

Multilateral Organisation Performance Assessment Network (MOPAN)

Assessment Framework for Private Sector Operations

KPI 1: The organisational architecture and financial framework enable mandate implementation and achievement of expected results.	
MI 1.1 The strategic vision and intended results are based on a clear long-term vision and analysis of comparative advantage in the context of the 2030 Sustainable Development Agenda.	1.1.1 The MO has a publicly communicated strategic vision (or equivalent) that contains a long-term vision.
	1.1.2 The MO's strategic vision is based on a clear analysis and articulation of comparative advantage.
	1.1.3 The MO's strategic vision is operationalised through a policy and operating framework that identifies intended results.
	1.1.4 The MO's strategic vision and policy and operating frameworks are reviewed regularly to ensure continued relevance and attention to risks.
MI 1.2 The MO's organisational architecture is congruent with a clear strategic vision and associated operating framework.	1.2.1 The MO's organisational architecture is congruent with the strategic vision.
	1.2.2 The MO's operating framework supports implementation of the strategic vision.
	1.2.3 The MO's operating framework is reviewed regularly to ensure its continued relevance.
	1.2.4 The MO's operating framework allows for strong cooperation across the organisation.
	1.2.5 The MO's operating framework clearly delineates responsibilities for results.
MI 1.3. The MO's strategic vision supports the implementation of the 2030 Sustainable Development Agenda and relevant global commitments.	1.3.1 The MO's strategic vision is aligned to the 2030 Sustainable Development Agenda and other relevant global commitments as appropriate and their results.
	1.3.2 The MO applies a system to track results aligned to the 2030 Sustainable Development Agenda and other relevant global commitments.
	1.3.3 The MO's progress on implementation and aggregated results against global commitments, including Agenda 2030 and other global commitments, are published at least annually.
MI 1.4 The MO's financial framework supports the implementation of its mandate.	1.4.1 The MO's financial and budgetary planning ensures that all priority areas have adequate funding in the short-term or are at least given clear priority in cases where trade-offs are required.
	1.4.2. The MO has a single integrated budgetary framework that ensures transparency.

	1.4.3. The MO's financial framework is reviewed regularly by its governing body.
	1.4.4 A strategy and framework is in place to enable and guide the raising of funds to deliver the MO's investment programme.
	1.4.5 A framework is in place ¹ to enable and guide the raising of funds including from donors, own income and other sources, to support advisory services, technical assistance, analytical work and blended concessional finance to deliver on the MO's corporate objectives.
	1.4.6 Policies/measures are in place to ensure that funds raised from the capital markets as well as from donors and other partners are applied flexibly to target priority themes and markets as needed.
	1.4.7 The MO manages concessional funds to optimise development impact in line with strategic priorities agreed with donors. When concessional funds are provided as part of a financing package, they are applied flexibly in line with the DFI Enhanced Blended Concessional Finance Principles for Private Sector Operations. ²

KPI 2: The MO has structures and mechanisms in place that are applied to support the implementation of global frameworks for cross-cutting issues at all levels in line with the 2030 Sustainable Development Agenda principles.

MI 2.1 The MO's corporate/sectoral and country strategies respond to and/or reflect the intended results of global commitments for gender equality and women's empowerment.	2.1.1. The MO has a dedicated policy statement on gender equality available with evidence of application.
	2.1.2 The MO has gender equality indicators and targets that are fully integrated into its strategic vision and corporate objectives.
	2.1.3 The MO's accountability systems (including corporate reporting and evaluation) reflect its gender equality indicators and targets.
	2.1.4. The MO applies gender equality screening checklists or similar tools to inform the design of investments and other operations.
	2.1.5 The MO has identified human and financial resources to address gender equality issues.
	2.1.6 The MO's staff are trained on and/or have access to staff with expertise on gender equality.
MI 2.2 The MO's corporate/sectoral and country strategies respond to and/or reflect the intended results of global commitments for climate change.	2.2.1. The MO has dedicated policy statements on climate change are available with evidence of application.
	2.2.2 The MO has climate change-related indicators and targets that are fully integrated into its strategic vision and corporate objectives.
	2.2.3 The MO's accountability systems (including corporate reporting and evaluation) reflect climate change-related indicators and targets.

¹ Having a process "in place" is deemed to include not only documentation and approval of the process, but also sufficient resourcing, oversight and evidence of implementation.

² Throughout this framework, "operations" are deemed to include investments, advisory services, technical assistance and analytical work as relevant to the organisation.

	2.2.4. The MO applies climate change screening checklists or similar tools to inform the design for all new investments and other operations.
	2.2.5 The MO has identified human and financial resources to address climate change-related objectives.
	2.2.6 The MO's staff are trained on and/or have access to staff with expertise on climate change.
MI 2.3 The MO's corporate/sectoral and country strategies respond to and/or reflect the intended results of global commitments for investment in Fragile and Conflict-Affected States (FCS).	2.3.1 The MO has a dedicated policy statement on FCS available with evidence of application.
	2.3.2 The MO has FCS indicators and targets that are fully integrated into its strategic vision and corporate objectives.
	2.3.3 The MO's accountability systems (including corporate reporting and evaluation) reflect investment in FCS.
	2.3.4 The MO applies FCS screening checklists or similar tools to inform the design of new investments and other operations in relevant contexts.
	2.3.5 The MO has identified human and financial resources to support investment in FCS.
	2.3.6 The MO's staff are trained on and/or have access to staff with expertise on fragility and conflict.
MI 2.4 The MO's corporate/sectoral and country strategies respond to and/or reflect the intended results of global commitments related to market creation.	2.4.1 The MO has a dedicated policy statement on market creation available with evidence of application.
	2.4.2 The MO has market creation indicators and targets are fully integrated into its strategic vision and corporate objectives.
	2.4.3 The MO's accountability systems (including corporate reporting and evaluation) reflect activities and investments linked to market creation.
	2.4.4. The MO applies screening checklists or similar tools to support the integration of considerations for market creation in the design of new partnership frameworks, investments and other operations.
	2.4.5 The MO has identified human and financial resources to support integration of market creation into partnership frameworks, investments and other operations.
	2.4.6 The MO's staff are trained on and/or have access to staff with expertise on market creation.

KPI 3: The MO's operating framework and human and financial resources support relevance and agility.

MI 3.1 The MO's organisational structures and human resources management ensure that administrative resources are re-aligned and adjusted to key functions.	3.1.1 The MO's organisational structure is aligned with, or being reorganised to align with, requirements set out in the current strategic vision.
	3.1.2 The MO's staffing structure is aligned with, or being restructured to align with, requirements set out in the current strategic vision.
	3.1.3 The MO's administrative expenditure is aligned to current organisational priorities and goals as set out in the current strategic vision.
	3.1.4 The MO's internal restructuring exercises have a clear purpose and intent that are aligned to the priorities of the current strategic vision.
	3.1.5 The MO's internal processes support agility, innovation and data-driven decision-making.
MI 3.2 The MO has processes in place to monitor capital adequacy and financial sustainability in line with its core mandate and strategic priorities.	3.2.1 The MO has strategy and mechanisms in place to assess the adequacy and efficient use of capital to implement the strategic vision, with clear targets for monitoring and reporting that are explicitly aligned to this vision.
	3.2.2. The MO's funding strategy identifies diversified mechanisms to raise funding from capital markets to supplement the use of paid-in capital and capital generated from retained earnings to support investment.
	3.2.3 The MO's capital adequacy is reviewed to address capital availability, capital needs and projections for multiple years in line with strategic vision.
	3.2.4 The MO's capital adequacy strategy identifies mechanisms or minimum thresholds for capital adequacy and considers approaches for situations in which capital is constrained.
MI 3.3 The MO's decisions for investments and other operations and its delegation of authority balance responsiveness and fiduciary requirements.	3.3.1 An organisation-wide policy or guidelines exist which describe the delegation of decision-making authorities including scrutiny of investments and other operations at different levels within the organisation prior to approval.
	3.3.2 The MO's policy/guidelines or other documents provide evidence of efficient processes for resource reallocation, including at country level, which balance responsiveness and fiduciary requirements.
	3.3.3 The MO's evaluations or other internal reports demonstrate that delegated authority is being exercised according to existing policies.
	3.3.4 The MO has made efforts to improve or sustain the delegation of decision-making for investments and other operations in line with organisational priorities and client needs.
MI 3.4 The MO's HR systems and policies are performance-based and geared to the achievement of results.	3.4.1 The MO has a system in place that requires all staff, regardless of seniority, undergo a performance assessment.
	3.4.2 There is evidence that the performance assessment system is implemented systematically by the MO for all staff in line with the required frequency.
	3.4.3 The MO's performance assessment and incentives systems are linked to organisational priorities around financial performance, additionality and impact as outlined in the strategic vision.

	3.4.4 The MO's staff performance assessment is applied in decision-making on promotion, incentives, rewards etc.
	3.4.5 The MO has a clear process in place to manage disagreement and complaints regarding staff performance assessments.
	3.4.6 The MO has processes in place to support Diversity, Equity and Inclusion (DEI) in the workplace.
	3.4.7 The MO has processes in place to assess staff engagement and the working environment, including measures to report and follow up on identified issues in a transparent manner.

KPI 4: The MO's organisational systems are cost and value-conscious to enable transparency and accountability.	
MI 4.1 The MO demonstrates transparent decision making for approving investments and other operations, consistent with priorities over time.	4.1.1 An explicit organisational statement and/or policy is available that clearly defines criteria for identifying and approving investments and other operations based on additionality, financial sustainability and development impact as appropriate.
	4.1.2 The MO's highest priority themes/countries/areas of intervention are set out in the current strategic vision and are assessed at the portfolio-level.
	4.1.3 The MO's approval criteria are flexible and allow for adaptation in different contexts and as market conditions change.
	4.1.4 The MO's strategy is regularly reviewed and updated reflecting portfolio level reviews and results.
	4.1.5 The MO has processes in place to assess the economic rationale for applying blended concessional finance in accordance with the DFI Enhanced Blended Concessional Finance Principles for Private Sector Operations.
MI 4.2 The MO's planned investments and other operations are disbursed in accordance with internal policies and pre-agreed conditions set out in investment or advisory agreements.	4.2.1 The MO has set clear timelines, conditions and clearance processes for disbursement of planned investments and other operations.
	4.2.2 The MO has processes in place to monitor legal agreements for investments and other operations to identify problems and intervene as appropriate.
	4.2.3 Clear reasons, including changes in context or the client's situation, are documented for any variance against conditions set out in legal agreements.
	4.2.4 The MO has processes in place to learn lessons and promote the timely and effective implementation of future investments.
MI 4.3 The MO applied principles of results-based budgeting.	4.3.1 The most recent organisational budget clearly aligns financial resources with strategic objectives and intended resources as well as the complexity of the operating context.
	4.3.2 The MO produces a budget document that provides clear costs for the achievement of strategic priorities.

	4.3.3 The MO has systems in place to track budget implementation and performance against projections, including for strategic priorities and cross-cutting themes.
MI 4.4 The MO's external audits or other external reviews certify that internationally accepted standards are met at all levels, including with respect to internal audit.	4.4.1 External audits are conducted that comply with internationally accepted standards.
	4.4.2 The most recent external audit confirms compliance with internationally accepted standards across functions.
	4.4.3 The MO has a system in place to ensure deficiencies identified through audits are followed up.
	4.4.4 The MO's internal audit function meets internationally accepted standards, including for independence and transparency.
MI 4.5 Issues or concerns raised by the MO's internal control mechanisms (operational and financial risk management, internal audit, safeguards etc.) are adequately addressed.	4.5.1 A clear policy or organisational statement exists on how issues identified through internal control mechanisms/reporting channels (including misconduct such as fraud, sexual misconduct) should be addressed.
	4.5.2 The MO has management guidelines or rules in place that provide clear guidance on the procedures for addressing any issues identified through internal control functions which include guidance on timelines.
	4.5.3 Clear guidelines are available for staff on reporting any issues identified pertaining to internal control functions.
	4.5.4 A tracking system is available that records responses and actions taken to address any identified internal control issues.
	4.5.5 The MO's governing body or management documents indicate that relevant procedures have been followed and/ or actions have been taken in response to identified issues, including recommendations from audits (internal and external) with clear timelines for action.
MI 4.6 The MO's policies and procedures effectively prevent, detect, investigate and sanction cases of fraud, corruption, conflict of interest and other financial irregularities.	4.6.1. The MO has clear policy/guidelines on fraud, corruption and any other financial irregularities in place and made available publicly.
	4.6.2 The MO has policy/guidelines in place that clearly define the roles of management and staff in implementing and/or complying with them.
	4.6.3 The MO has conducted staff training/awareness-raising on policy/guidelines related to fraud, corruption, conflict of interest and other financial irregularities.
	4.6.4 There is evidence that these policies/guidelines have been implemented (e.g. through regular monitoring and reporting to the governing body).
	4.6.5 The MO has channels/mechanisms in place for reporting any suspicion of misuse of funds (e.g. anonymous reporting channels and "whistle-blower" protection policy).
	4.6.6 The MO produces annual reporting on cases of fraud, corruption and other irregularities, including actions taken, and ensures that these reports are made public.
MI 4.7 The MO prevents and responds to sexual exploitation and abuse (SEA) in operations.	4.7.1 Organisation-specific dedicated policy statement(s), action plans and/or codes of conduct that address SEA for operations are available,

	aligned to international standards and applicable to all categories of personnel.
	4.7.2 The MO has mechanisms in place to regularly track the status of implementation of the SEA policy for operations at HQ and at field levels.
	4.7.3 Dedicated resources and structures are in place to support implementation of the MO's policy and/or action plan at HQ and in programmes (e.g. covering safe reporting channels, and procedures for access to sexual and gender-based violence services).
	4.7.4 Quality training of personnel / awareness-raising on SEA for operations is conducted with adequate frequency.
	4.7.5 The MO has clear standards and due diligence processes in place to ensure that its client investees and other relevant partners prevent and respond to SEA.
	4.7.6. The MO can demonstrate its contribution to interagency efforts to prevent and respond to SEA in line with the Joint Statement on Continuous Advancement of Standards to Prevent Sexual Harassment, Abuse and Exploitation.
	4.7.7 Actions taken by the MO on SEA allegations in operations are timely with their number, related non-identifying information and actions taken being reported publicly.
	4.7.8 The MO promotes a survivor-centered approach to SEA in operations, with operations having a survivor support function in place (stand-alone or part of existing structures), in line with its exposure/risk of SEA.
	4.7.9 The MO regularly shares information with other organisations about its progress in implementing its policy and contributes to dialogue around good practices and standards.
MI 4.8 The MO prevents and responds to sexual harassment (SH).	4.8.1 Organisation-specific dedicated policy statements and/or codes of conduct that address SH are available, aligned to international standards and applicable to all categories of personnel.
	4.8.2 The MO has mechanisms in place to regularly track the status of implementation of the policy on SH at HQ and at field levels.
	4.8.3 The MO has clearly identifiable roles, structures and resources in place for implementing its policy/guidelines on SH at HQ and in the field, including support channel for survivors, a body coordinating the response, and clear responsibilities for following up with survivors.
	4.8.4 All managers have undergone training on preventing and responding to SH, and all staff have been trained to set behavioural expectations across the organisation (including with respect to SH).
	4.8.5 The MO makes multiple mechanisms available to seek advice, pursue informal resolution or formally report SH allegations.
	4.8.6 The MO ensures that it acts in a timely manner on formal complaints of SH allegations.
	4.8.7 The MO transparently reports the number and nature of actions taken in response to SH in annual reporting and shares information among peer organisations as appropriate.

KPI 5: The MO's partnerships with clients and host governments support the alignment of operations to the strategic vision, including impact goals, financial sustainability and risk management.

MI 5.1 The MO's strategies align with regional/ country development priorities and intended national/regional results, taking into account market conditions and financial sustainability goals.	5.1.1 The MO's country or regional strategies take into account national/regional body development strategies or objectives.
	5.1.2 The MO identifies opportunities to achieve market impacts and promote a business enabling environment through both investment and non-investment activities.
	5.1.3 The MO's country strategies or regional strategies relate to national or regional goals where alignment is appropriate in the context of the strategic vision.
	5.1.4 The MO has processes and structures in place to allow specialised staff, including country, sectoral and other relevant experts, to invest time and effort in the alignment process and to give relevant guidance to operational departments and teams for investments and other operations.
MI 5.2 The MO applies contextual/ situational analysis (shared where possible) to shape the designs and implementation of investments and other operations.	5.2.1. Designs and proposals for investments and other operations prepared by project teams contain a clear statement that positions the operation within the external operating (" <i>transition</i> ") context.
	5.2.2 The MO reviews investments and other operations with partners to take note of any significant changes in context.
	5.2.3 The MO has financing mechanisms, including restructurings, and targeted programs available, when appropriate, to mitigate the impact of external shocks and crises that harm existing investments.
MI 5.3 The MO assesses the management and implementation capacity of clients for investments and other operations and strategies are implemented to address any weakness found.	5.3.1. Designs for the MO's investments and other operations include an assessment of the management/implementation capacity of investee clients (e.g. Integrity Due Diligence, corporate governance, risk management, E&S standards).
	5.3.2. Where appropriate, weaknesses in management/ implementation capacity are mitigated through use of advisory services/technical assistance and/or are reflected among conditions of disbursement.
MI 5.4 The MO has detailed risk (credit, financial, strategic, political, IDD/reputational, operational, market, ESG and impact) management strategies that ensure the identification, mitigation, monitoring and reporting of risks.	5.4.1. The MO has identified a clear framework for assessing different types of risk during the preparation of investments and other operations and determining which risks are most prominent.
	5.4.2. The MO's investment assessment and structuring include a detailed analysis of commercial viability and means of mitigating financial performance risk and market risk, including identification of whether there is a need for blended concessional finance.
	5.4.3. The MO has a system in place to monitor the financial performance of investees and address risks to financial sustainability throughout the investment cycle.
	5.4.4. The MO's process for assessing and structuring investments and other operations includes a detailed analysis of political and reputational risk.
	5.4.5 The MO has systems in place to assess and mitigate environmental and social risks and any other risks to achieving impact in the context of the of investment's sustainability throughout the lifecycle of the investment.

	5.4.6 The MO has processes in place to assess client capacity and risks with respect to SEAH during the design and implementation of investments and other operations, with action taken on any deficiencies identified to mitigate against reputational risks. 5.4.7 If blended concessional finance is used as a de-risking instrument, the MO has processes in place to ensure adherence to the DFI Enhanced Blended Concessional Finance Principles for Private Sector Operations.
MI 5.5 The MO's Intervention designs for investments and other operations include an analysis of cross-cutting issues (as defined in KPI 2).	5.5.1 Approval procedures require an articulation and assessment of the extent to which cross-cutting issues have been considered integrated in the design of projects. 5.5.2 Plans for monitoring and evaluation of investments and other operations include attention to cross-cutting issues.
MI 5.6 The MO's processes for investment appraisal and monitoring identify relevant country-level considerations, including promoting principles of sound banking and creating an enabling environment for investment.	5.6.1 Investments include a detailed analysis of implications for exposure risks associated with the institution's portfolio in different countries and regions. 5.6.2 The MO's investment appraisal processes identify key elements of the enabling policy environment and regulatory situation, including the legal environment, to promote ongoing viability of the investment. 5.6.3 Where shifts in policy and legislation are needed to promote the sustainability of future investments, opportunities are identified to address these needs through upstream activities and advisory services. 5.6.4 Changes in the policy and regulatory environment are monitored throughout the lifecycle of investments and implications for continued viability are identified.
MI 5.7 The MO's institutional procedures (including approvals and review of compliance with conditions precedent and disbursements) positively support implementation and adaptability in line with local contexts and needs.	5.7.1 The MO has clear internal procedures for approving investments and other operations and managing disbursements in line with legal agreements. 5.7.2 The MO implements client feedback mechanisms to assess and improve its client service performance where possible. 5.7.3 The MO tracks client service performance, including against any agreed benchmarks.

KPI 6: The MO's partnerships with host governments and other actors support the creation of an enabling environment for investment.

MI 6.1 The MO works with national partners/stakeholders to identify policy and development activities that create an enabling environment for investment.	6.1.1 The MO has processes in place to engage with relevant stakeholders, including host governments, in identifying policy changes, reforms and development activities to strengthen the investment climate. 6.1.2 The MO's ongoing consultation and institutional mechanisms permit changes in strategic priorities when the local context changes.
MI 6.2 The MO's coordination and partnerships with other development actors are based on comparative advantage to promote synergies and maximise finance for development.	6.2.1 The MO's country, regional and/or sector strategies identify its comparative advantage and potential synergies with other development partners. 6.2.2 The MO undertakes joint planning and consultation with development partners as needed to prioritise private sector solutions and optimise use of resources, guided by specific circumstances (e.g. sector, crises responses).

	6.2.3. Resources/competencies needed for investments and other operations are aligned to the perceived comparative or collaborative advantage. 6.2.4. The MO's partnerships pursued with development partners promote blended concessional finance (in accordance with the DFI Enhanced Blended Concessional Finance Principles for Private Sector Operations) and foster solutions that help de-risk investments and promote cross-cutting themes.
MI 6.3 The MO uses financing and non-financing instruments to promote market creation and good practices.	6.3.1 The MO's corporate policies and strategies demonstrate a clear commitment to enhancing engagement in challenging contexts, particularly fragile states and low-income countries. 6.3.2 The MO deploys a range of financial and non-financial interventions to support engagement and enhance markets in challenging contexts in line with the 2030 Agenda, with the choice and application of instruments justified based on alignment to priorities, risk and economic analysis. 6.3.3 The MO's country strategies identify plans, targets and indicators to guide decision-making and deepen engagement in challenging contexts over time as market conditions change. 6.3.4 The MO has a policy and strategy in place to govern exit from equity investments based on its role, development considerations and financial performance of the institution.
MI 6.4 The MO engages with the private sector and financial institutions to mobilise financial resources or promote investment in underserved sectors and expand access to finance.	6.4.1 The MO has policies, strategies and/or guidelines in place to promote engagement with the private sector, crowd-in finance and expand investment. 6.4.2 The MO has standards in place to manage its share of funding for investments and other operations and promote mobilisation of private investment. 6.4.3 The MO has processes in place to develop new and innovative financing structures and promote mobilisation. 6.4.4 The MO uses co-financing arrangements and lines of credit to promote high standards and access to finance in retail/SME contexts among underserved markets and populations.
MI 6.5 The MO coordinates key business practices (planning, design, implementation, monitoring and reporting) with relevant peer organisations.	6.5.1 The MO actively engages in joint exercises/mechanisms to support alignment and best practice in operational principles, including for blended concessional finance. 6.5.2 The MO actively engages to share knowledge, where appropriate, to promote consistent approaches that support the achievement of key development objectives aligned to the 2030 Agenda. 6.5.3 The MO participates actively in initiatives among peer organisations to harmonise key indicators and processes for measuring development impact for investments and other operations and at the corporate level aligned with the 2030 agenda.
MI 6.6 The MO shares key information (analysis, budgeting, management, results etc.) in line with IATI requirements, when relevant and appropriate, based on Access to Information policy.	6.6.1 The MO has a clear corporate statement on the transparency of information that is aligned to the International Aid Transparency Initiative, as appropriate to the private sector context. 6.6.2 The MO makes information available on analysis, budgeting, management in line with the guidance provided by the International Aid Transparency Initiative.

	6.6.3 The MO responds to partner/public queries on analysis, budgeting, management and results are consistent with the organization's Access to Information Policy and addressed in a timely fashion.
MI 6.7 The MO implements clear standards and procedures for accountability to beneficiaries.	6.7.1 Investments are subject to a systematic process for stakeholder engagement, including informed consultation and participation in line with host country obligations, international law and the Equator Principles or equivalent standards.
	6.7.2 The MO has identified specific resources responsible for following up on consultation with stakeholders, including host governments, civil society and affected populations and providing advice to staff.
	6.7.3 Relevant investments are subject to an independent monitoring, reporting and review mechanism, in compliance with the Equator Principles or equivalent standards.
	6.7.4 An independent grievance and review channel has been implemented to promote accountability to Project Affected People.
<i>Micro-Indicator 6.8 in the MOPAN framework pertains to "participation with national and other partners in mutual assessments of progress in implementing agreed commitments." This indicator has been deemed not applicable to the private sector context and has not been included in the framework. A placeholder has been added to ensure consistency with the original framework.</i>	
MI 6.9 The MO uses its knowledge base to support policy dialogue and/or advocacy.	6.9.1 The MO's corporate documentation explicitly recognises the organisation's role in knowledge production.
	6.9.2 The MO's knowledge products are produced and utilised by partners to inform action.
	6.9.3 The MO generates knowledge products in a way that promotes uptake and use by targeted internal and/or external audiences, with particular focus on investors, clients and other DFIs.
	6.9.4 The MO's knowledge products are timely/perceived as timely by partners.
	6.9.5 The MO's knowledge products are perceived as high quality by partners.
	6.9.6 The MO's knowledge products are produced in a format that supports their utility to partners.

KPI 7: The MO has a strong focus on results that is transparent and explicitly geared towards function.

MI 7.1 The MO's leadership ensures the application of an organisation-wide Results Based Management (RBM) approach.	7.1.1 The MO has made a corporate commitment to promoting a results culture that is made clear in strategic planning documents.
	7.1.2 The MO has clear requirements/incentives in place for the use of an RBM approach in planning and programming.
	7.1.3 Guidance for setting results targets and developing indicators is clear and accessible to all staff.

	7.1.4 Tools and methods for measuring and managing results are available.
	7.1.5 Adequate resources are allocated to the RBM system.
	7.1.6 All relevant staff are trained in RBM approaches and method.
MI 7.2 The MO's corporate strategies, including country strategies are based on a sound RBM focus and logic.	7.2.1 Organisation-wide plans and strategies include results frameworks.
	7.2.2 Clear linkages exist between the different layers of the MO's results framework, including at the level of investments and other operations and at the country/regional and corporate levels.
	7.2.3 The MO produces an annual report on performance, which is discussed with the governing bodies.
	7.2.4 The MO's corporate strategies and results frameworks are updated regularly.
	7.2.5 The MO's annual corporate reports show progress over time and note areas of strong performance as well as deviations between planned and actual results.
MI 7.3 The MO's results targets are set on a foundation of sound evidence base and logic.	7.3.1 Results targets and indicators are adequate to capture causal pathways between investments and other operations and the outcomes that contribute to higher level objectives (e.g., at the impact level)
	7.3.2. Indicators are relevant to expected results to enable the measurement of the degree of goal (e.g., outcome) achievement.
	7.3.3 Evidence based, ex-ante projections for development results are identified as part of operations preparation and are monitored and assessed post-commitment.
	7.3.4 Results targets are regularly reviewed and adjusted annually.
	7.3.5 Results targets at the level of investments and other operations are set through a process that includes consultation with project sponsors and other stakeholders, as appropriate
MI 7.4 The MO's monitoring systems generate high-quality, useful performance data in response to strategic priorities.	7.4.1 The corporate monitoring system is adequately resourced.
	7.4.2 Monitoring systems generate data at output and outcome levels of the results chain.
	7.4.3 The MO's reporting processes ensure data is available for key corporate reporting and planning, including for internal change processes.
	7.4.4 A system for ensuring data quality exists.
	7.5.1 Planning documents are clearly based on performance data.

MI 7.5 Performance data are applied transparently in planning and decision-making.	7.5.2 Proposed adjustments to investments and other operations are clearly informed by performance data.
	7.5.3 At the corporate level, the MO's management regularly reviews corporate performance data and makes adjustments as appropriate.
	7.5.4 The MO's performance data support dialogue in partnerships at global, regional and country levels.

KPI 8: The MO applies evidence-based planning and programming.

MI 8.1 A corporate independent evaluation function exists.	8.1.1 The MO's evaluation function is independent from other management functions (operational and financial independence).
	8.1.2 The head of evaluation reports directly to the governing body of the organisation (structural independence).
	8.1.3 The evaluation office has full discretion in deciding the evaluation programme.
	8.1.4 The central evaluation programme is fully funded by core funds.
	8.1.5 Evaluations are submitted directly for consideration at the appropriate level of decision-making for the subject of evaluation.
	8.1.6 Evaluators are able to conduct their work during the evaluation without undue interference by those involved in implementing the unit of analysis being evaluated (behavioural independence).
MI 8.2 The MO implements consistent, independent evaluation of outcomes for investments and other operations.	8.2.1 An evaluation policy describes the MO's principles for ensuring the evaluation department's independence, evaluation coverage and the quality and use of findings.
	8.2.2 The evaluation policy and evaluation manual guides the implementation of the different categories of evaluations of outcomes, such as evaluations for investments and other operations, strategic, thematic and corporate level evaluations, as well as self-evaluations.
	8.2.3 A prioritised and funded corporate evaluation plan covering the organisation's planning and budgeting cycle is available.
	8.2.4 The annual evaluation plan/work programme presents a systematic and periodic coverage of the MO's interventions through evaluation, reflecting a representative sample of investments and other operations ready for evaluation and takes into account key priorities of the organisation.
	8.2.5 Evidence demonstrates that the self-evaluation process is being implemented systematically at the level of investments and other operations.
	8.3.1 Evaluations are based on design, planning and implementation processes that reflect the ECG Good Practice standards.

MI 8.3 The MO applies systems to ensure the quality of evaluations of outcomes for investments and other operations.	8.3.2 Evaluations use appropriate methodologies for data collection, analysis and interpretation.
	8.3.3 Evaluation reports present the evidence, findings, conclusions, and where relevant, recommendations in a complete and balanced way.
	8.3.4 The methodology presented includes the methodological limitations and concerns.
	8.3.5 A process exists to ensure the quality of all evaluations, including self-evaluation at the level of investments and other operations.
MI 8.4 The MO has processes in place that require and incentivise use and dissemination of the evidence base to design new investments and other operations.	8.4.1 A formal requirement exists to demonstrate relevant knowledge and lessons from past operations are incorporated into decision-making and design of new investments and other operations.
	8.4.2 Clear feedback loops exist to feed lessons into the design of new investments and other operations.
	8.4.3 Mechanisms exist to collect lessons from past investments and other operations systematically to inform new investments and other operations and communicate them to staff.
	8.4.4 Incentives exist to apply lessons learned to new investments and other operations.
	8.4.5 Processes exist to ensure uptake of lessons from past investments and other operations are incorporated into new strategies, with uptake being monitored by the MO.
MI 8.5 The MO proactively identifies, tracks and addresses poorly performing operations through monitoring of financial performance, development impact, ESG risk and Integrity Due Diligence.	8.5.1 A system exists to identify poorly performing investments and other operations.
	8.5.2 Regular reporting tracks the status and evolution of poorly performing investments and other operations.
	8.5.3 A process for addressing poor performance exists, with evidence of its use.
	8.5.4 The process clearly delineates the MO's responsibility to take action.
MI 8.6 The MO has a clear accountability system to ensure that recommendations made by independent third-party evaluators are followed up and responded to.	8.6.1 Evaluation reports include a management response (or has one attached or associated with it).
	8.6.2 Management responses include an action plan and/ or agreement clearly stating responsibilities and accountabilities.
	8.6.3 A timeline for implementation of key recommendations is proposed.
	8.6.4 An annual report on the status of use and implementation of evaluation recommendations is made public, by the independent evaluation function.
MI 8.7 Uptake of lessons learned and best practices including from evaluations	8.7.1 A complete and current repository of evaluations and their recommendations is available for use.

	8.7.2 A mechanism for distilling and disseminating lessons learned internally exists.
	8.7.3 A dissemination mechanism to partners, peers and other stakeholders is available and employed, as appropriate.
	8.7.4 Evidence is available that lessons learned and best practices are being applied.

KPI 9: The MO achieves impact and financial sustainability and results contribute to cross-cutting goals.	
MI 9.1 The MO achieves targeted development outcomes.	9.1.1. Portfolio investments, including in funds and funds' sub-portfolios, demonstrate overall profitability and prospects for portfolio growth.
	9.1.2 Operations, fund portfolios and sub-portfolios have contributed to sustainable economic development.
	9.1.3 Investments demonstrate compliance with the MO's ESG standards and have promoted high standards.
	9.1.4 Operations demonstrate contribution to Private Sector Development and/or transition with respect to market development, enhanced competition, demonstration effects and policy frameworks.
	9.1.5 Clients are satisfied with the services and support received from the MO.
MI 9.2 The MO supports the achievement of project objectives in its work with clients.	9.2.1. The MO's front-end support to investments, including screening, appraisal and structuring supports the achievement of project objectives.
	9.2.2. The MO's supervision and administration of active investments supports the achievement of project objectives.
MI 9.3 The MO contributes to results for cross-cutting themes.	9.3.1 The MO's operations, fund portfolios and sub-portfolios have contributed to its strategic objectives with respect to gender.
	9.3.2 The MO's operations, fund portfolios and sub-portfolios have contributed to its strategic objectives with respect to climate.
	9.3.3 The MO's operations, fund portfolios and sub-portfolios have contributed to its strategic objectives with respect to fragility, conflict and violence.
	9.3.4 The MO's operations, fund portfolios and sub-portfolios have contributed to its strategic objectives with respect to market creation.

KPI 10: To MO's investments and other operations demonstrate alignment to needs with respect to key principles of private sector development: (i) financial and non-financial additionality; (ii) alignment with country and sector strategies; and (iii) cross-cutting themes.

MI 10.1 The MO's investments demonstrate additionality (as defined per the MDB harmonised framework for additionality).	10.1.1 The MO's investments demonstrate financial additionality in terms of not crowding-out private sector sources, access to finance, terms of finance or mobilisation.
	10.1.2 The MO's investments demonstrate tangible non-financial additionality (in terms of reduction of risk, improvement of business practices or improvement of operations design demonstration effects, replicability to other markets or larger scale).
MI 10.2 The MO's investments and other operations demonstrate strategic relevance.	10.2.1 The MO's approved investments and other operations are relevant to addressing strategic, country and/or sector objectives.
	10.2.2 The MO's approved investments and other operations demonstrate credible ex-ante assessments of additionality and transition impact.
	10.2.3 The MO has systems and processes in place to review the rationale for providing blended concessional finance for individual transactions.
MI 10.3 The MO's investments and other operations integrate cross-cutting themes.	10.3.1 The MO's investments and other operations contribute to its strategic objectives with respect to equality of opportunity.
	10.3.2 The MO's investments and other operations contribute to its strategic objectives with respect to supporting transition to a green, low carbon economy.

KPI 11: The MO's investments and other operations demonstrate efficiency in terms of: (i) implementation of timelines for investments; (ii) mobilisation; and (iii) rationalisation of administrative expenses.

11.1 The MO's investments, other operations and activities are assessed as resource and cost-efficient.	11.1.1 The MO's investments are implemented in accordance with internal policies and pre-agreed conditions in legal agreements.
11.2 The MO rationalises administrative resources in line with organisational commitments.	11.2.1 The MO rationalises administrative expenses in line with organisational commitments.
	11.2.2 The MO demonstrates growth in private mobilisation relative to capital committed, particularly in emerging markets.
11.3 The MO has implemented measures to optimise its balance sheet through mobilisation and risk-sharing	11.3.1 The MO demonstrates growth in mobilisation and appropriate use of risk management tools to ensure efficient use of capital resources.

KPI 12: The MO demonstrates organisational sustainability in terms of financial risk and capitalisation

12.1 The MO actively monitors the performance of its portfolio.	12.1.1 The MO monitors investment portfolio performance in line with its financial sustainability goals.
12.2 The MO has processes in place to address exposure risks and assess capital adequacy.	12.2.1 The MO has processes in place to ensure concentration limits are respected in line with organisational targets and tolerances.

	12.2.2 The MO has a process in place to monitor capital allocation ratios and trajectories in line with resource requirements to reach strategic goals.
--	---