

Multilateral Organisation Performance Assessment Network (MOPAN)

Assessment Framework for MDBs (sovereign and non-sovereign operations)

MI	Element
KPI 1: Organisational architecture and financial framework enable mandate implementation and achievement of expected results.	
1.1 Strategic plan and intended results based on a clear long-term vision and analysis of comparative advantage in the context of the 2030 Sustainable Development Agenda.	1.1-E1. The MO has a publicly available Strategic Plan (or equivalent) contains a long-term vision.
	1.1-E2. The MO's strategic vision is based on a clear analysis and articulation of comparative advantage.
	1.1-E3. The MO's strategic vision is operationalised through a policy and operating framework that identifies intended results.
	1.1-E4. The MO's strategic vision and policy and operating frameworks are reviewed regularly to ensure continued relevance and attention to risks.
1.2 Organisational architecture congruent with a clear long-term vision and associated operating model	1.2-E1. The MO's organisational architecture is congruent with the strategic vision.
	1.2-E2. The MO's operating framework supports implementation of the strategic vision.
	1.2-E3. The MO's operating framework is reviewed regularly to ensure continued relevance.
	1.2-E4. The MO's operating framework allows for strong cooperation across the organisation
1.3 Strategic plan supports the implementation of global commitments and associated results	1.2-E5. The MO's operating framework clearly delineates responsibilities for results.
	1.3-E1. 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-E2. The MO applies a system to track results aligned to the 2030 Sustainable Development Agenda and other relevant global commitments.
	1.3-E3. The MO's progress on implementation and aggregated results against global commitments, including Agenda 2030 and other global commitments, are published at least annually.
1.4 Financial Framework supports mandate implementation	1.4-E1. 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-E2. The MO has a single integrated budgetary framework that ensures transparency.
	1.4-E3. The MO's financial framework is reviewed regularly by its governing body.
	1.4-E4. The MO has Trust Funds and grants in place to complement lending activities and support thematic priorities and Global Public Goods.
	1.4-E5. A framework is in place 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-E6. Policies/measures are in place to ensure that funds raised from the capital markets as well as from donors and other partners are managed efficiently and applied flexibly to target priority themes and markets as needed.
	1.4-E7. 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.
KPI 2: Structures and mechanisms support the implementation of global frameworks for cross-cutting issues at all levels in line with the 2030 Sustainable Development Agenda principles.	
2.1 Corporate/sectoral and country strategies respond	2.1-E1. The MO has a dedicated policy statement on inclusion and gender equality available with evidence of application.

to and/or reflect the intended results of normative frameworks for inclusion, gender equality and the empowerment of women	2.1-E2. The MO has inclusion and gender equality indicators and targets that are fully integrated into its and corporate objectives.
	2.1-E3. The MO's accountability systems (including corporate reporting and evaluation) reflect inclusion and gender equality indicators and targets.
	2.1-E4. The MO applies inclusion and gender equality screening checklists or similar tools to inform the design of investments and other operations.
	2.1-E5. The MO has identified human and financial resources to address inclusion and gender equality issues.
	2.1-E6. The MO's staff are trained on and/or have access to staff with expertise on inclusion and gender equality.
2.2 Corporate/sectoral and country strategies respond to and/or reflect the intended results of normative frameworks for climate change and environmental sustainability .	2.2-E1. The MO has a dedicated policy statement on climate change and environmental sustainability available with evidence of application.
	2.2-E2. The MO has climate change and environmental sustainability indicators and targets that are fully integrated into its and corporate objectives.
	2.2-E3. The MO's accountability systems (including corporate reporting and evaluation) reflect climate change and environmental sustainability indicators and targets.
	2.2-E4. The MO applies climate change and environmental sustainability screening checklists or similar tools to inform the design of investments and other operations.
	2.2-E5. The MO has identified human and financial resources to address climate change mitigation, adaptation and resilience issues.
	2.2-E6. The MO's staff are trained on and/or have access to staff with expertise on climate change and environmental sustainability.
2.3 Corporate/sectoral and country strategies respond to and/or reflect the intended results of normative frameworks for addressing Fragile and Conflict-Affected States (FCAS).	2.3-E1. The MO has a dedicated policy statement on FCAS available with evidence of application.
	2.3-E2. The MO has FCAS indicators and targets that are fully integrated into its and corporate objectives.
	2.3-E3. The MO's accountability systems (including corporate reporting and evaluation) reflect FCAS indicators and targets.
	2.3-E4. The MO applies FCAS screening checklists or similar tools to inform the design of investments and other operations.
	2.3-E5. The MO has identified human and financial resources to address FCAS issues.
	2.3-E6. The MO's staff are trained on and/or have access to staff with expertise on FCAS.
2.4 Corporate/sectoral and country strategies respond to and/or reflect the intended results of normative frameworks for addressing the needs of Small Island Developing States (SIDS).	2.4-E1. The MO has a dedicated policy statement on SIDS available with evidence of application.
	2.4-E2. The MO has SIDS indicators and targets that are fully integrated into its and corporate objectives.
	2.4-E3. The MO's accountability systems (including corporate reporting and evaluation) reflect SIDS indicators and targets.
	2.4-E4. The MO applies SIDS screening checklists or similar tools to inform the design of investments and other operations.
	2.4-E5. The MO has identified human and financial resources to address SIDS issues.
	2.4-E6. The MO's staff are trained on and/or have access to staff with expertise on SIDS.
KPI 3: The operating model and human and financial resources support relevance and agility	
3.1 Organisational structures and staffing ensure that human and financial resources are continuously aligned and adjusted to key functions	3.1-E1. The MO's organisational structure is aligned with, or being reorganised to align with, requirements set out in the current strategic vision.
	3.1-E2. The MO's staffing structure is aligned with, or being restructured to align with, requirements set out in the current strategic vision.
	3.1-E3. The MO's administrative expenditure is aligned to current organisational priorities and goals as set out in the current strategic vision.
	3.1-E4. 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-E5. The MO's internal processes support agility, innovation and data-driven decision-making.

3.2 Resource mobilization efforts consistent with the core mandate and strategic priorities	3.2-E1. 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-E2. 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. (from private sector).
	3.2-E3. 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-E4. The MO's capital adequacy strategy identifies mechanisms or minimum thresholds for capital adequacy and considers approaches for situations in which capital is constrained.
3.3 The MO's decisions for investments and other operations and its delegation of authority balance responsiveness and fiduciary requirements.	3.3-E1. 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-E2. 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-E3. The MO's evaluations or other internal reports demonstrate that delegated authority is being exercised according to existing policies.
	3.3-E4. 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.
3.4 HR systems and policies performance-based and geared to the achievement of results.	3.4-E1. The MO has a system in place that requires all staff, regardless of seniority, undergo a performance assessment.
	3.4-E2. 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-E3. 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-E4. The MO's staff performance assessment is applied in decision-making on promotion, incentives, rewards etc.
	3.4-E5. The MO has a clear process in place to manage disagreement and complaints regarding staff performance assessments.
	3.4-E6. The MO has processes in place to support Diversity, Equity and Inclusion (DEI) in the workplace.
	3.4-E7. 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: Organisational systems are cost- and value-conscious and enable transparency and accountability.	
4.1 The MO demonstrates transparent decision making for approving investments and other operations, consistent with priorities over time.	4.1-E1. An explicit organisational statement or policy is available which clearly defines criteria for allocating resources to partners. This includes clearly defined criteria for identifying and approving non-sovereign operations based on additionality, financial sustainability and development impact as appropriate.
	4.1-E2. The criteria reflect targeting to the highest priority themes/countries/areas of intervention as set out in the current Strategic vision.
	4.1-E3. The MO's approval criteria are flexible and allow for adaptation in different contexts and as conditions change.
	4.1-E4. The organisational policy or statement is regularly reviewed and updated
4.2 Allocated resources disbursed as planned	4.2-E1. The MO has set clear timelines, conditions and clearance processes for disbursement of planned investments and other operations.
	4.2-E2. Financial information indicates that planned disbursements were met within institutionally agreed margins as appropriate for different financial instruments.
	4.2-E3. Clear explanations, including changes in context, are available in relation to any variances against timelines or conditions set out in legal agreements. (adapted)

	4.2-E4. Variances relate to external factors rather than internal procedural delays, lack of project readiness or inappropriate conditions precedent, with a system in place to identify and apply lessons as appropriate.
4.3 Principles of results-based budgeting applied	4.3-E1. 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-E2. The MO produces a budget document that provides clear costs for the achievement of strategic priorities. 4.3-E3. The MO has systems in place to track budget implementation and performance against projections, including for strategic priorities and cross-cutting themes. 4.3-E4. There is evidence of improved costing of management and development results in budget documents reviewed over time.
4.4 External audit or other external reviews certifies the meeting of international standards at all levels, including with respect to internal audit	4.4-E1. External audit conducted which complies with international standards. 4.4-E2. Most recent external audit confirms compliance with international standards across functions. 4.4-E3. The MO has a system in place to ensure deficiencies identified through audits are followed up. 4.4-E4. Internal audit functions meet international standards, including for independence and transparency.
4.5 An internal ethics function exists to promote integrity and ethical behaviour and address misconduct among staff at all levels of the organisation.	4.5-E1. A clear policy or organisational statement exists addressing ethical behaviour and misconduct among staff, contractors and business partners. 4.5-E2. The MO has management guidelines or rules in place that provide clear guidance on the procedures for reporting and addressing any issues of staff misconduct with associated timelines. 4.6-E3. Staff training/awareness-raising is conducted in relation to the policy/guidelines and reporting systems. 4.5-E4 A tracking system is available which records responses and actions taken to address any identified issues. 4.5-E5. 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 with clear timelines for action.
4.6 Policies and procedures effectively prevent, detect, investigate and sanction cases of fraud, corruption and other financial irregularities	4.6-E1. A clear policy/guidelines on fraud, corruption and any other financial irregularities or internal control issues is available and made public 4.6-E2. The policy/guidelines clearly define the roles of management and staff in implementing/complying with the guidelines. 4.6-E3. Staff training/awareness-raising is conducted in relation to the policy/guidelines. 4.6-E4. There is evidence of policy/guidelines implementation, e.g. through a tracking system, regular monitoring and reporting to the Governing Body. 4.6-E5. There are channels/mechanisms in place for reporting suspicion of fraud and corruption or other misuse of funds. (e.g., anonymous reporting channels and "whistle-blower" protection policy) 4.6-E6. Annual reporting on cases of fraud, corruption and other irregularities, including actions taken, ensures that they are made public. 4.4-E7. The internal control and integrity functions implement innovations and adopt new technology to enhance the agility and effectiveness of the audit function.
4.7 Prevention of and response to Sexual Exploitation and Abuse (SEA)	4.7-E1. Organisation-specific dedicated policy statement(s), action plan and/or code of conduct that address SEA are available, and are aligned to international standards and applicable to all categories of personnel 4.7-E2. Mechanisms are in place to regularly track the status of implementation of the SEA policy at HQ and at field levels 4.7-E3. Dedicated resources and structures are in place to support implementation of policy and/or action plan at HQ and in programmes (covering safe reporting channels, and procedures for access to sexual and gender-based violence services) 4.7-E4. Quality training of personnel / awareness-raising on SEA policies is conducted with adequate frequency

	4.7-E5. The organisation has clear standards and due diligence processes in place to ensure that implementing partners prevent and respond to SEA
	4.7-E6. The Organisation 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. (Adapted)
	4.7-E7. Actions taken on SEA allegations are timely, and their number, related basic information and actions taken reported publicly
	4.7-E8. The organisation adopts a victim-centred approach to SEA, and has a victim support function in place (stand-alone or part of existing structures), in line with its exposure/risk of SEA
4.8 Prevention of and response to Sexual Harassment	4.8-E1. Organisation-specific dedicated policy statements and/or codes of conduct that address SH available, aligned to international standards and applicable to all categories of personnel
	4.8-E2. Mechanisms are in place to regularly track the status of implementation of the policy on SH at HQ and at field levels
	4.8-E3. The organisation has clearly identifiable roles, structures and resources in place for implementing its policy/guidelines on sexual harassment at HQ and in the field: support channel for victims, a body coordinating the response, and clear responsibilities for following up with victims
	4.8-E4. All managers have undergone training on preventing and responding to sexual harassment, and all staff have been trained to set behavioural expectations (including vis-a-vis sexual harassment)
	4.8-E5. Multiple mechanisms can be accessed to seek advice, pursue informal resolution, or formally report allegations of sexual harassment
	4.8-E6. The organisation ensures that it acts in a timely manner on formal complaints of allegations of sexual harassment
	4.8-E7. The organisation transparently reports the number and nature of actions taken in response to SH in annual reporting and feeds into inter-agency human resource mechanisms
KPI 5: Operational planning and intervention design tools support relevance and agility in partnerships	
5.1 Interventions/ strategies aligned with needs of beneficiaries and regional/ country priorities and intended national/ regional results	5.1-E1. Organisation's country or regional strategies refer to national/regional body strategies or objectives
	5.1-E2. Reviewed interventions/strategies refer to the needs of beneficiaries, including vulnerable populations and/or opportunities to achieve market impacts and promote an investment enabling environment.
	5.1-E3. Organisation's country strategies or regional strategies link the targeted results to national or regional goals
	5.1-E4. Structures and incentives in place for technical staff that allow them to invest time and effort in alignment process.
5.2 Contextual/ situational analysis (shared where possible) applied to shape the intervention designs and implementation.	5.2-E1. Intervention designs contain a clear statement that positions the intervention within the operating context.
	5.2-E2. Reflection points with partners take note of any significant changes in context.
	5.2-E3. 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.
5.3 Capacity analysis informs intervention design and implementation, and strategies to address any weakness found are employed	5.3-E1. Intervention designs contain a clear statement of capacities of key country partners.
	5.3-E2. Capacity analysis, from the perspective of using and building country systems, considers resourcing, staffing, monitoring and operating structure.
	5.3-E3. Capacity analysis statement has been jointly developed with country partners and shared with development partners
	5.3-E4. Capacity analysis statement includes clear strategies for addressing any weaknesses, with a view to sustainability, where applicable developed jointly with development partners
	5.3-E5. Designs for the MO's non-sovereign operations include an assessment of the management/implementation capacity of investee clients and identified

	weaknesses are addressed, where appropriate, through advisory services/technical assistance.
5.4 Detailed risk (strategic, political, reputational, operational) management strategies ensure the identification, mitigation, monitoring and reporting of risks	5.4-E1. 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-E2. The MO's investment assessment and structuring for non-sovereign operations includes 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-E3. The MO's process for assessing and structuring investments and other operations includes a detailed analysis of political and reputational risk. 5.4-E4. The MO has a system in place to monitor the financial performance of non-sovereign operations and address risks to financial sustainability throughout the investment cycle. 5.4-E6. Intervention design is based on contextual analysis that includes analysis of potential risks of sexual abuse and other misconduct vis-à-vis host populations
5.5 Intervention designs include the analysis of cross-cutting issues (as defined in KPI 2)	5.5-E1. Approval procedures require the assessment of the extent to which cross-cutting issues have been integrated in the design. 5.5-E2. Plans for intervention monitoring and evaluation include attention to cross cutting issues.
5.6 Intervention designs include detailed and realistic measures to ensure sustainability.	5.6-E1. Intervention designs include statement of critical aspects of sustainability, including institutional framework, resources and human capacity, social behaviour, technical developments and trade, as appropriate 5.6-E2. Intervention design defines key elements of the enabling policy and legal environment that are required to sustain expected benefits from successful implementation. 5.6-E3. The critical assumptions that underpin sustainability form part of the approved monitoring and evaluation plan. 5.6-E4. 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.
5.7 Institutional procedures (including systems for engaging staff, procuring project inputs, disbursing payment, logistical arrangements etc.) positively support speed of implementation and adaptability in line with local contexts and needs.	5.7-E1. The MO has clear internal procedures for approving investments and other operations and managing disbursements in line with legal agreements. 5.7-E2. Institutional procedures are adaptable to local contexts and needs. 5.7-E3. The MO has a system in place to ensure operations are implemented in accordance with internal policies and pre-agreed conditions in legal agreements. 5.7-E4. The MO has systems and targets in place to manage processing and implementation timelines in line with institutional targets.
KPI 6: Working in coherent partnerships directed at leveraging and catalysing the use of resources.	
6.1 Planning, programming and approval procedures enable agility in partnerships when conditions change	6.1-E1. Procedures in place to encourage joint planning and programming among Borrowing Countries and Development Partners. 6.1-E2. Mechanisms, including budgetary, in place to allow programmatic changes and adjustments when conditions change.
6.2 Partnerships based on an explicit statement of comparative or collaborative advantage e.g. technical knowledge, convening power/partnerships, policy dialogue/ advocacy.	6.2-E1. The MO's country, regional and/or sector strategies identify its comparative advantage and potential synergies with other development partners. 6.2-E2. The MO's strategies, knowledge work and pipelines demonstrate the identification of clear opportunities for collaboration in line with comparative advantage. 6.2-E3. The MO's donor partnerships build on comparative advantage, promote shared priorities for cross-cutting issues and help de-risk investments through a range of mechanisms.

6.3 Demonstrated commitment to furthering development partnerships for countries (e.g. support for South-South collaboration, triangular arrangements, and use of country systems)	6.2-E4. The MO has clear processes and structures in place to facilitate co-financing of operations with other partners.
	6.2-E5. Where possible, the MO works with countries and other development partners through government-led platforms.
	6.3-E1. The MO has policies, resources and expertise in place to support country-led development, including through strengthened public financial management, domestic resource mobilisation, statistical capacity development and other areas.
	6.3-E2. The MO has policies, structures, instruments and expertise in place to support regional integration, work with regional organisations and address transboundary issues.
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.	6.3-E3. The MO's policies, processes and support promote the use of country systems where possible.
	6.3-E4. The MO supports south-south peer learning, collaboration and partnerships.
	6.4-E1. 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-E2. The MO has processes in place to develop new and innovative financing structures and promote mobilisation.
	6.4-E3. 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.
6.5 Key business practices (planning, design, implementation, monitoring and reporting) co-ordinated with relevant partners	6.4-E4. 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.
	6.5-E1. The MO actively engages in joint exercises/mechanisms to support alignment and best practice in operational principles, including for blended concessional finance.
	6.5-E2. Participating in joint monitoring and reporting processes with key development partners.
	6.5-E3. 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.
6.6 Key information (analysis, budgeting, management, results etc.) shared with strategic/implementation partners on an ongoing basis	6.6-E1. Clear corporate statement on transparency of information, aligned to the International Aid Transparency Initiative
	6.6-E2. Information is available on analysis, budgeting, management in line with the guidance provided by the International Aid Transparency Initiative
	6.6-E3. 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.
6.7 Clear standards and procedures for accountability to beneficiaries implemented	6.7-E1. 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-E2. 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-E3. Training has been conducted on the implementation of procedures for accountability to beneficiaries
	6.7-E4. Approval mechanisms explicitly include the requirement to assess the extent to which procedures for accountability to beneficiaries will be addressed within the intervention.
	6.7-E5. Relevant investments are subject to an independent monitoring, reporting and review mechanism, in compliance with the Equator Principles or equivalent standards.

	6.7 – E6 An independent grievance and review channel has been implemented to promote accountability to Project Affected People.
6.8 Participation with national and other partners in mutual assessments of progress in implementing agreed commitments	6.8-E1. Participation in joint monitoring an evaluation of interventions. 6.8-E2. Participation in multi-stakeholder dialogue around joint sectoral or normative commitments 6.8-E3. The MO implements client feedback surveys and uses feedback to inform decision-making.
6.9 Deployment of knowledge base to support policy dialogue and/or advocacy	6.9-E1. Statement in corporate documentation explicitly recognises the organisation's role in knowledge production and identifies operational frameworks and resources to support the production of knowledge work. 6.9-E2. Knowledge products produced and utilised by partners to inform action 6.9-E3. Knowledge products are produced in collaboration with relevant partners applied to inform advocacy, where relevant, at country, regional or global level. 6.9-E4. Knowledge products generated are timely and perceived to be timely by partners. 6.9-E5. Knowledge products are subject to a quality review process and are perceived as high quality by partners. 6.9-E6. Knowledge products are produced in a format that supports their utility to partners
KPI 7: The focus on results is strong, transparent and explicitly geared towards function	
7.1 Leadership ensures application of an organisation wide RBM approach	7.1-E1. Corporate commitment to a result culture is made clear in strategic planning documents. 7.1-E2. Clear requirements/incentives in place for the use of an RBM approach in planning and programming. 7.1-E3. Guidance for setting results targets and developing indicators is clear and accessible to all staff. 7.1-E4. Tools and methods for measuring and managing results are available. 7.1-E5. Adequate resources are allocated to the RBM system. 7.1-E6. All relevant staff are trained in RBM approaches and method.
7.2 Corporate strategies, including country strategies, based on a sound RBM focus and logic	7.2-E1. Organisation-wide plans and strategies include results frameworks. 7.2-E2. Clear linkages exist between the different layers of the results framework, from project through to country and corporate level. 7.2-E3. An annual report on performance is discussed with the governing bodies. 7.2-E4. Corporate strategies are updated regularly. 7.2-E5. The annual corporate reports show progress over time and notes areas of strong performance as well as deviations between planned and actual results.
7.3 Results targets set based on a sound evidence base and logic	7.3-E1. Targets and indicators are adequate to capture causal pathways between interventions and the outcomes that contribute to higher order objectives. 7.3-E2. Indicators are relevant to the expected result to enable measurement of the degree of goal achievement. 7.3-E3. Development of baselines are mandatory for new Interventions. 7.3-E4. Results targets are regularly reviewed and adjusted when needed. 7.3-E5. Results targets are set through a process that includes consultation with beneficiaries.
7.4 Monitoring systems generate high quality and useful performance data in response to strategic priorities	7.4-E1. The corporate monitoring system is adequately resourced. 7.4-E2. Monitoring systems generate data at output and outcome level of the results chain. 7.4-E3. Reporting processes ensure data is available for key corporate reporting and planning, including for internal change processes. 7.4-E4. A system for ensuring data quality exists
7.5 Performance data transparently applied in planning and decision-making	7.5-E1. Planning documents are clearly based on performance data. 7.5-E2. Proposed adjustments to interventions are clearly informed by performance data. 7.5-E3. At corporate level, management regularly reviews corporate performance data and makes adjustments as appropriate. 7.5-E4. Performance data support dialogue in partnerships at global, regional and country level.
KPI 8: The organisation applies evidence-based planning and programming.	

8.1 A corporate independent evaluation function exists	8.1-E1. The evaluation function is independent from other management functions (operational and financial independence)
	8.1-E2. The Head of evaluation reports directly to the Governing Body of the organisation (structural independence)
	8.1-E3. The evaluation office has full discretion in deciding the evaluation programme
	8.1-E4. The central evaluation programme is fully funded by core funds
	8.1-E5. Evaluations are submitted directly for consideration at the appropriate level of decision-making pertaining to the subject of evaluation
	8.1-E6. Evaluators are able to conduct their work throughout the evaluation without undue interference by those involved in implementing the unit of analysis being evaluated (behavioural independence)
8.2 Consistent, independent evaluation of results (coverage)	8.2-E1. An evaluation policy describes the principles to ensure coverage, quality and use of findings, including in decentralised evaluations
	8.2-E2. The policy/an evaluation manual guides the implementation of the different categories of evaluations, such as strategic, thematic, corporate level evaluations, as well as decentralised evaluations
	8.2-E3. A prioritised and funded evaluation plan covering the organisation's planning and budgeting cycle is available
	8.2-E4. The annual evaluation plan presents a systematic and periodic coverage of the organisations' interventions, reflecting key priorities.
	8.2-E5. Evidence demonstrates that the evaluation policy is being implemented at country-level
8.3 Systems applied to ensure the quality of evaluations	8.3-E1. Evaluations are based on design, planning and implementation processes that are inherently quality oriented
	8.3-E2. Evaluations use appropriate methodologies for data collection, analysis and interpretation
	8.3-E3. Evaluation reports present in a complete and balanced way the evidence, findings, conclusions, and where relevant, recommendations
	8.3-E4. The methodology presented includes the methodological limitations and concerns
	8.3-E5. A process exists to ensure the quality of all evaluations, including decentralised evaluations
8.4 Mandatory demonstration of the evidence base to design new interventions	8.4-E1. A formal requirement exists to demonstrate how lessons from past interventions have been taken into account in the design of new interventions
	8.4-E2. Clear feedback loops exist to feed lessons into new interventions design
	8.4-E3. Lessons from past interventions inform new interventions
	8.4-E4. Incentives exist to apply lessons learnt to new interventions
	8.4-E5. The number/share of new operations designs that draw on lessons from evaluative approaches is made public
8.5 Poorly performing interventions proactively identified, tracked and addressed	8.5-E1. A system exists to identify poorly performing interventions
	8.5-E2. Regular reporting tracks the status and evolution of poorly performing interventions
	8.5-E3. A process for addressing the poor performance exists, with evidence of its use
	8.5-E4. The process clearly delineates the responsibility to take action
8.6 Clear accountability system ensures responses and follow-up to and use of evaluation recommendations	8.6-E1. Evaluation reports include a management response (or has one attached or associated with it)
	8.6-E2. Management responses include an action plan and/ or agreement clearly stating responsibilities and accountabilities
	8.6-E3. A timeline for implementation of key recommendations is proposed
	8.6-E4. An annual report on the status of use and implementation of evaluation recommendations is made public
8.7 Uptake of lessons learned and best practices from evaluations	8.7-E1. A complete and current repository of evaluations and their recommendations is available for use
	8.7-E2. A mechanism for distilling and disseminating lessons learned internally exists
	8.7-E3. A dissemination mechanism to partners, peers and other stakeholders is available and employed

	8.7-E4. Evidence is available that lessons learned and good practices are being applied
KPI 9: Development and humanitarian objectives are achieved and results contribute to normative and cross-cutting goals.	
9.1 Sovereign interventions assessed as having achieved their objectives.	NA
9.2 Non-sovereign interventions are profitable, contribute to economic development, and promote high standards.	NA
9.2 Interventions assessed as having helped improve gender equality and the empowerment of women	NA
9.3 Interventions assessed as having helped improve environmental sustainability/helped tackle the effects of climate change	NA
9.4 Interventions assessed as having addressed FCAS, including drivers of FCAS and resilience.	NA
9.5 The MOs sovereign and non-sovereign clients report high levels of client satisfaction.	NA
KPI 10: Interventions are relevant to the needs and priorities of partner countries and beneficiaries, as the organisation works towards results in areas within its mandate.	
10.1 Intervention objectives and design assessed as responding to beneficiaries', global, country, and partner/institution needs, policies, and priorities, and continuing to do so where circumstances change	NA
10.2 Non-sovereign investments demonstrate financial and non-financial additionality.	NA
KPI 11: Results are delivered efficiently.	
11.1 Interventions / activities assessed as resource/cost efficient.	NA
11.2 Implementation and results assessed as having been achieved on time.	NA
11.3 The MO has implemented new policies, practices and instruments to use its capital efficiently and	NA

promote private capital mobilisation.	
KPI 12: Results are sustainable.	
12.1 Benefits assessed as continuing, or likely to continue after intervention completion.	NA
12.2 The MOs portfolio is financially sustainable, including the financial performance of non-sovereign operations.	NA