Multilateral Organisation Performance Assessment Network

Organisational Effectiveness Assessment

Inter-American Development Bank (IDB)

Volume II – Appendices
December 2011

Appendices

Appendix I Methodology

1. Introduction

This document describes the methodology used to conduct the MOPAN Common Approach in 2011. It is important to note that MOPAN continues to improve the methodology for the Common Approach from year to year. With this in mind, comparisons of this year's results with those of previous years should be handled cautiously.

1.1 The MOPAN Common Approach Assessment Framework

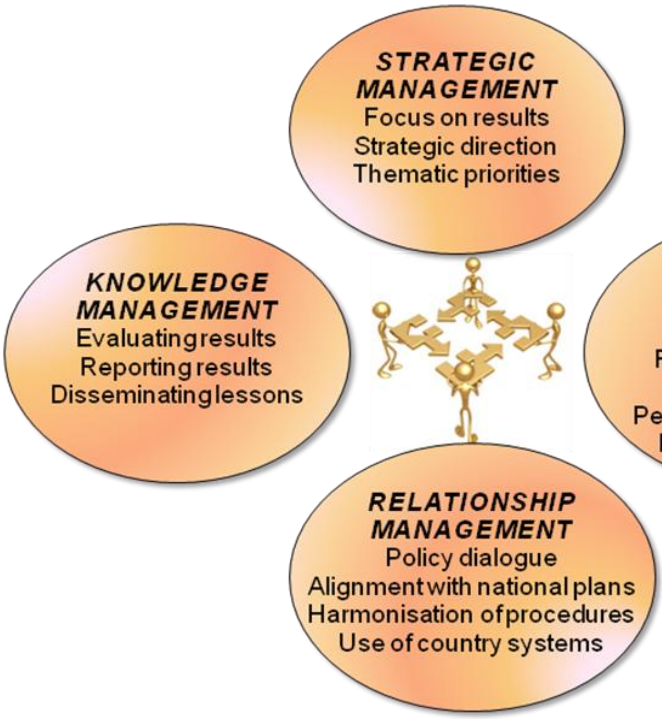
MOPAN defines organisational effectiveness as the extent to which a multilateral organisation is organised to contribute to development and/or humanitarian results in the countries where it operates.

Using a survey of stakeholders and a document review, 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 in the field. The Common Approach groups these organisational capacities in four areas of performance, which are called "quadrants":

- *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.

Dimensions of organisational effectiveness in the MOPAN Common Approach[1]



1.2 Indicators

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

In an initial mapping exercise of existing bilateral donor assessment tools in 2007, MOPAN identified some 250 indicators, many of which were overlapping. The Common Approach reduced these to 35 key performance indicators and 120 micro-indicators. In 2008, the indicators were further refined and tested and this led to the adoption in 2009 of 19 KPIs and 63 MIs for international financial institutions and 64 MIs for UN funds and programs. These were subsequently tested and adjusted for humanitarian organisations. In 2011, the assessment included up to 20 KPIs and 75 MIs for each organisation, depending on the nature of the organisation and its mandate. The full list of MIs assessed in 2011 is provided in Appendix V (KPI and MI Data by Quadrant).

1.3. Multilateral Organisation Selection

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

1. Perceived importance and interest to all MOPAN members;
2. Medium-Term Strategic Planning (or equivalent) and replenishment cycles. The organisations should be assessed by the beginning of the planning process or prior to the start of the replenishment negotiation process;
3. The organisations include international financial institutions (IFI); UN funds, programs, and specialised agencies; and humanitarian organisations.

[1] To better reflect the mandates of organisations engaged in humanitarian work, additional dimensions are incorporated (such as adherence to humanitarian principles in their field operations) in the frameworks used to assess those organisations.

MOPAN aims to assess institutions selected on the basis of the criteria identified above on a 3 to 5 year cycle. Countries should not be surveyed by MOPAN in two consecutive years.

In 2011, MOPAN assessed the Food and Agriculture Organization (FAO) of the United Nations, the Inter-American Development Bank (IDB), the United Nations Environment Programme (UNEP), the United Nations High Commissioner for Refugees (UNHCR), and the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA).

1.4. Country Selection

Each year countries and territories are selected for the Common Approach assessment on the basis of:

1. The presence of the multilateral organisations being assessed;
2. The presence of MOPAN members;
3. Ensuring that no country or territory is included in the survey in two consecutive years;
4. Geographical distribution, so that developing countries in all regions are included while taking into account the regional mandates of the group of organisations to be assessed.

In 2011, the Common Approach assessment included Bangladesh, Bolivia, Brazil, Burundi, Ecuador, Nepal, Peru, Tanzania, Jordan, Lebanon, Palestinian territories (the West Bank and Gaza Strip), and the Syrian Arab Republic. However, each organisation was assessed only in the countries and territories in which it operates.

2. Survey

2.1 Overview

In 2011, the MOPAN Common Approach gathered stakeholder perceptions through a survey of MOPAN members (at headquarters and at the country level [2]) and other key stakeholders of the multilateral organisations, which included: direct partners or clients, peer organisations, and host or recipient government representatives. The number and type of respondent groups varied for each organisation.

The main instrument for conducting the survey was an online survey based on Computer-Aided Web Interviewing (CAWI). The survey could be completed online in Arabic, English, French, Portuguese, or Spanish (depending on the organisation being assessed). All MOPAN respondents and most respondents in other groups completed the survey online.

When it was not possible for respondents to complete the survey online, off-line methods were used. Respondents could complete a paper-based survey or an electronic version of the survey in Microsoft Word that was sent by email, or they could participate in a structured interview either in person or by telephone. Paper-based versions of the survey were made available in all of the languages noted above, as well as in Bengali.

Individual responses to the survey were confidential to the independent consultants who managing the online survey or collecting data off-line in the field.

The survey data were collected over a five-week period in April and May 2011.

Respondent Types

To gather diverse perspectives on the multilateral organisations assessed, MOPAN sought the perceptions of the following respondent groups:

[2] In the case of UNRWA, the term “field of operation” is used instead of “country”.

- **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 field level.
- **Direct Partner/Client (DP):**[3] 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.
- **Peer organisation (PO):** International or regional organisations that work closely with the multilateral organisation being reviewed either at the country or field level (as in the case of UNHCR and UNRWA) or at a global or regional level (as in the case of UNEP).
- **Host or recipient government (GOV):** Representatives of the government that hosts the multilateral organisation being reviewed, usually in the context of organisations with protection and humanitarian mandates (as in the case of UNHCR and UNRWA).

2.2 Sampling and Response Rates

Sampling

The Common Approach 2011 used a purposive sampling method called 'expert sampling' in which potential respondents were 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 involved all MOPAN members in collaboration with the multilateral organisations assessed, resulted in lists of the population (all potential respondents) for each of the multilateral organisations.

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

The data on potential and actual respondents and their level of familiarity with the organisation are provided below.

[3] In the context of IFIs, these are referred to as "Clients."

[4] Each individual was provided with a unique link that reflected the respondent type (HQ, CO, DP, PO, or GOV) and the multilateral organisation(s) they had been assigned to. A few individuals, particularly MOPAN members, completed surveys on more than one organisation.

Response Rates

Multilateral Organisation	Potential Survey Respondents	Actual Survey Respondents	Response Rate	Percentage of Respondents who reported a good level of familiarity with the organisation[5]
FAO	361	284	79%	89%
IDB	188	132	70%	92%
UNEP	426	215	50%	87%
UNHCR	311	208	67%	90%
UNRWA	193	131	68%	95%

MOPAN aimed to achieve a 70 per cent response rate from donors at headquarters and a 50 per cent response rate from all other target groups. Despite follow-up efforts, MOPAN was unable to meet the targets for some respondent groups in some cases. (See Section 2.2 of the organisational reports for response rates and targets by respondent group.)

2.3. Survey Instrument

Survey Customisation

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

First, a set of core questions was developed for all respondents. Additional questions were designed for specific respondent groups, to reflect their functional responsibilities. For example, in some surveys, questions related to corporate issues were asked only of donors at headquarters, and questions on country-specific issues were asked only of donors in-country and clients/direct partners of multilateral organisations. Some questions were adjusted to reflect the nature of the multilateral organisation (e.g., cross-cutting thematic priorities). The final customised survey for the organisation is presented in Appendix II.

Survey Instrument

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

The main part of the survey consisted of a series of closed-ended questions on the micro-indicators for each key performance indicator (KPI). Survey respondents were presented with statements describing an organisational practice, system, or behaviour and asked to rate the organisation's performance on a scale of 1 to 6 as shown below.

[5] This percentage includes only those who responded 3, 4 or 5 as their level of familiarity. Also note, these are un-weighted data.

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.

2.4 Survey Data Analysis

SPSS Version 17.0 statistical software was used to analyse responses.

First level data analysis

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

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

Mean Score Calculation: Mean scores were calculated on a weighted basis only. Scores were calculated based on answers to survey questions corresponding to micro-indicators. For the calculation of mean scores, 'don't know' responses were removed from the calculation. In cases where respondents left questions blank (i.e., missing data), either because they decided not to answer, or because they did not conform to required criteria (e.g. Location of work), responses were screened out. In such cases, mean scores were calculated using the number of valid responses to each question.

Mean scores were 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 was applied to each MI. For example, a KPI consisting of three micro-indicators that individually scored 2, 3, and 4 had a KPI mean of 3. In particular cases where multiple survey questions were needed to develop a concept, micro indicators were composed of multiple sub-indicators. In such cases, we took the mean score of the sub-indicators to calculate the score for that particular MI.

A weighting scheme was applied to ensure that no single respondent group or country was under-represented in the analysis.

The weighting gave equal weight to:

- The views of each respondent group [6]
- The countries where the survey took place
- Donors in-country, direct partners, and/or peer organisations and host governments, within each country where the survey took place.[7]

A weight was calculated for each multilateral organisation using the following equation.

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

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

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

Weighted figures are used in all multilateral organisation reports unless otherwise stated.

Converting Individual Scores to Group Ratings

As noted above, a mean score was calculated for each group of respondents (e.g., donors at HQ). Since the mean scores were not necessarily whole numbers (from 1 to 6) MOPAN assigned 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.

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

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

Second level analysis

Second level analysis examined differences in the responses among categories of respondents and other variables, as relevant for each organisation. Appropriate methods of statistical analysis were 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 was adopted ($p \leq .05$) and these are reported where significant differences were 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.

3. Document Review

3.1 Overview

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

The document review considered three types of documents:

- Multilateral organisation documents relevant to the assessment of MOPAN micro-indicators. The organisations helped to identify these documents.
- Organisational reviews or assessments (external or internal) of the organisation's performance on the dimensions of the MOPAN framework (strategic management, operational management, relationship management, and knowledge management). These studies were either found on the organisation's website or provided by the organisation.
- Other sources of data such as the Survey on Monitoring the Paris Declaration (2010), the Common Performance Assessment (COMPAS) report (2009), and previous MOPAN surveys.[9]

3.2 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 document sampling strategy. However, the collection of documents followed a number of overall principles to ensure consistency and focus in the sampling process.

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

[8] MOPAN aims to work within the confines of a multilateral organisation's disclosure policy. The documents used for the assessment were either on the organisation's web site, on other web sites of the UN system, or were provided by the organisation for the purposes of assessing the micro-indicators.

[9] If data from these sources were not available for the multilateral organisations participating in this year's assessment, either an alternate approach was developed or the micro-indicators were not assessed.

[10] This was intended to ensure that documents reviewed were final documents (rather than drafts) and that they were providing guidance for organisational behaviour.

All documents (including policies, guidelines, strategies, thematic documents, and web site information) were selected at least in part based on the “type-specific” and “level-specific requirements” noted below.

a) Type-specific requirements

The following requirements apply to policies, guidelines, strategies, thematic documents, or web site information at any level of the organisation. These documents were also subject to the “level-specific requirements” listed in the following subsection.

- Policies or guidelines, at any level within the multilateral organisation, were selected only if they were currently in force as of the year of assessment.
- Strategies, regardless of level within the multilateral organisation, were generally selected only if they were being implemented in the year of assessment.
- Thematic documents, including strategies, plans and reports, regardless of the level within the multilateral organisation, were selected to represent a mix of thematic areas.
- Any text from a multilateral organisation’s web site (i.e., not a downloadable document available on the site) was retrieved within the year of assessment, and was assumed to be current unless the web page itself stated otherwise.

b) Level-specific requirements

All documents were selected based on the following requirements, as applicable:

- Except for policies, strategies, and guidelines, all documents were drawn from the period 2009 – May 2011.
- Documents were included from all countries assessed in the 2011 MOPAN Common Approach. However, in some cases documents from other countries or regions in which the multilateral organisation works were also considered.
- Project and program level documents were generally selected from recent projects that had the highest levels of investment and that represented different types of programming activity in the region.

3.3 Document Collection

Document collection was not a linear process, but generally followed the following steps:

- Initial document research on the website of the multilateral organisation
- Collection of COMPAS and Paris Declaration Survey Data (if applicable)
- Consultation with the multilateral organisation, through the MOPAN Institutional Lead, who reviewed and refined the initial data set
- Finalisation of document list.

Once the document review commenced, further documentation needed to fill any gaps in information for certain indicators was requested from the multilateral organisation. If the documents obtained from these requests did not contain the information needed, the consultant team made the assessment based on the information available.

Data from other Assessments

As noted above, the document review included a review of other assessments, when relevant.

Common Performance Assessment System (COMPAS) report, 2009: COMPAS provides a framework through which the multilateral development banks (MDBs) can track their capacities to manage for development results (MfDR). The data are gathered by internal management units in the MDBs, generally those that are supporting the implementation of MfDR.

In assessing IFIs, MOPAN draws on indicators from the COMPAS report[11] in order to help triangulate findings and assess relevant micro-indicators. The following COMPAS indicators were used in the 2011 assessment of MOPAN micro-indicators:

- 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, 2010. This survey, managed by the OECD, highlights areas in which countries and organisations may be falling short of the targets established for 2010. As eight of the MOPAN indicators are based on the Paris Declaration indicators, the document review looked at the Paris survey data provided by multilateral organisations themselves or published in the OECD report. The following indicators were relevant to the MOPAN assessment:

Appendix C: Donor Data:[12]

- Indicator 3: Aid flows aligned on national procedures
- Indicator 4: Strengthen capacity by co-ordinated support
- Indicator 5a: Use of country public financial systems
- Indicator 5b: 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

In 2011, two organisations assessed by MOPAN (IDB and FAO) had participated in the OECD survey and contributed their data to the MOPAN assessment.

3.4 Document Analysis

Document Review Criteria

For most micro-indicators, five document review criteria were established which, taken together, were thought to represent good practice in that topic area. The criteria were based on existing standards and guidelines for each of the indicator areas when these were available (for example, UNEG or OECD-DAC guidelines) and other criteria were developed or adapted to the MOPAN Common Approach based on the following considerations:

- **Quality:** Documents were assessed in terms of their content, and in particular for the presence or absence of items or characteristics noted in standards as best practice.

[11] The indicators in the COMPAS report have changed over time. In 2011, the Assessment Team reviewed the 2009 COMPAS report.

[12] In general, the MOPAN assessment draws on data from the “Average Country Ratio – All Countries” in the appendices of OECD Report.

- **Use:** While difficult to assess by document review, some proxy indicators for the use or implementation of a document were examined, such as evidence from budget documents that a policy or priority area was being financed, or evidence from evaluations that showed implementation of a policy or priority area.
- **Consistency:** Where possible, several documents of the same type were examined (such as country strategies in different countries) to assess the extent to which criteria were met consistently across the organisation.
- **Improvement over time:** In some cases, documents were examined over several years to assess progress over time.

Document Review Ratings

Each criterion was designed as a yes/no alternative and each “yes” answer counted as one point in the rating. The rating on any micro-indicator was the total number of criteria met by the organisation.

As in the survey, the document review ratings ranged from 1 (very weak) to 6 (very strong). In the document review, however, the definition of “very weak” was expanded to include “the organisation has no document that provides evidence of such a system being in place.”

Rating and Descriptor	Number of criteria met	Definition
1. Very Weak	No criteria met or required document(s) do not exist	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.
2. Weak	One criterion met	The multilateral organisation has this system but there are important deficiencies.
3. Inadequate	Two criteria met	The multilateral organisation’s system in this area has deficiencies that make it less than acceptable.
4. Adequate	Three criteria met	The multilateral organisation’s system is acceptable in this area.
5. Strong	Four criteria met	The multilateral organisation’s system is more than acceptable yet without being “best practice” in this area.
6. Very Strong	All five criteria met	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, followed a different rating method. In these cases, ratings were established on a case-by-case basis through the delineation of percentage ranges. These ranges reflected the perspective of MOPAN with respect to performance in relation to the 2010 targets of by the Paris Declaration (meeting the Paris Declaration target, for example, was considered “strong”).

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

While the document review assessed most micro-indicators, it did not assign a rating to all of them (when criteria had not been established for best practice on that MI). Consequently, some charts do not show document review scores for each KPI or MI.

4. Basis for Judgment

In the past, the basis for judgment in MOPAN assessments was the perceptions of survey respondents. While these are still an important component of the judgments on organisational performance, the introduction of document review allows MOPAN to draw on a variety of sources that can be compared and triangulated in making judgments.

To the extent possible, MOPAN assessment standards and criteria are adjusted to reflect the differences between the multilateral organisations under review. This helps to ensure that judgements reflect the nature of the organisation.

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.[13] In the Common Approach, data are triangulated in a number of ways:

- Document review ratings are not combined with survey results, but presented separately to illustrate convergence with or divergence from survey results.
- Other evaluations or assessments of the organisations are reviewed to help to validate or question the findings.
- Findings are widely vetted within the MOPAN network and revised based on feedback from members.
- Reports are shared with the multilateral organisations and their review constitutes the final stage of the data collection process.

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

5. Strengths and Limitations of the Common Approach

Strengths

- The MOPAN Common Approach is based on the core elements of existing bilateral assessment tools.
- It is derived from, and meant to replace, seven existing bilateral assessment tools. It is also meant to forestall the development of other assessment approaches by bilateral donors.
- It seeks perceptual information from different perspectives: MOPAN members (at headquarters and country level), 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 and the Accra Agenda for Action regarding harmonisation, partner voice, and mutual accountability.
- It complements perceptual data with document review, thus adding an additional data source. This should enhance the analysis, provide a basis for discussion of agency effectiveness, and increase the validity of the assessment through triangulation of data sources.

[13] Miles, M. B. & Huberman, A. M. (1994). Qualitative data analysis (2nd ed.). Thousand Oaks, CA: Sage

- 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

While MOPAN continues to improve its methodology based on experiences in each year of implementation, the following limitations should be considered when reading MOPAN reports.

MOPAN Framework

- The Common Approach is designed primarily 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, modifications have been made wherever possible to provide greater nuance in the analysis.

Sources of Data

- The Common Approach is based on a perception survey and document review; it does not include interviews, focus groups, and other data collection methods that can help to analyse the current state of behaviours, systems, and procedures in the organisation.
- The Common Approach asks MOPAN members and the organisations assessed to identify the most relevant individuals to complete the survey. MOPAN does not have a way of determining if the most knowledgeable and qualified individuals are the ones completing the survey.
- Since MOPAN works within the confines of each organisation's disclosure policy, the document review was sometimes limited by the availability of documents in certain indicator areas related to the internal procedures of the organisations (e.g., on audit and human resource policies).
- Perception data has several potential limitations, one of which is 'central tendency bias' – i.e., the tendency of respondents to avoid the extreme points of a scale.

Data Collection Instruments

- Because one of MOPAN's intentions is to merge existing bilateral assessment tools and forestall the development of others, the survey instrument is long. MOPAN might consider eliminating certain survey questions in future, as other sources of data are introduced.
- Some survey questions, particularly those referring to the internal operations of the organisations, are challenging for respondents to answer and were characterised by high levels of 'don't know' responses.

Sampling

- The countries surveyed in the 2011 assessment, which were selected based on established MOPAN criteria,[14] comprise only a small proportion of most of the multilateral organisation's overall programming.

[14] MOPAN criteria for country selection include: presence and availability of MOPAN members, no recent inclusion in the survey, and the need for geographical spread. UNRWA and IDB required special considerations in 2011 because of their regional mandates.

Data Analysis

- While the document review can comment on 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).

Basis for Judgment

- For many of the MOPAN indicators there are no pre-established standards or criteria for what constitutes good practice for a multilateral organisation. As a result, some of the criteria for the document review were developed by MOPAN to meet the needs of this assessment process.
- In the document review, low ratings are sometimes due to an organisation's lack of appropriate documents that meet specific MOPAN criteria (some of which require certain aspects to be documented explicitly).
- The Common Approach assessment produces numerical scores or ratings that appear to have a high degree of precision, yet can only provide indications of how an organisation is doing and a basis for discussion among MOPAN members, the multilateral organisation, and the organisation's partners.

Despite the limitations, in general, we contend that the data presents a reasonable picture of the systems associated with the internal effectiveness of the multilateral organisations.

Appendix II MOPAN Common Approach Survey for IDB 2011

Note: This is the survey used to assess the IDB in 2011. It contains all of the possible questions, but not all questions were asked of all respondent groups.

Introduction]

Your time spent in participating in the MOPAN Common Approach is very much appreciated.

[1 - Samplegroup - single]
Samplegroup - Auto answered

□ 1. HQ
□ 2. CO
□ 3. DP

[Welcome]

Welcome to the Survey for the MOPAN Common Approach in 2011 and thank you for agreeing to participate.

In responding to the survey, feel free to base your answers on your perceptions of the Inter-American Development Bank (IDB), as well as your knowledge. Your perceptions may be shaped by anything you have seen, heard about or read, and by your general impressions.

Please be 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 around 30 minutes to complete. Note, however, that it may take longer depending on the answers you give.

Please note: It would be ideal if you would 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 that 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 mopan2011@epinion.dk At any point you can move back and forth in the questionnaire if you would like to change a response or a comment.

Your time spent in participating in the Common Approach is very much appreciated.

Please click the 'Next' button below to begin.

[2 - single]
Which of the following best describes how often you, in your professional role, have contact with the IDB?

□ 1. Daily
□ 2. Weekly
□ 3. Monthly
□ 4. A few times per year or less
□ 5. Never

[3 - single]
You have been identified to assess the organisational practices, systems and behaviours of the Inter-American Development Bank (IDB). However, before answering the questionnaire we would like to know how familiar you are with the IDB 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 3= 1]

[ScreenOut Confirm]

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.

[4 - single]
Fake

□ 1. Fake [Filtered]

[Overall Performance]

Overall Performance

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

[5 - single]
Thinking about IDB, and the way it operates, what do you consider to be its greatest strength?

Please type your answer into the box below:

□ 1. Note:

[6 - single]
And still thinking about IDB 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:

[7 - single]
How would you rate the overall **internal effectiveness** of IDB?
(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]

DEFINITION:

Effectiveness = 'being organised to support clients/partners to produce and deliver expected results'.

Now we would like to ask you some questions about specific aspects of the performance of IDB. In thinking about these questions, please consider all you know about IDB.

[Performance areas]

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 IDB performs in those areas. You will see a scale from 1 to 6, as described below.

The scale will stay the same for all statements.

DEFINITION OF THE SCALE USED IN THE QUESTIONNAIRE:

1 - Very weak = The IDB does not have this practice, behaviour or system in place and this is a source of concern.
2 - Weak = The IDB has this practice, behaviour or system, but there are important deficiencies.
3 - Inadequate = The IDB's practice, behaviour or system in this area has deficiencies that make it less than acceptable.
4 - Adequate = The IDB's practice, behaviour or system is acceptable in this area.
5 - Strong = The IDB's practice, behaviour or system is more than acceptable yet without being "best practice" in this area.
6 - Very strong = The IDB'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, Knowledge Management.

[Strategic Management]

Strategic Management

First of all we would like to ask you about Strategic Management.

[Corporate Governance]

Corporate Governance

To start with, we would like to ask you some questions related to organisational governance. According to what you know how do you think IDB performs in relation to the practices, systems or behaviours described in the following statements?

All words typed in bold have definitions - see definitions below the questions.

[8 - single]
IDB'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

[9 - single]
IDB's institutional culture is **client-focused**.
(SEE DEFINITION BELOW)

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

[Condition 1= 1]
[10 - single]
IDB's senior management shows leadership on **results management**.
(SEE DEFINITION BELOW)

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

[11 - single]
IDB makes **key documents** readily available to the public.
(SEE DEFINITION BELOW)

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

[DEFINITION]
DEFINITION:

[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 3]
Results management = Management for results, or Results-Based Management (RBM). That is, managing and implementing aid in a way that focuses on the desired results and uses information to improve decision-making.

[DEFINITION 2]
Key documents = Documents that describe strategies, policies, key financial information, and other types of reports at organisation-wide, country, and/or project/program level.

[12 - single]
Do you have any additional comments on IDB's corporate governance?

□ 1. Yes, note:
□ 2. No

[Condition 1= 1]
[Corporate Strategy1]
Corporate Strategy

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

All words typed in bold have definitions - see definitions below the questions.

[13 - single]
IDB has a clear mandate.

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

[14 - single]
IDB's organisation-wide **strategy/strategies** are aligned with the mandate.
(SEE DEFINITION BELOW)

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

[15 - single]
IDB 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

[16 - single]
IDB 9 contains explicit **management results**.
(SEE DEFINITION BELOW)

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

[17 - single]
IDB 9 contains explicit **development results**.
(SEE DEFINITION BELOW)

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

[18 - single]
Under IDB 9, IDB's results have **causal links** from outputs through to outcomes and impact.
(SEE DEFINITION BELOW)

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

[19 - single]
IDB 9 includes measurable indicators at output and outcome levels.

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

[DEFINITION 1]
DEFINITION:

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

IDB 9 = Ninth General Increase of the Resources of the Inter-American Development Bank.

Management results = A description (in tabular, chart or narrative form) of management (in-house/business focused) results, including indicators, that are expected to be achieved from the multilateral organisation's activities.

Development results = A description (in tabular, chart or narrative form) of development, beneficiary/stakeholder focused results, including indicators, that are expected to be achieved from the multilateral organisation's activities.

Causal links = A fundamental principle of results based management (RBM) / managing for development results (MfDR) is that to be used for results management, results statements must be articulated in a framework or results chain, with clear causal linkages between each level of results. This linkage is a performance relationship between the results statements.

[Corporate Strategy2]
Cross-cutting Priorities

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

[20 - single]
IDB 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

[21 - single]
IDB sufficiently mainstreams environment in its operations.

□ 1. Very weak
□ 2. Weak

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

[22 - single]
IDB sufficiently promotes the principles of good governance in its operations.

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

[23 - single]
IDB sufficiently promotes private sector development.

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

[24 - single]
IDB sufficiently promotes regional cooperation.

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

[25 - single]
IDB 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

[26 - single]
Do you have any additional comments on IDB's corporate strategy?

□ 1. Yes, note:
□ 2. No

[Condition 1= 2 OR 1= 3]

[Strategies-Country, Regional]

Strategies - Country, Regional, Thematic

Now we would like to ask you about strategies at the country, sector and thematic levels. Thinking now about IDB's strategies, how do you think IDB performs in relation to the practices, systems or behaviours described in each of the following statements?

All words typed in bold have definitions - see definitions below the questions.

[27 - single]
IDB's country strategy links results from project, sector and **country levels**.
(SEE DEFINITION BELOW)

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

[28 - single]
IDB's results 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

[29 - single]
IDB's country strategy contains statements of expected results consistent with those in **national development strategies**.
(SEE DEFINITION BELOW)

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

[30 - single]
IDB consults with **clients** to develop its expected results.

(SEE DEFINITION BELOW)

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

[31 - single]
IDB's country strategy includes results for the thematic areas it defines as cross-cutting priorities (e.g., gender equality, environment, climate change, governance).

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

[DEFINITION 2]
DEFINITION:

Country levels = 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 who 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.

[32 - single]
Do you have any additional comments on IDB's country strategies?

□ 1. Yes, note:
□ 2. No

[33 - single]
Is there anything further you would like to say about IDB'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]
Operational Management

Now we would like to know what you think about Operational Management within IDB.

[Financial Resources1]
Financial Resources and Risk Management

We would first like to ask you some questions about financial resources and risk management within IDB. According to what you know about IDB, how do you think IDB performs in relation to the practices, systems or behaviours described in each of the following statements?

[34 - single]
IDB makes readily available its criteria for allocating resources.

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

[35 - single]
IDB allocates resources according to the criteria mentioned above.

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

[Condition 1= 1]
[36 - single]
IDB 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]

[37 - single]
IDB reports on results include the amounts disbursed to achieve outputs and outcomes.

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

[FR2_1]
Financial Resources and Risk Management

Still thinking about financial resources and risk management.

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

[Condition 1= 1]
[FR2_2]
All words typed in bold have definitions - see definitions below the questions.

[Financial Resources2]
[Condition 1= 1]
[38 - single]
IDB'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]
[39 - single]
IDB performs appropriate audits on programs and projects at a country level.

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

[40 - single]
IDB has appropriate systems in place to follow up on financial 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]
[41 - single]
IDB internal financial audits provide objective information to its governing body.

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

[Condition 1= 2 OR 1= 3]
[42 - single]
IDB procurement and contract management processes for the provision of services or goods are usually effective.

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

[Condition 1= 1]
[43 - single]
IDB has appropriate strategies and plans for **risk management**.
(SEE DEFINITION BELOW)

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

[Condition 1= 1]
[DEFINITION]
DEFINITION:

Risk management = Risk management involves the identification, analysis, monitoring, mitigation, and reporting of those risks that impact on achievement of results, and actions to address them.

[44 - single]
Do you have any additional comments on IDB's financial resources and risk management?

□ 1. Yes, note:
□ 2. No

[Performance Management]
Performance Management

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

[Condition 1= 1]
[45 - single]
IDB 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]
[46 - single]
IDB 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]
[47 - single]
IDB 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]
[48 - single]
IDB appropriately 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

[49 - single]
Do you have any additional comments on IDB's performance management?

□ 1. Yes, note:
□ 2. No

[Human Resources Management]
Human Resources Management

Now we would like you to think about the way IDB handles human resources. According to what you know about IDB, how do you think IDB performs in relation to the practices, systems or behaviours described in the following statement(s)?

[Condition 1= 1]
[50 - single]
IDB uses results-focused performance assessment systems for senior staff.

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

[Condition 1= 1]
[51 - single]
IDB 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= 2 OR 1= 3]
[52 - single]
IDB keeps deployed international staff in country offices for a sufficient time to maintain effective partnerships at country level.

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

[53 - single]
Do you have any additional comments on IDB's human resources management?

□ 1. Yes, note:
□ 2. No

[PM_1]
Portfolio Management

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

[Condition 1= 1]
[PM_2]
All words typed in bold have definitions - see definitions below the questions.

[Portfolio Management]

[Condition 1= 1]
[54 - single]
IDB subjects new loans and credits to **impact analysis** prior to approval.
(SEE DEFINITION BELOW)

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

[Condition 1= 2 OR 1= 3]
[55 - single]
IDB 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]
[56 - single]
IDB's project tasks are managed at a 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]
[57 - single]
IDB can propose new projects locally.

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

[Condition 1= 1]
[DEFINITION 4]
DEFINITION:

Impact analysis = Including environmental, social and economic impacts.

[58 - single]
Do you have any additional comments on IDB's portfolio management?

□ 1. Yes, note:
□ 2. No

[59 - single]
Before moving on to the next section, is there anything further you would like to say about IDB'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]

Relationship Management

Now we would like to ask you about some aspects of Relationship Management - that is, IDB's relationship with its clients and other stakeholders.

[Condition 1= 2 OR 1= 3]

[Ownership]

Ownership

To start with, some questions related to the principle of country ownership. According to what you know about IDB, how do you think IDB performs in relation to the practices, systems or behaviours described in each of the following statements?

[60 - single]
IDB 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

[61 - single]
IDB 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

[62 - single]
IDB 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

[63 - single]
The length of time it takes to complete IDB procedures does not affect implementation.

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

[64 - single]
IDB 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

[65 - single]
IDB flexibly adjusts its implementation of individual projects/programs as learning occurs.

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

[66 - single]
Do you have any additional comments on IDB's performance with regard to ownership?

□ 1. Yes, note:
□ 2. No

[Alignment]

Alignment

Now some questions about the principle of alignment. According to what you know about IDB, how do you think IDB performs in relation to the practices, systems or behaviours described in each of the following statements?

[Condition 1= 2 OR 1= 3]
[67 - single]
IDB 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]
[68 - single]
IDB encourages mutual accountability assessment of Paris Declaration and Accra Agenda for Action commitments.

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

[69 - single]
IDB provides valuable inputs to policy dialogue.

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

[70 - single]
IDB 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

[71 - single]
Do you have any additional comments on IDB's performance with regard to alignment?

□ 1. Yes, note:
□ 2. No

[Condition 1= 2 OR 1= 3]
[Harmonisation]
Harmonisation

Thinking now about issues related to harmonisation, according to what you know about IDB, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

[72 - single]
IDB often participates in joint missions.

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

[73 - single]
IDB's technical assistance is provided through coordinated programs in support of capacity development.

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

[74 - single]
IDB participates in program-based approaches (other than through budget support).

□ 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 IDB's performance with regard to harmonisation?

□ 1. Yes, note:
□ 2. No

[76 - single]
Before moving on to the next section, is there anything further you would like to say about IDB'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]
Knowledge Management

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

[Performance Evaluation]
Performance Evaluation

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

[Condition 1= 1]
[77 - single]
IDB 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]
[78 - single]
IDB involves clients and beneficiaries in evaluations of its projects or programs.

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

[79 - single]
Do you have any additional comments on IDB's performance evaluation?

□ 1. Yes, note:
□ 2. No

[Condition 1= 1]
[Performance Reporting]
Performance Reporting

Please think now about performance reporting.

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

[80 - single]
IDB reports to the governing body on performance, including progress against targets set in corporate strategies.

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

[81 - single]
IDB 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

[82 - single]
Do you have any additional comments on IDB's performance reporting?

□ 1. Yes, note:
□ 2. No

[Condition 1= 1]
[Dissemination]
Dissemination

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

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

[83 - single]
IDB 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

[84 - single]
IDB 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

[85 - single]
Do you have any additional comments on how IDB disseminates lessons learned?

□ 1. Yes, note:
□ 2. No

[86 - single]
Is there anything further you would like to say about IDB'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]
[87 - single]
Background Questions

What MOPAN member country do you work with?

□ 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]
[88 - 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]
[89 - 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]
[90 - single]
Background Questions

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

[91 - 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 staff member

[ALMOST DONE]

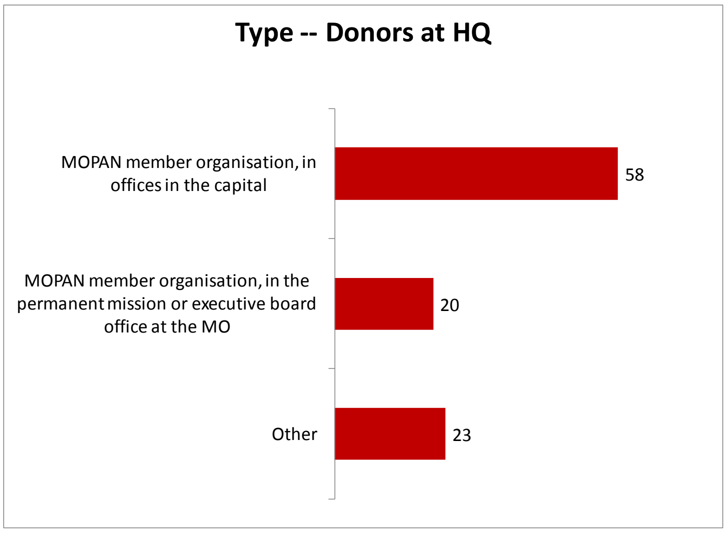
You have now answered the last question. Once you click 'Next' you cannot go back and edit your answers.

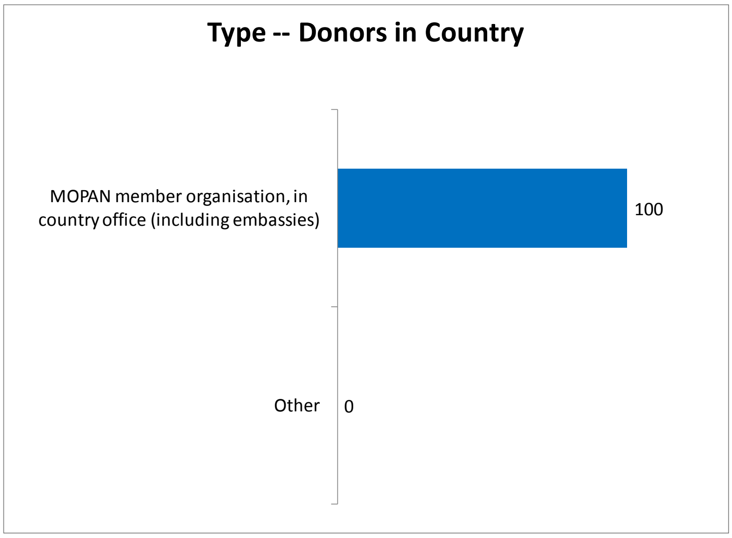
[End of Interview]

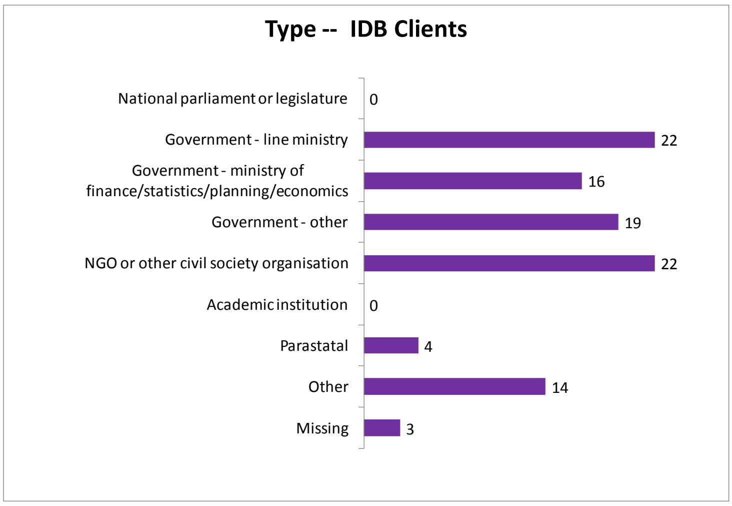
Thank you very much for sharing your insights and taking time to answer this survey, which is aimed at improving the dialogue on organisational learning and effectiveness of multilateral organisations.

Appendix III Respondent Profile

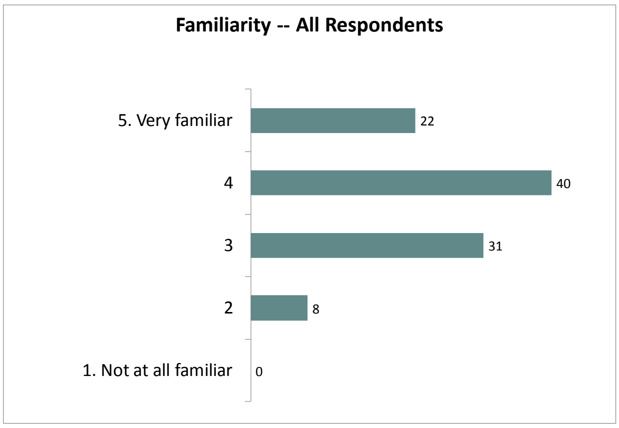
Types of Respondents (in percentages)

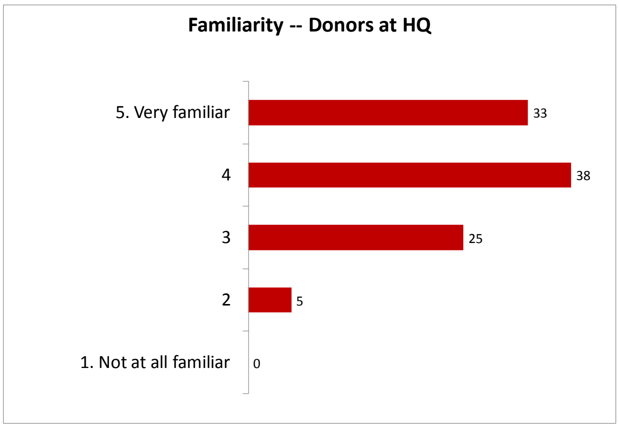


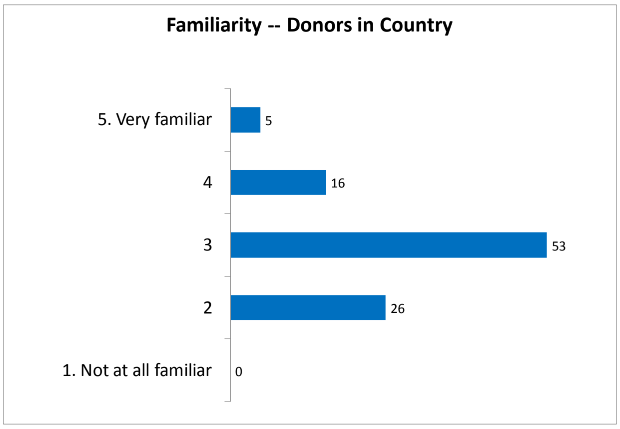


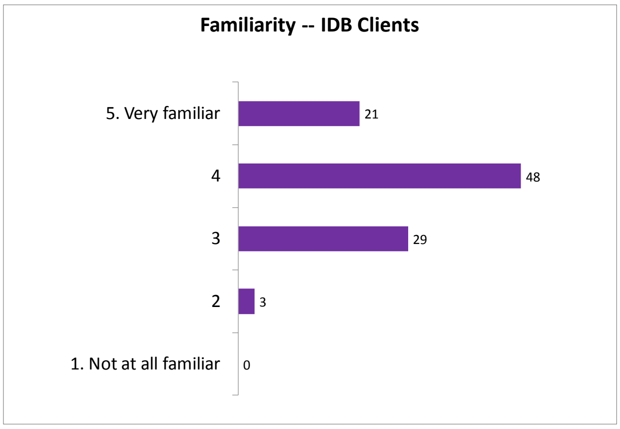


Respondent Familiarity with Multilateral Organisation (in percentages)

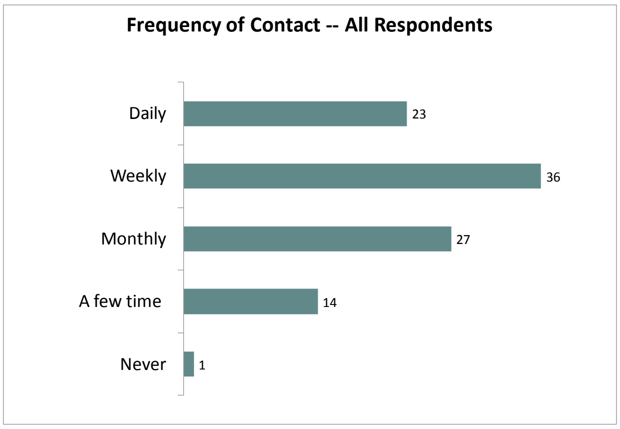


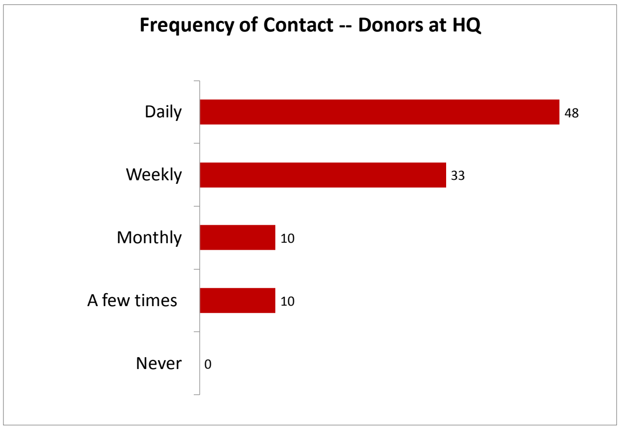


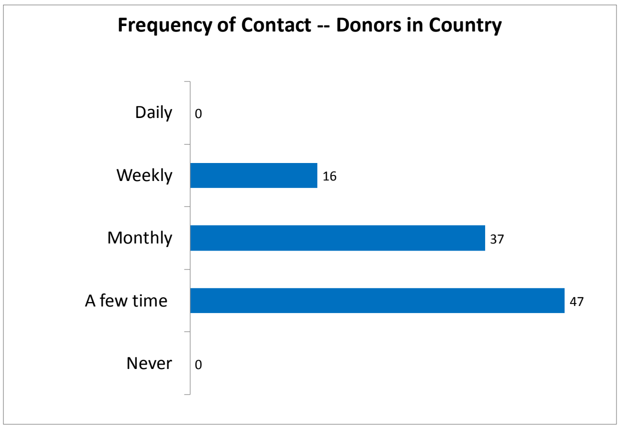


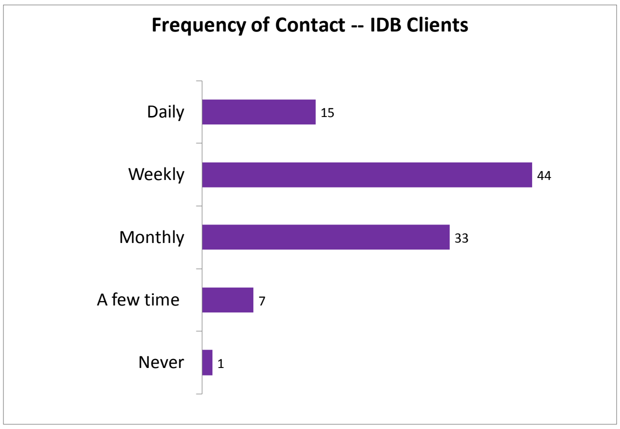


Respondent Frequency of Contact with Multilateral Organisation (in percentages)

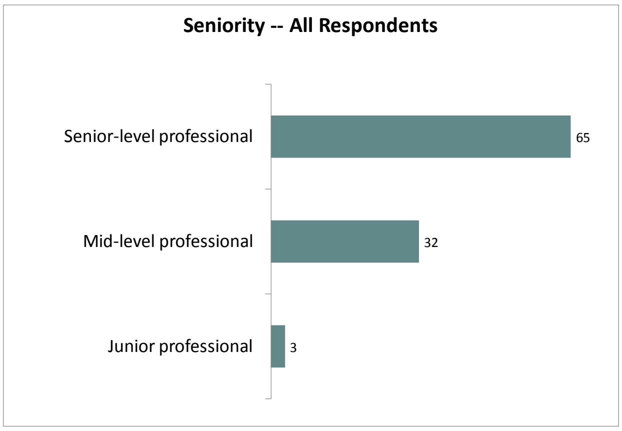


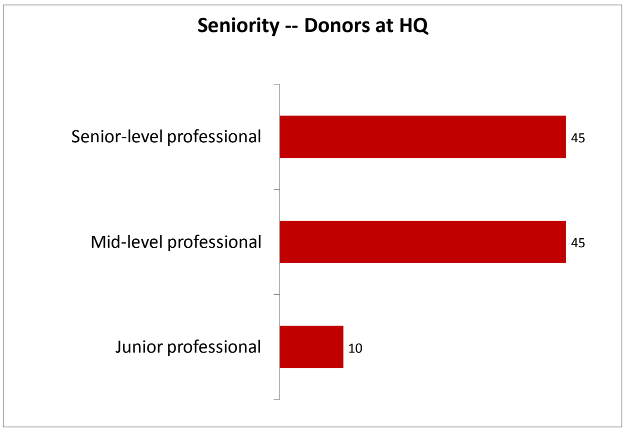


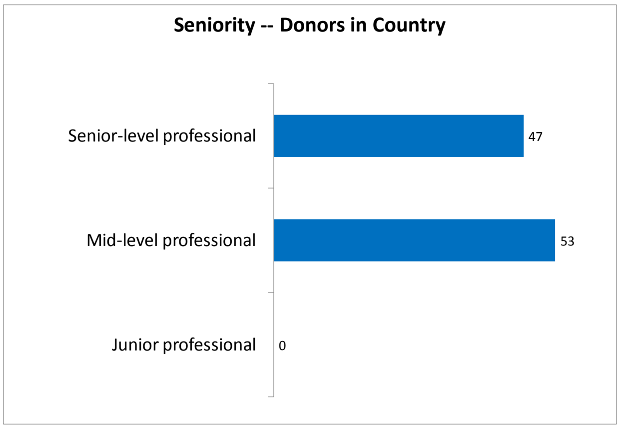


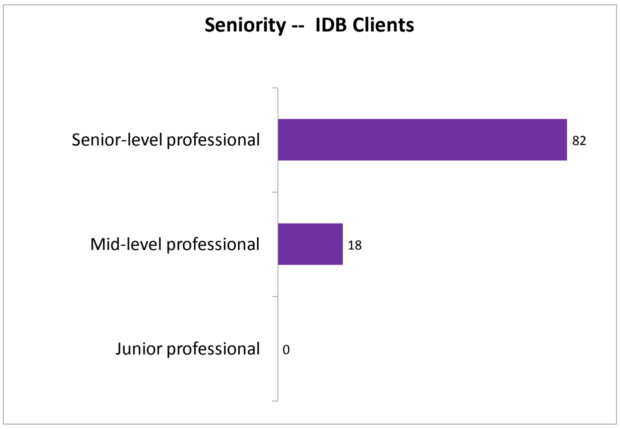


Respondent Level of Seniority (in percentages)









Appendix IV Base Size and Rate of "Don't Know" Responses

N (#) = number of respondents who were asked the question (un-weighted data).
% 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		Clients		Donors in country		Donors at HQ	
		N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
KPI 1	**Providing direction for results**								
MI 1.1	Value system supports results-orientation and client focus	132	--	--	--	--	--	--	--
SUB MI	i) IDB's institutional culture reinforces a focus on results	132	4	73	1	19	11	40	0
SUB MI	ii) IDB's institutional culture is client-focused	132	4	73	3	19	8	40	3
MI 1.2	Leadership on results management	40	0	--	--	--	--	40	0
MI 1.3	Key documents available to the public	132	4	73	1	19	8	40	5
KPI 2	**Corporate focus on results**								
MI 2.1	Organisational strategy based on clear mandate	40	--	--	--	--	--	--	--
SUB MI	i) IDB has a clear mandate	40	0	--	--	--	--	40	0
SUB MI	ii) IDB's organisation-wide strategy/strategies are aligned with the mandate	40	0	--	--	--	--	40	0
MI 2.2	Organisational policy on results management	40	5	--	--	--	--	40	5
MI 2.3	Plans and strategies contain results frameworks	40	--	--	--	--	--	--	--
SUB MI	i) IDB 9 contains explicit management results	40	18	--	--	--	--	40	18
SUB MI	ii) IDB 9 contains explicit development results	40	18	--	--	--	--	40	18
MI 2.4	Results frameworks link outputs to final outcomes/impacts	40	23	--	--	--	--	40	23
MI 2.5	Plans and strategies contain performance indicators	40	18	--	--	--	--	40	18
KPI 3	**Focus on thematic priorities**								
MI 3.1	Gender equality	132	9	73	9	19	15	40	3
MI 3.2	Environment	132	8	73	2	19	18	40	5
MI 3.3	Good governance	132	9	73	5	19	15	40	8
MI 3.4	Private sector development	132	14	73	23	19	18	40	0
MI 3.5	Regional cooperation	132	14	73	10	19	31	40	3
MI 3.6	Climate change	132	23	73	22	19	31	40	8
KPI 4	**Country focus on results**								
MI 4.1	Frameworks link results at project, program, sector and country levels	92	17	73	8	19	26	--	--
MI 4.2	Frameworks include indicators at project, program, sector, and country levels	92	20	73	11	19	29	--	--
MI 4.3	Expected results consistent with national development strategies	92	16	73	11	19	20	--	--
MI 4.4	Expected results developed in consultation with direct partners	92	11	73	5	19	17	--	--
MI 4.5	Results for thematic priorities included in country level frameworks	92	19	73	7	19	31	--	--

II- Operational Management

		Total		Clients		Donors in country		Donors at HQ	
		N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
KPI 5	**Aid allocation decisions**								
MI 5.1	Criteria for allocating resources publicly available	132	10	73	5	19	16	40	8
MI 5.2	Resources allocations follow the criteria	132	15	73	9	19	28	40	10
MI 5.3	Resources released according to agreed schedules	--	--	--	--	--	--	--	--
KPI 6	**Linking aid management to performance**								
MI 6.1	Allocations linked to expected results	40	3	--	--	--	--	40	3
MI 6.2	Disbursements linked to reported results	40	13	--	--	--	--	40	13
KPI 7	**Financial accountability**								
MI 7.1	External financial audits performed across the organisation	40	25	--	--	--	--	40	25
MI 7.2	External financial audits performed at the regional, country or project level	92	10	73	6	19	15	--	--
MI 7.3	Policy on anti-corruption	--	--	--	--	--	--	--	--
MI 7.4	Systems for immediate measures against irregularities	132	14	73	13	19	21	40	10
MI 7.5	Internal financial audits processes provide objective information	40	20	--	--	--	--	40	20
MI 7.6	Effective procurement and contract management processes	92	8	73	5	19	11	--	--
MI 7.7	Strategies for risk management	40	13	--	--	--	--	40	13
KPI 8	**Using performance information**								
MI 8.1	Using information for revising and adjusting policies	40	15	--	--	--	--	40	15
MI 8.2	Using information for planning new interventions	92	17	73	21	19	13	--	--
MI 8.3	Proactive management of "unsatisfactory" investments	92	45	73	43	19	47	--	--
MI 8.4	Evaluation recommendations are acted upon	40	23	--	--	--	--	40	23
MI 8.5	Resources allocated to countries and projects based on performance	--	--	--	--	--	--	--	--
KPI 9	**Managing human resources**								
MI 9.1	Performance assessment systems for senior staff	40	53	--	--	--	--	40	53
MI 9.2	Transparent incentive/reward system for staff performance	40	38	--	--	--	--	40	38
MI 9.3	Staff rotation is adequate for development of effective partnerships	92	16	73	6	19	26	--	--
KPI 10	**Performance oriented programming**								
MI 10.1	New initiatives subject to benefits/impact analysis	40	8	--	--	--	--	40	8
MI 10.2	Milestones/targets set to rate progress of implementation	92	18	73	11	19	26	--	--
KPI 11	**Delegating decision making**								
MI 11.1	Aid reallocation decisions can be made locally	92	16	73	12	19	20	--	--
MI 11.2	New programs/projects can be approved locally within a budget cap	92	21	73	17	19	25	--	--

III- Relationship Management

		Total		Clients		Donors in country		Donors at HQ	
		N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
KPI 12	**Supporting national plans**								
MI 12.1	Funding proposals developed with national government or other clients	92	1	73	1	19	0	--	--
MI 12.2	Conditionality draws on national government's benchmarks/indicators/results	92	11	73	14	19	8	--	--
KPI 13	**Adjusting procedures**								
MI 13.1	Procedures easily understood and completed by clients	92	6	73	1	19	11	--	--
MI 13.2	Length of time for procedures does not affect implementation	92	5	73	1	19	8	--	--
MI 13.3	Ability to respond quickly to changing circumstances	92	15	73	14	19	15	--	--
MI 13.4	Flexibility in implementation of projects/programs	92	9	73	3	19	15	--	--
KPI 14	**Using country systems**								
MI 14.1	ODA disbursements/support recorded in annual budget	--	--	--	--	--	--	--	--
MI 14.2	Use of country systems for operations	92	13	73	17	19	8		
MI 14.3	ODA disbursements/support use national systems and procedures	--	--	--	--	--	--	--	--
MI 14.4	Parallel implementation structures are avoided	--	--	--	--	--	--	--	--
MI 14.5	Promotion of mutual assessment of progress in implementing partnership commitments	92	37	73	57	19	17	--	--
KPI 15	**Contributing to policy dialogue**								
MI 15.1	Reputation for high quality, valued policy dialogue inputs	132	7	73	8	19	8	40	5
MI 15.2	Policy dialogue respects partner views and perspectives	132	10	73	8	19	8	40	13
KPI 16	**Hamonising procedures**								
MI 16.1	Participation in joint missions	92	11	73	14	19	8	--	--
MI 16.2	Technical cooperation disbursed through coordinated programs	92	7	73	6	19	8	--	--
MI 16.3	ODA disbursements/support for government-led PBAs	92	12	73	13	19	11	--	--

IV- Knowledge Management

		Total		Clients		Donors in country		Donors at HQ	
		N (#)	% DK	N (#)	% DK	N (#)	% DK	N (#)	% DK
KPI 17	**Evaluating external results**								
MI 17.1	Independent evaluation unit	--	--	--	--	--	--	--	--
MI 17.2	Sufficient evaluation coverage of programming operations	--	--	--	--	--	--	--	--
MI 17.3	Quality of evaluations	--	--	--	--	--	--	--	--
MI 17.4	Use of evaluation findings to inform decisions	40	10	--	--	--	--	40	10
MI 17.5	Beneficiaries and clients involved in evaluation	92	16	73	4	19	28	--	--
KPI 18	**Presenting performance information**								
MI 18.1	Reports on achievement of outcomes	40	10	--	--	--	--	40	10
MI 18.2	Reports on performance using data obtained from measuring indicators	--	--	--	--	--	--	--	--
MI 18.3	Reports against corporate strategy, including results	--	--	--	--	--	--	--	--
MI 18.4	Reports on Paris Declaration commitments use indicators and country	40	18	--	--	--	--	40	18
MI 18.5	Reports on adjustments to policies/strategies based on performance information	--	--	--	--	--	--	--	--
MI 18.6	Reports on programming adjustments based on performance information	--	--	--	--	--	--	--	--
KPI 19	**Disseminating lessons learned**								
MI 19.1	Reports on lessons learned based on performance information	40	8	--	--	--	--	40	8
MI 19.2	Lessons shared at all levels of the organisation	40	30	--	--	--	--	40	30

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 three respondent groups;

b) equal weight is given to each of the countries where the survey took place;

c) equal weight is given to donors in country and clients within each country where the survey took place

However, the base is un-weighted.[15] 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)
Inadequate (2.5-3.49)

I – Strategic Management

		MOPAN SURVEY Mean scores			
		Total	Clients	Donors in country	Donors at HQ
	Base (unweighted):	132	73	19	40
KPI 1	**Providing direction for results**	**4.29**	**4.60**	**4.10**	**4.35**
MI 1.1	Value system supports results-orientation and client focus	4.36	4.62	4.15	4.31
SUB MI	i) IDB's institutional culture reinforces a focus on results.	4.22	4.71	4.19	3.78
SUB MI	ii) IDB's institutional culture is client-focused	4.51	4.54	4.11	4.85
MI 1.2	Leadership on results management	4.05	--	--	4.05
MI 1.3	Key documents available to the public	4.44	4.58	4.05	4.68
KPI 2	**Corporate focus on results**	**4.42**	--	--	**4.42**
MI 2.1	Organisational strategy based on clear mandate	4.80	--	--	4.80
SUB MI	i) IDB has a clear mandate	4.98	--	--	4.98
SUB MI	ii) IDB's organisation-wide strategy/strategies are aligned with the mandate	4.63	--	--	4.63
MI 2.2	Organisational policy on results management	3.79	--	--	3.79
MI 2.3	Plans and strategies contain results frameworks	4.82	--	--	4.82
SUB MI	i) IDB 9 contains explicit management results	4.85	--	--	4.85
SUB MI	ii) IDB 9 contains explicit development results	4.79	--	--	4.79
MI 2.4	Results frameworks link outputs to final outcomes/impacts	4.26	--	--	4.26
MI 2.5	Plans and strategies contain performance indicators	4.45	--	--	4.45
KPI 3	**Focus on thematic priorities**	**4.35**	**4.74**	**4.06**	**4.20**
MI 3.1	Gender equality	3.81	4.73	3.47	3.26
MI 3.2	Environment	4.27	4.81	3.97	3.97
MI 3.3	Good governance	4.47	4.98	4.23	4.16
MI 3.4	Private sector development	4.82	4.76	4.75	4.93
MI 3.5	Regional cooperation	4.50	4.78	4.07	4.56
MI 3.6	Climate change	4.21	4.39	3.86	4.32
KPI 4	**Country focus on results**	**4.44**	**4.68**	**4.13**	--
MI 4.1	Frameworks link results at project, program, sector and country levels	4.67	4.74	4.58	--
MI 4.2	Frameworks include indicators at project, program, sector, and country levels	4.52	4.61	4.41	--
MI 4.3	Expected results consistent with national development strategies	4.44	4.61	4.26	--
MI 4.4	Expected results developed in consultation with direct partners	4.26	4.71	3.75	--
MI 4.5	Results for thematic priorities included in country level frameworks	4.29	4.75	3.67	--

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

II – Operational Management

		MOPAN SURVEY Mean scores			
		Total	Clients	Donors in country	Donors at HQ
	Base (unweighted):	132	73	19	40
KPI 5	**Aid allocation decisions**	**4.33**	**4.66**	**4.09**	**4.20**
MI 5.1	Criteria for allocating resources publicly available	4.28	4.58	3.97	4.24
MI 5.2	Resources allocations follow the criteria	4.38	4.74	4.20	4.17
MI 5.3	Resources released according to agreed schedules	--	--	--	--
KPI 6	**Linking aid management to performance**	**4.07**	--	--	**4.07**
MI 6.1	Allocations linked to expected results	4.05	--	--	4.05
MI 6.2	Disbursements linked to reported results	4.09	--	--	4.09
KPI 7	**Financial accountability**	**4.64**	**4.85**	**4.48**	**4.60**
MI 7.1	External financial audits performed across the organisation	4.63	--	--	4.63
MI 7.2	External financial audits performed at the regional, country or project level	4.74	4.94	4.52	--
MI 7.3	Policy on anti-corruption	--	--	--	--
MI 7.4	Systems for immediate measures against irregularities	4.65	4.96	4.60	4.39
MI 7.5	Internal financial audits processes provide objective information	4.59	--	--	4.59
MI 7.6	Effective procurement and contract management processes	4.48	4.64	4.31	--
MI 7.7	Strategies for risk management	4.77	--	--	4.77
KPI 8	**Using performance information**	**4.03**	**4.66**	**3.69**	**3.87**
MI 8.1	Using information for revising and adjusting policies	4.00	--	--	4.00
MI 8.2	Using information for planning new interventions	4.50	4.71	4.30	--
MI 8.3	Proactive management of "unsatisfactory" investments	3.88	4.61	3.08	--
MI 8.4	Evaluation recommendations are acted upon	3.74	--	--	3.74
MI 8.5	Resources allocated to countries and projects based on performance	--	--	--	--
KPI 9	**Managing human resources**	**3.83**	**4.67**	**4.44**	**3.46**
MI 9.1	Results-based performance assessment systems for senior staff	3.32	--	--	3.32
MI 9.2	Transparent incentive/reward system for staff performance	3.60	--	--	3.60
MI 9.3	Staff rotation is adequate for development of effective partnerships	4.57	4.67	4.44	--
KPI 10	**Performance oriented programming**	**4.36**	**4.92**	**4.54**	**3.97**
MI 10.1	New initiatives subject to benefits/impact analysis	3.97	--	--	3.97
MI 10.2	Milestones/targets set to rate progress of implementation	4.74	4.92	4.54	--
KPI 11	**Delegating decision making**	**4.43**	**4.78**	**4.05**	--
MI 11.1	Aid reallocation decisions can be made locally	4.57	4.83	4.29	--
MI 11.2	New programs/projects can be approved locally within a budget cap	4.28	4.72	3.81	--

III – Relationship Management

		MOPAN SURVEY Mean scores			
		Total	Clients	Donors in country	Donors at HQ
	Base (unweighted):	131	72	19	40
KPI 12	**Supporting national plans**	**4.44**	**4.81**	**4.09**	**--**
MI 12.1	Funding proposals developed with national government or other clients	4.56	4.95	4.19	--
MI 12.2	Conditionality draws on national government's benchmarks/indicators/results	4.32	4.67	3.99	--
KPI 13	**Adjusting procedures**	**3.82**	**4.28**	**3.33**	**--**
MI 13.1	Procedures easily understood and completed by clients	3.96	4.42	3.45	--
MI 13.2	Length of time for procedures does not affect implementation	3.42	3.87	2.94	--
MI 13.3	Ability to respond quickly to changing circumstances	3.90	4.27	3.54	--
MI 13.4	Flexibility in implementation of projects/programs	4.02	4.58	3.39	--
KPI 14	**Using country systems**	**3.83**	**4.25**	**3.58**	**--**
MI 14.1	ODA disbursements/support recorded in annual budget	--	--	--	--
MI 14.2	Use of country systems for operations	3.68	3.90	3.48	--
MI 14.3	ODA disbursements/support use national systems and procedures	--	--	--	--
MI 14.4	Parallel implementation structures are avoided	--	--	--	--
MI 14.5	Promotion of mutual assessment of progress in implementing partnership commitments	3.99	4.60	3.68	--
KPI 15	**Contributing to policy dialogue**	**4.47**	**4.71**	**4.03**	**4.66**
MI 15.1	Reputation for high quality, valued policy dialogue inputs	4.48	4.73	4.13	4.58
MI 15.2	Policy dialogue respects partner views and perspectives	4.45	4.70	3.93	4.74
KPI 16	**Harmonising procedures**	**4.36**	**4.86**	**3.89**	**--**
MI 16.1	Participation in joint missions	4.29	4.96	3.67	--
MI 16.2	Technical cooperation disbursed through coordinated programs	4.35	4.81	3.88	--
MI 16.3	ODA disbursements/support for government-led PBAs	4.45	4.81	4.10	--

IV – Knowledge Management

		MOPAN SURVEY Mean scores			
		Total	Clients	Donors in country	Donors at HQ
	Base (unweighted):	131	72	19	40
KPI 17	**Evaluating external results**	**4.21**	**4.95**	**3.91**	**3.92**
MI 17.1	Independent evaluation unit	--	--	--	--
MI 17.2	Sufficient evaluation coverage of programming operations	--	--	--	--
MI 17.3	Quality of evaluations	--	--	--	--
MI 17.4	Use of evaluation findings to inform decisions	3.92	--	--	3.92
MI 17.5	Beneficiaries and clients involved in evaluation	4.50	4.95	3.91	--
KPI 18	**Presenting performance information**	**4.06**	--	--	**4.06**
MI 18.1	Reports on achievement of outcomes	4.39	--	--	4.39
MI 18.2	Reports on performance using data obtained from measuring indicators	--	--	--	--
MI 18.3	Reports against corporate strategy, including results	--	--	--	--
MI 18.4	Reports on Paris Declaration commitments use indicators and country targets	3.73	--	--	3.73
MI 18.5	Reports on adjustments to policies/strategies based on performance information	--	--	--	--
MI 18.6	Reports on programming adjustments based on performance information	--	--	--	--
KPI 19	**Disseminating lessons learned**	**4.07**	--	--	**4.07**
MI 19.1	Reports on lessons learned based on performance information	4.11	--	--	4.11
MI 19.2	Lessons shared at all levels of the organisation	4.04	--	--	4.04

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

QUADRANT I – STRATEGIC MANAGEMENT

MI	Micro-Indicator	Criteria	Evidence / Discussion
1. Direction for Results			
1.3	Key documents available to the public.	1. *More than half* of the documents in the sample are available on the website	**Met** • Board of Governors meeting minutes: http://www.iadb.org/en/about-us/board-of-governors,6002.html • Board of Executive Directors meeting minutes: http://www.iadb.org/en/about-us/board-of-executive-directors,6124.html • 2010 Annual Report: http://www.iadb.org/en/annual-meeting/2011/annual-report,2674.html?arlang=en • 2009 Annual Report: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35118293 • 2010 Development Effectiveness Overview: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35804518 • 2008-2009 Development Effectiveness Overview: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35160033 • IDB's mandates: http://www.iadb.org/en/about-us/mandates,6280.html • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank : http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35291148 • Organisational Chart: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35154190 • Agreement establishing the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=555080 • IDB's strategies: http://www.iadb.org/en/about-us/strategies,6185.html • 2010 Sustainability Report: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35809627 • OVE publications: http://www.iadb.org/en/office-of-evaluation-and-oversight/publications,1578.html
		2. (If first criterion met) *all* of the documents in the sample are available on the website	**Met** As above

MI	Micro-Indicator	Criteria	Evidence / Discussion
		3. (If first criterion met) most of the documents in the sample are available on the website *in multiple languages*	**Met** • Board of Executive Directors meeting minutes: http://www.iadb.org/es/acerca-del-bid/directorio-ejecutivo-del-bid,6124.html • 2010 Annual Report: http://www.iadb.org/es/reunion-anual/2011/informe-anual-2011,2674.html • 2010 Development Effectiveness Overview: http://www.iadb.org/es/temas/efectividad-en-el-desarrollo/efectividad-en-el-desarrollo,1222.html • 2008-2009 Development Effectiveness Overview: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35169665 • IDB's mandates: http://www.iadb.org/es/acerca-del-bid/mandatos,6280.html • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank : http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35154195 • Organisational Chart: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35154190 • Agreement establishing the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=783809 • IDB's strategies: http://www.iadb.org/es/acerca-del-bid/estrategias,6185.html • 2010 Sustainability Report: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=36195697 • OVE publications: http://www.iadb.org/en/office-of-evaluation-and-oversight/publications,1578.html
		4. A disclosure / privacy policy exists and is available on the MO website	**Met** • Access to information policy: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35167427 • Background paper on New Access to Information Policy: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35170777
		5. Clear procedures exist to contact the MO	**Met** • Contact information: http://www.iadb.org/en/contact-us,1390.html • Access to information: http://www.iadb.org/en/about-us/access-to-information,6554.html
Overall score MI 1.3		Very strong	**Overall comments: -**
2. CORPORATE FOCUS ON RESULTS			

MI	Micro-Indicator	Criteria	Evidence / Discussion
2.1	The MOs organisation wide strategy is based on a clear definition of mandate.	1. The necessary periodic revisions of the MO mandate are made so it has continuing relevance.	**Met** • IDB's mandate: http://www.iadb.org/en/about-us/mandates,6280.html • Report on the Eight General Increase in the Resources of the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=2080953 • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank : http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35154195 • Agreement Establishing the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=555080 • Annual Report 2007: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1369896
		2. The organisational strategic plan articulates goals & focus priorities.	**Met** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank : http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35154195
		3. The organisational strategic plan gives a clear indication of how the MO will implement the mandate in a certain period.	**Met** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank : http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35154195 • Report on the Eight General Increase in the Resources of the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=2080953
		4. (If criteria two and three are met) there is a link, explicit or implicit, between these goals and focus priorities to the organisation's mandate/articles of agreement.	**Met** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank : http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35154195 • IDB's mandate: http://www.iadb.org/en/about-us/mandates,6280.html • Agreement Establishing the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=555080
		5. 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** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank : http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35154195 • Agreement Establishing the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=555080
Overall score MI 2.1		Very strong	**Overall comments:**

MI	Micro-Indicator	Criteria	Evidence / Discussion
2.2	The MO promotes an organisation-wide policy on results management	1. An organisation-wide policy, strategy, framework, or plan that describes the nature and role of RBM and/or MfDR in the organisation is corporately approved	**Met** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank : http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35154195 • 2010 Development Effectiveness Overview: http://www.iadb.org/es/temas/efectividad-en-el-desarrollo/efectividad-en-el-desarrollo,1222.html • Development effectiveness Results: http://www.iadb.org/en/topics/development-effectiveness/development-effectiveness,1222.html • Managing for development results at IDB: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35965955 • Development Effectiveness Framework (2008): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1775544
		2. The MO has guidelines on RBM/MfDR, either in hard copies or online.	**Met** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank : http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35154195
		3. The MO provides training to its staff on RBM/MfDR.	**Not met** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank : http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35154195 • 2010 Development Effectiveness Overview: http://www.iadb.org/es/temas/efectividad-en-el-desarrollo/efectividad-en-el-desarrollo,1222.html
		4. There is evidence (e.g. in the policy itself, in the MO's general reform agenda, etc.) that the MO reviews its policy on RBM/MfDR to ensure its adequate implementation.	**Met** • OVE's Proposed 2010-2011 Work Program and Budget: www.iadb.org/document.cfm?id=35800477 • OVE's Proposed 2011-2012 Work Program and Budget: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35808811
		5. There is evidence that the MO supports its direct partners/clients to engage in RBM/MfDR.	**Met** • 2010 Development Effectiveness Overview: http://www.iadb.org/es/temas/efectividad-en-el-desarrollo/efectividad-en-el-desarrollo,1222.html
Overall score MI 2.2		Strong	**Overall comments:**

MI	Micro-Indicator	Criteria	Evidence / Discussion
2.3	Organisation wide plans and strategies contain frameworks of expected management and development results	1. A current 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** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank : http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35154195 • Report on the Eight General Increase in the Resources of the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=2080953 • New Operational Framework: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1740647 • Technical Archives: Technical Notes for Regional Development Goals and Outputs
		2. A current development results framework (DRF) exists, either contained within the strategic plan or as a separate document which is referred to by the strategic plan.	**Met** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank : http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35154195
		3. (If either first or second criterion met) at least one results framework (MRF or DRF) contains both statements of outputs and expected outcomes.	**Met** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank : http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35154195
		4. (If third criterion met) in at least one results framework, 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** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank : http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35154195
		5. (If all above criteria met) all above criteria are met for both MRF and DRF.	**Not met**
Overall score MI 2.3		Strong	**Overall comments:** In IDB's results framework, there is sometimes confusion over what is called an output and what is called an outcome. However, due to the explanations provided in the Framework document, it is reasonably clear what the expected results are and what indicators are intended to measure.
2.4	Results frameworks have causal links from	1. At least one results framework exists at the organisation-wide level	**Met** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank : http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35154195

MI	Micro-Indicator	Criteria	Evidence / Discussion
	outputs through to impacts / final outcomes	2. (If first criterion is met) there is an *implicit or explicit* description, in the DRF, of how the outputs in the results framework(s) are linked to the expected outcomes	**Met** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank : http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35154195 • Evaluation Findings Regarding IDB-8 Guidance and Implications for Future Capital Increase Agreements (Doc. RE-354)
		3. In the DRF, there is a plausible link between outcomes and impacts	**Not met** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank : http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35154195
		4. Same as 2 for MRF	**Met** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank : http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35154195
		5. Same as 3 for MRF	**Not met**
Overall score MI 2.4		Adequate	**Overall comments:**
2.5	Standard performance indicators included in organisation-wide plans and strategies at a delivery (output) and development results level	1. At least one results framework exists at the organisation-wide level (MRF and/or DRF), and contains *adequate* performance indicators at both the output and outcome levels	**Met** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank : http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35154195
		2. More than half of the performance indicators are *relevant* to the results they are associated with in the framework(s)	**Met** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank : http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35154195
		3. More than half of the performance indicators are *clear* (i.e. it is clear what is to be measured)	**Not met**
		4. At least some of the indicators (most likely at the outcome level) are based on or make use of accepted international indices and data elements, as possible.	**Met** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank : http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35154195

MI	Micro-Indicator	Criteria	Evidence / Discussion
		5. More than half of the performance indicators are *monitorable*. Note that dates for target achievement may be found in the narrative of the framework document or the strategic plan.	**Not met**
Overall score MI 2.5		Adequate	**Overall comments:**
3. Focus on Thematic Priorities			
3.1	Gender equality	1. The organisation-wide strategic plan identifies gender equality as a cross-cutting priority or a focus area	**Met** • Operational Policy on Gender Equality in Development (November 2010: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35428399 • 2011 Approved Program and Budget: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35785822 • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35291148
		2. If the first criterion is met) the organisation commits to developing its *internal management/institutional capacity* to support gender mainstreaming, either in the organisation-wide strategic plan or in a separate policy document. This includes any results statements on this cross-cutting issue or focus area that are stated in its MRF	**Met** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35291148
		3. (If the first criterion is met) the organisation commits to include gender mainstreaming strategies in its *programming*, either in the organisation-wide strategic plan or in a separate policy document. This includes any results statements on this cross-cutting issue or focus area that are stated in its DRF.	**Met** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35291148 • Operational Policy on Gender Equality in Development (November 2010: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35428399 • Gender Action Plan for Operations 2011-2012: http://idbdocs.iadb.org/wsdocs/login.aspx?docnum=35805838

MI	Micro-Indicator	Criteria	Evidence / Discussion
		4. (If either criteria 2 and/or 3 are met) the organisation-wide strategic plan or gender policy commits the organisation to evaluate the implementation of the gender policy/strategy.	**Met** • Operational Policy on Gender Equality in Development (November 2010: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35428399 • Gender Action Plan for Operations 2011-2012: http://idbdocs.iadb.org/wsdocs/login.aspx?docnum=35805838 • Gender and Diversity Newsletter: http://www.iadb.org/document.cfm?id=35641738
		5. An organisation-wide evaluation or review has been undertaken and illustrates progress in implementing the commitment to gender equality	**Not met**
Overall score MI 3.1		Adequate	**Overall comments:** A score of adequate was given to the Bank since a review showed that there had been a decline in the integration of gender equality in projects and country strategies between 2006 and 2009. The Bank has taken actions in the past two years to improve its work in this area and has published a new gender policy in 2010.
3.2	Environmental policy and environmental assessment practices	1. The organisation-wide strategic plan identifies environment/climate change as a cross-cutting priority	**Met** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35291148 • The IDB and the environment: http://www.iadb.org/en/news/background-papers/2007-02-27/the-idb-and-the-environment,3620.html • Medio ambiente: documento de estrategia (2003): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1448829
		2. (If the first criterion is met) the organisation commits to environmentally responsible practices (include environmental assessments if applicable) in its *internal management* activities, either in the organisation-wide strategic plan or in a separate policy document	**Met** • Environment: Strategy Document (2003) : http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=354272 • Environment and Safeguards Compliance Policy (2006): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=665902 • 2010 Corporate Environmental and Social Responsibility report: http://www.iadb.org/en/topics/corporate-social-responsibility/corporate-environmental-social-responsibility-csr-program/csr-report-2010,3099.html)

MI	Micro-Indicator	Criteria	Evidence / Discussion
		3. (If the first criterion is met) the organisation commits to environmentally responsible practices (include environmental assessments if applicable) in its *programming*, either in the organisation-wide strategic plan or in a separate policy document	**Met** • Environment: Strategy Document (2003) : http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=354272 • Environment and Safeguards Compliance Policy (2006): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=665902
		4. (If either criteria 2 and/or 3 are met) the organisation-wide strategic plan or environment policy commits the organisation to evaluate the implementation of the environmental policy/strategy	**Met** • Environment: Strategy Document (2003) : http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=354272
		5. An organisation-wide evaluation or review has been undertaken and illustrates progress in implementing the commitment to environment	**Met** • Environment: Strategy Document (2003) : http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=354272 • Interim Progress Report on the Independent Advisory Group's Review of the IDB Environment and Safeguards Compliance Policy: http://www.iadb.org/document.cfm?id=35134876 • IAG Sustainability Report to IDB: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=36197773 • Final Report to the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=36197773
Overall score MI 3.2		Adequate	**Overall comments:** The Independent Advisory Group's Review points out some shortcomings and there is not enough data to illustrate progress since then on this issue. Thus, a rating of adequate has been provided.
3.3	Good Governance	1. The organisation-wide strategic plan identifies good governance in countries as a cross-cutting priority or focus area.	**Met** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35291148 • Modernisation of the state strategy (2003): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1441783 • Strategy of Institutions for Growth and Social Welfare (2011): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=36399223 • Action Plan to Support Countries in their Efforts to Fight Corruption and Foster Transparency • 2011 Approved Program and Budget: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35785822

MI	Micro-Indicator	Criteria	Evidence / Discussion
		2. (If the first criterion is met) the organisation includes results statements related to good governance principles in its client countries either in the organisation-wide strategic plan or in a separate policy document	**Not met** • Modernisation of the state strategy (2003): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1441783 • Strategy of Institutions for Growth and Social Welfare (2011): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=36399223
		3. The organisation has a separate policy or strategy that describes how it promotes good governance in its programming/operations	**Met** • Modernisation of the state strategy (2003): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1441783 • Strategy of Institutions for Growth and Social Welfare (2011): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=36399223
		4. There is evidence that the organisation supports good governance activities in countries as part of its projects/loans (in reports to the Board, evaluations, etc.)	**Met** • Development Effectiveness Overview 2010: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35804518 • Annual Report 2010: http://www.iadb.org/en/annual-meeting/2011/annual-report,2674.html?arlang=en • Bolivia: The Bank's Country Strategy with Bolivia 2008-2010: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1777701
		5. An organisation-wide evaluation or review has been undertaken and illustrates progress in implementing the commitment to promoting good governance in countries	**Not met**
Overall score 3.3		Adequate	**Overall comments:** The Modernisation of the state strategy does not have clear results statements and there was no evidence of an evaluation having been undertaken. The strategy is dated and its gaps will probably be addressed with a new strategy.
3.4	Private sector development	1. The organisation-wide strategic plan identifies private sector development as a cross-cutting priority or a focus area.	**Met** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35291148 • The IDB and the private sector: http://www.iadb.org/en/news/background-papers/2006-03-13/the-idb-and-the-private-sector,2882.html • Estrategia para el desarrollo del sector privado (2004): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=352137

MI	Micro-Indicator	Criteria	Evidence / Discussion
		2. The organisation-wide strategic framework or another policy/strategy document contains results statements on private sector development	**Met** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35291148
		3. 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** • Private Sector Development Strategy (2004): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=352366 • Private Sector Development Strategy Profile (2010): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35573660 • Microenterprise Development Strategy (1997): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1481386 • Fostering Infrastructure Development in Latin America and the Caribbean (1995): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1481420
		4. There is evidence (in the portfolio) that the MO supports private sector development	**Met** • Example of project in Peru: PE-T1156:`Promoting Competitiveness and Entrepreneurship in Jaen and San Ignacio. http://www.iadb.org/en/projects/project,1303.html?id=PE-T1156 • Example in Ecuador: EC-M1023: Competitiveness support for MSMEs in Otavalo. http://www.iadb.org/en/projects/project,1303.html?id=EC-M1023 • Example in Brazil: BR-M1026: National Program for Institutional Development of Public-Private Partnership. • http://www.iadb.org/en/projects/project,1303.html?id=BR-M1026 • Example in Bolivia: BO-0212 Institutional Support to Strengthen trade. http://www.iadb.org/en/projects/project,1303.html?id=BO0212
		5. An organisation-wide evaluation or review has been undertaken and illustrates progress in implementing the commitment to promoting private sector development	**Not met** • Private Sector Development Strategy Profile (2010): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35573660 • Evaluation of IDB action plan for Private Sector Development in C & D countries: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=928075
Overall score MI 3.4		Strong	**Overall comments:**

MI	Micro-Indicator	Criteria	Evidence / Discussion
3.5	Regional cooperation	1. The organisation-wide strategic plan identifies regional cooperation as a cross-cutting priority or a focus area	**Met** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35291148 • The IDB and integration: http://www.iadb.org/en/news/background-papers/2006-03-13/the-idb-and-integration,2885.html • Integración regional: documento de estrategia: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=351858 • Sector strategy to support competitive global and regional integration (2011): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35824823
		2. The organisation-wide strategic framework contains results statements on regional cooperation	**Met** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35291148
		3. The organisation has a policy or strategy on regional cooperation	**Met** • Sector strategy to support competitive global and regional integration (2011): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35824823
		4. There is evidence (in the portfolio) that the MO supports regional cooperation	**Met** • Projects on Regional Integration: http://www.iadb.org/en/topics/regional-integration/regional-public-goods/projects,1431.html • 2011 Approved Program and Budget: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35785822
		5. (If criterion 3 is met) An organisation-wide evaluation or review has been undertaken and illustrates progress in implementing the commitment to regional cooperation	**Not met** • Public consultation on Competitive Global and Regional Integration: http://www.iadb.org/en/civil-society/public-consultations/process-about-the-competitive-regional-and-global-integration-strategy/public-consultation-process-about-the-competitive-regional-and-global-integration-strategy,1837.html • Competitive Regional and Global Integration Strategy Profile: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35426619 • Sector Strategy to Support Competitive Global and Regional Integration: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35829194
Overall score MI 3.5		Strong	**Overall comments:**
3.6	Climate change	1. The organisation-wide strategic plan identifies climate change as a cross-cutting priority or a focus area	**Met** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35291148

MI	Micro-Indicator	Criteria	Evidence / Discussion
		2. The organisation-wide strategic framework contains results statements on climate change	**Met** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35291148
		3. (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** • Integrated Strategy for Climate Change Adaptation and Mitigation, and Sustainable and Renewable Energy (2011): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35802849 • Webpage on climate change: http://www.iadb.org/en/topics/climate-change/climate-change,1448.html
		4. There is evidence (in the portfolio) that the MO supports climate change initiatives through its programming/operations	**Met** • Projects on Climate Change and Renewable Energy: http://www.iadb.org/en/projects/advanced-search,1301.html?topic=BIOF&Country=&adv=true • Example in Bolivia: BO-G1001: Pilot adaptation measures to climate change in the water sector http://www.iadb.org/en/projects/project,1303.html?id=BO-G1001 • Example in Brazil: BR-T1183: Strengthening Climate change budget planning and fiscal management in Brazil http://www.iadb.org/en/projects/project,1303.html?id=BR-T1183 • Example in el Peru: PE-T1218: Support to the Climate Change Unit within the MEF http://www.iadb.org/en/projects/project,1303.html?id=PE-T1218
		5. (If criterion 3 is met) An organisation-wide evaluation or review has been undertaken and illustrates progress in implementing the commitment to climate change	**Not Met** • Integrated Strategy for Climate Change Adaptation and Mitigation, and Sustainable and Renewable Energy: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35802849 • Climate Change Strategy consultations : http://www.iadb.org/en/civil-society/public-consultations/climate-change-strategy/climate-change-strategy,6974.html
Overall score MI 3.6		Strong	**Overall comments:**
4. COUNTRY FOCUS ON RESULTS			

MI	Micro-Indicator	Criteria	Evidence / Discussion
4.1	Results frameworks that link results at project, program, sector, and country levels	1. The MO has strategies at the country level, less than half of which contain statements of expected results articulated at output and outcome levels.	**Not met** • Bolivia: Country strategy with the IDB (2008-2010): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1777701 • Brazil: Country strategy with the IDB (2010): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35331453 • Brazil: Country Strategy with the IDB (2004-2007): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=431614 • Ecuador: Country strategy with the IDB (2008-2011): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1726069 • Peru: Country strategy with the IDB (2007-2011): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1378544 • Dominican Republic: Country Strategy with the IDB (2010-2013): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35404467 • El Salvador: Country Strategy with the IDB (2010-2014): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35283159 • Panama: Country Strategy with the IDB (2010-2014): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35803718
		2. (If first criterion met) in more than half of the country strategies, 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** As above
		3. (If first criterion is met) more than half of the country strategies sampled explicitly link expected results of the MO's projects/programs and/or initiatives to the MO's expected results at country level.	**Met** As above
		4. (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	**Met** As above

MI	Micro-Indicator	Criteria	Evidence / Discussion
		5. (If all above criteria are met) all of the above criteria are met for all country strategies sampled	**Not met**
Overall score MI 4.1		Adequate	**Overall comments:**
4.2	Frameworks include indicators at project, program, sector, and country levels	1. Country strategies exist, less than half of which include *adequate* performance indicators	**Met** • Bolivia: Country strategy with the IDB (2008-2010): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1777701 • Brazil: Country strategy with the IDB (2010): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35331453 • Brazil: Country Strategy with the IDB (2004-2007): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=431614 • Ecuador: Country strategy with the IDB (2008-2011): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1726069 • Peru: Country strategy with the IDB (2007-2011): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1378544 • Dominican Republic: Country Strategy with the IDB (2010-2013): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35404467 • El Salvador: Country Strategy with the IDB (2010-2014): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35283159 • Panama: Country Strategy with the IDB (2010-2014): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35803718 • Bolivia Country program evaluation (2004-2007) http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1671763 • Ecuador Country program Evaluation (2000-2006) http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1671768 • Dominican Republic Country Program Evaluation (2004-2008) http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35398366 • Panama Country program evaluation, (2005-2009) http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35083082 • El Salvador country program Evaluation (2004-2008) http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35363586 • Brazil country program evaluation (2002-2008) http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=2215774

MI	Micro-Indicator	Criteria	Evidence / Discussion
		2. (If first criterion is met) more than half of the performance indicators are *relevant* to the results they are associated with in the country strategies.	**Met** As above
		3. (If first criterion is met) more than half of the performance indicators are *clear* (i.e. it is clear what is to be measured)	**Not met** As above
		4. (If first criterion is met) data sources and data collection methods are clear for more than half of the performance indicators.	**Met** As above
		5. (If first criterion is met) more than half of the performance indicators are *monitorable* (i.e. they have targets set for them, and the date(s) for target achievement is clear).	**Met** As above
Overall score MI 4.2		Strong	**Overall comments:** Some country programming documents could better identify indicators at project level.

MI	Micro-Indicator	Criteria	Evidence / Discussion
4.3	Statements of expected results consistent with those in the PRSP or national plan.	1. At least half of the country strategies sampled contain statements of expected results	**Met** • Bolivia: Country strategy with the IDB (2008-2010): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1777701 • Brazil: Country strategy with the IDB (2010): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35331453 • Brazil: Country Strategy with the IDB (2004-2007): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=431614 • Ecuador: Country strategy with the IDB (2008-2011): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1726069 • Peru: Country strategy with the IDB (2007-2011): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1378544 • Dominican Republic: Country Strategy with the IDB (2010-2013): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35404467 • El Salvador: Country Strategy with the IDB (2010-2014): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35283159 • Panama: Country Strategy with the IDB (2010-2014): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35803718
		2. At least half of the country strategies contain reference to the country's national development strategies (e.g. PRSP) as applicable	**Met** As above • Evaluation of the New Lending Framework (2005-2008): www.iadb.org/document.cfm?id=1925198
		3. (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 clear, *either explicitly or implicitly*	**Met** As above
		4. (If all above criteria are met) at least half of the country strategies *explicitly* demonstrate how the MO's expected results are consistent with those in the national development strategies (e.g. PRSP)	**Met** As above

MI	Micro-Indicator	Criteria	Evidence / Discussion
		5. (If all above criteria are met) all above criteria are met for all country strategies sampled	**Not met**
Overall score MI 4.3		Strong	**Overall comments:**
4.5	Results for cross-cutting thematic priorities are included in country level results frameworks - gender equality, environment, climate change (as appropriate).	1. Less than half of the country strategies sampled identify at least two of the organisationally relevant cross-cutting themes (the same ones assessed in KPI 3) in the results frameworks	**Met** • Bolivia: Country strategy with the IDB (2008-2010): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1777701 • Brazil: Country strategy with the IDB (2010): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35331453 • Brazil: Country Strategy with the IDB (2004-2007): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=431614 • Ecuador: Country strategy with the IDB (2008-2011): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1726069 • Peru: Country strategy with the IDB (2007-2011): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1378544 • Dominican Republic: Country Strategy with the IDB (2010-2013): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35404467 • El Salvador: Country Strategy with the IDB (2010-2014): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35283159 • Panama: Country Strategy with the IDB (2010-2014): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35803718
		2. (If first criterion is met) more than half of country strategies sampled describe results which integrate at least two of the issues / themes, as relevant	**Not met**
		3. More than half of the country strategies sampled describe all of the key cross-cutting themes for the organisation being assessed	**Met** As above

MI	Micro-Indicator	Criteria	Evidence / Discussion
		4. (If first criterion is met) more than half of country strategies sampled describe strategies & approaches to address or apply the 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)	**Not met**
		5. (If first criterion is met) more than half of country strategies sampled contain reference to international agreements, treaties & conventions governing the theme / issue	**Met** As above
Overall score MI 4.5		Adequate	**Overall comments:**

QUADRANT II – OPERATIONAL MANAGEMENT

MI	Micro-Indicator	Criteria	Evidence / Discussion
5.	**AID ALLOCATION DECISIONS**		
5.1	The MO's criteria for allocating funding are publicly available.	1. A system for allocating resources exists. The system covers the majority of the resources that are allocated to LDCs.	**Met** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35291148 • 2011 Approved Program and Budget Final Version Budget: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35785822 • The New Lending Framework: Assessment Report and Recommendations (2005): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=521809 • The New Lending Framework. Amendment (2009): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1966184 • Financial Statements (Annual Reports 2010): http://www.iadb.org/en/annual-meeting/2011/annual-report,2674.html?arlang=en • Fund for Special Operations**:** http://www.iadb.org/en/about-us/idb-financing/fund-for-special-operations-fso,6063.html • A Review of the Implementation of the Debt Sustainability Framework and Enhanced Performance-based Allocation: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35817485 • Bolivia: Country strategy with the IDB (2008-2010): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1777701 • Brazil: Country strategy with the IDB (2010): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35331453 • Brazil: Country Strategy with the IDB (2004-2007): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=431614 • Ecuador: Country strategy with the IDB (2008-2011): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1726069 • Peru: Country strategy with the IDB (2007-2011): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1378544 • Dominican Republic: Country Strategy with the IDB (2010-2013): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35404467 • El Salvador: Country Strategy with the IDB (2010-2014): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35283159 • Panama: Country Strategy with the IDB (2010-2014): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35803718

MI	Micro-Indicator	Criteria	Evidence / Discussion
		2. (If first criterion is met) this model/formula is available in more than one language relevant to the MO	**Met** • Informe sobre el noveno aumento general de recursos del Banco Interamericano de Desarrollo: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35154195 • 2011 Programa y Presupuesto Aprobado http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35785856 • Nuevo Marco de Financiamiento. Modificación (2009): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1966766 • Estados financieros (Informe anual 2010): http://www.iadb.org/es/reunion-anual/2011/informe-anual-2011,2674.html?arlang=es • Fondo para Operaciones Especiales (FOE): http://www.iadb.org/es/acerca-del-bid/financiamiento-del-bid/fondo-para-operaciones-especiales-foe-,6063.html • Revisión de la implementación del marco de sostenibilidad de la deuda y Sistema mejorado de asignación basada en el desempeño: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35817743

MI	Micro-Indicator	Criteria	Evidence / Discussion
		3. (If first criterion is met) this model/formula is published on the MO web site	**Met** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35291148 • 2011 Approved Program and Budget Final Version Budget: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35785822 • The New Lending Framework: Assessment Report and Recommendations (2005): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=521809 • The New Lending Framework. Amendment (2009): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1966184 • Financial Statements (Annual Reports 2010): http://www.iadb.org/en/annual-meeting/2011/annual-report,2674.html?arlang=en • Fund for Special Operations**:** http://www.iadb.org/en/about-us/idb-financing/fund-for-special-operations-fso,6063.html • A Review of the Implementation of the Debt Sustainability Framework and Enhanced Performance-based Allocation: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35817485 • Bolivia: Country strategy with the IDB (2008-2010): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1777701 • Brazil: Country strategy with the IDB (2010): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35331453 • Brazil: Country Strategy with the IDB (2004-2007): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=431614 • Ecuador: Country strategy with the IDB (2008-2011): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1726069 • Peru: Country strategy with the IDB (2007-2011): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1378544 • Dominican Republic: Country Strategy with the IDB (2010-2013): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35404467 • El Salvador: Country Strategy with the IDB (2010-2014): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35283159 • Panama: Country Strategy with the IDB (2010-2014): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35803718
Overall score for MI 5.1		Adequate	**Overall comments:** Although the IDB meets three of the above criteria (very strong), the score was changed to adequate due to the indirect availability of the formula. Since the formula is only published in a review, the allocation of aid is publicly available but lacking in detail.

MI	Micro-Indicator	Criteria	Evidence / Discussion
5.3	Aid flows or planned resources (financial / technical co-operation, etc) are released according to agreed schedules (in-year).	1. **Very weak** = Less than 20% of MO's aid flows are released according to agreed schedules in annual or multiyear frameworks.	
		2. **Weak** = Between 20% and 30% (inclusively) of MO's aid flows are released according to agreed schedules in annual or multiyear frameworks.	
		3. **Inadequate** = Between 31% and 50% (inclusively) of MO's aid flows are released according to agreed schedules in annual or multiyear frameworks.	OECD, Aid Effectiveness 2005-10: Progress in Implementing the Paris Declaration (2011) Donor Data Table C.16: Inter-American Development Bank The IDB data for Indicator 7 is 48%.
		4. **Adequate** = Between 51% and 70% (inclusively) of MO's aid flows are released according to agreed schedules in annual or multiyear frameworks.	
		5. **Strong** = Between 71% and 80% (inclusively) of MO's aid flows are released according to agreed schedules in annual or multiyear frameworks.	
		6. **Very strong** = More than 80% of MO's aid flows are released according to agreed schedules in annual or multiyear frameworks.	
Overall score MI 5.3		Inadequate	**Overall comments:**
6. Linking Aid Management to Performance			
6.1	Aid budget allocations (or lending) are linked to expected development	1. In the most recent annual or multi-year organisation-wide budget, an attempt has been made to present budget information in a results-oriented way.	**Met** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35291148 • 2011 Approved Program and Budget Final Version Budget: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35785822

MI	Micro-Indicator	Criteria	Evidence / Discussion
	results	2. Some outputs costs and/or outcomes costs from the DRF and MRF are presented in the budget document	**Met** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35291148 • 2011 Approved Program and Budget Final Version Budget: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35785822
		3. Most outputs costs and/or outcomes costs in the DRF and MRF are presented in the budget document.	**Met** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35291148 • 2011 Approved Program and Budget Final Version Budget: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35785822
		4. There is evidence of improvement of outputs and outcomes costing over time in budget documents reviewed (evidence of building a better system).	**Not met** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35291148 • 2011 Approved Program and Budget Final Version Budget: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35785822
		5. 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** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35291148 • 2011 Approved Program and Budget Final Version Budget: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35785822
Overall score MI 6.1		Adequate	**Overall comments:** IDB's annual budgets fail to show results costing systematically. Results-based budgeting has been introduced in 2010 and will be fully in place by the end of 2013.
6.2	Aid or lending disbursements are linked to reported results	1. The most recent annual financial report shows financial amounts aligned with achieved results (i.e., the report shows how much was spent to achieve each result).	**Not met** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35291148 • Development Effectiveness Overview (2010): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35804518 • Annual Report 2010: http://www.iadb.org/en/annual-meeting/2011/annual-report,2674.html?arlang=en • Financial statements (Annual report, 2010): http://www.iadb.org/en/annual-meeting/2011/annual-report,2674.html?arlang=en

MI	Micro-Indicator	Criteria	Evidence / Discussion
		2. In the most recent annual financial report, statements of results achieved are aligned with expected results described in the organisation-wide strategic plan.	**Not met** As above
		3. In the most recent annual financial report, operational expenditure variances and variances in results achievement are reported.	**Not met** As above
		4. (If the third criterion is met) In the most recent annual financial report, operational expenditure variances and variances in results achievement are explained.	**Not met** As above
		5. There is evidence of improvement over time in financial reports reviewed	**Met** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35291148 • Development Effectiveness Overview (2010): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35804518 • Development Effectiveness Overview (2008-2009): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35160033 • Annual Report 2010: http://www.iadb.org/en/annual-meeting/2011/annual-report,2674.html?arlang=en • Annual Report 2009: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35118293 • Annual Report 2008: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1924122 • Annual Report 2007: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1369896
Overall score MI 6.2		Inadequate	**Overall comments:** Document review gave a score of inadequate because the system seems to be in place, but there is no evidence yet of link between disbursements and reported results.
7. Financial Accountability			
7.1	Financial audits (meeting recognised international standards) are	1. Annual organisation-wide reports on financial performance exist	**Met** • Annual Report 2010: http://www.iadb.org/en/annual-meeting/2011/annual-report,2674.html?arlang=en • Financial Statements (Annual Reports 2010): http://www.iadb.org/en/annual-meeting/2011/annual-report,2674.html?arlang=en

MI	Micro-Indicator	Criteria	Evidence / Discussion
	performed across the organisation	2. (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** • Annual Report 2010: http://www.iadb.org/en/annual-meeting/2011/annual-report,2674.html?arlang=en • Financial Statements (Annual Reports 2010): http://www.iadb.org/en/annual-meeting/2011/annual-report,2674.html?arlang=en
		3. (If first two criteria are met) the letter from the external auditor confirms that the external financial audit was undertaken in adherence to international standards (GAAP or equivalent).	**Met** • Annual Report 2010: http://www.iadb.org/en/annual-meeting/2011/annual-report,2674.html?arlang=en • Financial Statements (Annual Reports 2010): http://www.iadb.org/en/annual-meeting/2011/annual-report,2674.html?arlang=en
		4. (If first criterion is met) *all* 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** • Financial Statements (Annual Reports 2009): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35118308 • Financial Statements (Annual Reports 2008): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1924316
		5. (If criterion 4 is met) in *all* 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).	**Met** • Financial Statements (Annual Reports 2009): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35118308 • Financial Statements (Annual Reports 2008): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1924316 • Board of Executive Directors Audit Committee Minutes (18 January 2011): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35796755
Overall score MI 7.1		Very strong	**Overall comments:**
7.2	Financial audits (meeting recognised international standards) are performed at the regional, country or project level (as	1. The suite of documents available provide evidence that audits are performed at regional, country, or project levels (as appropriate)	**Met** • Office of Executive Auditor: http://www.iadb.org/en/about-us/departments/about,1342.html?dept_id=AUG
		2. There are established rules/procedures for the conduct of audits in the organisation	**Met** • Office of Executive Auditor: http://www.iadb.org/en/about-us/departments/about,1342.html?dept_id=AUG

MI	Micro-Indicator	Criteria	Evidence / Discussion
	appropriate)	3. The rules/procedures ensure ample audit coverage of the organisation's programs and operations.	**Met** • Office of Executive Auditor: http://www.iadb.org/en/about-us/departments/about,1342.html?dept_id=AUG
		4. 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** • Office of Executive Auditor: http://www.iadb.org/en/about-us/departments/about,1342.html?dept_id=AUG
		5. External financial audit reports at country/project/regional level are made available to the public by the MO.	**Not met** • Office of Executive Auditor: http://www.iadb.org/en/about-us/departments/about,1342.html?dept_id=AUG • Evaluation and Auditing: http://www.iadb.org/en/about-us/evaluation-and-auditing,6080.html • Access to Information Policy: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35167427
Overall score MI 7.2		Strong	**Overall comments:**
7.3	The MO has a policy on anti-corruption	1. Guidelines, policy or a framework on anti-corruption are corporately approved (in other words, not in drafts form).	**Met** • OII 2010 Annual Report: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=36078517 • Office of Institutional Integrity: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1380865 • International Financial Institutions Anti-Corruption Task Force: http://www.u4.no/training/seminar/IFI_uniform_framework.pdf • Prohibited Practices at the IDB: http://www.iadb.org/en/topics/transparency/integrity-at-the-idb-group/prohibited-practices-at-the-idb,2704.html • Sanction procedure: www.iadb.org/document.cfm?id=841305 • "Earning Public Trust" The Code Of Ethics And Professional Conduct Of The Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1476852 • Operating Guidelines and Regulations for the Oversight Committee on Fraud and Corruption: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1156281 • Code of Ethics and Professional Conduct of the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35014192 • Code of Conduct of the Board of Executive Directors: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=752425

MI	Micro-Indicator	Criteria	Evidence / Discussion
		2. (If first criterion is met) the document includes operational policy measures which pro-actively support solutions to counter corruption at the local level.	**Met** • OII 2010 Annual Report: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=36078517 • Office of Institutional Integrity: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1380865 • Inter-American Development Bank Office of Institutional Integrity: Reporting an allegation: http://www.iadb.org/en/topics/transparency/integrity-at-the-idb-group/how-to-report-fraud-and-corruption-at-idb-financed-activities,2872.html • Whistleblowers Protection: www.iadb.org/document.cfm?id=35179900
		3. (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** • OII 2010 Annual Report: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=36078517 • Office of Institutional Integrity: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1380865 • Corruption Prevention at the IDB: http://www.iadb.org/en/topics/transparency/integrity-at-the-idb-group/corruption-prevention-at-the-idb,2705.html • Corruption Prevention Tools: http://www.iadb.org/en/topics/transparency/integrity-at-the-idb-group/corruption-prevention-tools-at-the-idb,2706.html
		4. (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** • OII 2010 Annual Report: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=36078517 • "Earning Public Trust" The Code Of Ethics And Professional Conduct Of The Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1476852
		5. (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** • OII 2010 Annual Report: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=36078517 • Report Concerning the Anti-Corruption Framework of the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1824265 • Sanction at the IDB: http://www.iadb.org/en/topics/transparency/integrity-at-the-idb-group/sanctions-at-the-idb,2843.html
Overall score MI 7.3		Very strong	**Overall comments:**
7.4	Systems are in place for immediate measures against irregularities identified at the country (or other) level	1. There is a policy on financial audit that refers to measures to be taken against irregularities	**Met** • Office of Executive Auditor: http://www.iadb.org/en/about-us/departments/about,1342.html?dept_id=AUG
		2. Management guidelines or rules support the policy and describe the procedure for a response to irregularities identified during an external financial audit.	**Met** • Office of Executive Auditor: http://www.iadb.org/en/about-us/departments/about,1342.html?dept_id=AUG

MI	Micro-Indicator	Criteria	Evidence / Discussion
		3. (If second criterion is met) these guidelines set timelines for the response to irregularities identified during an external financial audit	**Met** • Office of Executive Auditor: http://www.iadb.org/en/about-us/departments/about,1342.html?dept_id=AUG
		4. There is evidence (in audit reports to the Board or other documents) that audit recommendations are in fact followed up by management	**Met** • Office of Executive Auditor: http://www.iadb.org/en/about-us/departments/about,1342.html?dept_id=AUG
		5. Major or systemic irregularities are reported to the board/governing body, as appropriate	**Met** • Office of Executive Auditor: http://www.iadb.org/en/about-us/departments/about,1342.html?dept_id=AUG
Overall score MI 7.4		Adequate	**Overall comments:** Document review rated this MI adequate, because the policy and guidelines on external audit failed to describe the internal procedure followed after an external audit by the IDB.
7.5	Internal financial audit processes are used to provide management / governing bodies with objective information	1. *There is evidence (in a suite of documents) of* practice of internal financial audits in the organisation.	**Met** • Office of Executive Auditor: http://www.iadb.org/en/about-us/departments/about,1342.html?dept_id=AUG
		2. (If the first criterion is met) an organisation-wide guideline/policy for the practice of internal financial audits exists and is corporately approved	**Met** • Office of Executive Auditor: http://www.iadb.org/en/about-us/departments/about,1342.html?dept_id=AUG
		3. (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** • Office of Executive Auditor: http://www.iadb.org/en/about-us/departments/about,1342.html?dept_id=AUG
		4. There is evidence in these documents that the internal audit function reports directly to the Executive Board, thus providing maximum assurance of its independence from programming	**Met** • Board of Executive Directors: http://www.iadb.org/en/about-us/board-of-executive-directors,6124.html • Office of Executive Auditor: http://www.iadb.org/en/about-us/departments/about,1342.html?dept_id=AUG

MI	Micro-Indicator	Criteria	Evidence / Discussion
		5. Reports available from the Audit Committee (or equivalent) of the Executive Board confirm receipt of internal audit information	**Met** • Board of Executive Directors Audit Committee – Minutes (Meeting of 12 April 2011): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=36171198 • Board of Executive Directors Audit Committee – Minutes (Meeting of 8 March 2011): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35956266 • Board of Executive Directors Audit Committee – Minutes (Meeting of 22 February 2011): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35955916
Overall score MI 7.5		Very strong	**Overall comments:**
7.6	The MO's procurement and contract management processes for the provision of services or goods are usually effective.	1. There is one or more organisation-wide policy, guidelines or instructions on procurement and contract management processes.	**Met** • Policies for the Selection and Contracting of Consultants Financed by the IDB: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=774392 • Policies for the Procurement of Goods and Works Financed by the IDB: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=774392
		2. (If the first criterion has been met) This/these document(s) explicitly sets targets or requirements for timeliness of delivery of products and services.	**Met** As above
		3. (If the first criterion is met) This/these document(s) establishes requirements for ensuring quality, efficiency and effectiveness of these products and services	**Met** As above
		4. An audit, evaluation or other review has been undertaken, at the country, regional or organisation-wide level, that 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** As above

MI	Micro-Indicator	Criteria	Evidence / Discussion
		5. There is other documentary evidence that the MO has functioning procurement and contract management systems in place.	**Met** • Operations Policies of the Inter-American Development Bank: http://www.iadb.org/en/about-us/operations-policies-of-the-inter-american-development-bank,6127.html • Procurement Newsletters
Overall score MI 7.6		Strong	**Overall comments:**
7.7	The MO has strategies in place for risk identification, mitigation, monitoring and reporting	1. An organisation-wide policy, strategy, framework or guidelines (or a suite of documents) on risk management is corporately approved.	**Not met** • Office of Risk Management: http://www.iadb.org/en/about-us/departments/about,1342.html?dept_id=RMG • Board of Executive Directors: http://www.iadb.org/en/about-us/board-of-executive-directors,6124.html • Disaster Risk Management Policy Guidelines: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=360026
		2. (If first criterion is met) this document follows international standards on managing risk, including a description of roles and responsibilities of key actors.	**Met** As above
		3. (If first criterion is met) this document applies to country, regional and corporate activities. In other words, risk analysis is undertaken as appropriate at these different levels	**Met** • Evaluability Review of Bank Projects 2009: http://www.idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35594535 • Office of Risk Management: http://www.iadb.org/en/about-us/departments/about,1342.html?dept_id=RMG • Board of Executive Directors: http://www.iadb.org/en/about-us/board-of-executive-directors,6124.html • Disaster Risk Management Policy Guidelines: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=360026
		4. (If first criterion is met) Major risk analysis (significant programs, projects, etc) is presented to the Board.	**Met** See criterion 1
		5. (If first criterion is met) Management and/or Board documents demonstrate utilisation of risk management policy and procedures.	**Met** See criterion 1
Overall score MI 7.7		Strong	**Overall comments:**

MI	Micro-Indicator	Criteria	Evidence / Discussion
8. Using Performance Information			
8.1	Revising and adjusting policies	1. Information on organisation-wide performance (i.e., progress towards outcomes) is available, for instance in annual performance reports, or from an organisation-wide evaluation	**Met** • Annual Report 2010: http://www.iadb.org/en/annual-meeting/2011/annual-report,2674.html?arlang=en • Annual Report 2009: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35118293 • Financial Statements (Annual Reports 2010): http://www.iadb.org/en/annual-meeting/2011/annual-report,2674.html?arlang=en • Financial Statements (Annual Reports 2009): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35118308 • Development effectiveness overview 2010: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35804518 • Development effectiveness overview 08-09: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35160033 • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35291148 • Evaluation findings regarding IDB-8 guidance and implications for future Capital Increase Agreements: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=2215851
		2. (If first criterion is met) There is evidence that the MO analyses its performance	**Met** • Development effectiveness framework: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1775544 • Development effectiveness overview 2010: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35804518
		3. (If the first two criteria are met) There is evidence that the MO is doing something to respond to the *specific* performance problems.	**Met** • Minutes of the Policy and Evaluation Committee: http://www.iadb.org/en/about-us/board-meetings-agendas-and-minutes,1321.html
		4. (If the first two criteria are met) there is evidence that the MO revises and adjusts its larger programming and policies in response to performance issues (problems and successes).	**Met** • Review of the Development Effectiveness Matrix for Sovereign Guaranteed and Non Sovereign Guarantees Operations: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35824941

MI	Micro-Indicator	Criteria	Evidence / Discussion
		5. (If criterion 4 is met) There is evidence that the MO implements the revisions and adjustments to its programming and policies in response to performance any performance issues identified.	**Not met**
Overall score MI 8.1		Strong	**Overall comments:**
8.2	Planning new interventions	1. Information on the MO's performance in the country is available, for instance in annual country performance reports or in country planning documents.	**Met** • Protocol for Country Program Evaluation: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=2215948 • Country Program Evaluation: Bolivia 2004-2007: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1671763 • Country Program Evaluation: Brazil 2000–2008: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=2215774 • Country Program Evaluation: Ecuador, 2000-2006: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1671768 • Country Program Evaluation: Peru 2002-2006: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1668725 • Country Program Evaluation: Dominican Republic 2004-2008: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35398366 • Country Program Evaluation: El Salvador 2004-2008: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35363586 • Country Program Evaluation Panama 2005-2009: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35083082
		2. (If first criterion is met) for at least half of the countries, there is evidence of an analysis of performance	**Met** As above
		3. (If second criterion is met) There is evidence of analysis of the implications of this performance information on planning new interventions	**Met** As above

MI	Micro-Indicator	Criteria	Evidence / Discussion
		4. (If all above criteria are 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	**Met** • Bolivia: Country strategy with the IDB (2008-2010): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1777701 • Ecuador: Country strategy with the IDB (2008-2011): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1726069 • Peru: Country strategy with the IDB (2007-2011): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1378544 • Brazil: Country Strategy with the IDB (2004-2007): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=431614 • Dominican Republic: Country Strategy with the IDB (2010-2013): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35404467 • El Salvador: Country Strategy with the IDB (2010-2014): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35283159 • Panama: Country Strategy with the IDB (2010-2014): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35803718
		5. (If all above criteria are met) all criteria met for all countries	**Not met**
Overall score MI 8.2		Adequate	**Overall comments:**
8.3	"unsatisfactory" investments, programs or projects from the previous fiscal year are subject to proactive management	1. **Very weak** = Less than 40% of "unsatisfactory" investments, programs or projects from the previous fiscal year are subject to proactive management	Data not available yet
		2. **Weak** = 40 - 55 % of "unsatisfactory" investments, programs or projects from the previous fiscal year are subject to proactive management	Data not available yet
		3. **Inadequate** = 56 – 70% of "unsatisfactory" investments, programs or projects from the previous fiscal year are subject to proactive management	Data not available yet

MI	Micro-Indicator	Criteria	Evidence / Discussion
		4. **Adequate** = 71 - 80% of "unsatisfactory" investments, programs or projects from the previous fiscal year are subject to proactive management	Data not available yet
		5. **Strong** = 81-90% of "unsatisfactory" investments, programs or projects from the previous fiscal year are subject to proactive management	Data not available yet
		6. Very strong = 91 - 100% of "unsatisfactory" investments, programs or projects from the previous fiscal year are subject to proactive management	Data not available yet
Overall score MI 8.3		Data not available yet	**Overall comments:**
8.4	Evaluation recommendations reported to Executive Committee/ Board are acted upon by the responsible units	1. MO Evaluation Policy or guidelines include the requirement of a management response, action plan and/or agreement stating responsibilities and accountabilities for follow-up of evaluations	**Not met** • Protocol for Country Program Evaluation**:** http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=2215948 • OVE's 2004-2005 annual report and proposed and proposed 2006 Work Program and Budget: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=982942
		2. MO Evaluation Policy outlines a process for follow-up to evaluations	**Met** • Protocol for Country Program Evaluation**:** http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=2215948 • OVE's 2004-2005 annual report and proposed and proposed 2006 Work Program and Budget: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=982942
		3. There is evidence that the management response, action plan and/or agreement accepting recommendations are presented to the Executive Management and/or Governing Bodies	**Met** • Protocol for Country Program Evaluation**:** http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=2215948 • Management Response to OVE's document "Review of the Bank's Investment Policy": http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1921117

MI	Micro-Indicator	Criteria	Evidence / Discussion
		4. There is evidence of periodic reports on the status of the implementation of these evaluation recommendations accepted by management/ governing body	**Not met**
		5. 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) for follow-up on the evaluation of the recommendations accepted by management/ governing body.	**Not met** • Minutes of the Policy and Evaluation Committee: http://www.iadb.org/en/about-us/board-meetings-agendas-and-minutes,1321.html
Overall score MI 8.4		Inadequate	**Overall comments:** No specific guidelines were found regarding the way evaluation recommendations are to be act upon. The only evidence came from OVE's 2004-2005 report where a description of an informal way to tackle recommendations is described.
8.5	The MO resources allocated to countries and projects are based on performance.	1. The MO has a resource allocation system/policy that is publicly available that explains the way resources are allocated to countries.	**Met** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35291148 • Development Effectiveness Framework: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1775544 • Development effectiveness overview 2010: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35804518 • Project Cycle: http://www.iadb.org/en/projects/project-cycle,1243.html • Fund for Special Operations: http://www.iadb.org/en/about-us/idb-financing/fund-for-special-operations-fso,6063.html • A Review of the Implementation of the Debt Sustainability Framework and Enhanced Performance-based Allocation: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35817485 • 2011 Approved Program and Budget Final Version Budget: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35785822

MI	Micro-Indicator	Criteria	Evidence / Discussion
		2. The system/policy includes performance as one of the criteria, in addition to other considerations, including improvements over time in different areas	**Met** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35291148 • Development Effectiveness Framework: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1775544 • Development effectiveness overview 2010: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35804518 • Designing for Results: http://www.iadb.org/en/topics/development-effectiveness/designing-for-results,1241.html?#anchorDEM • Project Cycle: http://www.iadb.org/en/projects/project-cycle,1243.html
		3. There is evidence that the system is applied.	**Met** • Development Effectiveness Framework: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1775544 • Development effectiveness overview 2010: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35804518 • A Review of the Implementation of the Debt Sustainability Framework and Enhanced Performance-based Allocation: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35817485
		4. There is a review procedure that helps to improve the policy.	**Met** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35291148 • Development Effectiveness Framework: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1775544 • Project Cycle: http://www.iadb.org/en/projects/project-cycle,1243.html • A Review of the Implementation of the Debt Sustainability Framework and Enhanced Performance-based Allocation: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35817485
		5. (If previous criteria are met) Over time, there is evidence that performance becomes an increasingly important criterion.	**Met** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35291148 • Development Effectiveness Framework: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1775544
Overall score MI 8.5		Very strong	**Overall comments:**
9. MANAGING HUMAN RESOURCES			

MI	Micro-Indicator	Criteria	Evidence / Discussion
9.1	Results-focused performance assessment systems are in place for senior staff (Including Country Directors)	1. There is evidence in the suite of documents reviewed that a system is in place that requires performance assessments for at least some staff.	**Met** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35291148 • Annual Report 2010: http://www.iadb.org/en/annual-meeting/2011/annual-report,2674.html?arlang=en • Human Capital Strategy (June 2011): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=36290863 • Human Resources Department http://www.iadb.org/en/about-us/departments/about,1342.html?dept_id=HRD
		2. The evidence suggests that this applies to senior staff (and/or that it has a specific performance assessment system for senior staff.	**Met** As above
		3. The system is fairly well described in the suite of documents provided, giving an understanding of the approach to creating performance assessments and the content of those	**Met** As above
		4. There is an explicit policy (HR or otherwise) that summarises all the aims and content of the performance assessment system for senior staff	**Met** As above
		5. (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 pay attention to the application of the performance assessment system, or there are other sources – newsletters, reports etc—that comment on how many senior staff go through this system every year.	**Not met** As above
Overall score MI 9.1		Strong	**Overall comments:**

MI	Micro-Indicator	Criteria	Evidence / Discussion
9.2	There is a transparent incentive and reward system for staff performance	1. There is evidence (either in a HR policy or through a suite of documents) that the MO has a system for managing staff performance (see 9.1) that is operational.	**Met** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35291148 • Annual Report 2010: http://www.iadb.org/en/annual-meeting/2011/annual-report,2674.html?arlang=en • Human Capital Strategy (June 2011): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=36290863 • Human Resources Department http://www.iadb.org/en/about-us/departments/about,1342.html?dept_id=HRD
		2. There is evidence that the organisation is making efforts to better link the assessment of staff performance with incentives and/or rewards	**Met** As above
		3. There is an explicit effort to explain how performance of staff relates to promotion	**Not met**
		4. There is an explicit mention of the relationship between staff performance and rewards	**Met** As above
		5. 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.	**Not met**
Overall score MI 9.2		Adequate	**Overall comments:**
10. PERFORMANCE ORIENTED PROGRAMMING			

MI	Micro-Indicator	Criteria	Evidence / Discussion
10.1	Prior to approval new initiatives are subject to benefits/impact analysis (economic, social, etc)	1. There is a policy that requires benefits analysis for new programs/projects/initiatives.	**Met** • Development Effectiveness Overview 2010: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35804518 • News Releases: IDB releases its 2010 Development Effectiveness Report: http://www.iadb.org/en/news/news-releases/2011-03-23/idb-development-impact-report,9167.html • Development Effectiveness Framework for SCF Projects: http://idbdocs.iadb.org/WSDocs/getDocument.aspx?DOCNUM=1777697 • Development Effectiveness Framework: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1775544
		2. There are guidelines for staff on the types of analysis to be carried out.	**Met** As above
		3. There is evidence that the MO's staff are informed about and trained on the guidelines.	**Met** As above
		4. There is evidence that the guidelines are implemented.	**Met** • Development Effectiveness Overview 2010: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35804518 • News Releases: IDB releases its 2010 Development Effectiveness Report: http://www.iadb.org/en/news/news-releases/2011-03-23/idb-development-impact-report,9167.html • Evaluability Review of Bank Projects 2009: http://www.idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35594535 • Review of the Development Effectiveness Matrix for Sovereign Guaranteed and Non Sovereign Guaranteed Operations: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35824941
		5. There is evidence that benefits/impact analysis is used for decision-making in the sample of projects/initiatives reviewed	**Not met**
Overall score MI 10.1		Adequate	**Overall comments:** There are different perspectives on the extent to which DEM has been appropriately integrated and accurately reflects the evaluability of Bank projects. OVE has one perspective, provided through its Evaluability Review of Bank Projects 2009. IDB Research Department noted on the other hand that it was an appropriate tool. The rating of adequate suggests that there are still areas for improvement in this area.

MI	Micro-Indicator	Criteria	Evidence / Discussion
10.2	Milestones / targets are set to rate the progress of (project) implementation	1. *At least two of* the PIPs, country or other workplans sampled contain a description of milestones and/or targets for project/program implementation.	**Met** • BO-L1001 - Corporate Enhancement Support Fund: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=36313052 • BO-L1006 - Support for the National Public Investment System: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=36313053 • BR-L1001 - Technological Innovation & New Manag. Approaches in Agricult. Research: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=36313085 • BR-L1002 - Espirito Santo State Highways: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=36313086 • BR-L1009 - São Paulo: Evaluation and Improvement of Social Policies: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=36313088 • EC-L1003 - Early Warning System and Natural Risk Management: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=36313240 • EC-L1059 - Support for a Coastal Artisanal Fishing Project: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=36313250 • EC-L1022 - Environmental Sanitation Program - Phase II: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=36313246 • PE-L1003 - Border Crossings: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=36313432 • PE0218 - Housing Sector Support Phase I: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=36313452 • PE-L1087 - Modernization of the Public Financial Administration System: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=36313443 • BO-X1001 - Conservation and Sustainable Use of Land and Andean Vertical Ecosystems: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35367350 http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=36313074 • BR-L1078 - Fortaleza. Urban Renewal and Social Inclusion Program: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35048168 http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=36313108 • EC-L1075 - National Infrastructure Program for the Universalization of Education with Quality and Equity**:** http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35242513 http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=36313256 • PE-L1100 - Support for the social sector reform program: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35422529 http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=36313447

MI	Micro-Indicator	Criteria	Evidence / Discussion
		2. (If first criterion is met) *in most cases,* baseline values have been established for each indicators used to measure the progress of project/program implementation	**Not met**
		3. (If first criterion is met) in most cases, the milestones/targets provided align with activities described in the project/program implementation document.	**Met** As above
		4. (If first criterion is met) dates are established for the milestones/targets, *in more than half* of the PIPs, country or workplans sampled.	**Met** As above
		5. (If all above criteria are met) all above criteria are met for all PIPs/country or other workplans sampled	**Not met**
Overall score MI 10.2		Adequate	**Overall comments:**
11. Delegating Decision Making			
11.1	Aid reallocation decisions can be made locally	1. An organisation-wide policy or guidelines exist and is corporately approved that describes decision-making authorities at different levels within the organisation.	**Met** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank : http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35154195
		2. (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** As above

MI	Micro-Indicator	Criteria	Evidence / Discussion
		3. (If first two criteria are met) in the suite of 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** As above
		4. There is evidence that the organisation has made efforts to improve delegation of decision making to the country or other relevant levels.	**Met**
		5. An operational review/evaluation of the MO comments positively on progress in the delegation of decision making authority to the country or other relevant level. **Note:** If there is a review/evaluation that comments negatively on this point, the findings should be noted and the rating should not be higher than adequate.	**Not met**
Overall score MI 11.1		Adequate	**Overall comments:** The score of adequate reflects the fact that all loans have to be approved by the Board and as these include legal and contractual obligations, there is limited scope for country offices to make decisions about reallocating funding.
11.2	New aid programs / projects can be approved locally within a budget cap	1. An organisation-wide policy or guidelines exist and is corporately approved that describes the extent to which new aid programs/projects can be proposed at different levels within the organisation.	**Not Met** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank : http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35154195

MI	Micro-Indicator	Criteria	Evidence / Discussion
		2. (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 made at the country level (or other local level as appropriate).	**Not met**
		3. (If first two criteria are met) in the suite of 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**
		4. The organisation has made efforts to improve delegation of decision making to the country or other relevant levels	**Met** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank : http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35154195
		5. 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 review/evaluation that comments negatively on this point, the findings should be noted and the rating should not be higher than adequate.	**Not met**
Overall score MI 11.2		Inadequate	**Overall comments:** As above, the criteria do not apply to most of the IDB's activity, which are loan operations that are approved by the Board. A rating of adequate was provided and the narrative explains that a more reasonable expectation may be for the Bank to delegate decisions about funding non-loan activity, such as technical cooperation, within a budget cap. However, little evidence was found on the extent to which IDB is working on further delegation to its country offices.

QUADRANT III – RELATIONSHIP MANAGEMENT

MI	Micro-Indicator	Criteria	Evidence / Discussion
12. Supporting National Plans			
12.2	The MO conditionality (if any) draws on national / government's own agreed benchmarks / indicators / results *(NOTE: This MI is only applicable to IFIs)*	1. (If applicable) MO has a policy that aligns its conditions for lending – especially policy or program lending-- with the principles of country ownership	**Met** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35291148 • Development Effectiveness Framework: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1775544 • Review of the Development Effectiveness Matrix for Sovereign Guaranteed and Non Sovereign Guarantees Operations: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35824941
		2. (If first criterion is met), the MO policy also provides guidance to align the organisation with other good practice principles for conditionality	**Not met**
		3. There is evidence of MO intent/or practice (depending on the timing of the policy) of reviewing its progress in implementing changes in its approach to conditionality.	**Met** • Review of the Development Effectiveness Matrix for Sovereign Guaranteed and Non Sovereign Guarantees Operations: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35824941
		4. There is evidence of the MO reporting to the Board on progress/issues on implementation of the policy.	**Met** • Review of the Development Effectiveness Matrix for Sovereign Guaranteed and Non Sovereign Guarantees Operations: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35824941
		5. 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** • New Results-Based Country Strategies for Dominican Republic, el Salvador and Panama: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35404467 http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35283159 http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35803718
Overall score MI 12.2		Strong	**Overall comments:**
14. Using County Systems			
14.1	% of the MO's overall ODA disbursements /	1. **Very weak** = Less than 30% of MO's aid flows are aligned on national procedures.	

MI	Micro-Indicator	Criteria	Evidence / Discussion
	support recorded in the annual budget as revenue, grants, or ODA loans	2. **Weak** = Between 30% and 49% (inclusively) of MO's aid flows are aligned on national procedures.	
		3. **Inadequate** = Between 50% and 69% (inclusively) of MO's aid flows are aligned on national procedures.	OECD, Aid Effectiveness 2005-10: Progress in Implementing the Paris Declaration (2011) Donor Data Table C.16: Inter-American Development Bank. The IDB data for Indicator 3 was 51 per cent.
		4. **Adequate** = Between 70% and 84% (inclusively) of MO's aid flows are aligned on national procedures.	
		5. **Strong** = Between 85% and 90% (inclusively) of MO's aid flows are aligned on national procedures.	
		6. **Very strong** = More than 90% of MO's aid flows are aligned on national procedures	
Overall score MI 14.1		Inadequate	**Overall comments:**
14.3	% of the MO's overall ODA disbursements / support using national systems and procedures	1. **Very weak** = Less than 25% of MO's aid flows use national financial management / procurement systems.	
		2. **Weak** = Between 25% and 34% (inclusively) of MO's aid flows use national financial management/ procurement systems.	
		3. **Inadequate** = Between 35% and 44% (inclusively) of MO's aid flows use national financial management/ procurement systems.	IDB provided its data on this indicator due to an error in the draft OECD report. The figures reported were 45% for use of public financial management systems and 34% for use of country procurement sytems.
		4. **Adequate** = Between 45% and 54% (inclusively) of MO's aid flows use national financial management/ procurement systems.	

MI	Micro-Indicator	Criteria	Evidence / Discussion
		5. **Strong** = Between 55% and 65% (inclusively) of MO's aid flows use national financial management/ procurement systems.	
		6. **Very strong** = More than 65% of MO's aid flows use national financial management/ procurement systems.	
Overall score MI 14.3		Inadequate	
14.4	The MO avoids parallel implementation structures	1. **Very weak** = The number of parallel Project Implementation Units (PIUs) of the MO has not been reduced or has been increased	
		2. **Weak** =The number of parallel Project Implementation Units (PIUs) of the MO has been reduced between 1 and 24% (inclusively).	
		3. **Inadequate** =The number of parallel Project Implementation Units (PIUs) of the MO has been reduced between 25 and 49% (inclusively).	
		4. **Adequate** =The number of parallel Project Implementation Units (PIUs) of the MO has been reduced between 50 and 65% (inclusively)	Data showed a reduction of 59 per cent between the average number of PIU for 2008 (data reported by IDB for 6 countries) and the average number of PIU reported in 2011 (data reported from 10 countries). The source for 2011 data is the OECD, Aid Effectiveness 2005-10: Progress in Implementing the Paris Declaration (2011), Donor Data Table C.16: Inter-American Development Bank The source for the 2008 data is the IDB.
		5. **Strong** =The number of parallel Project Implementation Units (PIUs) of the MO has been reduced between 66% (two-thirds) and 75% (inclusively).	

MI	Micro-Indicator	Criteria	Evidence / Discussion
		6. **Very strong** =The number of parallel Project Implementation Units (PIUs) of the MO has been reduced in more than 75%.	
Overall score MI 14.4		Adequate	**Overall comments:**
16. Harmonising Procedures			
16.1	The extent to which the MO participates in joint missions (coordination, analysis, design, evaluation)	1. **Very weak** = Less than 10% of MO's missions to the field are joint.	
		2. **Weak** = Between 10% and 19% (inclusively) of MO's missions to the field are joint.	
		3. **Inadequate** = Between 20% and 29% (inclusively) of MO's missions to the field are joint.	
		4. **Adequate** = Between 30% and 39%(inclusively) of MO's missions to the field are joint.	
		5. **Strong** = Between 40% and 50% (inclusively) of MO's missions to the field are joint.	
		6. **Very strong** = More than 50% of MO's missions to the field are joint.	OECD, Aid Effectiveness 2005-10: Progress in Implementing the Paris Declaration (2011), Donor Data Table C.16: Inter-American Development Bank The data for IDB on Indicator 10a suggests that 67 per cent of missions are joint missions.
Overalls core MI 16.1		Very strong	**Overall comments:**
16.2	The extent to which the MO technical cooperation is disbursed through coordinated programs	1. **Very weak** = Less than 10% of MO's capacity-development support is provided through coordinated programs	•
		2. **Weak** = Between 10% and 20% (inclusively) of MO's capacity-development support is provided through coordinated programs.	

MI	Micro-Indicator	Criteria	Evidence / Discussion
		3. **Inadequate** = Between 21% and 35% (inclusively) of MO's capacity-development support is provided through coordinated programs.	
		4. **Adequate** = Between 36% and 50% (inclusively) of MO's capacity-development support is provided through coordinated programs.	
		5. **Strong** = Between 50% and 60% (inclusively) of MO's capacity-development support is provided through coordinated programs.	
		6. **Very strong** = More than 60% of MO's capacity-development support is provided through coordinated programs.	OECD, Aid Effectiveness 2005-10: Progress in Implementing the Paris Declaration (2011), Donor Data Table C.16: Inter-American Development Bank The data for IDB on Indicator 4suggests that 65 per cent of missions are joint missions.
Overalls core MI 16.2		Adequate	**Overall score:**
16.3	% of the MO's overall ODA disbursements / support that is for government-led PBAs (SWAPs, basket funding, etc)	1. **Very weak** = Less than 20% of MO's aid is provided as program-based approaches.	•
		2. **Weak** = Between 20% and 35% (inclusively) of MO's aid is provided as program-based approaches.	
		3. **Inadequate** = Between 36% and 50% (inclusively) of MO's aid is provided as program-based approaches.	
		4. **Adequate** = Between 51% and 65% (inclusively) of MO's aid is provided as program-based approaches.	
		5. **Strong** = Between 66% and 80% (inclusively) of MO's aid is provided as program-based approaches	OECD, Aid Effectiveness 2005-10: Progress in Implementing the Paris Declaration (2011), Donor Data Table C.16: Inter-American Development Bank The data for IDB on Indicator 9 suggests that 80 per of ODA is provided through PBAs.

MI	Micro-Indicator	Criteria	Evidence / Discussion
		6. **Very strong** = More than 80% of MO's aid is provided as program-based approaches.	
Overall score MI 16.3		Weak	**Overall comments:**

QUADRANT IV – KNOWLEDGE MANAGEMENT

MI	Micro-Indicator	Criteria	Evidence / Discussion
17. EVALUATING EXTERNAL RESULTS			
17.1	The MO has a structurally independent evaluation unit within its organisational structure that reports to its Executive Management or Board	1. An organisation-wide (central) evaluation unit or function exists.	**Met** • The Office of Evaluation and Oversight (OVE): http://www.iadb.org/en/office-of-evaluation-and-oversight/about-ove,1556.html
		2. An organisation-wide evaluation policy exists, which includes guidance on how the MO is to do independent evaluations	**Met** • Development Effectiveness Framework: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1775544 • Protocol for Country Program Evaluation (CPE) 2008: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=2215948
		3. (If first criterion is met) there is evidence in annual reports being provided by the organisation-wide evaluation unit or function to Executive Management (Head of Organisation) or Board of independence of evaluations.	**Met** • OVE's 2005-2006 Annual Report and Proposed 2007 Work Program and Budget: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=928062 • Mandatos, misión y programa de trabajo a mediano plazo para lo que resta del año 2000: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=320667
		4. (If first criterion is met), the organisation-wide evaluation unit has a direct reporting function to the Executive Management, but not the Board	**Met** • IDB Organisational Chart: http://www.iadb.org/document.cfm?id=35154190
		5. The central evaluation unit has a direct reporting function to the MO's Board.	**Met** • Evaluation and Auditing: http://www.iadb.org/en/about-us/evaluation-and-auditing,6080.htm
Overall score MI 17.1		Very strong	**Overall comments:**
17.2	The evaluation function provides sufficient coverage of the MO's programming activity (projects,	1. An organisation-wide evaluation policy or plan exists and is corporately approved which identifies the need for independent evaluations of projects and programs.	**Met** • OVE's Proposed 2011 Work Program and Budget: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35808811 • OVE Work Program: http://www.iadb.org/en/office-of-evaluation-and-oversight/work-program,1595.html • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35291148

MI	Micro-Indicator	Criteria	Evidence / Discussion
	programs, etc)	2. (If first criterion is met) this policy or plan defines the evaluation coverage of projects and programs or it clearly explains how evaluations are planned and prioritised.	**Met** • OVE's Proposed 2011 Work Program and Budget: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35808811
		3. (If first criterion is met) this policy or plan defines the amount or % of programming (or % of expenditures) that needs an *independent* evaluation.	**Met** • OVE's Proposed 2011 Work Program and Budget: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35808811 • Evaluation of IDB operational objectives – General Operational policies: http://www.iadb.org/en/about-us/evaluation-of-idb-operational-objectives,6242.html
		4. Reports of independent evaluations are available for *at least half of the* countries sampled.	**Met** • Country Program Evaluation: Bolivia 2004-2007: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1671763 • Country Program Evaluation: Brazil 2000–2008: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=2215774 • Country Program Evaluation: Ecuador, 2000-2006: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1671768 • Country Program Evaluation: Peru 2002-2006: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1668725 • Country Program Evaluation: Dominican Republic 2004-2008: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35398366 • Country Program Evaluation: El Salvador 2004-2008: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35363586 • Country Program Evaluation Panama 2005-2009: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35083082
		5. (If fourth criterion is met) reports of independent evaluations exist for *all* countries sampled.	**Met** As above
Overall score MI 17.2		Very strong	**Overall comments:**

MI	Micro-Indicator	Criteria	Evidence / Discussion
17.3	The MO ensures quality of its evaluations	1. The MO has a policy/procedures for the quality control of their evaluations.	**Met** • Guidelines for Ex-Post Evaluations: http://www.iadb.org/en/about-us/evaluation-of-idb-operational-objectives,6242.html • OVE Guidelines for the Implementation of ECG Standards for Private Sector Evaluations: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1281467 • Evaluation of IDB Operational Objectives: http://www.iadb.org/en/about-us/evaluation-of-idb-operational-objectives,6242.html • Development Effectiveness Framework: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1775544 • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35291148 • Independent Review Panel on Evaluation: Strengthening Evaluation to Improve Development Results
		2. The MO implemented the quality control procedures (i.e. reviewed its evaluations) within the past five years	**Met** • OVE's Proposed 2009 Work Program and Budget: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1836237
		3. There is evidence (in the reports on the quality of evaluations/review of evaluations) that the MO is respecting relevant evaluation standards (e.g. UNEG standards, DAC standards, ECG standards) in its centralised and decentralised evaluations.	**Met** • Development Effectiveness Framework: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1775544
		4. The reviews of the MO's evaluations (i.e. the reports on the quality of evaluations) cover orqanisation-wide, country and project level evaluations	**Not met**
		5. There is evidence that the MO's evaluation practices have changed as a result of the review of evaluations.	**Not met**
Overalls core MI 17.3		Adequate	**Overall comments:**
18. PRESENTING PERFORMANCE INFORMATION			

MI	Micro-Indicator	Criteria	Evidence / Discussion
18.1	Reports on the achievement of outcomes, not just inputs, activities and outputs	1. Annual performance reports exist at the organisation-wide level.	**Met** • Development effectiveness overview 2010: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35804518 • Development effectiveness overview 08-09: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35160033 • Development effectiveness framework: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1775544 • Development Effectiveness Framework for SCF Projects: http://idbdocs.iadb.org/WSDocs/getDocument.aspx?DOCNUM=1777697 • Annual Report 2010: http://www.iadb.org/en/annual-meeting/2011/annual-report,2674.html?arlang=en • Annual Report 2009: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35118293 • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35291148
		2. (If first criterion is met) the most recent performance report sampled describes outputs achieved.	**Met** • Development effectiveness overview 2010: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35804518
		3. (If first two criteria are met) the most recent performance report sampled discusses expected outcomes achieved.	**Met** • Development effectiveness overview 2010: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35804518
		4. (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 outputs and outcomes).	**Not met** • Development effectiveness overview 2010: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35804518 • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35291148
		5. (If all above criteria are met) all above criteria are met *for all performance reports sampled*.	**Not met** • Development effectiveness overview 2010: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35804518 • Development effectiveness overview 08-09: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35160033 • Annual Report 2010: http://www.iadb.org/en/annual-meeting/2011/annual-report,2674.html?arlang=en • Annual Report 2009: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35118293
Overall score MI 18.1		Adequate	**Overall comments:**

MI	Micro-Indicator	Criteria	Evidence / Discussion
18.2	Reports performance using data obtained from measuring indicators	1. Annual performance reports exist at the organisation-wide level.	**Met** • Development effectiveness overview 2010: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35804518 • Development effectiveness overview 08-09: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35160033 • Development effectiveness framework: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1775544 • Development Effectiveness Framework for SCF Projects: http://idbdocs.iadb.org/WSDocs/getDocument.aspx?DOCNUM=1777697
		2. (If first criterion is met) the most recent performance report sampled specifies indicators for the reporting period that respect SMART or CREAM criteria for indicators	**Met** • Development effectiveness overview 2010: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35804518
		3. (If first criterion is met) the most recent performance report sampled presents an illustration of trends in measurement over a period of time	**Met** • Development effectiveness overview 2010: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35804518
		4. (If first criterion is met) the most recent performance report sampled compares indicator measurement to baseline and target amounts	**Not met** • Development effectiveness overview 2010: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35804518
		5. (If all above criteria are met) all above criteria are met for all performance reports sampled	**Not met** • Development effectiveness overview 2010: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35804518 • Development effectiveness overview 08-09: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35160033
Overall score MI 18.2		Adequate	**Overall comments:**
18.3	Reports against its Corporate Strategy, including expected management and development results	1. Annual performance reports exist at the organisation-wide level	**Met** • Development effectiveness overview 2010: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35804518 • Development effectiveness overview 08-09: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35160033 • Development effectiveness framework: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1775544 • Development Effectiveness Framework for SCF Projects: http://idbdocs.iadb.org/WSDocs/getDocument.aspx?DOCNUM=1777697

MI	Micro-Indicator	Criteria	Evidence / Discussion
		2. (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** • Development effectiveness overview 2010: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35804518 • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35291148
		3. (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.	**Not met** • Development effectiveness overview 2010: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35804518 • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35291148
		4. (If all above criteria are met) all above criteria are met for all performance reports sampled.	**Not met** • Development effectiveness overview 2010: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35804518 • Development effectiveness overview 08-09: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35160033
		5. There is an independent evaluation/review confirming the quality of organisation-wide reporting on results.	**Not met** • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35291148
Overall score MI 18.3		Inadequate	**Overall comments:**
18.4	Reports against its Paris Declaration commitments using indicators and country targets	1. An annual, organisation-wide report on the MO's performance against Paris Declaration (PD) commitments exists.	**Met** • Development effectiveness overview 2010: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35804518
		2. (If the first criterion is met) the most recent report describes the extent of overall achievement to date on PD commitments, using indicators	**Met** • Development effectiveness overview 2010: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35804518 • Report on the Ninth General Increase in the Resources of the Inter-American Development Bank: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35291148
		3. (If the first two criteria are met) the most recent report shows country targets for PD commitments.	**Not met** • Development effectiveness overview 2010: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35804518

MI	Micro-Indicator	Criteria	Evidence / Discussion
		4. (If all above criteria are met) the most recent report shows the extent of achievement to date of PD commitments by country.	**Not met** • Development effectiveness overview 2010: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35804518
		5. (If all above criteria are met) all above criteria are met for all reports sampled.	**Not met** • Development effectiveness overview 2010: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35804518
Overall score MI 18.4		Inadequate	**Overall comments:** In the DEO, IDB's annual reporting on its Paris Declaration commitments is brief and does not cover all the indicators. It contains no description of the extent of achievement to date, nor does it report on country-level performance information.
18.5	Reports on adjustments made or recommended to the organisation-wide policies and strategies based on performance information	1. The Executive Board receives periodic/informal updates on performance information and how it affects strategies/policies and budgets.	**Met** • Development effectiveness overview 2010: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35804518 • IDB standing committees minutes/chairperson reports (e.g. Policy and Evaluation Committee, etc.): http://www.iadb.org/en/about-us/board-meetings-agendas-and-minutes,1321.html
		2. The MO has an approach to performance reporting in which annual performance reviews are systematically used to adjust strategies/policies and budgets.	**Not met**
		3. (If second criterion is met) there is evidence (in performance reports, in the strategies themselves, etc.) that performance information is used to adjust strategies/policies.	**Met** • Development Effectiveness Framework (2008): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1775544
		4. (If third criterion is met) there is evidence (in performance reports, in the strategies and budgets themselves, etc.) that performance information is used to adjust both strategies/policies and budgets.	**Not met**
		5. The Board receives specific reports on strategy and/or budget changes based on performance information.	**Met** • As above
Overall score MI 18.5		Adequate	**Overall comments:**

MI	Micro-Indicator	Criteria	Evidence / Discussion
18.6	Reports on country (or other) level programming adjustments made or recommended based on performance information	1. MO reports to the management or governing body on performance at the country level (i.e., outputs and contributions to outcomes).	**Met** • Country Program Evaluation: Bolivia 2004-2007: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1671763 • Country Program Evaluation: Brazil 2000–2008: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=2215774 • Country Program Evaluation: Ecuador, 2000-2006: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1671768 • Country Program Evaluation: Peru 2002-2006: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1668725 • Country Program Evaluation: Dominican Republic 2004-2008: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35398366 • Country Program Evaluation: El Salvador 2004-2008: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35363586 • Country Program Evaluation Panama 2005-2009: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35083082

MI	Micro-Indicator	Criteria	Evidence / Discussion
		2. (If first criterion is met) for at least half of the country reports there is a description of the implications of this performance information for planning new interventions	**Met** • Country Program Evaluation: Bolivia 2004-2007: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1671763 • Country Program Evaluation: Brazil 2000–2008: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=2215774 • Country Program Evaluation: Ecuador, 2000-2006: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1671768 • Country Program Evaluation: Peru 2002-2006: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1668725 • Country Program Evaluation: Dominican Republic 2004-2008: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35398366 • Country Program Evaluation: El Salvador 2004-2008: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35363586 • Country Program Evaluation Panama 2005-2009: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35083082 • Bolivia: Country strategy with the IDB (2008-2010): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1777701 • Brazil: Country strategy with the IDB (2010): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35331453 • Brazil: Country Strategy with the IDB (2004-2007): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=431614 • Ecuador: Country strategy with the IDB (2008-2011): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1726069 • Peru: Country strategy with the IDB (2007-2011): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1378544 • Dominican Republic: Country Strategy with the IDB (2010-2013): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35404467 • El Salvador: Country Strategy with the IDB (2010-2014): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35283159 • Panama: Country Strategy with the IDB (2010-2014): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35803718

MI	Micro-Indicator	Criteria	Evidence / Discussion
		3. (If first criterion is met) for at least half of the countries, one of the reports describe changes made to the planning of new interventions as a result of what was learned from performance information.	**Met** • Bolivia: Country strategy with the IDB (2008-2010): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1777701 • Brazil: Country strategy with the IDB (2010): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35331453 • Brazil: Country Strategy with the IDB (2004-2007): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=431614 • Ecuador: Country strategy with the IDB (2008-2011): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1726069 • Peru: Country strategy with the IDB (2007-2011): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1378544 • Dominican Republic: Country Strategy with the IDB (2010-2013): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35404467 • El Salvador: Country Strategy with the IDB (2010-2014): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35283159 • Panama: Country Strategy with the IDB (2010-2014): http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35803718
		4. (If all above criteria are met) for at least half of the countries, the reports or subsequent strategies confirm that new interventions have been implemented according to the required changes.	**Met** • Country Program Evaluation: Bolivia 2004-2007: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1671763 • Country Program Evaluation: Brazil 2000–2008: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=2215774 • Country Program Evaluation: Ecuador, 2000-2006: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1671768 • Country Program Evaluation: Peru 2002-2006: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=1668725 • Country Program Evaluation: Dominican Republic 2004-2008: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35398366 • Country Program Evaluation: El Salvador 2004-2008: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35363586 • Country Program Evaluation Panama 2005-2009: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35083082
		5. (If all above criteria are met) all criteria met for all countries.	**Not met** As above
Overall score MI 18.6		Strong	**Overall comments:**
19. DISSEMINATING LESSONS LEARNED			

MI	Micro-Indicator	Criteria	Evidence / Discussion
19.1	Reports on lessons learned based on performance information	1. There is evidence that the organisation is committed to the identification of lessons learned and/or best practices.	**Met** • Mandatos, misión y programa de trabajo a mediano plazo para lo que resta del año 2000: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=320667
		2. There is a unit/coordinating group responsible for documenting and disseminating lessons learned and/or best practices.	**Met** As above
		3. The MO has a system for collecting and disseminating lessons learned and/or best practices internally	**Met** • Mandatos, misión y programa de trabajo a mediano plazo para lo que resta del año 2000: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=320667
		4. (If third criterion is met) The MO has an easily accessible system that collects and disseminates *both* internal *and* external lessons learned and/or best practices.	**Not met** • Knowledge Exchange Section (IDB intranet)
		5. There is evidence that the MO uses lessons learned and/or best practices based on performance information to change management and program practices	**Not met** • Development effectiveness overview 2010: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35804518 • OVE's Evaluation of the Bank's Processes for Managing Technical Cooperation: http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35364398
Overall score MI 19.1		Adequate	**Overall comments:** Recent evaluations suggest lessons are not being disseminated broadly within the organisation or at the country level and there was no evidence of a system to collect external lessons.