

2008 COMPAS Categories of Indicators

1. Country Capacity to Manage for Development Results
2. Country Strategies
3. Allocation of Concessional Resources
4. Projects
5. Institutional Learning from Operational Experience
6. Results-Focused Human Resources Management
7. Harmonization among Development Agencies
8. Private Sector Operations

MATRIX OF INDICATORS

Category 1: Country Capacity to MfDR			
Subcategory 1a Assessing country capacity to MfDRs ¹	MDB	Number and percentage (%) of countries whose capacity to MfDR has been assessed in the previous 2 years²	Brief description of the tools used to assess capacity to MfDR³
Subcategory 1b Strengthening country capacity to MfDR	MDB	Number and percentage (%) of countries whose MfDR capacity was supported with T.A. and/or lending Projects in the previous 2 years⁴	Brief description of the T.A. and or lending projects⁵

Category 2: Country Strategies			
Subcategory 2a Strengthening the results framework of Country Strategies	MDB	Number and percentage (%) of MDB Country Strategies approved in the previous 2 years with explicit baseline data, monitoring indicators, and clearly defined outcomes to be reached	
Subcategory 2b Reporting and monitoring on Country Strategy implementation	MDB	(i) Number and percentage (%) of MDB Country Strategies that have been subject to an independent evaluation in the previous 2 years	(ii) Number and percentage (%) of MDB Country Strategies in (i) which received “satisfactory or better” ratings

Category 3: Allocation of concessional resources			
Subcategory 3 Allocating concessional resources on the basis of performance	MDB	Amount and percentage (%) of total concessional lending resources allocated on the basis of performance	Brief description of the formula or parameters used to measure performance

¹ Country capacity to MfDR is related to at least 5 separate but closely linked functions: Leadership, mutual accountability, monitoring and evaluation, partnerships, statistics, and learning. Some MDBs assess and help strengthen country capacity to MfDR during country strategy formulation and/or preparation of lending operations. Others have created a separate umbrella framework in this regard.

² If possible, please indicate at what level has capacity to MfDR been assessed, i.e., at the national level, subnational level, and sectoral or ministry level.

³ Please describe these tools for each level at which capacity has been assessed (as indicated in footnote 2).

⁴ If possible, please indicate at what level has capacity to MfDR been assessed, i.e., at the national level, subnational level, and sectoral or ministry level.

⁵ Please describe these tools for each level at which capacity has been assessed (as indicated in footnote 2).

Category 4: Projects			
Subcategory 4a Improving the overall quality of project design	MDB	(i) Number and percentage (%) of projects approved in the previous 2 years whose design quality was reviewed on an arms' length basis⁶ (e.g., quality-at-entry -Q@E- reviews)	(ii) Number and percentage (%) of projects in (i) which received "satisfactory or better" ratings
Subcategory 4b Strengthening the results framework of projects at the time of approval	MDB	(i) Number and percentage (%) of projects approved in the previous 2 years that have explicit baseline data, monitoring indicators, and clearly defined outcomes to be reached	(ii) Number and percentage (%) of public sector projects approved in the most recent year that have economic analysis (either ERR or cost-effectiveness analysis)
Subcategory 4c Improving the quality of project supervision	MDB	Number and percentage (%) of projects in execution for which monitoring or supervision reports explicitly report on expected outcomes	Main steps or initiatives being taken to improve quality of supervision
Subcategory 4d Ensuring timely implementation of projects	MDB	(ii) Disbursement Ratio⁷ and annual disbursement	(iii) Actual vs. planned execution period (between loan approval and closing date) of projects completed during previous year (months and %)⁸
Subcategory 4e Portfolio risk management	MDB	(i) Number and percentage (%) of projects in execution as of June 30, 2007 with unsatisfactory implementation progress and/or with development/transition objectives not likely to be achieved⁹	(ii) Proactivity Index¹⁰
Subcategory 4f Project completion reporting ¹¹	MDB	(i) Number and percentage (%) of projects for which a "Project Completion Report" (PCR) was scheduled to be completed in the previous year, and for which a PCR was actually finalized in the previous year	(ii) Quality of PCRs: Number and percentage (%) of PCRs evaluated during the previous year with "satisfactory or better" quality in terms of the appropriate use of outcome indicators
Subcategory 4g Project ex-post evaluation	MDB	(i) Number of projects independently reviewed ex-post¹² during the previous year, as a % of the average number of projects completed annually during the last 5 years	(ii) Number and percentage (%) of projects in (i) which received "satisfactory or better" ratings with respect to achievement of development objectives

⁶ This implies a review carried out within Management by a Unit that is independent from the loan originating department.

⁷ Amount disbursed during previous fiscal year as % of amounts available for disbursement at the beginning of that fiscal year.

⁸ Excludes policy-based loans and emergency loans.

⁹ Each MDB should indicate what rating scale it uses for implementation progress and achievement of development objectives

¹⁰ Proportion of projects mentioned in (i) from the previous fiscal year (t-1) on which actions related to risk management have been taken such as: upgraded, restructured (includes reformulations), suspended, closed, partially or fully canceled during the last 12 months.

¹¹ Project completion reports are typically prepared shortly after the end of project implementation, and provide an account of, among other things, the extent to which outputs and outcomes were achieved, and of the likelihood of attaining the development objectives.

¹² The ex-post evaluation is focused on the achievement of development objectives several years after project completion. Each MDB should indicate how the independent evaluation unit reports on ex-post evaluations, particularly if it doesn't report on individual projects.

Category 5: Institutional Learning from Operational Experience

Subcategory 5a Identification and use of good practices and learning lessons from operational experience	MDB	Brief description of existing internal requirements concerning the identification and utilization of good practices and learning lessons arising from implementation experience (at the country, sector and project level), including actions taken during past year to encourage the utilization of good practices	
Subcategory 5b Evaluation of operational experience	MDB	Management uptake of evaluation recommendations as reported to Executive Boards	Brief description of the budget, number and type of evaluation products delivered during previous year, and actions taken to strengthen independence of evaluation

Category 6: Results-focused Human Resources Management

Subcategory 6a Strengthening results-related skills among operational staff	MDB	Number and percentage (%) of staff who participated in MfDR training¹³ during the previous year. Briefly describe type and scope of training.	
Subcategory 6b Emphasizing results-related efforts and/or achievements while assessing operational staff performance	MDB	Describe the manner in which staff compensation and incentives reflects results-related achievements	

¹³ MfDR training would include, among other things, results-oriented planning, budgeting and monitoring, and evaluation

Category 7: Harmonization among development agencies		
Subcategory 7a: Brief description of activities pursued by MDBs to harmonize procedures and practices within the last 2 years ¹⁴		
<i>Thematic Area of Cooperation</i>	<i>Objectives</i>	<i>Status</i>
1. Operational Policy Roundtable (OPR)		
2. Procurement		
3. Disbursement		
4. Managing for Development Results		
5. Evaluation Cooperation Group		
6. Performance Based and Country Performance Assessments		
7. Environment		
8. Gender		
9. HIPC and Debt Sustainability		
10. Capacity Development, Governance and Anticorruption		
11. Trust Funds and Cofinancing		
12. MDB role in middle income countries		
13. Investment climate and BEEs program		
14. Financial Management Harmonization		
Subcategory 7b Carrying out joint activities	MDB	(i) Brief description of joint country-level activities carried out with other MDBs and bilaterals on MfDR

¹⁴ Refer to specific examples of harmonized procedures adopted among multilateral and bilateral agencies with regard to operational and MfDR work in partner countries.

Category 8: Private Sector Operations¹⁵					
Subcategory 8a Private Sector Business Environment	MDB	8a-1) Number (%) of countries whose business environment has been assessed in the last year		Description / Comments	
	MDB	8a-2) Number (%) of MDB country strategies approved in the previous year which include an explicit strategy to promote private sector development		Description / Comments	
	MDB	8a-3) Number (%) of MDB country strategies that have been informed by an independent evaluation ¹⁶ of the MDB's private sector activities		Description / Comments	
Subcategory 8b Private Sector Investment Projects: Ratings, Standards, & Criteria	MDB	8b-1) Provide latest compliance score with good practice standards (GPS) for evaluation of private sector investment operations ¹⁷ . Describe gaps and how they are being addressed.		Description	
	MDB	8b-2) Reported share of success ratings (%) in latest published annual evaluation reports ¹⁸ for development/transition outcome and all 4 GPS criteria (financial performance, economic performance, environmental & social performance, private sector development impact) → 8b-2a) Provide brief description of success standards for satisfactory ratings ¹⁹			
		<p>IMPORTANT CAVEAT: 'Success ratings' are not comparable across institutions given differing evaluation systems, frameworks, and rating standards. For example, the extent to which institutions adhere to the Good Practice Standards for Private Sector Evaluation varies substantially (e.g. with respect to framework, sample selection, sample size, etc.). Furthermore, not all institutions have an independent evaluation group validate success standards. For sample sizes below 10, the number of projects is also reported.</p>			
		Success Rate (%)			
	Development Outcome	Financial Performance	Economic Performance	Environmental & Social Performance	Private Sector Development Impact
	MDB:	Success Standards for Development Outcome:			

¹⁵ For the purpose of this document *private sector* operations are defined as operations which do not involve a government guarantee.

¹⁶ Here independent evaluation refers to an internal evaluation by the MDB's independent evaluation unit.

¹⁷ Refer to the latest *Benchmarking Review of ECG Members' Evaluation Practices for their Private Sector*

¹⁸ These 'success ratings' are not comparable across institutions given differing evaluation systems, frameworks, and rating standards.

¹⁹ Provide indicators and satisfactory standards (minimum, median, maximum), e.g. for financial performance of real sector projects, indicator: FRR, benchmark: WACC; for financial performance of financial market projects: indicator: return on equity, benchmark: cost of equity. MDBs can supplement this by providing references to additional documentation available elsewhere.

	Institutions with ECG rating scale: AsDB AfDB IADB IIC IFC	
	MDB	Success Standards for Financial Performance:
	MDB	Success Standards for Economic Performance:
	MDB	Success Standards for Environmental & Social Performance:
	MDB	Success Standards for Private Sector Development Impact:
	8b-3) Describe steps taken to harmonize and adopt similar measurement approaches by the MDBs	
Joint MDB Activities		

Subcategory 8c Private Sector Investments: Results Tracking through the Project Cycle	MDB	8c-1) Number (%) of investment projects for which clear development results objectives according to the GPS evaluation framework ²⁰ are: (1) defined at approval (2) tracked during supervision (3) assessed at evaluation			
		Defined at Approval (%)	Tracked during Supervision (%)	Assessed at Evaluation (%)	Comments
	MDB	8c-2) Number (%) of projects for which additionality is: (1) assessed at approval (2) tracked during supervision (3) evaluated			
		Assessed at Approval (%)	Tracked during Supervision (%)	Evaluated (%)	Comments
	MDB	8c-3) Number (%) of portfolio projects supervised by environmental/social specialists ²¹			Comments

²⁰ Are development results objectives clearly specified ex-ante in early review documents with mandatory indicators for each of the 4 GPS development outcome components (financial performance, economic performance, private sector development impact, environmental & social performance)? Are these same indicators tracked in an ongoing manner during supervision? Are they assessed at evaluation? Provide an explanation of extent to which this is done, and number (%) of projects for which this is done.

²¹ Specify (%) of projects supervised by environmental/social specialists from amongst projects with potential environmental & social effects. Describe extent of supervision, e.g. field visit, review of monitoring report, standards against which companies are being assessed, etc.

Subcategory 8d Reporting on Private Sector Development Results	MDB	8d-1) Comprehensiveness of external results reporting (check all that apply): (1) Based on: (a) entire portfolio, (b) random, representative sample (describe selection), (c) other (describe selection), (d) not at all (2) Coverage includes: (a) development outcome, (b) components of development outcome ²² , (c) additionality, (d) work quality						
		Comprehensiveness				Coverage		
	Entire Portfolio	Random Sample (Describe Selection)	Other (Describe Selection)	Not at all	Development Outcome	Components of Development Outcome	Additionality	Work Quality
		Comments						
	MDB	8d-2) Validation mechanism for external reporting and tracking of development outcomes ²³ (yes/no, describe)	Describe					

Subcategory 8e Institutional Learning from Private Sector Operational Experience	MDB	8e-1) Is there a formal mechanism to routinely feed synthesis development results into: (1) strategy, (2) new operations? (yes/no, describe)		
		Strategy:	New Operations:	Description:
	MDB	8e-2) Is there a system for capturing lessons from project evaluations and applying them to new projects? (yes/no, describe)		
		(Yes/No)	Describe:	
MDB	8e-3) Number (%) of accepted recommendations ²⁴ by the independent evaluation unit which have been implemented by management			
	Number (%):	Comments:		
Subcategory 8f Results Focused Human Resources Management	MDB	Are results-related achievements considered in staff evaluations? (yes/no, describe)		
		(Yes/No)	Describe:	

²² Refers to 4 GPS components (GPS 4.3): financial, economic, social & environmental performance, and private sector development impact.

²³ Otherwise specify: (1) no reporting, (2) self-reporting by management, (3) reporting validated by independent evaluation unit, (4) reporting validated by external party

²⁴ 'Agreed recommendations' refers to those recommendations that management agreed to implement – among those, how many were implemented?