	Bank Group Capacity Development Strategy (2010): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/Bank%20Group%20Capacity%20Development%20Strategy.pdf Proposed Adjustments to the Enhanced Approach to Fragile States (2010): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Boards-Documents/DP%20Fragile%20States%20paper.FINAL3.EN.pdf

²² *Ibidem.*(p.IV)

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	There is evidence (in the portfolio) that the MO has enhanced its engagement in fragile states	Met	2012-2014 Programme and Budget: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Budget-Documents/2012-2014%20Programme%20and%20Budgets.pdf 2011-2013 Programme and Budget: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Boards-Documents/African%20Development%20Bank%20-%202011-2013%20Programme%20and%20Budget.pdf 2010-2012 Programme and Budget: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Budget-Documents/THE%202010-2012%20PROGRAMME%20AND%20BUDGET%20PROPOSALS.pdf 2009-2011 programme and Budget: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Budget-Documents/THE%202009-2011%20PROGRAMME%20AND%20BUDGET.pdf Bank Group Capacity Development Strategy (2010): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/Bank%20Group%20Capacity%20Development%20Strategy.pdf 2010 AfDB Annual Report: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Annual%20Report%202010%20EN.pdf
	(If criterion 3 is met) An organisation-wide evaluation or review has been undertaken and illustrates progress in implementing the commitment to enhancing the Bank's engagement in fragile states. Note: If the review or evaluation notes that there are still several areas for improvement, the organisation should be rated no better than adequate and the findings of this evaluation should be noted. If the review notes that the organisation is deficient in this area then the rating should be inadequate. Note: Reviewers must	Met	Proposed Adjustments to the Enhanced Approach to Fragile States (2010): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Boards-Documents/DP%20Fragile%20States%20paper.FINAL3.EN.pdf 2010 AfDB Annual Report: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Annual%20Report%202010%20EN.pdf Evaluation of the Bank's assistance to fragile states (2012): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/Evaluation%20of%20AfDB%20Assistance%20Fragile%20States%20web.pdf

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	indicate when there is evidence of the MO commitment to enhance its engagement in fragile states in its financial resource allocation (i.e. when budgets indicate that money is being allocated to engagement in fragile states). They should also note the percentage of the MO's portfolio going to engagement in fragile states. This information will be used in the report.		
Overall Score MI 3.5		Adequate (4)	Overall comments: Per the requirement in criteria 5) The Bank was rated “adequate” based on findings from the evaluation of the Bank’s assistance to fragile states which highlighted several areas for improvement; particularly the need for improved measurement and reporting of results achieved, better dissemination and use of lessons learned, and better coordination with other donors on the ground. ²³

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
3.6 Regional integration	The organisation-wide strategic plan identifies regional economic integration as a cross-cutting priority or a focus area.	Met	2008-2012 Medium-Term Strategy: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/MTS%20anglais.pdf Bank Group Results Measurement Framework for 2010-2012: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Bank%20Group%20Results%20Measurement%20Framework%20-%20REV%202%5B1%5D.pdf 2009-2012 Bank Group Regional Integration Strategy: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/BANK%20GROUP%20REGIONAL%20INTEGRATION%20STRATEGY%202009%20-2012.pdf Economic Cooperation and Regional Integration Policy (2000):

²³ African Development Bank Group – OPEV. (2012). *Evaluation of the assistance of the African Development Bank to Fragile States*.

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/10000021-EN-ECONOMIC-COOPERATION-AND-REGIONAL-INTEGRATION-POLICY-PAPER.PDF Strategic and Operational Framework for Regional Operations(2008): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/30717624-EN-STRA-REG-OP-ADB-BD-WP-2008-31.PDF
	The organisation-wide strategic framework contains results statements on regional economic integration.	Met	<i>Ibidem</i>
	The organisation has a policy or strategy on regional cooperation.	Met	<i>Ibidem</i>
	There is evidence (in the portfolio) that the MO supports regional economic integration.	Met	2012-2014 Programme and Budget: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Budget-Documents/2012-2014%20Programme%20and%20Budgets.pdf 2011-2013 Programme and Budget: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Boards-Documents/African%20Development%20Bank%20-%202011-2013%20Programme%20and%20Budget.pdf 2010-2012 Programme and Budget: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Budget-Documents/THE%202010-2012%20PROGRAMME%20AND%20BUDGET%20PROPOSALS.pdf 2009-2011 programme and Budget: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Budget-Documents/THE%202009-2011%20PROGRAMME%20AND%20BUDGET.pdf Bank Group Capacity Development Strategy (2010): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/Bank%20Group%20Capacity%20Development%20Strategy.pdf 2010 AfDB Annual Report: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Annual%20Report%202010%20EN.pdf
	(If criterion 3 is met) An organisation-wide evaluation or review has been undertaken and illustrates progress in implementing the commitment to regional economic integration. Note: If the review or evaluation notes that	Not met	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	there are still several areas for improvement, the organisation should be rated no better than adequate and the findings of this evaluation should be noted in the narrative of the report. If the review notes that the organisation is deficient in this area then the rating should be inadequate. Note: Reviewers must indicate when there is evidence of the MO commitment to regional economic integration in its financial resource allocation (i.e. when budgets indicate that money is being allocated to regional economic integration). They should also note the percentage of the MO's portfolio going to regional economic integration. This information will be used in the report.		
Overall Score MI 3.6		Adequate (4)	Overall comments: The Bank was rated “adequate” (instead of “strong”) based the on document review findings which indicated that the strategy and indicators for regional integration are now under review. The document review also noted the fact that reporting on results, which is done through Regional Integration Strategy Papers (RISPs) was only introduced in 2011.

KPI 4. MO's country strategy is results-focused

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
4.1 Results frameworks that link results at project, programme, sector, and country levels	At least half of the countries surveyed have strategies that include statements of expected results articulated at output and outcome levels.	Met	Congo DRC - Results Based Country Strategy Paper (RBCSP) 2008-2012: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADB_BD_WP_2008_142_EN_DRC%20-%20Results-Based%20CSP%202008-2012.pdf Ghana - Country Strategy Paper (RBCSP) 2005-2009: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADF-BD-WP-2005-81-EN-GHANA-COUNTRY-STRATEGY-PAPER-2005-2009.PDF Update and Request to Extend Validity of the RBCSP to 2011 (2010): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Ghana%20-%202010%20Update%20of%20the%202005%20-%202009%20CSP%20and%20Request%20to%20Extend%20Validity%20to%202011.pdf Morocco - Country Strategy Paper (CSP) 2007-2011: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADB-BD-WP-2007-17-EN-MOROCCO-2007-11-CSP.PDF Mid-Term Review for the RBCSP (2009): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Maroc_Revue%20%C3%A0%20Mi-parcours%20du%20document%20de%20strat%C3%A9gie.pdf Niger - Results Based Country Strategy Paper (RBCSP) 2005-2009: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Niger_Eng.pdf Extension of the RBCSP to December 2012 (2010): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Niger_Eng.pdf Nigeria - Results Based Country Strategy Paper (RBCSP) 2005-2009: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADB-BD-WP-2005-63-EN-NIGERIA-CSP-13-JUNE-2005.PDF Mid-Term Review for the RBCSP (2008): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/NIGERIA%20-%20CSP%20REPORT%20-%20MID-TERM%20REVIEW%20OF%20THE%202005-2009%20RESULTS.pdf Extension of the RBCSP to December 2011 (2010): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Nigeria_CSP_eng2011.pdf
	(If first criterion met) in more than half of the country strategies, almost all statements of results are appropriate to their results level (i.e., what are called outputs are actually outputs; what are called outcomes are actually	Not met	<i>ibidem</i>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	outcomes).		
	(If first criterion is met) more than half of the country strategies sampled explicitly link expected results of the MO's projects/programmes and/or initiatives to the MO's expected results at country level.	Met	<i>ibidem</i>
	(If first criterion is met) at least two of the country strategies sampled explicitly link expected results of the MO's sector strategies to the MO's expected results at country level.	Not met	<i>ibidem</i>
	(If all above criteria are met) all of the above criteria are met for all country strategies sampled.	Not met	<i>ibidem</i>
Overall Score MI 4.1		Inadequate (3)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
4.2 Frameworks include indicators at project, programme, sector, and country levels	More than half of the country strategies sampled have the following characteristics: More than half of the performance indicators are <i>adequate</i> (i.e.	Met	Congo DRC - Results Based Country Strategy Paper (RBCSP) 2008-2012: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADB_BD_WP_2008_142_EN_DRC%20-%20Results-Based%20CSP%202008-2012.pdf Ghana - Country Strategy Paper (RBCSP) 2005-2009: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADF-BD-WP-2005-81-EN-GHANA-COUNTRY-STRATEGY-PAPER-2005-2009.PDF Update and Request to Extend Validity of the RBCSP to 2011 (2010): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Ghana%20-

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	provide a sufficient basis to assess performance).		%202010%20Update%20of%20the%202005%20-%202009%20CSP%20and%20Request%20to%20Extend%20Validity%20to%202011.pdf Morocco - Country Strategy Paper (CSP) 2007-2011: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADB-BD-WP-2007-17-EN-MOROCCO-2007-11-CSP.PDF Mid-Term Review for the RBCSP (2009): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Maroc_Revue%20%C3%A0%20Mi-parcours%20du%20document%20de%20strat%C3%A9gie.pdf Niger - Results Based Country Strategy Paper (RBCSP) 2005-2009: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Niger_Eng.pdf Extension of the RBCSP to December 2012 (2010): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Niger_Eng.pdf Nigeria - Results Based Country Strategy Paper (RBCSP) 2005-2009: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADB-BD-WP-2005-63-EN-NIGERIA-CSP-13-JUNE-2005.PDF Mid-Term Review for the RBCSP (2008): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/NIGERIA%20-%20CSP%20REPORT%20-%20MID-TERM%20REVIEW%20OF%20THE%202005-2009%20RESULTS.pdf Extension of the RBCSP to December 2011 (2010): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Nigeria_CSP_eng2011.pdf
	More than half of the performance indicators are <i>relevant</i> to the results they are associated with in the country strategies.	Met	<i>ibidem</i>
	More than half of the performance indicators are <i>clear</i> (i.e. it is clear what is to be measured).	Not met	<i>ibidem</i>
	Data sources and data collection methods are appropriate for more than half of the performance indicators.	Not met	<i>ibidem</i>
	More than half of the	Not met	<i>ibidem</i>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	performance indicators are <i>monitorable</i> (i.e. they have targets set for them, and the date(s) for target achievement is clear		
Overall Score MI 4.2		Inadequate (3)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
4.3 Statements of expected results are consistent with those in the PRSP or national plan.	At least half of the country strategies sampled contain statements of expected results	Met	Congo DRC - Results Based Country Strategy Paper (RBCSP) 2008-2012: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADB_BD_WP_2008_142_EN_DRC%20-%20Results-Based%20CSP%202008-2012.pdf Ghana - Country Strategy Paper (RBCSP) 2005-2009: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADF-BD-WP-2005-81-EN-GHANA-COUNTRY-STRATEGY-PAPER-2005-2009.PDF Update and Request to Extend Validity of the RBCSP to 2011 (2010): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Ghana%20-%202010%20Update%20of%20the%202005%20-%202009%20CSP%20and%20Request%20to%20Extend%20Validity%20to%202011.pdf Morocco - Country Strategy Paper (CSP) 2007-2011: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADB-BD-WP-2007-17-EN-MOROCCO-2007-11-CSP.PDF Mid-Term Review for the RBCSP (2009): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Maroc_Revue%20%C3%A0%20Mi-parcours%20du%20document%20de%20strat%C3%A9gie.pdf Niger - Results Based Country Strategy Paper (RBCSP) 2005-2009: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Niger_Eng.pdf Extension of the RBCSP to December 2012 (2010): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Niger_Eng.pdf Nigeria - Results Based Country Strategy Paper (RBCSP) 2005-2009: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADB-BD-WP-2005-63-EN-NIGERIA-CSP-13-JUNE-2005.PDF Mid-Term Review for the RBCSP (2008): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/NIGERIA%20-%20CSP%20REPORT%20-%20MID-TERM%20REVIEW%20OF%20THE%202005-2009%20RESULTS.pdf

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			Extension of the RBCSP to December 2011 (2010): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Nigeria_CSP_eng2011.pdf
	At least half of the country strategies contain reference to the country's national development strategies (e.g. PRSP) as applicable	Met	<i>ibidem</i>
	(If first two criteria are met) in at least half of the cases, the link between the MO's expected results and those identified in the national development strategies (e.g. PRSP) is <i>implicit</i>	Met	<i>ibidem</i>
	(If all above criteria are met) at least half of the country strategies <i>explicitly</i> demonstrate how the MO's expected results are consistent with those in the national development strategies (e.g. PRSP)	Met	<i>ibidem</i>
	(If all above criteria are met) all above criteria are met for all country strategies sampled.	Met	<i>ibidem</i>
Overall Score MI 4.3		Very strong (6)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
4.5 Results for cross-cutting thematic priorities are included in country level results frameworks - gender equality, environment, climate change (as appropriate).	More than half of the country strategies sampled identify (at least briefly mention) at least two of the organisationally relevant cross-cutting themes (the same ones assessed in KPI 3).	Met	1 Congo DRC - Results Based Country Strategy Paper (RBCSP) 2008-2012: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADB_BD_WP_2008_142_EN_DRC%20-%20Results-Based%20CSP%202008-2012.pdf Ghana - Country Strategy Paper (RBCSP) 2005-2009: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADF-BD-WP-2005-81-EN-GHANA-COUNTRY-STRATEGY-PAPER-2005-2009.PDF Update and Request to Extend Validity of the RBCSP to 2011 (2010): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Ghana%20-%202010%20Update%20of%20the%202005%20-%202009%20CSP%20and%20Request%20to%20Extend%20Validity%20to%202011.pdf Morocco - Country Strategy Paper (CSP) 2007-2011: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADB-BD-WP-2007-17-EN-MOROCCO-2007-11-CSP.PDF Mid-Term Review for the RBCSP (2009): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Maroc_Revue%20%C3%A0%20Mi-parcours%20du%20document%20de%20strat%C3%A9gie.pdf Niger - Results Based Country Strategy Paper (RBCSP) 2005-2009: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Niger_Eng.pdf Extension of the RBCSP to December 2012 (2010): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Niger_Eng.pdf Nigeria - Results Based Country Strategy Paper (RBCSP) 2005-2009: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADB-BD-WP-2005-63-EN-NIGERIA-CSP-13-JUNE-2005.PDF Mid-Term Review for the RBCSP (2008): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/NIGERIA%20-%20CSP%20REPORT%20-%20MID-TERM%20REVIEW%20OF%20THE%202005-2009%20RESULTS.pdf Extension of the RBCSP to December 2011 (2010): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Nigeria_CSP_eng2011.pdf
	More than half of the country strategies sampled identify (at least briefly mention) all of the key cross-cutting themes for the organisation being assessed.	Not met	<i>ibidem</i>
	(If first criterion is met)	Met	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	more than half of country strategies sampled identify results that integrate at least two of the issues / themes, as relevant.		
	(If first criterion is met) more than half of country strategies sampled describe evidence of strategies and approaches to address or apply the cross cutting issue / theme (in other words, there is evidence that the MO is trying to implement its strategic focus on the cross-cutting issue in its programming at the country level)	Met	<i>ibidem</i>
	(If first criterion is met) all country strategies sampled meet criteria 2-4.	Not met	<i>ibidem</i>
Overall Score MI 4.5		Adequate (4)	

QUADRANT II – OPERATIONAL MANAGEMENT

KPI 5. The MO makes transparent and predictable aid allocation decisions

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
5.1 The MO's criteria for allocating funding are publicly available.	A policy for the allocation of resources to country programmes exists.	Met	Agreements establishing the African Development Fund (2011 Edition): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Legal-Documents/Agreement%20Establishing%20the%20ADF%20ANG%20FINAL%202011.pdf Disbursement handbook (2012): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Financial-Information/Disbursement%20Handbook%202012%20version.pdf Revised Guidelines on Cancellation of Approved Loans, Grants and Guarantees (2011): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/Cancellation%20Guidelines%20-%20REV%203.pdf ADF at a Glance: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Generic-Documents/ADF%20at%20a%20Glance%20Eng%202.pdf ADF 12 Resource Allocation – ADF -12 Replenishment, Third Meeting May 2010 (2010): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Boards-Documents/100423%20DP%20Resource%20Allocation%20ADF-12.FINAL2.EN.pdf ADF-12 Report: Delivering Results and Sustaining Growth (Sept. 2010): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Boards-Documents/BoG_Report%20on%20the%20Twelfth%20General%20Replenishment%20of%20the%20Resources%20of%20the%20African%20Development%20Fund.pdf ADF Eligibility Criteria: http://www.afdb.org/en/about-us/african-development-fund-adf/adf-recipient-countries/ Debt Sustainability and ADF Grant Eligibility: http://www.afdb.org/en/about-us/african-development-fund-adf/debt-sustainability-and-adf-grant-eligibility/ Amendments to the Bank Group Policy on Non-Concessional Debt Accumulation (2011): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/Amendments%20to%20Bank%20Group%20NCB%20Policy-%20Rev%201.pdf The New Role of the ADF in the Changing Aid Architecture (2010): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/AFDB%20aid%20architecture%20lowres%20031010.pdf
	The policy is reviewed on at least a 5-year cycle.	Met	ADF 12 Resource Allocation – ADF -12 Replenishment, Third Meeting May 2010 (2010): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Boards-Documents/100423%20DP%20Resource%20Allocation%20ADF-12.FINAL2.EN.pdf
	There is evidence of the application of this policy.	met	ADF 12 Resource Allocation – ADF -12 Replenishment, Third Meeting May 2010 (2010): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Boards-Documents/100423%20DP%20Resource%20Allocation%20ADF-12.FINAL2.EN.pdf
	The policy is available on the agency's public	met	ADF-11 Resource Allocation - Discussion Paper : http://www.afdb.org/fileadmin/uploads/afdb/Documents/Generic-Documents/ADF-11.Resource.Allocation.Discussion.Paper.pdf

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	website.		Documents/DP%20ADF-11%20Resource%20Allocation.FINAL.EN.pdf Allocation des ressources du FAD-11 (2009): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Generic-Documents/DP%20ADF-11%20Resource%20Allocation.FINAL2.FR.pdf ADF 12 Resource Allocation – ADF -12 Replenishment, Third Meeting May 2010 (2010): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Boards-Documents/100423%20DP%20Resource%20Allocation%20ADF-12.FINAL2.EN.pdf Allocation des ressources (Document de travail)-Troisième réunion relative à la 12ème reconstitution des ressources du FAD (2010) : http://www.afdb.org/fileadmin/uploads/afdb/Documents/Boards-Documents/100426%20DP%20Resource%20Allocation%20ADF-12.FINAL.FR.pdf Évaluation indépendante de la qualité à l'entrée des opérations et des stratégies du FAD-11- Note d'information pour la revue à mi-parcours du FAD-11 (2009): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Generic-Documents/BP%20QaE%20Info%20Note%20for%20MTR.FINAL3.FR.pdf Progrès accomplis dans la mise en oeuvre du cadre d'évaluation des résultats du FAD-11-Document de travail : http://www.afdb.org/fileadmin/uploads/afdb/Documents/Generic-Documents/DP%20ADF%20Results%20Report.FINAL3.FR.pdf
	The policy is available in more than one of the Bank's official languages.	met	
Overall Score MI 5.1		Very strong (6)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
5.3 Aid flows or planned resources (financial / technical co-operation, etc) are released according to agreed schedules (in-year).	Inadequate: Paris Declaration data and other sources indicate limited progress towards the target and limited evidence of the organisation's efforts to improve predictability and delivery of funding.		A Roadmap for Improving Performance on Aid Effectiveness and Promoting Effective Development - Turning Commitments Into Action: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Rev%20-%20Roadmap%20Aid%20Effectiveness.pdf Evaluation of Paris Declaration Implementation at the African Development Bank (2011): http://www.oecd.org/dataoecd/31/26/47832813.pdf 2012 Annual Development Effectiveness Review (ADER): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADER%202012%20%28En%29.pdf 2011 Annual Development Effectiveness Review (ADER): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADER%20(En)%20-%20Websafe.pdf
	Adequate: Evidence exists of both	Met	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	progress made and areas requiring improvement with regard to the predictability and delivery of funding.		Implementing the Paris Declaration Commitments and Building on the Accra Agenda for Action - ADF 11 Mid-Term Review (2009): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Generic-Documents/BP%20Implementing%20Paris%20Accra.FINAL.EN.pdf Evaluation of the Implementation of the Paris Declaration - Brief Summary of Key Messages (2008): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/30741667-EN-EVALUATION-MISE-OEUVRE-DECLARATION-DE-PARIS.PDF
	Strong: Paris Declaration data and other sources consistently indicate progress towards the target and clear evidence of the organisation's efforts to improve predictability and delivery of funding.		Implementation of Paris Declaration Commitments - ADF-11 Replenishment: Third Consultation (2007): http://www.afdb.org/fileadmin/uploads/afdb/Maps/ADF11_11_EN_ADF-11%20PARIS%20DECLARATION%20-%20EN.pdf
Overall Score MI 5.3		Adequate (4)	

KPI 6. The MO's aid financial management is linked to aid performance management

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
6.1 Aid budget allocations (or lending) are linked to expected development results	In the most recent annual or multi-year organisation-wide budget, budget is presented in a results-oriented way.	Not met	2008-2012 Medium-Term Strategy: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/MTS%20anglais.pdf Mid-Term Review (MTR) of the Bank Group Medium Term Strategy 2008-2012: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/Mid-Term%20Review%20of%20the%20Bank%20Group%20Medium%20Term%20Strategy.pdf AfDB 2012-2014 Programme and Budget: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Budget-Documents/2012-2014%20Programme%20and%20Budgets.pdf AfDB 2011-2013 Programme and budget: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Boards-Documents/African%20Development%20Bank%20-%202011-2013%20Programme%20and%20Budget.pdf
	Some output costs and/or outcomes costs from the DRF and	Met	<i>Ibidem</i>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	MRF are presented in the budget document.		
	Most output costs and/or outcomes costs in the DRF and MRF are presented in the budget document.	Not met	<i>Ibidem</i>
	There is evidence of improvement of outputs and outcomes costing over time in budget documents reviewed (evidence of building a better system).	Met	<i>Ibidem</i>
	There is evidence (from evaluations or audits conducted in this area) of a system that allows the organisation to track costs from activity through to outcome.	Not met	<i>Ibidem</i>
Overall Score MI 6.1		Inadequate (3)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
6.2 Aid or lending disbursements are linked to reported results	The most recent annual reports shows financial disbursements aligned with achieved results (i.e., the report shows how much was spent to achieve each result).	Not met	Annual Development Effectiveness Review (ADER) 2012: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADER%202012%20%28En%29.pdf 2010 Annual Report: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Annual%20Report%202010%20EN.pdf AfDB Financial Statements, Reports of the Independent Auditor, 2010: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Financial-Information/AfDB_Eng%202011.pdf

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	In the most recent annual reports, statements of results achieved are aligned with expected results described in the organisation-wide strategic plan.	Met	<i>Ibidem</i>
	In the most recent annual reports, variances in operational expenditure and results achievement (i.e. differences between planned and actual operational expenditures and between planned and actual results achievements) are reported.	Not met	<i>Ibidem</i>
	(If the third criterion is met) In the most recent annual reports, variances in operational expenditure and in results achievement (i.e. differences between planned and actual operational expenditures and between planned and actual results achievements) are explained.	Not met	<i>Ibidem</i>
	There is evidence of improvement over	Met	<i>Ibidem</i>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	time.		
Overall Score MI 6.2		Inadequate (3)	

KPI 7. The MO has policies and processes for financial accountability (financial accountability, risk management, anti-corruption)

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
7.1 External financial audits (meeting recognized international standards) are performed across the organisation.	Annual organisation-wide reports on financial performance exist.	Met	African Development Bank Financial Statements and Report of the Independent Auditor Year ended December 31, 2010: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Financial-Information/AfDB_Eng%202011.pdf African Development Bank Financial Statements and Report of the Independent Auditor Year ended December 31, 2009: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Financial-Information/ADB.pdf NTF Financial Statements and Report of the Independent Auditor Year ended December 31, 2010: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Financial-Information/NTF_Eng%202011.pdf NTF Financial Statements and Report of the Independent Auditor Year ended December 31, 2009: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Financial-Information/NTF.pdf ADF Special Purpose Financial Statements and Report of the Independent Auditor Year ended December 31, 2010: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Financial-Information/NTF_Eng%202011.pdfhttp://www.afdb.org/fileadmin/uploads/afdb/Documents/Financial-Information/FAD_Eng%202011.pdf ADF Financial Statements and Report of the Independent Auditor Year ended December 31, 2009: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Financial-Information/ADF.pdf
	(If first criterion is met) the most recent annual financial report reviewed is accompanied by a letter from an external auditor confirming an external financial audit was undertaken at the organisation-wide level.	Met	<i>Ibidem</i>
	(If first two criteria are met) the letter from the external auditor confirms that the	Met	<i>Ibidem</i>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	external financial audit was undertaken in adherence to international standards (GAAP or equivalent).		
	(If first criterion is met) <i>all</i> annual financial reports reviewed are accompanied by a letter from an external auditor confirming an external financial audit was undertaken at the organisation-wide level.	Met	<i>Ibidem</i>
	(If criterion 4 is met) in <i>all</i> financial reports reviewed, the letter from the external auditor confirms that the external financial audit was undertaken in adherence to international standards (GAAP or equivalent). Note: if no letter from an external auditor is available, other evidence of external financial audits undertaken at organisation-wide level is admissible.	Met	<i>Ibidem</i>
Overall Score MI 7.1		very strong (6)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
7.2 External financial audits (meeting recognised international standards) are performed at the regional, country or project level (as appropriate)	The documents available provide evidence that audits are performed at regional, country, or project levels (as appropriate)	Not Met	The General Conditions Applicable African Development Bank Loan Agreements and Guarantee Agreements (2009): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Legal-Documents/General%20Conditions%202009.pdf Guidelines for Financial Reporting and Auditing of Projects: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-related-Procurement/GUIDELINES%20FOR%20FINANCIAL%20REPORTING%20AND%20AUDITING%20OF%20PROJECTS.pdf Guidelines for Financial management and Financial Analysis of Projects (2006): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-related-Procurement/GFA01_Guidelines%20for%20FG%20&%20FA%20of%20Proj.pdf Guidelines for Financial management and Financial Analysis of Projects, Chapter 5: Reporting and Auditing: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-related-Procurement/GFA08_Reporting%20and%20Auditing.pdf African Development Bank Financial Statements and Report of the Independent Auditor Year ended December 31, 2010: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Financial-Information/AfDB_Eng%202011.pdf African Development Bank Financial Statements and Report of the Independent Auditor Year ended December 31, 2009: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Financial-Information/ADB.pdf NTF Financial Statements and Report of the Independent Auditor Year ended December 31, 2010: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Financial-Information/NTF_Eng%202011.pdf NTF Financial Statements and Report of the Independent Auditor Year ended December 31, 2009: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Financial-Information/NTF.pdf ADF Special Purpose Financial Statements and Report of the Independent Auditor Year ended December 31, 2010: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Financial-Information/NTF_Eng%202011.pdf http://www.afdb.org/fileadmin/uploads/afdb/Documents/Financial-Information/FAD_Eng%202011.pdf ADF Financial Statements and Report of the Independent Auditor Year ended December 31, 2009: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Financial-Information/ADF.pdf 2001 Environmental and social assessment procedures for PSOs: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-related-Procurement/ESAP%20for%20Public%20Sector%20Operations.pdf
	There are established rules/procedures for the conduct of audits in the organisation.	Met	Guidelines for Financial Reporting and Auditing of Projects: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-related-Procurement/GUIDELINES%20FOR%20FINANCIAL%20REPORTING%20AND%20AUDITING%20OF%20PROJECTS.pdf Guidelines for Financial management and Financial Analysis of Projects, Chapter 5: Reporting and Auditing: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-related-Procurement/GFA08_Reporting%20and%20Auditing.pdf

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			Procurement/GFA08_Reporting%20and%20Auditing.pdf
	The rules/procedures ensure ample audit coverage of the organisation's programmes and operations.	Met	Guidelines for Financial Reporting and Auditing of Projects: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-related-Procurement/GUIDELINES%20FOR%20FINANCIAL%20REPORTING%20AND%20AUDITING%20OF%20PROJE CTS.pdf Guidelines for Financial management and Financial Analysis of Projects, Chapter 5: Reporting and Auditing: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-related-Procurement/GFA08_Reporting%20and%20Auditing.pdf
	The evidence also indicates that the audits will be carried out using international standards, or provides an indication that the MO will be using national audit systems and procedures.	Met	Guidelines for Financial Reporting and Auditing of Projects: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-related-Procurement/GUIDELINES%20FOR%20FINANCIAL%20REPORTING%20AND%20AUDITING%20OF%20PROJE CTS.pdf Guidelines for Financial management and Financial Analysis of Projects, Chapter 5: Reporting and Auditing: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-related-Procurement/GFA08_Reporting%20and%20Auditing.pdf Guidelines for Financial management and Financial Analysis of Projects (2006): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-related-Procurement/GFA01_Guidelines%20for%20FG%20&%20FA%20of%20Proj.pdf
	External financial audit reports at country/project/regional level are made available to the public by the MO.	Not Met	Guidelines for Financial management and Financial Analysis of Projects, Chapter 5: Reporting and Auditing: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-related-Procurement/GFA08_Reporting%20and%20Auditing.pdf Sample of PCRs: Ghana – multinational project for the creation of sustainable tsetse and trypanosomiasis free areas in east and west africa-ghana component – project completion report (2012): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/MULTINATIONA-%28ADF%202100150009194%29-PCR_-Project_for_the_creation_of_sustainable_Tsetse_and_Trypanosomiasis_Free_Areas_in_East_and_West_Africa_-_Ghana_Component.pdf 2012Study on Interconnection of Power Grids of ECCAS Member Countries: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Multinational_%28ECCAS%29_-Study_on_Interconnection_of_Electric_Grids_-_PCR.pdf Education Projects Implementation Office of the Ministry of National Education – Poject Completion report(2012): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/_NIGER_-_PCR_-_Basic_Education_Enhancement_Project_%282%29.pdf Bank Group Policy on Disclosure and Access to Information (May 2012): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/Rev%203%20-%20Bank%20Group%20Policy%20on%20DAI%20%282%29%20web.pdf

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
Overall Score MI 7.2		Adequate(4)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
7.3 The MO has a policy on anti-corruption	Guidelines, policy or a framework on anti-corruption are corporately approved (in other words, not in drafts form).	Met	Guidelines for Preventing and Combating Corruption and Fraud (2003) : ..\Documents\Anti-Corruption\LOTB - Guidelines for preventing and combating corruption and fraud memo[1].doc AfDB Code of Conduct for Staff Member (1999): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Generic-Documents/30716693-EN-CODE-DE-CONDUITE-STAFF-FRENCH.PDF AfDB Code of Conduct for Executive Directors: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Generic-Documents/30716687-EN-CODE-OF-CONDUCT-EDS-ENGLISH.PDF Agreement For Mutual Enforcement of Debarment Decision: ..\Documents\Anti-Corruption\AgreementForMutualEnforcementofDebarmentDecisions.pdf Governance Strategic Directions and Action Plan, GAP 2008-2012 (2008): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/7000017 EN OSGE%20anglais%20OK.pdf Uniform Framework for Preventing & Combating Fraud and Corruption (2006) - International Financial Institutions Anti-Corruption task Force: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Generic-Documents/30716700-EN-UNIFORM-FRAMEWORK-FOR-COMBATTING-FRAUD-V6.PDF Whistleblowing and Complaints Handling Policy (2007): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/18136242-EN-WHISTLE-BLOWING-POLICY-FINAL-FINAL-WKF.PDF Integrity and Anti-Corruption (on website): http://www.afdb.org/en/about-us/structure/integrity-and-anti-corruption/ Bank Group Strategy for the Prevention of Money laundering and Terrorist Financing in Africa (2007): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/10000012-EN-STRATEGY-FOR-THE-PREVENTION-OF-MONEY-LAUNDERING_01.pdf Guidelines for Preventing and Combating Corruption and Fraud (2003) Governance Strategic Directions and Action Plan, GAP 2008-2012: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/7000017 EN OSGE%20anglais%20OK.pdf
	(If first criterion is met) the document includes operational policy measures which pro-actively support solutions to counter corruption at the local level (e.g. training, incentive and reward	Met	<i>Ibidem</i>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	structures for staff, complaint and advocacy mechanisms, whistle blowing mechanisms, etc.).		
	(If first criterion is met) the policy commits the organisation to design and manage programs and services which are compliant with preventing and combating fraud and corruption.	Met	<i>Ibidem</i>
	(If first criterion is met) the policy defines the roles, responsibilities and accountabilities of Management, Staff and Experts / Specialists in implementing & complying with the policy.	Met	<i>Ibidem</i>
	(If first criterion is met) the policy commits the organisation to review its activities on combating fraud and corruption or there is other evidence that the organisation has reviewed its policy and/or practice in this area.	Met	<i>Ibidem</i>
	OR, if the first criterion is NOT met: At least one policy on	N/A	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	anti-corruption exists at the country, regional or other level (it could also be a policy on fraud, which is one type of corruption).		
	(If the sixth criterion met) at least one policy meets criteria 2 through 5, above.	N/A	
Overall Score MI 7.3		Very strong (6)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
7.4 Systems are in place for immediate measures against irregularities identified at the country (or other) level	There is a policy on financial audit that refers to measures to be taken against irregularities.	Met	Guidelines for Financial Reporting and Auditing of Projects: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-related-Procurement/GUIDELINES%20FOR%20FINANCIAL%20REPORTING%20AND%20AUDITING%20OF%20PROJECTS.pdf The African Development bank Group's Guidelines for Financial management and Financial Analysis of Projects, Chapter 5: Reporting and Auditing: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-related-Procurement/GFA08_Reporting%20and%20Auditing.pdf Integrity and Anti-Corruption (on website): http://www.afdb.org/en/about-us/structure/integrity-and-anti-corruption/(hotline) Integrity and Anti-Corruption 2007-2008 Report: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Integrity%20and%20Anti-%20Corruption%202007-2008%20Report.pdf Strengthening Country External Audit Systems in Africa A Joint Strategy of the Africa Development Bank and the World Bank: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/24-EN-Audit_Systems_in_Africa_-_AfDB-WB.pdf Governance Strategic Directions and Action plan GAP 2008-2012: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADB-BD-WP-2008-70-EN-GOVERNANCE-STRATEGIC-DIRECTIONS-AND-ACTION-PLAN-GAP-2008-2012.PDF External Quality Assessment of Internal Audit Activity at the AfDB (2010) Auditor General's Office (website): http://www.afdb.org/en/about-us/structure/auditor-generals-office/

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			African Development Bank Financial Statements and Report of the Independent Auditor Year ended December 31, 2010: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Financial-Information/AfDB_Eng%202011.pdf
	Management guidelines or rules support the policy and describe the procedure for a response to irregularities identified during an external financial audit.	Met	Guidelines for Financial Reporting and Auditing of Projects: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-related-Procurement/GUIDELINES%20FOR%20FINANCIAL%20REPORTING%20AND%20AUDITING%20OF%20PROJE%20CTS.pdf The African Development bank Group's Guidelines for Financial management and Financial Analysis of Projects, Chapter 5: Reporting and Auditing: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-related-Procurement/GFA08_Reporting%20and%20Auditing.pdf
	(If second criterion is met) these guidelines set timelines for the response to irregularities identified during an external financial audit (in other words, the managers have to respond to audit findings within a certain period of time).	Not met	Ibidem
	There is evidence (in audit reports to the Board or other documents) that audit recommendations are in fact followed up by management.	Not met	Ibidem
	Major or systemic irregularities are reported to the board/governing body, as appropriate.	Met	Auditor General's Office (website): http://www.afdb.org/en/about-us/structure/auditor-generals-office/ 2011 Annual Report: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/AfDB%202012%20EN_WEB.pdf
Overall Score MI 7.4		Adequate	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
7.5 Internal financial audit processes are used to provide management / governing bodies with credible information	<i>There is evidence of practice of internal financial audits in the organisation.</i>	Met	Guidelines for Financial Reporting and Auditing of Projects: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-related-Procurement/GUIDELINES%20FOR%20FINANCIAL%20REPORTING%20AND%20AUDITING%20OF%20PROJE CTS.pdf Guidelines for Financial management and Financial Analysis of Projects (2006): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-related-Procurement/GFA01_Guidelines%20for%20FG%20&%20FA%20of%20Proj.pdf Guidelines for Financial management and Financial Analysis of Projects, Chapter 5: Reporting and Auditing: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-related-Procurement/GFA08_Reporting%20and%20Auditing.pdf 2011Annual Report: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/AfDB%202012%20EN_WEB.pdf
	(If the first criterion is met) an organisation-wide guideline/policy for the practice of internal financial audits exists and is corporately approved.	Met	Guidelines for Financial Reporting and Auditing of Projects: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-related-Procurement/GUIDELINES%20FOR%20FINANCIAL%20REPORTING%20AND%20AUDITING%20OF%20PROJE CTS.pdf Guidelines for Financial management and Financial Analysis of Projects (2006): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-related-Procurement/GFA01_Guidelines%20for%20FG%20&%20FA%20of%20Proj.pdf
	(If first criterion is met) there is evidence in these documents that the internal audit function is separate from the programming areas, enabling it to provide an “independent” audit opinion. The key is that internal auditors are not influenced by the programs they are auditing.	Met	Auditor’s General office: http://www.afdb.org/en/about-us/structure/auditor-generals-office/
	There is evidence in these documents that the internal audit function reports	Met	Auditor’s General office: http://www.afdb.org/en/about-us/structure/auditor-generals-office/ 2011Annual Report: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/AfDB%202012%20EN_WEB.pdf

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	directly to the Executive Board, thus providing maximum assurance of its independence from programming.		
	Reports available from the Audit Committee (or equivalent) of the Executive Board confirm receipt of internal audit information.	Met	Bank Group Policy on Disclosure and Access to Information (May 2012): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/Rev%203%20-%20Bank%20Group%20Policy%20on%20DAI%20%282%29%20web.pdf
Overall Score MI 7.5		Very Strong (6)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
7.6 The MO's procurement and contract management processes for the provision of services or goods are effective.	There is one or more organisation-wide policy, guideline or instructions on procurement and contract management processes.	Met	Rules and procedures for Procurement of Goods and Works (2008): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-related-Procurement/Revised%20RULES%20AND%20PROCEDURES%20FOR%20PROCUREMENT%20OF%20GOODS%20%26%20WORKS%20FINAL%20SEPTEMBER%202009%20ENGLISH.pdf Rules and procedures for Recruitment of Consultants (2008): Rapport Annuel 2010 Sur Les Acquisitions: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-related-Procurement/RAPPORT%20ANNUEL%202010%20SUR%20LES%20ACQUISITIONS.pdf Annual Procurement Report 2009: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-related-Procurement/ANNUAL%20PROCUREMENT%20REPORT%202009.pdf Standard Bidding Documents for Procurement of Goods and Works: http://www.afdb.org/en/projects-and-operations/procurement/resources-for-borrowers/standard-bidding-documents/
	(If the first criterion has been met) This/these document(s) explicitly sets targets or requirements for timeliness of delivery of products and	Met	<i>Ibidem</i>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	services.		
	(If the first criterion is met) This/these document(s) establish requirements to ensure quality, efficiency and effectiveness of these products and services.	Met	<i>Ibidem</i>
	An audit, evaluation or other review has been undertaken, at the country, regional or organisation-wide level, which examined the timeliness, efficiency and/or effectiveness of the MO's procurement and contract management processes, and found that these are in general satisfactory or better.	Not met	Rapport Annuel 2010 Sur Les Acquisitions: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-related-Procurement/RAPPORT%20ANNUEL%202010%20SUR%20LES%20ACQUISITIONS.pdf Annual Procurement Report 2009: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-related-Procurement/ANNUAL%20PROCUREMENT%20REPORT%202009.pdf COMESA Public Procurement Reform and Capacity Building Projects Project Performance Evaluation Report : http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/COMESA_%20Project%20Performance%20Evaluation%20Report_web.pdf
	There is other documentary evidence that the MO has functioning procurement and contract management systems in place.	Met	Standard Bidding Documents for Procurement of Goods and Works: http://www.afdb.org/en/projects-and-operations/procurement/resources-for-borrowers/standard-bidding-documents/ Agreement For Mutual Enforcement of Debarment Decision Rapport Annuel 2010 Sur Les Acquisitions: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-related-Procurement/RAPPORT%20ANNUEL%202010%20SUR%20LES%20ACQUISITIONS.pdf Annual Procurement Report 2009: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-related-Procurement/ANNUAL%20PROCUREMENT%20REPORT%202009.pdf
Overall Score MI 7.6		Adequate (4)	Overall comments: The Bank was rated “adequate” (instead of “strong”) in light of survey findings and 2012 ADER which indicated that efficiency in procurement processes is still an challenging area for the Bank

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
7.7 The MO has strategies in place for risk identification, mitigation, monitoring and reporting	An organisation-wide policy, strategy, framework or guidelines on risk management is corporately approved.	Met	Risk Management Product: http://www.afdb.org/en/projects-and-operations/financial-products/product-information/risk-management-products/ Guidelines for the Use of Risk Management Products (2002): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Financial-Information/Guidelines%20for%20risk%20management%20products.pdf Manual for the Use of Risk Management Products (2002): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Financial-Information/Risk%20management%20products%20user%20manual.pdf 2011 Portfolio Credit Risk Review : http://www.afdb.org/fileadmin/uploads/afdb/Documents/Financial-Information/Portfolio%20Credit%20Risk%20Review%202011-%20Final%20report1.pdf 2011 Market Risk Review : http://www.afdb.org/fileadmin/uploads/afdb/Documents/Financial-Information/Market%20Risk%20Review.pdf 2009 Market Risk Review : http://www.afdb.org/fileadmin/uploads/afdb/Documents/Financial-Information/Market%20Risk%20Review%202009.pdf 2007 Market Risk Review : http://www.afdb.org/fileadmin/uploads/afdb/Documents/Financial-Information/00447619-EN-MARKET-RISK-REVIEW-ENGLISH.PDF Guidelines for Financial management and Financial Analysis of Projects (2006): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-related-Procurement/GFA01_Guidelines%20for%20FG%20&%20FA%20of%20Proj.pdf 2011 Annual Report: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/AfDB%202012%20EN_WEB.pdf Fostering the use of Financial Risk Management Products in Developing Countries (2002): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/00157672-EN-ERP-69.PDF
	(If first criterion is met) this document follows international standards on managing risk, including a description of roles and responsibilities of key actors.	Met	<i>ibidem</i>
	(If first criterion is met) this document applies to country, regional and corporate activities.	Met	<i>ibidem</i>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	In other words, risk analysis is undertaken as appropriate at these different levels.		
	(If first criterion is met) major risk analysis (significant programs, projects, etc.) is presented to the Board.	Met	<i>ibidem</i>
	(If first criterion is met) management and/or Board documents demonstrate utilization of risk management policy and procedures.	Not Met	<i>ibidem</i>
Overall Score MI 7.7		Adequate(4)	

KPI 8. Performance information on results is used by the MO for:

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
8.1 Revising and adjusting policies	Information on organisation-wide performance (i.e., progress towards outcomes) is available, for instance in annual performance reports, or from an organisation-wide evaluation or audit.	Met	OPEV Proposed Three-year rolling work programme and budget 2011-2013: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/Proposed%20three%20year%20rolling%20work%20programme%20and%20Budget%202011-2013%20-%20EN%20-%2018%2009%202010.pdf OPEV Proposed Three-year rolling work programme and budget 2012-2014: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/OPEV%20-%203-YrRolling%20Work%20Prog%20%20Budget%202012-14%20-%20Sept%20%202013.pdf Evaluation management responses: http://www.afdb.org/en/documents/evaluation-reports/evaluation-management-response/ A roadmap for improving performance on aid effectiveness and Promoting effective development http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Rev%20-%20Roadmap%20Aid%20Effectiveness.pdf Independent Assessment of the Quality at Entry of ADF 2005-2008 Operations and Strategies

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/Independent%20Assessment%20of%20the%20Quality%20at%20Entry%20of.pdf Staff guidance on Implementation Progress and Results reporting (IPR) for Public Sector Operations (2011, ADF/BD/WP/2011/29)
	(If first criterion is met) there is evidence that the MO analyses/assesses its performance in a systematic manner and takes into account recommendations from organisation-wide audits, performance reports and/or evaluations.	Met	<i>Ibidem</i>
	(If the first two criteria are met) there is evidence that the MO is takes steps to respond to the <i>specific</i> performance-related problems highlighted in audits, performance reports and/or evaluations.	Not Met	<i>Ibidem</i>
	(If the first two criteria are met) there is evidence that the MO revises and adjusts its <i>broader</i> programming and policies in response to performance issues raised in audits, performance reports and /or evaluations (problems and successes).	Met	<i>Ibidem</i>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	(If criterion 4 is met) there is evidence that the MO systematically evaluates and audits its policies, procedures and practices so as to ensure continuous learning and improvement of processes and performance	Not met	Ibidem
Overall Score MI 8.1		Adequate(4)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
8.2 Planning new interventions	Information on the MO's performance in the country (i.e., progress towards outcomes) is available.	Met	Congo DRC - Results Based Country Strategy Paper (RBCSP) 2008-2012: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADB_BD_WP_2008_142_EN_DRC%20-%20Results-Based%20CSP%202008-2012.pdf Ghana - Country Strategy Paper (RBCSP) 2005-2009: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADF-BD-WP-2005-81-EN-GHANA-COUNTRY-STRATEGY-PAPER-2005-2009.PDF Update and Request to Extend Validity of the RBCSP to 2011 (2010): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Ghana%20-%202010%20Update%20of%20the%202005%20-%202009%20CSP%20and%20Request%20to%20Extend%20Validity%20to%202011.pdf Ghana- Coutry Assistance Evalaution Ghana - Country Strategy Paper (RBCSP) 2012-2016: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Ghana%20-%20CSP%202012%20-%202016.pdf Morocco - Country Strategy Paper (CSP) 2007-2011: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADB-BD-WP-2007-17-EN-MOROCCO-2007-11-CSP.PDF Mid-Term Review for the RBCSP (2009): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Maroc_Revue%20%C3%A0%20Mi-parcours%20du%20document%20de%20strat%C3%A9gie.pdf Morocco - Country Strategy Paper (CSP) 2012-2016: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/MOROCCO%20-%20CSP%202012%20-%202016.pdf

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			%20CSP%202012-2016.pdf Niger - Results Based Country Strategy Paper (RBCSP) 2005-2009: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Niger_Eng.pdf Extension of the RBCSP to December 2012 (2010): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Niger_Eng.pdf Nigeria - Results Based Country Strategy Paper (RBCSP) 2005-2009: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADB-BD-WP-2005-63-EN-NIGERIA-CSP-13-JUNE-2005.PDF Mid-Term Review for the RBCSP (2008): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/NIGERIA%20-%20CSP%20REPORT%20-%20MID-TERM%20REVIEW%20OF%20THE%202005-2009%20RESULTS.pdf Extension of the RBCSP to December 2011 (2010): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Nigeria_CSP_eng2011.pdf
	(If first criterion is met) for at least half of the countries, there is evidence of an analysis/assessment of performance (problems as well as successes).	Met	
	(If second criterion is met) there is evidence of an analysis of the implications of this performance information on planning new interventions (i.e., how new interventions in the planning stage need to be altered, or what new interventions should be developed in response to the performance information).	met	
	(If all above criteria are	Not met	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	met) for at least half of the countries, there is evidence from country strategies or reports that new interventions have been introduced in response to the performance information.		
	(If all above criteria are met) all criteria met for all countries.	Not met	
Overall Score MI 8.2		Adequate (4)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
8.3 “unsatisfactory” investments, programmes or projects from the previous fiscal year are subject to proactive management	If COMPAS data is available (for IFIs): Inadequate: COMPAS data and other sources indicate limited progress towards the target and limited evidence of the organisation’s efforts to improve performance management.		COMPAS 2010: http://www.mfdr.org/COMPAS/documents/2010_COMPAS-Report.pdf COMPAS 2009: http://www.mfdr.org/COMPAS/documents/2009_COMPAS.pdf Staff guidance on Implementation Progress and Results reporting (IPR) for Public Sector Operations (2011, ADF/BD/WP/2011/29) Annual Development Effectiveness Review (ADER) 2011 : http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADER%20(En)%20-%20Websafe.pdf Annual Development Effectiveness Review (ADER 2012 : http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADER%202012%20(En).pdf
	Adequate: Evidence exists of both progress made and areas requiring improvement with regard to performance management.	Met	
	Strong: COMPAS data and		

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	other sources consistently indicate progress towards the target and clear evidence of the organisation's efforts to improve performance management.		
Overall Score MI 8.3		Adequate (4)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
8.4 Evaluation recommendations reported to the Executive Committee/ Board are acted upon by the responsible units	MO evaluation policy or guidelines exist and include the requirement of a management response, action plan and/or agreement stating responsibilities and accountabilities for follow-up of evaluations (accepting recommendations).	Met	Evaluation Policy: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/18854239-EN-INDEP-EVALU-POLICY-AND-FUNCTIO-RESPO-OF-THE-OPEV.PDF Annual Synthesis of Private Sector Operations Results Findings and Lessons from 14 Interventions (March 2011) Annual Synthesis of Private Sector Operations Results Findings and Lessons from 14 Interventions – Management Response (July 2011): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/Synth%C3%A8se%20annuelle%20des%20r%C3%A9sultats%20des%20op%C3%A9rations%20du%20secteur%20priv%C3%A9%20-%20R%C3%A9ponse%20de%20la%20Direction%201.pdf
	MO evaluation policy outlines a process for tracking the implementation of accepted recommendations.	Met	<i>Ibidem.</i>
	There is evidence that the management response, action plan and/or agreement accepting recommendations are presented to the	Met	<i>Idibem</i>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	Executive Management (Head of the Organisation) and/or Governing Bodies (Executive Boards).		
	There is evidence of <u>periodic reports</u> on the status of the implementation of these evaluation recommendations accepted by management/ governing body.	Not met	<i>Ibidem</i>
	There is evidence of a systematic process (regularly on the agenda of the Executive Board; reports or presentations to Board illustrate regular tracking of follow up).	Not met	<i>Ibidem</i>
Overall Score MI 8.4		Adequate (4)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
8.5 The MO resources allocated to countries and projects are based on performance.	The MO has a resource allocation system/policy that is publicly available that explains the way resources are allocated to countries.	Met	Allocating ADF-12 Resources http://www.afdb.org/en/about-us/african-development-fund-adf/country-resource-allocation/allocating-adf-12-resources/ Country resource allocation http://www.afdb.org/en/about-us/african-development-fund-adf/country-resource-allocation/ AfDB Country Policy and Institutional Assessment (CPIA) Scores (CPIA Data Center) http://cpia.afdb.org/ ADF-11 Resource Allocation

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			http://www.afdb.org/fileadmin/uploads/afdb/Documents/Generic-Documents/DP%20ADF-11%20Resource%20Allocation.FINAL.EN.pdf Issues Concerning the ADF Resource Allocation Framework (ADF 12) http://www.afdb.org/fileadmin/uploads/afdb/Documents/Boards-Documents/DP%20Resource%20Allocation%20Framework.FINAL2.EN.pdf Resource Allocation (ADF 12) http://www.afdb.org/fileadmin/uploads/afdb/Documents/Boards-Documents/100423%20DP%20Resource%20Allocation%20ADF-12.FINAL2.EN.pdf
	The system/policy includes performance as one of the criteria, in addition to other considerations, including improvements over time in different areas (governance, executing capacity, results, etc).	Met	<i>Idibem</i>
	There is evidence that the system is applied.	Met	Issues Concerning the ADF Resource Allocation Framework (ADF 12) http://www.afdb.org/fileadmin/uploads/afdb/Documents/Boards-Documents/DP%20Resource%20Allocation%20Framework.FINAL2.EN.pdf Resource Allocation (ADF 12) http://www.afdb.org/fileadmin/uploads/afdb/Documents/Boards-Documents/100423%20DP%20Resource%20Allocation%20ADF-12.FINAL2.EN.pdf African Development Bank Country Policy and Institutional Assessment (CPIA) Data Center" http://cpia.afdb.org/Default.aspx
	There is a review procedure that helps to improve the policy.		<i>Idibem</i>
	(If previous criteria are met) over time, there is evidence that performance becomes an increasingly important criterion.	Met	<i>Idibem</i>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
Overall Score MI 8.5		Very strong (6)	

KPI9. The MO manages human resources using methods to improve organisational performance

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
9.1 Results-focused performance assessment systems are in place for senior staff (Including Vice presidents)	There is evidence in the documents reviewed that a system is in place that requires performance assessments for certain staff.	Met	2009 Staff Performance Management Handbook 2008-2012 Medium-Term Strategy: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/MTS%20anglais.pdf Mid-Term Review (MTR) of the Bank Group Medium Term Strategy 2008-2012: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/Mid-Term%20Review%20of%20the%20Bank%20Group%20Medium%20Term%20Strategy.pdf Bank Group Results Measurement Framework for 2010-2012: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Bank%20Group%20Results%20Measurement%20Framework%20-%20REV%202%5B1%5D.pdf 2011 Annual Development Effectiveness Review (ADER): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADER%20(En)%20-%20Websafe.pdf 2010 AfDB Annual Report: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Annual%20Report%202010%20EN.pdf Corporate Human Resources Management department (CHRM) (AfDB website): http://www.afdb.org/en/about-us/structure/complexes/corporate-services/corporate-human-resources-management-department-chrm/ Staff Planning & Recruitment Division (AfDB website): http://www.afdb.org/en/about-us/structure/complexes/corporate-services/corporate-human-resources-management-department-chrm/staff-planning-recruitment-division/ Compensation, Benefits & Compliance Division (AfDB website): http://www.afdb.org/en/about-us/structure/complexes/corporate-services/corporate-human-resources-management-department-chrm/compensation-benefits-compliance-division/ Staff Development & Training Division (AfDB website): http://www.afdb.org/en/about-us/structure/complexes/corporate-services/corporate-human-resources-management-department-chrm/staff-development-training-division/ Staff Health & Welfare Division (AfDB website): http://www.afdb.org/en/about-us/structure/complexes/corporate-services/corporate-human-resources-management-department-chrm/staff-health-welfare-division/
	The evidence suggests that this applies to	Met	<i>ibidem</i>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	senior staff (e.g., president/CEO, vice presidents, sector/programme/division directors, country representatives, country directors) and/or that the MO has a specific performance assessment system for senior staff.		
	The system includes a description of the approach to creating performance assessments and the content of those assessments.	not Met	<i>ibidem</i>
	There is an explicit policy (HR or otherwise) that summarises all the aims and content of the performance assessment system for senior staff.	Not met	<i>ibidem</i>
	(If the first two criteria are met) There is evidence of compliance with the performance assessment system. In other words, there are management indicators that monitor the application of the performance assessment system, or there are other sources – newsletters,	Not met	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	reports etc - that comment on how many senior staff go through this system every year.		
Overall Score MI 9.1		Inadequate (3)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
9.2 There is a transparent incentive and reward system for staff performance	There is evidence (either in a HR policy or through various documents) that the MO has a system for managing staff performance (see 9.1) that is operational.	Met	2009 Staff Performance Management Handbook Proposal for the Adjustment of the Salaries of International Professional Staff (effective 1 January 2011): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Proposal%20for%20Adjustment%20of%20the%20Salary%20of%20International%20Professional%20Staff%20(Effective%201%20January%202011)%20-%20Rev%201%20(2).pdf
	There is evidence that the organisation is making efforts to better link the assessment of staff performance with incentives and/or rewards (is it looking at this issue at all – for example, has it set up a working group, is it reviewing its policy to better address this, is it seeking data from partner agencies or other organisations, etc).	Met	<i>ibidem</i>
	There is an explicit effort to explain how performance of staff relates to promotion	Not met	<i>ibidem</i>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	(advancing from one grade to the next).		
	There is an explicit mention of the relationship between staff performance and rewards.	Not Met	
	There is a review or evaluation that comments positively on the performance management system and MO transparency in HR decisions, specifically with regards to incentives and rewards. Note: If the review is a recent one and comments quite negatively on the MO's HR systems - particularly in relation to the performance management system, transparency of the system, etc. - then the organisation should not be rated higher than adequate on this indicator.	Not met	
Overall Score MI 9.2		Inadequate (3)	

KPI10. Country / regional programming processes are performance oriented.

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
10.1 Prior to approval new initiatives are subject to benefits/impact analysis (economic, social, etc)	There is a policy that requires impact/benefits analysis to be conducted prior to initiating new programmes/projects/initiatives.	Met	Project Cycle: project Appraisal (Website): http://www.afdb.org/en/projects-and-operations/project-cycle/project-appraisal/ Guidelines for Financial Management and Financial Analysis of Projects: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-related-Procurement/GFA01_Guidelines%20for%20FG%20%26%20FA%20of%20Proj.pdf Guidelines for Financial Management and Financial Analysis of Projects- Financial Analysis and Appraisal of Projects: Chap 3: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-related-Procurement/GFA06_Financial%20Analysis%20and%20Appraisal%20of%20Projects.pdf Integrated Environmental and Social Impact Assessment Guidelines (IESIA - 2003): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/Integrated%20Environmental%20and%20Social%20Impact%20Assesment%20Guidelines.pdf Environmental Review Procedures for Private Sector Operations of the AfDB (2000): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/ESAP%20pour%20Prive%20Secteur%20Operation.pdf Environmental and Social Assessment Procedures (ESAP - 2001): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/ENVIRONMENTAL%20AND%20SOCIAL%20ASSESSMENT%20PROCEDURES.pdf
	There are guidelines for staff on the types of analysis to be carried out.	Met	<i>Ibidem</i>
	There is evidence that the MO's staff are informed about and trained on the guidelines.	Not met	
	There is evidence that the guidelines are implemented.	Not Met	Sample of Appraisal Reports Appraisal Report, Multinational - CGIAR Project Support to Agricultural Research for Development of Strategic Crops in Africa (SARD-SC), Dec 2011 (includes DRC, Ghana, Niger, Nigeria, Zimbabwe and others): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/MULTINATIONAL%20CGIAR%20-%20SARD-SC%20PAR%20rev%201.pdf Project Appraisal Report, Nigeria Zaria Water Supply Expansion and Sanitation Project, Oct 2011: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Nigeria%20-%20Zaria%20Water%20Supply%20Expansion%20and%20Sanitation%20Project.pdf Project Approval Report, Niger Domestic Resource Mobilization and Economic and Financial Governance Improvement Support Project (PAMOGEF), Oct 2011:

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Niger%20-%20Approved%20-%20Domestic%20Resource%20Mobilization%20and%20Economic%20and%20Financial%20Governance%20Improvement%20Support%20Project%20%28PAMOGF%29%20doc.pdf Appraisal Report, Morocco Financial Sector Development Support Programme - Phase II, Aug 2011: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Morocco%20-%20Financial%20sector%20development%20programme%20-%20phase%20II.pdf Project Appraisal Report, Rural Infrastructure Development Support Project (PADIR), DRC, August 2011: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/RDC%20-%20Rural%20infrastructure%20development%20support%20project%20%28PADIR%29.pdf Appraisal Report, Niger National Rural Drinking Water Supply and Sanitation Programme (NRDWSSP) - Phase II - Second Sub-Programme - 2011-2014, Sept 2011: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/NIGER%20-%20AR%20-%20National%20Rural%20Drinking%20WSSP%20-%20Phase%20II%20-%20Second%20Sub-Programme%20-%202011-2014.pdf Appraisal Report, Niger Water Mobilisation Project to Enhance Food in Maradi, Tahoua and Zinder Regions (PMERSA-MTZ): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Niger%20-%20AR%20PMERSA-MTZ.pdf Appraisal Report, Ghana Poverty Reduction and Business Environment Support Programme (PRBESP), May 2011: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Ghana%20-%20AR%20-%20Poverty%20Reduction%20and%20Business%20Environment%20Support%20Programme%20%28PRBESP%29%20IV.pdf Project Appraisal Report, DRC South Kwamouth REDD Agroforestry Pilot Project, June 2011: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/RDC-CBFF_%20Approved%20%282%29.pdf Project Appraisal Report, Multinational Project to Support the Expanded Natural Resource Management Training Programme in the Congo Basin (PEFORGRN-BC): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/LOTB%20on%2019%2005%2011%20-%20Multinational%20-%20CBFF%20-%20PEFORGRN-BC%29%20-%20Approved.pdf Appraisal Report, DRC Isangi Geographically -Integrated REDD Pilot Project, Dec 2010: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/DRC%20-%20ISANGI%20-%20Pilot%20Project%20-%20CBFF%20-%20APPROVED.pdf
	There is evidence that benefits/impact analysis is used for decision-making in the sample of projects/initiatives reviewed.	Met	
Overall Score MI 10.1		Adequate(4)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
10.2 Milestones / targets are set to rate the progress of (project) implementation	At least two of the project implementation plans, country or other work plans sampled contain a description of milestones and/or targets for project/programme implementation.	Met	Staff Guidance on Implementation Progress & Results Reporting for Public Sector Operations (2011) Evaluation of Project Supervision at the AfDB 2001-2008 (2010): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/1_Evaluation%20of%20Project%20Suprvision%20at%20the%20African%20Developement%20Bank%20001-2008.pdf 2010 COMPAS Report. Multilateral Development Bank's Common Performance Assessment System : 2010 Report.(p.27 - indicator 4) http://www.mfdr.org/COMPAS/documents/2010_COMPAS-Report.pdf Bank Group Policy on Portfolio Review and Restructuring Guidelines on Project Completion Reporting (2009): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/PCR%20Guidelines%20Approved%20by%20Ops%20%20Com%20%20on%2003-04-2009.pdf Sample of Appraisal Reports Project Appraisal Report, Democratic Republic of Congo, Multi-Resource Forest Inventory for Preparation of a Land Allocation Plan, Sept 2011: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Congo%20-%20APRVD%20Forestry%20Project%20%282%29.pdf Project Appraisal Report, Rural Infrastructure Development Support Project (PADIR), DRC, August 2011: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/RDC%20-%20Rural%20Infrastructure%20develpt%20support%20project%20%28PADIR%29.pdf Project Appraisal Report, DRC South Kwamouth REDD Agroforestry Pilot Project, June 2011: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/RDC-CBFF_%20Approved%20%282%29.pdf Appraisal Report, Ghana Poverty Reduction and Business Environment Support Programme (PRBESP), May 2011: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Ghana%20-%20AR%20-%20Poverty%20Reduction%20and%20Business%20Environment%20Support%20Programme%20%28PRBESP%29%20IV.pdf Appraisal Report, Ghana Fufulso-Sawla Road Project (2010): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Ghana%20-%20AR%20-%20Fufulso-Sawla%20Road%20Project.pdf Appraisal Report, Morocco - Integrated wind/hydro and Rural Electrification Programme (2012): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Morocco%20-%20REV%20AR%20Int%20%20Wind%20Program%20%282%29.pdf Appraisal Report, Morocco Financial Sector Development Support Programme - Phase II, Aug 2011: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Morocco%20-%20Financial%20sector%20development%20programme%20-%20phase%20II.pdf Project Approval Report, Niger Domestic Resource Mobilization and Economic and Financial Governance Improvement Support Project (PAMOGEF), Oct 2011: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Niger%20-%20Approved%20-%20Domestic%20Resource%20Mobilization%20and%20Economic%20and%20Financial%20Governance%20Impr

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			ovement%20Support%20Project%20%28PAMOGEF%29%20doc.pdf Appraisal Report, Niger National Rural Drinking Water Supply and Sanitation Programme (NRDWSSP) - Phase II - Second Sub-Programme - 2011-2014, Sept 2011: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/NIGER%20-%20AR%20-%20National%20Rural%20Drinking%20WSSP%20-%20Phase%20II%20-%20Second%20Sub-Programme%20-%202011-2014.pdf Appraisal Report, Multinational - CGIAR Project Support to Agricultural Research for Development of Strategic Crops in Africa (SARD-SC), Dec 2011 (includes DRC, Ghana, Niger, Nigeria, Zimbabwe and others): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/MULTINATIONAL%20CGIAR%20-%20SARD-SC%20PAR%20rev%201.pdf Project Appraisal Report, Nigeria Zaria Water Supply Expansion and Sanitation Project, Oct 2011: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Nigeria%20-%20AR%20-%20Zaria%20Water%20Supply%20Expansion%20and%20Sanitation%20Project.pdf Project Appraisal Report, Zimbabwe - URGENT WATER SUPPLY AND SANITATION REHABILITATION PROJECT (2010): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/LOTB%20on%2007%2004%2011%20-%20ZIM%20UWSSRP%20-%20PAR%20Approved%20Final%20Board%20clean%20%208%20April%202011English.pdf Project Appraisal Report, Zimbabwe - Emergency Power Infrastructure Rehabilitation Project (2011): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ZIMBABWE%20-%20Emergency%20Power%20Infrast%20%20%20Rehabilitation%20Project%20-%20eng.pdf DRC Geographically Integrated Ecomakala+ REDD Pilot Project, Dec 2010: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/RDC%20-%20Approved%20-%20Gographically%20integrated%20Ecomakala%2B%20REDD%20pilot%20project.pdf Project Appraisal Report, Multinational Project to Support the Expanded Natural Resource Management Training Programme in the Congo Basin (PEFORGRN-BC): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/LOTB%20on%2019%2005%2011%20-%20Multinational%20-%20CBFF%20-%20PEFORGRN-BC%29%20-%20Approved.pdf Appraisal Report, DRC Isangi Geographically -Integrated REDD Pilot Project, Dec 2010: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/DRC%20-%20ISANGI%20-%20Pilot%20Project%20-%20CBFF%20-%20APPROVED.pdf
	(If first criterion is met) <i>in most cases</i> , baseline values have been established for each indicator used to measure the progress of project/programme implementation.	met	Staff Guidance on Implementation Progress & Results Reporting for Public Sector Operations (2011)
	(If first criterion is met)	Not met	Staff Guidance on Implementation Progress & Results Reporting for Public Sector Operations (2011)

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	in most cases, the milestones/targets provided are appropriate to the activities described in the project/programme implementation document.		Progress & Results Reporting for Public Sector Operations (2011) Bank Group Policy on Portfolio Review and Restructuring Guidelines on Project Completion Reporting (2009): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/PCR%20Guidelines%20Approved%20by%20Ops%20%20Com%20%20on%2003-04-2009.pdf
	(If first criterion is met) dates are established for the milestones/targets, <i>in more than half</i> of the project implementation plans, country or work plans sampled.	met	
	(If all above criteria are met) all above criteria are met for all project implementation plans, country or other work plans sampled.	Not met	
Overall Score MI 10.2		Adequate (4)	

KPI 11. The MO delegates decision-making authority (to the country or other levels)

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
11.1 Project budget reallocation decisions can be made locally	An organisation-wide policy or guidelines exist and is corporately approved that describes decision-making authorities at different levels within the organisation.	Met	Presidential Directive Concerning the Aporval Authority of Operations (2008) Decentralization Roadmap, March 2011: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/-Rev%203%20-%20Decentralization%20Roadmap-.pdf AfDB Board Approves Decentralisation Roadmap (AfDB website): http://www.afdb.org/en/news-and-events/article/afdb-board-approves-decentralisation-roadmap-7896/ Evaluation of the Decentralisation Strategy and Process in the African Development Bank, Concept Note, 2008: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/30758647-EN-EVALUATION-DECENTRALISATION.PDF Independent Evaluation of the Decentralization Strategy and Process at the African Development Bank - Summary Report for ADF-11 Mid Term Review (2009): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Generic-

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			Documents/BP%20Decentralization%20Summary%20Report.FINAL.EN.pdf Field Office Handbook (2012)
	(If first criterion is met) This policy or other documents provide sufficient evidence of the level of autonomy available at the country level regarding decision making processes related to project changes (or other local level as appropriate).	Not Met	<i>Ibidem</i>
	(If first two criteria are met) in the documents available, it is possible to identify the parameters within which the local level decisions regarding changes in projects or programming do not require central level approval.	Not Met	<i>Ibidem</i>
	There is evidence that the organisation has made efforts to improve delegation of decision making to the country or other relevant levels.	Met	<i>Ibidem</i>
	An operational review/evaluation of the MO comments positively on progress in the delegation of decision making authority to the country	Not met	Independent Evaluation of the Decentralization Strategy and Process at the African Development Bank - Summary Report for ADF-11 Mid Term Review (2009): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Generic-Documents/BP%20Decentralization%20Summary%20Report.FINAL.EN.pdf

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	or other relevant level. Note: If there is a recent review/evaluation that comments negatively on this point, the findings should be noted and the rating should not be higher than adequate.		
Overall Score MI 11.1		Inadequate(3)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
11.2 New aid programmes / projects can be approved locally within a budget cap	An organisation-wide policy or guidelines exist and is corporately approved that describes the extent to which new aid programmes/projects can be proposed at different levels within the organisation.	Met	Presidential Directive Concerning the Approval Authority of Operations (2008) Decentralization Roadmap, March 2011: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/-Rev%203%20-%20Decentralization%20Roadmap-.pdf Independent Evaluation of the Decentralization Strategy and Process at the African Development Bank - Summary Report for ADF-11 Mid Term Review (2009): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Generic-Documents/BP%20Decentralization%20Summary%20Report.FINAL.EN.pdf Evaluation of the Decentralisation Strategy and Process in the African Development Bank, Concept Note, 2008: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/30758647-EN-EVALUATION-DECENTRALISATION.PDF Independent Evaluation of the Decentralization Strategy and Process at the African Development Bank - Summary Report for ADF-11 Mid Term Review (2009): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Generic-Documents/BP%20Decentralization%20Summary%20Report.FINAL.EN.pdf Field Office Handbook (2012)
	(If first criterion is met) this policy or other documents provide sufficient evidence of the types of decisions about new initiatives (plans, projects, programs) that can be	Not met	<i>Ibidem</i>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	made at the country level or other local level as appropriate).		
	(If first two criteria are met) in the documents available, it is possible to identify the parameters (e.g. budget ceilings or allocations) within which the local level does not require central level approval prior to making decisions on new initiatives.	Not met	<i>Ibidem</i>
	The organisation has made efforts to improve delegation of decision making to the country or other relevant levels.	Met	<i>Ibidem</i>
	An operational review/evaluation of the MO comments positively on progress in the delegation of authority to the country or other relevant level. Note: If there is a recent review/evaluation that comments negatively on this point, the findings should be noted and the rating should not be higher than adequate.	Not met	<i>Ibidem</i>
Overall Score MI 11.2		Inadequate(3)	

QUADRANT III – RELATIONSHIP MANAGEMENT**KPI 12. The MO coordinates and directs its aid programming (including capacity building) at the country level in support of agreed national plans or partner plans**

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
12.2 The MO conditionality (if any) draws on national / government's own agreed benchmarks / indicators / results <i>(NOTE: This MI is only applicable to IFIs)</i>	(If applicable) the MO has a policy that aligns its conditions for lending – especially policy or program lending-- with the principles of country ownership.	Met	World Bank – AfDB Common Approach Paper on “Providing Budget Aid In Situations Of Fragility” http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/CAP%20Budget%20Aid%20in%20Fragile%20Situations%20English.pdf Evaluation of Policy-Based Operations in The African Development Bank, 1999-2009 (2011), http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/PBO%20-%20Final%20ENGLISH%2012%20May%202011.pdf Bank Group Financial Sector Policy (2003): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/10000030-EN-BANK-GROUP-FINANCIAL-SECTOR-POLICY.PDF General Conditions Applicable to Loan, Guarantee and Grant Agreements of the African Development Bank and the African Development Fund, Feb 2009: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Legal-Documents/General%20Conditions%202009.pdf General Conditions Applicable to the African Development Bank Loan Agreements and Guarantee Agreements (Sovereign Entities): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Legal-Documents/30774810-EN-NEW-GENERAL-CONDITIONS-ADB-SOVEREIGN.PDF General Conditions Applicable to the African Development Bank Loan Agreements and Guarantee Agreements (Non Sovereign Entities): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Legal-Documents/30774812-EN-NEW-GENERAL-CONDITIONS-ADB-NON-SOVEREIGN.PDF Evaluation of Paris Declaration Implementation at the African Development Bank (OPEV-2011): http://www.oecd.org/dataoecd/31/26/47832813.pdf A Roadmap for Improving Performance on Aid Effectiveness and Promoting Effective Development - Turning Commitments Into Action: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Rev%20-%20Roadmap%20Aid%20Effectiveness.pdf
	(If first criterion is met), the MO policy also provides guidance to align the organisation with other good practice principles for conditionality.	Met	ibidem
	There is evidence of MO intent/or practice (depending on the timing of the policy) of reviewing its progress	Not met	ibidem

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	in implementing changes in its approach to conditionality.		
	There is evidence of the MO reporting to the Board on progress/issues of implementation of the policy.	Not met	ibidem
	There is evidence of implementation of the policy either in special evaluation studies, or in the review of a sample of actual project documents/loan agreements.	Met	ibidem
Overall Score MI 12.2		Adequate (4)	

KPI14. The MO uses country systems for disbursement and operations

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
14.1 % of the MO's overall ODA disbursements / support recorded in the annual budget as revenue, grants, or ODA loans	Inadequate: Paris Declaration data and other sources indicate limited progress towards the target and limited evidence of the organisation's efforts to use country systems for disbursements and operations.		Aid Effectiveness 2005-10: progress in Implementing the Paris Declaration (2011): http://www.oecd.org/dataoecd/25/30/48742718.pdf A Roadmap for Improving Performance on Aid Effectiveness and Promoting Effective Development - Turning Commitments Into Action: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Rev%20-%20Roadmap%20Aid%20Effectiveness.pdf Evaluation of Paris Declaration Implementation at the African Development Bank (OPEV-2011): http://www.oecd.org/dataoecd/31/26/47832813.pdf 2012 Annual Development Effectiveness Review (ADER): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADER%202012%20%28En%29.pdf
	Adequate: Evidence exists of both	Met	2011 Annual Development Effectiveness Review (ADER):

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	progress made and areas requiring improvement with regard to the use of country systems for disbursement and operations.		http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADER%20(En)%20-%20Websafe.pdf Implementing the Paris Declaration Commitments and Building on the Accra Agenda for Action - ADF 11 Mid-Term Review (2009): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Generic-Documents/BP%20Implementing%20Paris%20Accra.FINAL.EN.pdf Evaluation of the Implementation of the Paris Declaration - Brief Summary of Key Messages (2008): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/30741667-EN-EVALUATION-MISE-OEUVRE-DECLARATION-DE-PARIS.PDF
	Strong: Paris Declaration data and other sources consistently indicate progress towards the target and clear evidence of the organisation's efforts to use country systems for disbursements and operations.		Implementation of Paris Declaration Commitments - ADF-11 Replenishment: Third Consultation (2007): http://www.afdb.org/fileadmin/uploads/afdb/Maps/ADF11_11_EN_ADF-11%20PARIS%20DECLARATION%20-%20EN.pdf External Documents Consulted: Aid Effectiveness 2005-10: Progress in Implementing the Paris Declaration: http://www.oecd.org/dataoecd/25/30/48742718.pdf Quality of Official Development Assistance Assessment: http://www.ifad.org/governance/replenishment/external/QuODA.pdf Publish what you Fund – the Global Campaign for Aid Transparency: Aid Transparency Assessment (2010): http://www.publishwhatyoufund.org/files/Aid-Transparency-Assessment.pdf Aid Quality and Donor Rankings- S. knack, F.H. Rogers, N. Eubank (2010): http://www-wds.worldbank.org/external/default/WDSPContentServer/WDSP/IB/2012/04/16/000158349_20120416105004/Rend ered/PDF/WPS5290.pdf
Overall Score MI 14.1		Adequate (4)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
<i>NOTE: Since based on two PD indicators, we are going to rate Indicator 5a and 5b separately and then determine a consolidated rating, where possible.</i>			
14.2 the MO uses country systems as a first option for its operations (i.e.: procurement and financial management etc.)	Inadequate: Paris Declaration data and other sources indicate limited progress towards the target and limited evidence of the organisation's efforts to use country systems for disbursements and operations.	Met	Aid Effectiveness 2005-10: progress in Implementing the Paris Declaration (2011): http://www.oecd.org/dataoecd/25/30/48742718.pdf A Roadmap for Improving Performance on Aid Effectiveness and Promoting Effective Development - Turning Commitments Into Action: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Rev%20-%20Roadmap%20Aid%20Effectiveness.pdf Evaluation of Paris Declaration Implementation at the African Development Bank (OPEV-2011): http://www.oecd.org/dataoecd/31/26/47832813.pdf 2012 Annual Development Effectiveness Review (ADER): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADER%202012%20%28En%29.pdf
	Adequate: Evidence exists of both progress made and areas requiring improvement with regard to the use of country systems for disbursement and operations.		2011 Annual Development Effectiveness Review (ADER): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADER%20(En)%20-%20Websafe.pdf Implementing the Paris Declaration Commitments and Building on the Accra Agenda for Action - ADF 11 Mid-Term Review (2009): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Generic-Documents/BP%20Implementing%20Paris%20Accra.FINAL.EN.pdf Evaluation of the Implementation of the Paris Declaration - Brief Summary of Key Messages (2008): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/30741667-EN-EVALUATION-MISE-OEUVRE-DECLARATION-DE-PARIS.PDF
	Strong: Paris Declaration data and other sources consistently indicate progress towards the target and clear evidence of the organisation's efforts to use country systems for disbursements and operations.		Implementation of Paris Declaration Commitments - ADF-11 Replenishment: Third Consultation (2007): http://www.afdb.org/fileadmin/uploads/afdb/Maps/ADF11_11_EN_ADF-11%20PARIS%20DECLARATION%20-%20EN.pdf External Documents Consulted: Quality of Official Development Assistance Assessment: http://www.ifad.org/governance/replenishment/external/QuODA.pdf Publish what you Fund – the Global Campaign for Aid Transparency: Aid Transparency Assessment (2010): http://www.publishwhatyoufund.org/files/Aid-Transparency-Assessment.pdf Aid Quality and Donor Rankings- S. knack, F.H. Rogers, N. Eubank (2010): http://www-wds.worldbank.org/external/default/WDSCContentServer/WDSP/IB/2012/04/16/000158349_20120416105004/Rend ered/PDF/WPS5290.pdf
Overall Score MI 14.2		Inadequate (3)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
<i>Note: For this indicator, we are comparing the number of PIUs reported in the 2011 report against the number of PIUs reported in the 2008 report in order to obtain the percentage of reduction in PIUs between these years. However, some MOs may not have 2008 information available and we are not able to follow a trend and assess them on this specific indicator. However, the narrative of the report should comment on their current number of PIUs.</i>			
14.3 The MO avoids parallel implementation structures	Inadequate: Paris Declaration data and other sources indicate limited progress towards the target and limited evidence of the organisation's efforts to avoid parallel implementation structures.		Aid Effectiveness 2005-10: progress in Implementing the Paris Declaration (2011): http://www.oecd.org/dataoecd/25/30/48742718.pdf Roadmap for Improving Performance on Aid Effectiveness and Promoting Effective Development - Turning Commitments Into Action: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Rev%20-%20Roadmap%20Aid%20Effectiveness.pdf Evaluation of Paris Declaration Implementation at the African Development Bank (OPEV-2011): http://www.oecd.org/dataoecd/31/26/47832813.pdf 2012 Annual Development Effectiveness Review (ADER): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADER%202012%20%28En%29.pdf
	Adequate: Evidence exists of both progress made and areas requiring improvement with regard to the use of parallel implementation structures.	Met	2011 Annual Development Effectiveness Review (ADER): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADER%20(En)%20-%20Websafe.pdf Implementing the Paris Declaration Commitments and Building on the Accra Agenda for Action - ADF 11 Mid-Term Review (2009): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Generic-Documents/BP%20Implementing%20Paris%20Accra.FINAL.EN.pdf Evaluation of the Implementation of the Paris Declaration - Brief Summary of Key Messages (2008): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/30741667-EN-EVALUATION-MISE-OEUVRE-DECLARATION-DE-PARIS.PDF
	Strong: Paris Declaration data and other sources consistently indicate progress towards the target and clear evidence of the organisation's efforts to avoid parallel implementation structures.		Implementation of Paris Declaration Commitments - ADF-11 Replenishment: Third Consultation (2007): http://www.afdb.org/fileadmin/uploads/afdb/Maps/ADF11_11_EN_ADF-11%20PARIS%20DECLARATION%20-%20EN.pdf External Documents Consulted: Quality of Official Development Assistance Assessment: http://www.ifad.org/governance/replenishment/external/QuODA.pdf Publish what you Fund – the Global Campaign for Aid Transparency: Aid Transparency Assessment (2010): http://www.publishwhatyoufund.org/files/Aid-Transparency-Assessment.pdf Aid Quality and Donor Rankings- S. knack, F.H. Rogers, N. Eubank (2010): http://www-wds.worldbank.org/external/default/WDSPContentServer/WDSP/IB/2012/04/16/000158349_20120416105004/Rend ered/PDF/WPS5290.pdf
Overall Score MI 14.3		Adequate (4)	

KPI16. The MO harmonises arrangements and procedures with other programming partners (donors, development banks, UN agencies, etc) as appropriate

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
16.1 The extent to which the MO participates in joint missions (coordination, analysis, design, evaluation)	Inadequate: Paris Declaration data and other sources indicate limited progress towards the target and limited evidence of the organisation's efforts to participate in joint missions.	Met	Aid Effectiveness 2005-10: progress in Implementing the Paris Declaration (2011): http://www.oecd.org/dataoecd/25/30/48742718.pdf A Roadmap for Improving Performance on Aid Effectiveness and Promoting Effective Development - Turning Commitments Into Action: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Rev%20-%20Roadmap%20Aid%20Effectiveness.pdf Evaluation of Paris Declaration Implementation at the African Development Bank (OPEV-2011): http://www.oecd.org/dataoecd/31/26/47832813.pdf 2012 Annual Development Effectiveness Review (ADER): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADER%202012%20%28En%29.pdf 2011 Annual Development Effectiveness Review (ADER): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADER%20(En)%20-%20Websafe.pdf Implementing the Paris Declaration Commitments and Building on the Accra Agenda for Action - ADF 11 Mid-Term Review (2009): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Generic-Documents/BP%20Implementing%20Paris%20Accra.FINAL.EN.pdf
	Adequate: Evidence exists of both progress made and areas requiring improvement with regard to participate in joint missions.		Evaluation of the Implementation of the Paris Declaration - Brief Summary of Key Messages (2008): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/30741667-EN-EVALUATION-MISE-OEUVRE-DECLARATION-DE-PARIS.PDF Implementation of Paris Declaration Commitments - ADF-11 Replenishment: Third Consultation (2007): http://www.afdb.org/fileadmin/uploads/afdb/Maps/ADF11_11_EN_ADF-11%20PARIS%20DECLARATION%20-%20EN.pdf External Documents Consulted: Quality of Official Development Assistance Assessment (2010): http://www.ifad.org/governance/replenishment/external/QuODA.pdf Publish what you Fund – the Global Campaign for Aid Transparency: Aid Transparency Assessment (2010): http://www.publishwhatyoufund.org/files/Aid-Transparency-Assessment.pdf Aid Quality and Donor Rankings- S. Knack, F.H. Rogers, N. Eubank (2010): http://www-wds.worldbank.org/external/default/WDSPContentServer/WDSP/IB/2012/04/16/000158349_20120416105004/Rend ered/PDF/WPS5290.pdf
	Strong: Paris Declaration data and other sources consistently indicate progress towards the target and clear evidence of the organisation's efforts to participate in joint missions.		
Overall Score MI 16.1		Inadequate (3)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
16.2 The extent to which the MO technical cooperation is disbursed through coordinated programmes.	Inadequate: Paris Declaration data and other sources indicate limited progress towards the target and limited evidence of the organisation's efforts to disburse through coordinated programmes.		Aid Effectiveness 2005-10: progress in Implementing the Paris Declaration(2011):: http://www.oecd.org/dataoecd/25/30/48742718.pdf A Roadmap for Improving Performance on Aid Effectiveness and Promoting Effective Development - Turning Commitments Into Action: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Rev%20-%20Roadmap%20Aid%20Effectiveness.pdf Evaluation of Paris Declaration Implementation at the African Development Bank (OPEV-2011): http://www.oecd.org/dataoecd/31/26/47832813.pdf 2012 Annual Development Effectiveness Review (ADER): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADER%202012%20%28En%29.pdf
	Adequate: Evidence exists of both progress made and areas requiring improvement with regard to disbursement through coordinated programmes.	Met	2011 Annual Development Effectiveness Review (ADER): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADER%20(En)%20-%20Websafe.pdf Implementing the Paris Declaration Commitments and Building on the Accra Agenda for Action - ADF 11 Mid-Term Review (2009): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Generic-Documents/BP%20Implementing%20Paris%20Accra.FINAL.EN.pdf Evaluation of the Implementation of the Paris Declaration - Brief Summary of Key Messages (2008): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/30741667-EN-EVALUATION-MISE-OEUVRE-DECLARATION-DE-PARIS.PDF
	Strong: Paris Declaration data and other sources consistently indicate progress towards the target and clear evidence of the organisation's efforts to disburse through coordinated programmes.		Implementation of Paris Declaration Commitments - ADF-11 Replenishment: Third Consultation (2007): http://www.afdb.org/fileadmin/uploads/afdb/Maps/ADF11_11_EN_ADF-11%20PARIS%20DECLARATION%20-%20EN.pdf External Documents Consulted: Quality of Official Development Assistance Assessment (2010): http://www.ifad.org/governance/replenishment/external/QuODA.pdf Publish what you Fund – the Global Campaign for Aid Transparency: Aid Transparency Assessment (2010): http://www.publishwhatyoufund.org/files/Aid-Transparency-Assessment.pdf Aid Quality and Donor Rankings- S. Knack, F.H. Rogers, N. Eubank (2010): http://www-wds.worldbank.org/external/default/WDSPContentServer/WDSP/IB/2012/04/16/000158349_20120416105004/Rend ered/PDF/WPS5290.pdf
Overall Score MI 16.2		Adequate (4)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
16.3 % of the MO's overall ODA disbursements / support that is for government-led PBAs (SWAPs, basket funding, etc.)	Inadequate: Paris Declaration data and other sources indicate limited progress towards the target and limited evidence of the organisation's efforts to disburse through programme-based approaches.	Met	Aid Effectiveness 2005-10: progress in Implementing the Paris Declaration (2011): http://www.oecd.org/dataoecd/25/30/48742718.pdf A Roadmap for Improving Performance on Aid Effectiveness and Promoting Effective Development - Turning Commitments Into Action: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Rev%20-%20Roadmap%20Aid%20Effectiveness.pdf Evaluation of Paris Declaration Implementation at the African Development Bank (OPEV-2011): http://www.oecd.org/dataoecd/31/26/47832813.pdf 2012 Annual Development Effectiveness Review (ADER): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADER%202012%20%28En%29.pdf
	Adequate: Evidence exists of both progress made and areas requiring improvement with regard to disbursement through programme-based approaches.		2011 Annual Development Effectiveness Review (ADER): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADER%20(En)%20-%20Websafe.pdf Implementing the Paris Declaration Commitments and Building on the Accra Agenda for Action - ADF 11 Mid-Term Review (2009): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Generic-Documents/BP%20Implementing%20Paris%20Accra.FINAL.EN.pdf Evaluation of the Implementation of the Paris Declaration - Brief Summary of Key Messages (2008): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/30741667-EN-EVALUATION-MISE-OEUVRE-DECLARATION-DE-PARIS.PDF
	Strong: Paris Declaration data and other sources consistently indicate progress towards the target and clear evidence of the organisation's efforts to disburse through programme-based approaches.		Implementation of Paris Declaration Commitments - ADF-11 Replenishment: Third Consultation (2007): http://www.afdb.org/fileadmin/uploads/afdb/Maps/ADF11_11_EN_ADF-11%20PARIS%20DECLARATION%20-%20EN.pdf External Documents Consulted: Quality of Official Development Assistance Assessment: http://www.ifad.org/governance/replenishment/external/QuODA.pdf Publish what you Fund – the Global Campaign for Aid Transparency: Aid Transparency Assessment (2010): http://www.publishwhatyoufund.org/files/Aid-Transparency-Assessment.pdf Aid Quality and Donor Rankings- S. knack, F.H. Rogers, N. Eubank (2010): http://www-wds.worldbank.org/external/default/WDSPContentServer/WDSP/IB/2012/04/16/000158349_20120416105004/Rend ered/PDF/WPS5290.pdf
Overall Score MI 16.3		Inadequate (3)	

QUADRANT IV – KNOWLEDGE MANAGEMENT**KPI 17. The MO consistently evaluates its delivery and external results**

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
17.1 The MO has a structurally independent evaluation unit within its organisational structure that reports to its Executive Management or Board	An organisation-wide (central) evaluation unit or function exists.	Met	African Development Bank group – Operations Evaluation (OPEV) Website: http://www.afdb.org/en/operations-evaluation/ Independent Evaluation Policy and Functional Responsibilities of the Operations Evaluation Department (OPEV) (2007): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/18854239-EN-INDEP-EVALU-POLICY-AND-FUNCTIO-RESPO-OF-THE-OPEV.PDF
	An organisation-wide evaluation policy exists, which includes guidance on how the MO is to do independent evaluations.	Met	<i>Ibidem</i>
	(If first criterion is met) there is evidence in reports being submitted by the organisation-wide evaluation unit or function to Executive Management (Head of Organisation) or Board of independence of evaluations .	Met	<i>Ibidem</i>
	(If first criterion is met), the organisation-wide evaluation unit has a direct reporting function to the Executive Management, but not the Board.	Met	<i>Ibidem</i>
	The central evaluation unit has a direct reporting function to the MO's Board.	Not met	<i>Ibidem</i>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
Overall Score MI 17.1		Strong (5)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
17.2 The evaluation function provides sufficient coverage of the MO's programming activity (projects, programmes, etc)	An organisation-wide evaluation policy or plan exists and is corporately approved which identifies the need for independent evaluations of projects and programmes.	Met	Independent Evaluation Policy and Functional Responsibilities of the Operations Evaluation Department (OPEV), March 2007: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/18854239-EN-INDEP-EVALU-POLICY-AND-FUNCTIO-RESPO-OF-THE-OPEV.PDF
	(If first criterion is met) this policy or plan defines the evaluation coverage of projects and programmes (i.e., the number or percentage of projects/programmes requiring evaluations of <i>any type</i>) or it clearly explains how evaluations are planned and prioritised.	Met	Proposed Three-Year Rolling Work Programme and Budget, 2011–2013, OPEV: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/Proposed%20three%20year%20rolling%20work%20programme%20and%20Budget%202011-2013%20-%20EN%20-%2018%2009%202010.pdf
	(If first criterion is met) this policy or plan defines the amount or % of programming (or % of expenditures) that needs an <i>independent</i> evaluation.	Not met	Ibidem
	Reports of independent evaluations are available for <i>at least half of the countries</i>	Met	DRC National Capacity Building Programme Support Project (PANPURC), Project Performance Evaluation Report (PPER), March 2010: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/DRC%20-%20PPER%20PANPURC.pdf OPEV Agricultural Water Management, An Evaluation of the African Development Banks Assistance in Ghana and

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	sampled.		Mali 1990-2010, High Level Evaluations Division (OPEV.2): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/AWM%20evaluation%20-%20CODE%20EN.pdf OPEV Evaluation of Policy Based Operations in the African Development Bank, 1999-2009, Country Case Study, Morocco, High Level Evaluations Division (OPEV.2): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/Morocco%20case%20study%20FINAL.pdf Multinational Pilot Research/Development Support Project on Integrated Pest Management for Subsistence Farming in the Lake Chad Basin, Project Performance Evaluation Report (PPER), Operations Evaluation Department (OPEV), Project and Programme Evaluation Division (OPEV.1), August 2010 (Chad Cameroon, Niger, Nigeria): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/Multinational%204_LCB_-_PPER%5B1%5D.pdf
	(If fourth criterion is met) reports of independent evaluations exist for <i>all</i> countries sampled.	Not met	
Overall Score MI 17.2		Adequate (4)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
17.3 The MO ensures quality of its evaluations	The MO has a policy/procedures for the quality control of their evaluations.	Met	Independent Evaluation Policy and Functional responsibilities of the Operations Evaluation Department (OPEV) (2007): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/18854239-EN-INDEP-EVALU-POLICY-AND-FUNCTIO-RESPO-OF-THE-OPEV.PDF Report on the Independence of the Operation Evaluation Department (OPEV) of the African Development Bank: http://www.oecd.org/dataoecd/5/25/37913722.pdf
	The MO implemented the quality control procedures (i.e. reviewed its evaluations) within the past five years.	Met	<i>Ibidem</i>
	There is evidence (in the reports on the quality of evaluations/review of	Not met	Evaluation Matters http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/eVALUatiOn%20Matters_ENGLISH.pdf Independent Evaluation Policy and Functional responsibilities of the Operations Evaluation Department (OPEV) (2007): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/18854239-EN-INDEP-EVALU-

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	evaluations) that the MO is respecting relevant evaluation standards (e.g. UNEG standards, DAC standards, ECG standards) in its centralised and decentralised evaluations.		POLICY-AND-FUNCTIO-RESPO-OF-THE-OPEV.PDF
	The reviews of the MO's evaluations (i.e. the reports on the quality of evaluations) cover organisation-wide, country and project level evaluations.	Not met	
	There is evidence that the MO's evaluation practices have changed as a result of the review of evaluations.	Not met	Report on the Independence of the Operation Evaluation Department (OPEV) of the African Development Bank: http://www.oecd.org/dataoecd/5/25/37913722.pdf
Overall Score MI 17.3		Inadequate (3)	

KPI 18. The MO presents performance information on its effectiveness

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
18.1 Reports on the achievement of outcomes, not just inputs, activities and outputs	Annual performance reports exist at the organisation-wide level.	Met	Annual Development Effectiveness Review (ADER) 2011 http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADER%20(En)%20-%20Websafe.pdf Annual Development Effectiveness Review (ADER) 2012: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADER%202012%20(En).pdf
	(If first criterion is met)	Met	<i>Ibidem</i>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	the most recent performance report sampled describes outputs achieved.		
	(If first two criteria are met) the most recent performance report sampled discusses expected outcomes achieved.	Met	<i>Ibidem</i>
	(If first two criteria are met) the most recent performance report sampled provides evidence for the MO's contribution to outcome achievement (i.e., establishes a link between organisation-wide outputs and outcomes).	Not met	<i>Ibidem</i>
	(If all above criteria are met) all above criteria are met <i>for all performance reports sampled.</i>	Not met	<i>Ibidem</i>
Overall Score MI 18.1		Adequate (4)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
18.2 Reports performance using data obtained from measuring indicators	Annual performance reports exist at the organisation-wide level.	Met	Annual Development Effectiveness Review (ADER) 2011 http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADER%20(En)%20-%20Websafe.pdf Annual Development Effectiveness Review (ADER) 2012: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADER%202012%20(En).pdf
	(If first criterion is met)	Met	<i>Ibidem</i>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	the most recent performance report sampled specifies indicators for the reporting period that respect SMART or CREAM criteria for indicators.		
	(If first criterion is met) the most recent performance report sampled presents an illustration of trends in measurement over a period of time (i.e., indicator data are compared across X years).	Not met	<i>Ibidem</i>
	(If first criterion is met) the most recent performance report sampled compares indicator measurement to baseline (in the case of outcomes) and target amounts (in the case of both outputs and outcomes) (either in graph or narrative form).	Met	<i>Ibidem</i>
	(If all above criteria are met) all above criteria are met for all performance reports sampled.	Not met	<i>Ibidem</i>
Overall Score MI 18.2		Adequate(4)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
18.3 Reports against its Corporate Strategy, including expected management and development results	Annual performance reports exist at the organisation-wide level.	Met	Annual Development Effectiveness Review (ADER) 2011 http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADER%20(En)%20-%20Websafe.pdf Annual Development Effectiveness Review (ADER) 2012: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADER%202012%20(En).pdf
	(If first criterion is met) the most recent performance report sampled makes reference to the expected results identified in the organisation-wide DRF and MRF.	Met	<i>Ibidem</i>
	(If criterion two is met) the most recent performance report sampled describes the extent of achievement to date of results identified in the DRF and MRF, along with an explanation of any variances.	Met	<i>Ibidem</i>
	(If all above criteria are met) all above criteria are met for all performance reports sampled.	Not met	<i>Ibidem</i>
	There is an independent evaluation/review confirming the quality of organisation-wide reporting on results.	Not met	<i>Ibidem</i>
Overall Score MI 18.3		adequate(4)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
18.4 Reports against its Paris Declaration commitments using indicators and country targets	An annual, organisation-wide report on the MO's performance against Paris Declaration (PD) commitments exists (this may not be a separate report, but part of another report, such as the annual performance report).	Met	Annual Development Effectiveness Review (ADER) 2011: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADER%20(En)%20-%20Websafe.pff Annual Development Effectiveness Review (ADER) 2012: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADER%202012%20(En).pdf Roadmap for Improving Performance on Aid Effectiveness and Promoting Effective Development: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Rev%20-%20Roadmap%20Aid%20Effectiveness.pdf
	(If the first criterion is met) the most recent report describes the extent of overall achievement to date on PD commitments, using indicators.	Met	<i>Ibidem</i>
	(If the first two criteria are met) the most recent report shows country targets for PD commitments.	Not met	<i>Ibidem</i>
	(If all above criteria are met) the most recent report shows the extent of achievement to date of PD commitments by country.	Not met	<i>Ibidem</i>
	(If all above criteria are met) all above criteria are met for all reports sampled.	Not met	<i>Ibidem</i>
Overall Score MI 18.4		Adequate(4)	Overall comments: Strictly adhering to the document review criteria, the Bank would receive a rating of strong on this MI. However, according to OPEV the Bank still lacks a formal system for tracking the implementation of evaluation recommendations that are accepted by management and reported to the Board. Since such a system is

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			not yet in place, it is not possible to assess whether performance information (defined as audits and evaluations) is used systematically to adjust strategies and policies.

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
18.5 Reports on adjustments made or recommended to the organisation-wide policies and strategies based on performance information	The MO has a policy that defines how annual performance reporting will be carried out.	Met	Annual Development Effectiveness Review (ADER) 2011: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADER%20(En)%20-%20Websafe.pff Annual Development Effectiveness Review (ADER) 2012: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADER%202012%20(En).pdf
	The MO has a policy that defines how annual performance reporting will be systematically used.	Met	2008-2012 Medium-Term Strategy: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/MTS%20anglais.pdf Bank Group Results Measurement Framework for 2010-2012: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Bank%20Group%20Results%20Measurement%20Framework%20-%20REV%202%5B1%5D.pdf
	There is evidence that annual performance reviews (e.g. audits, evaluations) are systematically used to adjust strategies/policies.	Met	Mid-Term Review (MTR) of the Bank Group Medium Term Strategy 2008-2012: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/Mid-Term%20Review%20of%20the%20Bank%20Group%20Medium%20Term%20Strategy.pdf OPEV Proposed Three-year rolling work programme and budget 2011-2013: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/Proposed%20three%20year%20rolling%20work%20programme%20and%20Budget%202011-2013%20-%20EN%20-%202018%2009%202010.pdf OPEV Proposed Three-year rolling work programme and budget 2012-2014: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/OPEV%20-%20203-YrRolling%20Work%20Prog%20-%20Budget%202012-14%20-%20Sept%20%202013.pdf Evaluation of project Supervision at the AfDB 2001-2008 (2010): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/1_Evaluation%20of%20Project%20Suprvision%20at%20the%20African%20Developement%20Bank%20001-2008.pdf Guidelines for Project Completion Reporting (2009): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/PCR%20Guidelines%20Approved%20by%20Ops%20-%20Com%20-%20on%2003-04-2009.pdf
	There is evidence that annual performance reviews (e.g. audits, evaluations) are systematically used to	Not met	<i>Ibidem</i>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	adjust budgets.		
	The Board receives annual reports on strategy and/or budgetary changes that are based on performance information.	Met	AfDB -Programming & Budget Department (COBS) website: http://www.afdb.org/en/about-us/structure/programming-budget-department/
Overall Score MI 18.5		Adequate (4)	Overall comments: Strictly adhering to the document review criteria, the Bank would receive a rating of strong on this MI. However, according to OPEV the Bank still lacks a formal system for tracking the implementation of evaluation recommendations that are accepted by management and reported to the Board. Since such a system is not yet in place, it is not possible to assess whether performance information (defined as audits and evaluations) is used systematically to adjust strategies and policies.

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
18.6 Reports on country (or other) level programming adjustments made or recommended based on performance information	The MO has a policy that defines how annual performance reporting will be carried out at the country level.	Met	Evaluation of Project Supervision at the AfDB 2001-2008 (2010): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/1_Evaluation%20of%20Project%20Suprvision%20at%20the%20African%20Developement%20Bank%202001-2008.pdf Staff Guidance on Implementation Progress & Results Reporting for Public Sector Operations (2011) Bank Group Policy on Portfolio Review and Restructuring (1995) Guidelines on Project Completion Reporting (2009): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/PCR%20Guidelines%20Approved%20by%20Ops%20%20Com%20%20on%2003-04-2009.pdf
	The MO has a policy that defines how annual performance reporting will be systematically used at the country level.	Met	
	There is evidence that annual performance reviews (e.g. audits, evaluations) at the country level are systematically used to	Not Met	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	adjust strategies/policies.		
	There is evidence that annual performance reviews (e.g. audits, evaluations) at the country level are systematically used to adjust budgets.	Not met	
	The Board receives annual reports on strategy and/or budgetary changes at the country level that are based on performance information.	Met	
Overall Score MI 18.6		Adequate(4)	

KPI 19. The MO encourages identification, documentation and dissemination of lessons learned and/or best practices

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
19.1 Reports on lessons learned based on performance information	There is evidence that the organisation is committed to the identification of lessons learned and/or best practices.	Met	Independent Evaluation Policy and Functional responsibilities of the Operations Evaluation Department (OPEV) (2007): http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/18854239-EN-INDEP-EVALU-POLICY-AND-FUNCTIO-RESPO-OF-THE-OPEV.PDF Annual Development Effectiveness Review (ADER) 2011: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADER%20(En)%20-%20Websafe.pdf Annual Development Effectiveness Review (ADER) 2012: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADER%202012%20(En).pdf Bank Knowledge Management and Development Strategy 2008–2012: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/10000001-EN-REVISED-BANK-KNOWLEDGE-MANAGEMENT-AND-DEVLOPMENT-STRATEGY-2008-2012.PDF
	There is a unit/coordinating	Met	Ibid.

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	group responsible for documenting and disseminating lessons learned and/or best practices.		
	The MO has a system for collecting and disseminating lessons learned and/or best practices internally.	Not met	
	(If third criterion is met) The MO has an easily accessible system that collects and disseminates <i>both</i> internal <i>and</i> external lessons learned and/or best practices.	Not met	
	There is evidence that the MO uses lessons learned and/or best practices based on performance to change management and programme practices.	Met	Staff Guidance on Implementation Progress and Results Reporting (IPR) for Public sector Operations (2011) Guidelines on project Completion Reporting (2009) Evaluation of Project Supervision at the AfDB -2001-2008 (2010) Annual Development Effectiveness Review (ADER) 2011: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADER%20(En)%20-%20Websafe.pff Annual Development Effectiveness Review (ADER) 2012: http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/ADER%202012%20(En).pdf Report on the Independence of the Operation Evaluation Department (OPEV) of the African Development Bank (2005): http://www.oecd.org/dataoecd/5/25/37913722.pdf
Overall Score MI 19.1		Adequate	

Appendix VII AfDB – HQ and CO Interviewees

HQ Interviews – May 15th – 17th (Tunis, Tunisia)

Thematic Area	Name	Title	Division
Climate Change and Environment	Hela Chikouru	Chief Specialist	ONEC
	Alexis Rwabizambuga	Chief Climate Change officer, Compliance and Safeguards Division	ORQR
	Ali Abu Saba	Chief Climate Change Specialist	ONEC
	Kurt Lonsway	Manager – Environment and Climate Change Division	ONEC.3
	Mafalda Duarte	Chief Climate Change Specialist (Climate Investment Funds Coordinator)	ONEC
	Frank Sperling	Chief Climate Change Specialist	ONEC
Decentralisation	Jean Paul Ehounou	Director	PECOD
	Mohamed Hmidouche	Vice-Chair	PECOD
	Frank Black	Director & Chair Permanent Committee on Decentralisation	PECOD
Evaluation	Mohamed Hédi Manai	Division Manager, Project and Programme Evaluation	OPEV
	Odile Keller	Division Manager, High Level Evaluation Division	OPEV
Gender	Ginette Ursule Yoman	Division Manager	ORQR4
Human Resources Management	Harold Akingbade-Taylor	Division Manager, Staff Development & Training	CHRM.3
	Mohamed Saïdil Moctar	Principal Compensation Officer (CHRM)	CHRM
	Kane Oulimata	Performance and Talent Management Officer	CHRM
Operational Resources and Policies	Désiré Vencatachellum	Director – Operational Resources & Policies Department	ORPC
	Domina Buzingo	Division Operational Resources & Policies Department	ORPC
Private Sector Development	C.J. Alfred Helm	Division Manager, Operations Support Division	OPSM
	Cécile Ambert	Strategy Officer	OPSM
	Douglas Barnett	Lead Results Officer	OPSM
	Tim Turner	Director, Private Sector Department	PSDU
Regional Integration	Ralph A. Olayé	Manager, NEPAD and Regional Integration	ONRI

Thematic Area	Name	Title	Division
Resource Mobilization and Allocation	Benoît Chervalier	Head of Unit	ORMU
	Karen-Rot-Munstermann	Chief Resource Mobilization Officer	ORMU
Results-Based Management	Samer Hachem	Aid Effectiveness Specialist	ORQR
	Simon Mizrahi	Director, Quality Assurance and Results Department	ORQR
Strategy	Kapil Kapoor	Director Strategy	STRG
Strategy and Budget	Tom Brand	Programming & Budget Department	COBS
	Clément A. Babalola	Lead Budget Officer - Programming & Budget Department	COBS
	Okou N'Guessan André	Chief Budget Officer - Programming and Budget Department	COBS

Country Office Interviews (May 17th, June 13th and 20th)

	Name	Title	Country
AfDB - DRC	Séraphine Wakana	Economiste principale pays/RD Congo	Kinshasa, RDC
AfDB - Ghana	Eline Okudzeto	Macroeconomist	Accra, Ghana
AfDB - Morocco	Boubacar-Sid Barry	Bureau National de la Banque africaine de développement au Maroc (MAFO)	Rabat, Maroc
	Samba Ba	Chief Country Economist Regional Department North 2 (ORNB)	Tunis, Tunisia
AfDB - Nigeria	Peter Sturmheit	Principal Country Programme Officer	Abuja, Nigeria