Multilateral Aid Review Update 2013
Interim Report

Introduction

1. The Department for International Development (DFID) leads the UK's work to end extreme poverty. We believe that international development is not just the right thing to do, but the smart thing to do. We focus on what works and we are committed to being a global leader on transparency, which helps us achieve greater value for money, improves the effectiveness of aid and is fundamental to improving accountability both to UK citizens and to citizens in the countries where we work.

2. DFID's significant investment in multilaterals is a core part of our work to end the need for aid by creating jobs, unlocking the potential of girls and women and helping to save lives when humanitarian emergencies hit. This investment is being subjected to the same transparent and thorough assessment of value for money as our other spend and activity. DFID undertook the Multilateral Aid Review (MAR) in 2011 as the start of a more systematic examination of strength and weaknesses across the multilateral system. This is now being followed up through an Update process, which explores how organisations are making progress against identified priority areas. The Update is being undertaken in three tranches. This interim report explains the methodology and process of the MAR Update, and gives the results for the first 24 agencies assessed. A full report will be published towards the end of the year. This will give the results of the Update assessments for all agencies and provide some analysis of the results.

Background – the Multilateral Aid Review

3. The Multilateral Aid Review (MAR) was undertaken to assess, in a comprehensive and systematic way, whether the UK's core investment in multilateral organisations was value for money in achieving UK development objectives. The organisations assessed under the MAR included multilateral development banks to UN agencies, and from development finance institutions to humanitarian organisations. All organisations were assessed against the same assessment framework, which looked at (1) the focus and impact of an organisation on the UK's development and humanitarian objectives and (2) the effectiveness of the organisation and its structure. Combined, these two provided an overall value for money assessment.

4. The MAR had real impact. For those agencies assessed as being poor value for money in delivering UK aid objective, DFID withdrew core aid funding from four organisations (the International Labour Organisation, UN Human Settlements Programme, UN Industrial Development Organisation, UN International Strategy for Disaster Reduction) and placed a further four organisations (the Food and Agriculture Organization, UNESCO, International Organization for Migration, and the Commonwealth Secretariat) in "special measures", demanding an urgent improvement in performance[1]. The MAR results influenced funding

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[1] The other organisation assessed as being poor value for money for the UK taxpayer was UNIFEM; this has merged into a new organisation UN Women, which is being assessed under Tranche 3 of the MAR.

decisions and DFID's engagement with multilaterals more generally. For each multilateral that DFID continued to fund, reform priorities were set which addressed the most significant weaknesses identified in the MAR.

5. The MAR attracted significant attention, both in the UK and internationally. It has been endorsed as a positive step forward in improving the effectiveness of multilateral agencies. In the UK, the National Audit Office and Public Accounts Committee scrutinised the process, and the International Development Committee is currently carrying out an Inquiry. We welcome this interest and the informed commentary that has resulted. The NAO and PAC reports were positive about the lead role that DFID has taken in improving the effectiveness of multilateral organisations, through funding changes and through promoting reform to improve the value for money from multilateral institutions. They also made recommendations about how the Review process could be improved. The main challenges they identified were the need to improve the quality of the evidence, particularly around consistent information on costs and results; increasing the amount of information available on performance in countries; and ensuring that the assessment framework was appropriate for all organisations – this latter in response to the comments made by normative agencies which set standards which did not feel that their work was appropriately recognised in the original framework. These reviews also recognised that assessment itself carries a cost for multilaterals and that this could be reduced through closer working with other donors.

The MAR Update

6. DFID is currently undertaking a MAR Update to ensure that contributions to multilateral organisations continue to offer the best value for money for UK aid. This Update is not a full refresh of the MAR process, but a focussed assessment of the progress that agencies are making against the specific reform priorities identified for them as a result of the MAR. The Terms of References are in Annex 1. The Update is being undertaken in three tranches; the details of the organisations in each tranche are given in Table 1. The assessments for the first two tranches are complete, and are being published with this Interim Report. The assessment of the third tranche is underway. The Summary Assessments for all agencies will be published alongside a full report on the MAR Update at the end of 2013.

Table 1: MAR Organisations by Tranche

Tranche 1	Tranche 2	Tranche 3
Central Emergency Response Fund (CERF)	Commonwealth Secretariat (CommSec)	Climate Investment Funds (CIFs)
Global Fund for Disaster and Risk Reduction (GFDRR)	Food and Agriculture Organisation (FAO)	Global Environment Facility (GEF)
International Committee of the Red Cross (ICRC)	UN Education, Scientific and Cultural Organisation (UNESCO)	International Fund for Agriculture and Development (IFAD)
International Federation of the Red Cross (IFRC)	International Organisation for Migration (IOM)	Office of the High Commissioner for Human Rights (OHCHR)
Office for the Co-ordination of Humanitarian Affairs (OCHA)	African Development Fund (AfDF)	Joint UN Programme on HIV/AIDs (UNAIDs)
Peace Building Fund (PBF)	Asian Development Fund (AsDF)	UN Development Programme (UNDP)
UN High Commissioner for Refugees (UNHCR)	Caribbean Development Bank (CDB)	UN Population Fund (UNFPA)
World Food Programme (WFP)	European Bank for Reconstruction and Development (EBRD)	UN Children's Fund (UNICEF)
	Inter-American Development Bank (IADB)	UN Women
	International Development Association (IDA)	World Health Organisation (WHO)
	International Finance Corporation (IFC)	European Commission (EC)
	Private Infrastructure Development Group (PIDG)	European Commission Humanitarian Organisation (ECHO)
	Global Alliance for Vaccines and Immunisation (GAVI)	European Development Fund (EDF)
	Global Fund for Aids, TB and Malaria (GFATM)	
	Global Partnership for Education (GPE)	
	UNITAID	

7. The methodology for the MAR Update was based on the original MAR assessment framework. The MAR 2011 considered whether UK investment in multilateral organisations was value for money. This was assessed under two broad headings of "contribution to UK development objectives" and "organisational effectiveness", each of which had a number of separate components (such as "strategic and performance management", or "attention to cross-cutting issues, such as gender"). The full Assessment Framework is given in Annex 2. Each component was given a score (on a scale of 1-4), and combining the scores resulted in an overall VFM score of poor, adequate, good or very good. The MAR also identified the particular strengths and weaknesses of each agency. The reform priorities being assessed in the MAR Update are those areas which DFID considered to be the most significant.

8. The emphasis of the MAR Update is on how much progress has been made, meaning this is the primary question which is asked for each reform priority. The answer results in a rating (of "little or no; some; reasonable; or significant). These progress ratings are combined to give an overall progress rating for each organisation (see Tables 2 and 3). A secondary question is also addressed, which is whether the progress identified is sufficient to warrant a MAR Score change; that is, does the organisation now demonstrate performance at a higher level than at the time of the original MAR.

Table 2: Component Progress Rating Definitions

MAR Update component progress rating	Description
Significant progress	**Significant progress**: Reforms achieved to date surpass expectations by strongly addressing reform priorities
Reasonable progress	**Reasonable progress**: Reforms achieved to date meet expectations by satisfactorily addressing reform priorities
Some progress	**Some progress**: Reforms achieved to date weakly address reform priorities and don't fully meet expectations
Little or no progress	**Little or no progress:** Reforms achieved to date unsatisfactorily address reform priorities and any progress is significantly below expectations

Table 3: Overall Progress Rating Definitions

MAR Update overall progress rating	Basis for rating
4	**Significant progress** in all components OR significant progress in most components outweighs reasonable, some or no progress in others.
3	**Reasonable progress** in all components OR reasonable progress in most components outweighs some and no progress in others OR significant progress in some components balances some and no progress in others
2	**Some progress** in all or most components OR reasonable progress in some components balances no progress in others
1	**Little or no progress** in most components.

Note to Table 3: Where there are the same number of progress ratings (e.g. two "amber" progress ratings, and two "dark green" progress ratings), then the overall progress rating reflects the lower of the progress ratings.

9. While much of the commentary on the methodology for the original MAR is more relevant to a full Review rather than the limited focus of the MAR Update, some important issues have been addressed. In particular, there were concerns that the roles and functions of standard-setting (or normative) agencies were not properly reflected in original Assessment Framework. Following discussion with those agencies, revisions were made to the Assessment Framework specifically to recognise their very different functions. This Enriched Assessment Framework (see Annex 3) was used for those agencies[2] in the MAR Update. The Update process has also sought to gather additional evidence about the agencies' performance in developing countries, through DFID country offices and through seeking the views of NGOs. This has been useful but remains an area which we need to develop further. As part of the Update process, the quality of evidence used for each assessment is being assessed – the conclusions from this work will be published in the full report at the end of the year.

10. The MAR Update process, though focussing only on reform priorities, is being conducted in a thorough and rigorous way. Each assessment is moderated through a process involving three stages of review, and the views of our two External Reviewers[3]. The agencies involved in the MAR process have participated fully in the assessments and it is critical that the evidence put forward, and the assessments based on that evidence, is treated fairly and objectively.

11. This Interim Report covers only the first two tranches of the MAR Update process. It therefore does not provide analysis of the assessments, progress ratings or any trends as these may prove to be misleading when all of the assessments are complete. The overall position of progress ratings is, however, given in Table 4.

12. The Special Measures Agencies were included in Tranche 2 of the Update process and their Summary Assessments have been published alongside this report. The MAR assesses all of these agencies through a development lens, and each has wider responsibilities which are not covered by the MAR. Three of these agencies (the Food and Agriculture Organization, the International Organisation for Migration, and UNESCO) have made enough progress to now be considered as 'making steady progress towards emerging from special measures'.

Next Steps
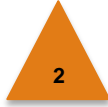
13. The MAR Update process is still underway. We will conclude this exercise by the end of 2013 and publish a report along with all Summary Assessments, and analysis of the progress made. A full refresh of the MAR is planned for 2015. Work on developing the methodology and approach is now underway. Any comments and input are welcomed.

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[2] The following agencies are being assessed under the Enriched Framework: the Food and Agriculture Organisation (FAO) and UNESCO in Tranche 2, and the World Health Organisation and the Office of the High Commissioner for Human Rights in Tranche 3.
[3] Dr Alison Evans, formerly Director of the Overseas Development Institute, and Prof Lawrence Haddad, the Director of the Institute of Development Studies, University of Sussex

Table 4: Progress Ratings by MAR 2011 Value for Money score

Very good	
The Asian Development Fund (AsDF)	3
The Global Alliance for Vaccines and Immunisation (GAVI)	3
The Global Fund to Fight AIDS, TB and Malaria (GFATM)	3
International Committee of the Red Cross (ICRC)	3
International Development Association (IDA)	3
The Private Infrastructure Development Group (PIDG)	3
Good	
The African Development Fund (AfDF)	2
Central Emergency Response Fund (CERF)	2
European Bank for Reconstruction and Development (EBRD)	2
Global Facility for Disaster Reduction and Recovery (GFDRR)	2

Global Partnership for Education (GPE)	**3**
International Finance Corporation (IFC)	**2**
International Federation of Red Cross and Red Crescent Societies (IFRC)	**2**
United Nations Office for the Coordination of Humanitarian Affairs (OCHA)	**2**
United Nations Peace Building Fund (PBF)	**3**
United Nations High Commission for Refugees (UNHCR)	**2**
UNITAID	**2**
World Food Programme (WFP)	**3**
Adequate	
The Caribbean Development Bank (CDB)	**2**
Inter-American Development Bank (IADB)	**2**

Poor	
The Development Programmes of the Commonwealth Secretariat (CommSec)	△ 2
Food and Agriculture Organisation (FAO)	△ 3
International Organisation for Migration (IOM)	△ 3
United Nations Educational, Scientific and Cultural Organisation (UNESCO)	△ 3

Annex 1: UK Multilateral Aid Review Update 2013 Terms of Reference

1.   **Background**

1.1   The UK's Multilateral Aid Review (MAR) was published on 1 March 2011. It provided, for the first time, a comprehensive overview of the strengths and weaknesses of the multilateral organisations that DFID works with.

1.2   The MAR confirmed that the multilateral system is a critical complement to what the UK government can do alone. But it also found evidence of significant weaknesses. Since the MAR was published DFID has drawn on its value for money assessment to decide on funding through multilateral organisations, communicated its key reform priorities to each multilateral organisation and engaged closely both with the institutions themselves and with other stakeholders to promote reform.

2.   **Purpose**

2.1   In order to ensure that contributions to multilateral organisations continue to offer the best value for money for UK aid, **DFID needs to update the MAR assessments in 2013.**

3.   **Scope**

3.1   The update will consider **all of the multilateral organisations** which were covered by the MAR and which continue to receive core DFID funding, or where DFID continues to be involved in key financing decisions.

3.2   The review will assess **only the components relevant to the UK's reform priorities**, while also checking for backsliding elsewhere (e.g. failure to implement agreed policies). We will also be receptive to evidence of significant improvements in other MAR component areas. The reform priority areas will vary depending on the MAR assessments and will be communicated to each multilateral organisation in writing.

3.3   The update will focus on the extent to which the UK's reform priorities have been taken forward since the MAR was carried out. Progress on the reform priority components will be given a **narrative assessment and scored**. Where reforms have been sufficient to justify a change in component score, this will be given and used to update the overall MAR assessment of value for money as appropriate.

3.4   The updated assessments **will inform DFID decisions on funding** through multilateral organisations, although the review will not itself make funding recommendations. All DFID funding through multilateral organisations is related to performance. The modality for this varies, and will be made clear to each organisation in advance of the update.

4. Methodology

4.1 Given the partial nature of the update, it would not be appropriate to make significant changes in the methodology at this stage. The updated assessments will therefore be **based on the original MAR methodology**. However, there will be an even stronger emphasis on ensuring **high quality country-level evidence** for the assessments.

4.2 We have worked closely with the normative agencies to develop an enriched framework for these assessments. The UK National Audit Office (NAO) published its Value for Money Study of the MAR on 19th September 2012. DFID will respond, as appropriate, to their recommendations.

4.3 As with the MAR, **external reviewers** will provide a quality assurance function to ensure the robustness of the exercise.

5. Timing

5.1 Updated assessments for each agency will be carried out and published **in line with DFID business needs over 2013**, linked to the DFID business case cycle and to key decision points over financing. The timings will be communicated to each multilateral organisation in writing.

5.2 In order to ensure consistency of treatment across organisations, the assessments will be considered in three batches, completed in the **spring, summer and autumn of 2013.** Multilateral organisations will be informed in writing of the timing of their assessment.

6. Stakeholder engagement

6.1 DFID is already engaged in dialogue with each **multilateral organisation** over the MAR findings and their implications for the reform agenda. This engagement will continue. It will include clearly specifying the improvements that DFID will look to see in the updated assessments, and the links between progress on reform and future funding. It will also include dialogue with the institutions over the evidence base for the updated assessments.

6.2 DFID will monitor progress against the key reform priority areas at **country level**. Monitoring reports will draw on inputs from other stakeholders, including government, civil society, the private sector and other donors as appropriate, and will be shared with the multilateral organisations. DFID will conduct regular monitoring in many of the countries where it is present, and will carry out periodic visits to a sample of other countries. In some cases, DFID will carry out monitoring and visits jointly with other donors. DFID will inform multilateral organisations of the countries where they will be monitored and reviewed.

6.3 UK **civil society** has been invited to contribute to the exercise, and is considering how best to draw on their networks in-country to provide evidence for the updated assessments.

6.4 The views of **developing country governments** are important to DFID. A particular effort will be made to seek these views in advance of the updates.

6.5 As with the original MAR, the updated assessments will draw on a wide range of other evidence sources, including **MOPAN assessments** (Multilateral Organisation Performance Assessment Network).

6.6 Other UK government departments, including the Foreign and Commonwealth Office and Her Majesty's Treasury, will be involved in updating the assessments as appropriate, and consulted about possible exits or proposals for significant changes in funding.

7. Review team and governance

7.1 The updated assessments will draw on contributions from across the UK government as well as a wide range of other stakeholders. These will include:

- DFID institutional teams, who will be responsible for pulling together the evidence for their institutions, proposing any changes to scores, developing the narrative on progress on reform, and leading discussions with other UK government departments, as well as the engagement with their multilateral institutions

- the International Directors' Office (IDO), who will co-ordinate the evidence-gathering process, advise on methodology issues, ensure that the assessments are consistent, and write the final report

- Missions, delegations and permanent representations will contribute to these judgements as well as playing a major role in stakeholder management

- DFID country offices, who will engage in regular monitoring of performance at country level

- DFID policy teams, who will advise on the performance of the multilateral organisations in relation to thematic or sectoral objectives

- Other UK government departments, who will give evidence of progress as appropriate

7.2 The work will be overseen by a **Steering Group** which comprises the Directors of the International Divisions, Policy Division, and two Regional Divisions, as well as the Chief Economist. The steering group is chaired by Mark Bowman, Director General.

7.3 **External reviewers** will contribute to the development of the methodology for updating the assessments, and help to ensure that the updates themselves are sufficiently robust.

8. Reporting

8.1 Updated assessments will be published in two batches in the summer of 2013 and the autumn of 2013.

8.2 Once all the assessments are completed, DFID will **publish a report which reviews progress against the MAR reform priorities**, highlighting both successes and areas where more effort is needed.

ANNEX 2: MULTILATERAL AID REVIEW ASSESSMENT FRAMEWORK

MAR component	Criteria
1. Critical role in meeting development objectives	1.1 Is the MO critical in the delivery of the MDGs and poverty reduction? 1.2 Is it critical in the delivery of other international development goals (for example economic growth, adapting to climate change, conflict and humanitarian objectives)? 1.3 Does it fill a critical gap in the international development and humanitarian architecture and at a regional and country-level (e.g. shocks, disease, climate change, cross-border infrastructure), meeting gaps in knowledge, making the system more effective e.g. through providing a common platform for other donors, or innovating to create more effective instruments. This implies that the organisation plays a leading role in this respect. The MOs should be assessed on how critical they are to: • Key DFID development and humanitarian priorities as set out in more detail below. • Development or humanitarian objectives in countries/regions that are important to the UK. • UK Government development objectives more broadly (for example prosperity in the Caribbean). DFID Priorities: • Wealth Creation – generate growth, stimulate the private sector and trade and improve infrastructure. • Governance and Security – peace building, conflict prevention, public financial management, human rights, as well as stabilisation spending and the Global Conflict Pool. • Direct delivery of the MDGs (particularly for girls and women) – health and nutrition, education, water and sanitation, humanitarian assistance and food aid. • Climate Change – mitigate and adapt to the impact of climate change. • Respond to humanitarian disasters – ensure basic needs of those affected are met
2. Attention to cross-cutting issues	2.1 Is there clear evidence that the MO performs effectively in fragile states? 2.2 Does the MO have specific policy and/or operational guidance on working in and on these contexts (e.g. around use of Fragile States principles, conflict sensitivity/Do No Harm, including social safeguards, political/social/conflict analysis)? Is this guidance of good quality? Is this

guidance mainstreamed and used?

2.3 Are agency personnel equipped to work in contexts of conflict and fragility (e.g. by clear mandates and guiding principles of engagement; adequate staffing at country level)

2.4 Does the MO produce annual or more frequent monitoring reports which include specific attention to operating in fragile contexts? Do such reports inform policy and programming?

2.5 Does it have policies, structures and incentives to promote gender equality and is there evidence of these having an impact?

2.6 Does it have and use partnerships to promote gender equality and is there evidence of these having an impact?

2.7 Does evidence and information on gender equality inform policy and programming and is there evidence of these having an impact and improving policy choice?

2.8 Is there country-level evidence of the mainstreaming of gender or of the impact of gender policies

2.9 Does it focus on results for gender equality (does it disaggregate data by sex)?

2.10 Does the MO have a climate change and/or environment strategy in place, or a framework for guiding policies and resource allocation that incorporates climate change?

2.11 Does the MO have specific policy guidance to ensure that all its country and regional programmes integrate low carbon, climate resilient and environmentally sustainable development into their planning and investments? Is this policy guidance applied in all countries?

2.12 Does the MO have environmental and climate safeguards in place? Do these meet our baseline standard? Are all development or humanitarian interventions guided by the outcomes of the environmental / climate safeguard procedure? Are these monitored and reviewed?

2.13 Are climate change, development and environmental impacts measured? Are climate change and environment indicators incorporated into all performance/results frameworks?

| 3. Focus on poor countries | We will use indices of need (numbers of poor people, human development indicators and fragility) and effectiveness (strength of institutional and policy environment, using CPIA) to construct a country ranking for all low income and lower middle income countries. The higher up the ranking, the more likely it is that aid to that country will contribute to |

the UK's poverty reduction objectives. We will look at how the multilateral development organisations allocate their country based aid, and compare this with our ranking. Organisations that give a large share of their aid to countries high up in the ranking are, in purely geographic terms, more likely to be contributing to poverty reduction. We will describe them as having a good focus on poor countries (FoPC). The FoPC scores will be banded together to generate scores for focus on poor countries on a range of 1 to 4.

Multilateral organisations whose principal focus is not development and which focus on humanitarian responses & conflict, climate change and disaster risk reduction allocate their resources against different objectives. In each of these cases we will qualitatively assess the MOs against their own objectives by looking at how well their allocation fits the incidence of the problem. This will provide the relevant measure of need overall. Where possible, effectiveness is will be addressed through consideration of how well allocation is driven by evidence of country and/or situation specific contexts. In all cases, a judgement will be made on the balance of evidence on need and effectiveness to determine the FoPC scores.

4. Contribution to results	4.1 Are its objectives sufficiently challenging? For example, is the MO striving for continuous improvement and striving to reach the very poorest groups? Is it benchmarking itself against similar organisations? Is it taking risks and innovating to deliver better results?
	4.2 Is there evidence that the management is doing all that it can to deliver results at country level (striving for results, holding staff to account for delivery, pro-actively intervening to turn around problem parts of the portfolio etc)?
	4.3 Can it demonstrate delivery against its objectives including at a country-level?
	4.4 Can it demonstrate a significant contribution to development (outputs or outcomes), humanitarian results or poverty reduction?
5. Strategic and performance management	5.1 Does it have a clear mandate? Is there a clear line of sight from the mandate to strategy and implementation plans?
	5.2 Is its governing body effective at holding management to account? Does it use results and evaluation evidence to challenge management and effectively steward performance and strategic decision-making?
	5.3 How effective is its leadership? Is it using results and evaluation evidence to drive improvements in performance and strategic decision-making?
	5.4 Do its HR policies encourage good performance? Does it award jobs

transparently and on the basis of merit and experience?

5.5 Are systems in place to effectively measure results? Does it have a comprehensive results framework that covers the whole of the organisation's activities and the whole of the results chain from inputs through to impact?

5.6 Does it have an effective evaluation function? Are evaluations acted upon?

6. Financial resource management	6.1 Does it use a clear and transparent system to allocate aid?

6.2 Do its financial systems allow and encourage the making of predictable i.e. long term commitments?

6.3 Are aid flows released according to agreed schedules?

6.4 Does it pro-actively manage poorly performing projects and programmes, curtailing them where necessary and recycling savings into better performing parts of the portfolio?

6.5 Does it have strong policies and processes for financial accountability (risk management, anti-corruption, quality of external audits, fiduciary risk)?

6.6 Do its financial systems give it the flexibility to use the right instruments in the right situations (e.g. in fragile states)? |
| 7. Cost and value consciousness | 7.1 Does it challenge and support development partners to think about economy, efficiency and cost effectiveness in key policy and programme choices?

7.2 Do its systems (including pressure from the governing bodies and shareholders) require senior management to take account of return and cost/effectiveness (is there evidence that shareholders actively challenge senior management on such issues or question choice)?

7.3 Is it aware of and does it strive for economy in the purchase of programme inputs (in other words, its approach to procurement is driven by cost control, it has targets for procurement savings, prices achieved are monitored and reported on)?

7.4 Does it strive for reductions in administrative costs and is not profligate (is there evidence of targets and cost control)? |
| 8. Partnership behaviour | 8.1 Does it work effectively in partnership with others (includes partner countries, other multilateral organisations, bilaterals, NGOs, civil society, |

research institutions, private sector etc)? The scoring should give greater weight to those partnerships which are most important to the MOs role and mandate.

8.2 Does it implement social safeguard policies, including incorporating beneficiary voice into its policies and programmes (e.g. through participatory approaches to programme design and implementation)? In particular do policies promote the participation of girls and women, and the most marginalised, including indigenous peoples and people with disabilities?

8.3 Does it have the flexibility to enable and reinforce the country-led approach (e.g. is it flexible in the policy choices it can support, does it use instruments clients want, does it apply low and appropriate conditionality etc)?

8.4 Does it provide aid and technical assistance in a way most likely to lead to sustained development results (e.g. Paris/Accra type approaches) and does it take a leadership role on this agenda.

8.5 Does it provide an effective leadership and co-ordination role in humanitarian settings (if applicable)?

| 9. Transparency and accountability | 9.1 Does it have a disclosure policy, and does that policy specify a presumption of disclosure – i.e. that information should be made publicly available unless there is a clear case for withholding it? Is the list of exceptions justifiable and based on the MO's commercial, security, data protection or other policies and regulations?

9.2 Does it encourage transparency and accountability in delivery partners and recipients, by putting its aid on budget?

9.3 Does it routinely publish project and policy documentation and are these easy to find? Does it publish timely, detailed data about projects it is funding or implementing?

9.4 Is the multilateral signed up to the International Aid Transparency Initiative (IATI) and is it actively participating? Has it published a plan to implement phase 1 IATI/the new common standard by 2015?

9.5 Are partner countries well represented (e.g. through seats, votes etc) in the governing mechanisms of the MO, such that they have an impact on decision making.

9.6 Do stakeholders (Government, civil society, other key groups) from partner countries have a mechanism through which they have the right to redress or complain about the MOs policies and programmes?
For humanitarian MOs: |

9.7 Is the MO certified by the Humanitarian Accountability Partnership? Has it undertaken any other humanitarian transparency or accountability project (e.g. peer review on accountability to disaster-affected populations)?

9.8 Does the MO have systems and tools to ensure adequate participation of disaster/conflict affected groups in needs assessments, monitoring and evaluation?

ANNEX 3: ENRICHED ASSESSMENT FRAMEWORK

MAR component	Criteria
1. Critical role in meeting development objectives	1.1 Does to MO play a critical role in global governance structures for sustainable development and/or addressing the MDGs or other international development or humanitarian goals?
	1.2 Does it develop norms and standards or global public goods that are critical for the achievement of the MDGs and poverty reduction, or for the delivery of other international development or humanitarian goals?
	1.3 Does it provide a convening function for international bodies and develop norms and standards which are perceived to be important by Member States, including developing countries as demonstrated by take-up (ratification/incorporation into national regulatory framework, guidelines, priorities or other country-led processes)?
	1.4 Does the MO play a critical role (in country and internationally) in supporting and/or challenging countries to implement norms and standards in the area of its mandate that are important for development?
	1.5 Does it generate evidence and formulate policy advice that is world-leading in terms of originality, significance and rigour, and is widely available and used by policy-makers, including in development agencies and/or developing countries?
	1.6 Is it a world leader in identifying, understanding, developing and brokering solutions to global, regional or cross-border threats in the area of its mandate? Does it understand the relationships between these threats?
	1.7 At the country level, is the organisation critical in creating an enabling environment for the delivery of the MDGs and poverty reduction or other international development and humanitarian goals?
	1.8 To the extent that the organisation has in-country activities that are not related to its normative work, are these critical in the delivery of the MDGs and poverty reduction, or in the delivery of other international development and humanitarian goals? Does it fill a critical gap in the international development and humanitarian architecture at regional and country level?
	1.9 [Where relevant] does the MO provide critically important

advice and assistance in humanitarian situations?

2. Attention to cross-cutting issues	2.1 Does the MO take full account of gender, climate and environmental dimensions in its normative work, evidence and policy products?
	2.2 Does the MO take account of gender and climate and environmental dimensions when deciding which areas to prioritise in normative/standard-setting work?
	2.3 Are its norms, standards, and delivery of pathways for their implementation relevant to fragile contexts and enhance resilience to crises and threats?
	2.4 Does the MO tailor its policy products and assistance to ensure relevance in situations of conflict or fragility?
	2.5 To the extent that the organisation has in-country activities that are not related to its normative work, does it pay adequate attention to gender, climate change and environmental sustainability considerations and the special circumstances of fragile contexts, as set out in the main MAR framework?
3. Focus on poor countries	3.1 Does the MO utilise a global approach where appropriate but have an operational focus on the needs of the most vulnerable countries and population groups? Is the global approach sensitive to the needs of poor countries through an attention to voice and capacity development in these countries?