

## PART II

# A Self Assessment Tool for Donor Agencies

*This section provides a self-assessment tool for donor agencies. This tool is designed to assist them in identifying their institution's strengths, weaknesses and gaps on incentives for promoting aid effectiveness. The assessment will help them to address any organisational and incentive-related changes that are required for better aid effectiveness, thus helping them to meet their commitments articulated in the Paris Declaration.*



## PART II

# Introduction

## Purpose

This tool is designed to assist donor agencies in self-assessing their institution's strengths, weaknesses and gaps on incentives for promoting aid effectiveness. The assessment will help them to address any organisational and incentive-related changes that are required for better aid effectiveness, thus helping them to meet their commitments articulated in the Paris Declaration.

## When and how to use

It is intended that the self-assessment process be regularly undertaken (*e.g.* annually or every two years) by a central team within the agency, responsible for monitoring and co-ordinating the aid effectiveness agenda. It is made up of three sections:

- **Section A:** A short staff survey should be administered to a stratified sample of donor agency staff, using for example staff ID numbers. Stratified samples use subsets of the sample population that share at least one common characteristic (*e.g.* management, operational staff, fiduciary staff, field staff, etc.), thus reducing sampling error. The central team would be responsible for determining a representative number and sample of respondents, sending them an email to explain the survey's purpose, process and confidentiality, sending up to three reminders, analysing the data collected (including preparing graphical representations and cross tabulations), and presenting it in a report for senior management. If the sample is large enough, agencies may choose to break down results along departmental or other lines.
- **Section B:** The central team would then be responsible for undertaking an organisational diagnostic, based in part on the results of the staff survey, as well as other evidence collected for this purpose. They may initially wish to consider the organisational diagnostic independently of the staff survey results in order to draw out any variations between the two sets of results. The organisational diagnostic is designed to allow some flexibility, so that each agency can determine the precise approach to adopt. For instance, larger agencies may choose to ask different departments to run a section of the organisational diagnostic for their own assessment prior to consolidation by the central team.
- **Section C:** The results of the staff survey and of the organisational diagnostic should be used for internal evaluation purposes. They can be presented in a report along with a summary of conclusions and proposed actions to address the weaknesses identified, for which a simple template is provided.

Note that the staff survey and the organisational diagnostic could be developed so that they are either self-standing or used together. We however recommend the latter approach, in which case the staff results would form part of the evidence for the organisational diagnostic.

## PART II

# Section A – Staff Survey

## Instructions

This survey is expected to take 10-15 minutes to complete. It is divided into seven sub-sections:

- Awareness;
- Leadership;
- Staffing;
- Policy and procedures;
- Budgeting and reporting;
- Critical success factors; and
- Profile.

Please indicate your answers in the space provided. If you are uncertain about a particular question, give your best approximation. All responses will be confidential.

Insert instructions specific to how survey is administered, *e.g.* Should you need to stop midway and exit the survey, please click the “Save as draft” button, then resume using the link provided. When you have completed the survey, please click Submit.

Please indicate if you: strongly disagree; disagree; agree; or strongly agree with the following statements. If you do not have any knowledge about what is stated, or if the question is irrelevant, please tick the box marked “don’t know/not applicable”.

### 1. Awareness

S1. I have an excellent awareness and understanding of all five principles in the Paris Declaration.

Strongly disagree  Disagree  Agree  Strongly agree  Don’t know/Not applicable

S2. I have experience of implementing the following Paris Declaration principles:

S2.1. Ownership – developing countries exercise greater leadership over development policies and plans.

Strongly disagree  Disagree  Agree  Strongly agree  Don’t know/Not applicable

S2.2. Alignment – donors base support on country priorities and systems.

Strongly disagree  Disagree  Agree  Strongly agree  Don’t know/Not applicable

S2.3. Harmonisation – donors co-ordinate their activities and minimise transaction costs.

Strongly disagree  Disagree  Agree  Strongly agree  Don’t know/Not applicable

S2.4. Managing for results – together partner countries and donors manage for results.

Strongly disagree  Disagree  Agree  Strongly agree  Don’t know/Not applicable

S2.5. Mutual accountability – donors and partner countries are accountable to each other in achieving real results from aid.

Strongly disagree  Disagree  Agree  Strongly agree  Don't know/Not applicable

### **Comments and suggestions**

Please include any comments or suggestions you might have in the box below.

## **2. Leadership**

S3. Strategies and language on the importance of aid effectiveness in achieving development outcomes are clearly incorporated into my organisation's top level policy documents, *e.g.* white papers, mission statements, government declarations, or the equivalent.

S4. The message coming from our leadership is that:

S4.1. It is more important to meet disbursement targets than to demonstrate aid effectiveness.

Strongly disagree  Disagree  Agree  Strongly agree  Don't know/Not applicable

S4.2. Taking risks is acceptable if it helps achieve development outcomes.

Strongly disagree  Disagree  Agree  Strongly agree  Don't know/Not applicable

S5. Our management regularly and consistently reinforces top level statements about aid effectiveness for development outcomes through its communication and behaviour.

Strongly disagree  Disagree  Agree  Strongly agree  Don't know/Not applicable

S6. Our organisation's priorities are clear, including where policy commitments are incompatible or sensitive trade-offs need to be made.

Strongly disagree  Disagree  Agree  Strongly agree  Don't know/Not applicable

S7. Our management encourages us to report on difficulties with implementing the Paris Declaration.

Strongly disagree  Disagree  Agree  Strongly agree  Don't know/Not applicable

S8. I have access to extensive information on practical experiences of aid effectiveness in my organisation.

Strongly disagree  Disagree  Agree  Strongly agree  Don't know/Not applicable

S9. My country office or department plan specifies clearly how we will implement aid according to our commitments under the Paris Declaration.

Strongly disagree  Disagree  Agree  Strongly agree  Don't know/Not applicable

S10. There is coherence in our approach in the field, even though we are represented by more than one government department or executing agency.

Strongly disagree  Disagree  Agree  Strongly agree  Don't know/Not applicable

S11. The aid effectiveness agenda has become a straightjacket with no recognition of the need to respond to realities on the ground.

Strongly disagree  Disagree  Agree  Strongly agree  Don't know/Not applicable

### **Comments and suggestions**

Please include any comments or suggestions you might have in the box below.

## **3. Staffing**

S12. With regard to the balance between technical and generalist staff:

S12.1. We have too many technical specialists and not enough people with a keen sense of institutions, facilitation, negotiation, consensus building and co-ordination.

Strongly disagree  Disagree  Agree  Strongly agree  Don't know/Not applicable

S12.2. We have too many generalists and not enough people with technical and country-specific knowledge, or language skills.

Strongly disagree  Disagree  Agree  Strongly agree  Don't know/Not applicable

S13. I am required or encouraged to take on jobs that will give me more exposure to aid effectiveness issues.

Strongly disagree  Disagree  Agree  Strongly agree  Don't know/Not applicable

S14. The management of staff rotation in country and regional offices (frequency, sequencing and time allocated for handover) promotes institutional knowledge and continuity in partnerships.

Strongly disagree  Disagree  Agree  Strongly agree  Don't know/Not applicable

S15. We recruit sufficient local staff with the qualifications and experience required to interact and maintain continuous dialogue with senior government and donor counterparts in a given sector.

Strongly disagree  Disagree  Agree  Strongly agree  Don't know/Not applicable

S16. I have been, or have the opportunity to go on secondments or staff exchanges with other donor agencies and partner governments.

Strongly disagree  Disagree  Agree  Strongly agree  Don't know/Not applicable

S17. Secondment experiences are valued in my organisation.

Strongly disagree  Disagree  Agree  Strongly agree  Don't know/Not applicable

S18. I have received training and/or peer learning, including mentoring, on the importance of aid effectiveness and the mechanisms for promoting it on the ground.

Strongly disagree  Disagree  Agree  Strongly agree  Don't know/Not applicable

S19. The training on aid effectiveness I have received is appropriate.

Strongly disagree  Disagree  Agree  Strongly agree  Don't know/Not applicable



S20. Attending a training course on aid effectiveness impacts upon my promotion prospects.

Strongly disagree  Disagree  Agree  Strongly agree  Don't know/Not applicable

S21. Achieving personal aid effectiveness targets is an important part of my staff appraisal and impacts upon promotion prospects.

Strongly disagree  Disagree  Agree  Strongly agree  Don't know/Not applicable

S22. I am encouraged to participate in peer review exercises and to solicit feedback from my colleagues within and outside the organisation, including partner governments and donor agencies.

Strongly disagree  Disagree  Agree  Strongly agree  Don't know/Not applicable

### **Comments and suggestions**

Please include any comments or suggestions you might have in the box below.

## **4. Policy and procedures**

S23. I feel I have enough direction and guidance to know why, when and how to engage in aid effectiveness efforts, or to know where to go for advice.

Strongly disagree  Disagree  Agree  Strongly agree  Don't know/Not applicable

S24. Processes for reviewing country strategy programmes encourage consultation with other donor agencies and joint activities where possible.

Strongly disagree  Disagree  Agree  Strongly agree  Don't know/Not applicable

S25. I am encouraged to use country procurement and financial management systems.

Strongly disagree  Disagree  Agree  Strongly agree  Don't know/Not applicable

S26. Technical specialists responsible for developing programmes and projects are typically located at the country or regional level.

Strongly disagree  Disagree  Agree  Strongly agree  Don't know/Not applicable

S27. Our "back office" – i.e. those responsible for overseeing implementation of legal, fiduciary and procurement frameworks, and for process management – is aware of and supports the aid effectiveness agenda.

Strongly disagree  Disagree  Agree  Strongly agree  Don't know/Not applicable

### **Comments and suggestions**

Please include any comments or suggestions you might have in the box below.

## 5. Budgeting and reporting

S28. My organisation has introduced relevant performance indicators to monitor progress and the results of development assistance.

Strongly disagree  Disagree  Agree  Strongly agree  Don't know/Not applicable

S29. These indicators are:

S29.1. Tailored to the particular country and sector context.

Strongly disagree  Disagree  Agree  Strongly agree  Don't know/Not applicable

S29.2. Developed and monitored in consultation with government partners and other donor agencies.

Strongly disagree  Disagree  Agree  Strongly agree  Don't know/Not applicable

S30. I regularly report to management on progress against the Paris Declaration principles.

Strongly disagree  Disagree  Agree  Strongly agree  Don't know/Not applicable

S31. The information collected through our monitoring and review mechanisms feeds back into the country strategy and operations development process.

Strongly disagree  Disagree  Agree  Strongly agree  Don't know/Not applicable

S32. My organisation is willing to disclose the information collected through our monitoring and review mechanisms.

Strongly disagree  Disagree  Agree  Strongly agree  Don't know/Not applicable

S33. With regard to the transaction costs of implementing aid effectiveness:

S33.1. I feel constrained by how much time and effort I can spend on aid effectiveness issues (e.g. due to a lack of budget, staff, other).

Strongly disagree  Disagree  Agree  Strongly agree  Don't know/Not applicable

S33.2. The additional effort required from individuals to engage in aid effectiveness, both in terms of time and commitment, is recognised and valued by management.

Strongly disagree  Disagree  Agree  Strongly agree  Don't know/Not applicable

S34. The Paris Declaration is helping me to achieve the development objectives of the programmes I supervise.

Strongly disagree  Disagree  Agree  Strongly agree  Don't know/Not applicable

### Comments and suggestions

Please include any comments or suggestions you might have in the box below.

## 6. Critical success factors

S35. On a scale of 1 (low) to 5 (high), please indicate, in your view, the level of importance of each of the following ten critical factors in the successful implementation of the Paris Declaration:

Importance	Low					High				
	1	2	3	4	5	1	2	3	4	5
1 Senior leadership commitment and support										
2 Consultation and communication										
3 Cascading objectives to departments and staff										
4 Staff skills and training										
5 Staff recognition and reward										
6 Aligning operational procedures										
7 Decentralisation and delegation of authority										
8 Access to data, monitoring and evaluation										
9 Staff time										
10 Financial resources										

### Comments and suggestions

Please include any comments or suggestions you might have in the box below.

## 7. Profile

It would greatly help the evaluation team if you would agree to complete the following demographic questions. All responses will be kept confidential, and no individuals will be identified.

### Position

[Agency to insert]

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### Level/grade

[Agency to insert]

---

### Location

Headquarters     Regional office     Country office

### Department

[Agency to insert]

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**No. of years worked in the organisation**

- Less than two (2) years       Two (2) to five (5) years  
 Five (5) to ten (10) years       More than ten (10) years

*Thank you for your support and co-operation in completing this survey.*

## PART II

# Section B – Organisational Diagnostic

## Instructions

This diagnostic tool is divided into four sub-sections, which mirror the sub-sections in the OECD-DAC “Good practice on incentives for aid effectiveness”. Before completing the diagnosis, please make sure you have studied this guidance, as well as the results of your organisation’s annual staff survey on incentives for aid effectiveness.

The tool is comprised of a series of indicators relating to incentives for aid effectiveness. For each indicator, please rate your organisation’s performance and give evidence for your response in the space provided. The rating system ranges from 1 to 5, where:

**1 = poor:** The organisation is neither aware of nor committed to the stated standard.

**2 = fair:** The organisation is aware of, but not committed to, the stated standard.

**3 = acceptable:** The organisation is beginning to commit to the stated standard and is exploring different approaches. Substantive work is still required.

**4 = good:** The organisation has committed itself and is starting to make the transition from previous systems. Further improvements are needed in the area being assessed.

**5 = excellent:** The organisation fully implements/achieves the stated behaviour in all areas.

Each indicator is given a weight from 1 (relatively low importance) to 3 (relatively high importance). Individual scores for each indicator correspond to the rating you provided, multiplied by the given weight.

The weighting system can be amended by the organisation using the tool.

Insert instructions specific to how diagnostic tool is administered. If administered electronically, the individual scores, scores by section and total score can be calculated automatically; otherwise the person completing the diagnosis should be instructed on how to calculate the scores – see final section on scoring.

## 1. Leadership

	Poor		Excellent			Weight	Score
	1	2	3	4	5		
01. Advocates and senior staff responsible for promoting aid effectiveness have been appointed to the highest levels.						1	

Evidence collected and comments

	Poor					Excellent					Weight	Score
	1	2	3	4	5	1	2	3	4	5		
02. A small aid effectiveness policy and co-ordination function has been created within the organisation, and positioned close to senior management so that it can influence key processes and send out strong messages.											1	

## Evidence collected and comments

	Poor					Excellent					Weight	Score
	1	2	3	4	5	1	2	3	4	5		
03. The organisation's priorities are clear, including where policy commitments are incompatible or sensitive trade-offs need to be made.											1	

## Evidence collected and comments

	Poor					Excellent					Weight	Score
	1	2	3	4	5	1	2	3	4	5		
04. Aid effectiveness strategies and language are clearly incorporated into top-level policy documents, <i>e.g.</i> white papers, mission statements, government declarations, or the equivalent.											3	

## Evidence collected and comments

	Poor					Excellent					Weight	Score
	1	2	3	4	5	1	2	3	4	5		
05. Organisational objectives and targets are in line with aid effectiveness strategies, and commitment to aid effectiveness is reflected in departmental and country plans.											3	

Evidence collected and comments

	Poor		Excellent			Weight	Score
	1	2	3	4	5		
06. The public at home is aware of the importance of aid effectiveness and of the organisation's approach.						2	

Evidence collected and comments

	Poor		Excellent			Weight	Score
	1	2	3	4	5		
07. Staff have access to a breadth of information on practical experiences of aid effectiveness, for instance in newsletters or internal website pages, through internal networks to share experiences and challenges, through seminar sessions or specific promotion weeks.						2	

Evidence collected and comments

	Poor		Excellent			Weight	Score
	1	2	3	4	5		
08. Where more than one government department or executing agency is represented in the field, there is coherence in approach.						2	

Evidence collected and comments



	Poor		Excellent			Weight	Score
	1	2	3	4	5		
09. Our procedures provide sufficient flexibility to recognise differences between countries and scope to adapt according to the realities on the ground.						2	

Evidence collected and comments

## 2. Staffing

	Poor		Excellent			Weight	Score
	1	2	3	4	5		
010. Recruitment policies pay attention to the right mix of skills and experience to engage in aid effectiveness efforts.						3	

Evidence collected and comments

Please make a note of the trend over the past few years: Have recruitment policies tended to promote generalist backgrounds and a keen sense of institutions, facilitation, negotiation, consensus building and co-ordination, or technical and country-specific knowledge, and language skills?

	Poor		Excellent			Weight	Score
	1	2	3	4	5		
011. Experience and skills related to aid effectiveness (relationship building, working with other donor agencies, etc.) are consistently a key criterion for postings in the field, particularly for the position of head of office/country director/field manager.						3	

Evidence collected and comments

	Poor		Excellent			Weight	Score
	1	2	3	4	5		
012. Technical specialists responsible for developing programmes and projects are located at the country or regional level.						3	

Evidence collected and comments

	Poor		Excellent			Weight	Score
	1	2	3	4	5		
013. Staff with proven aid effectiveness experience are strategically assigned to help transfer knowledge.						3	

Evidence collected and comments

	Poor		Excellent			Weight	Score
	1	2	3	4	5		
014. Staff for whom past positions did not offer possibilities to practice aid effectiveness are moved to more exposed positions.						1	

Evidence collected and comments

	Poor		Excellent			Weight	Score
	1	2	3	4	5		
015. The turnover of staff in country and regional offices (frequency, sequencing and time allocated for handover) is managed to promote institutional knowledge and continuity in partnerships.						3	

Evidence collected and comments

	Poor		Excellent			Weight	Score
	1	2	3	4	5		
016. We recruit enough local staff with the qualifications and experience required to interact and maintain continuous dialogue with senior government and donor counterparts in a given sector.						2	

## Evidence collected and comments

	Poor		Excellent			Weight	Score
	1	2	3	4	5		
017. We promote secondments and staff exchanges with other donor agencies and partner governments.						1	

## Evidence collected and comments

	Poor		Excellent			Weight	Score
	1	2	3	4	5		
018. We use corporate communication, training, seminars and publications to demonstrate the value for staff of having aid effectiveness experience as an important aspect of becoming a development manager, offering opportunities for learning and challenges to confront, and adding a new dimension to development work.						2	

## Evidence collected and comments

	Poor		Excellent			Weight	Score
	1	2	3	4	5		
019. Training and peer learning, including mentoring, are used effectively to ensure staff are made aware of the importance of aid effectiveness and kept up to date with the mechanisms for promoting it on the ground.						3	

Evidence collected and comments

	Poor		Excellent			Weight	Score
	1	2	3	4	5		
020. The personal objectives of staff reflect the organisation's commitment to aid effectiveness.						3	

Evidence collected and comments

	Poor		Excellent			Weight	Score
	1	2	3	4	5		
021. Achievements in aid effectiveness are formally rewarded and recognised through the individual performance assessment system.						3	

Evidence collected and comments

	Poor		Excellent			Weight	Score
	1	2	3	4	5		
022. The individual performance assessment system takes into account the difficulty of attributing specific results to an individual member of staff or team, where efforts have been made to work jointly with the partner government or other donor agencies.						2	

Evidence collected and comments

	Poor		Excellent			Weight	Score
	1	2	3	4	5		
023. Staff are encouraged to participate in peer review exercises and to solicit feedback from their colleagues within and outside the organisation, including partner governments and donor agencies.						2	

## Evidence collected and comments

	Poor		Excellent			Weight	Score
	1	2	3	4	5		
024. Achievements in aid effectiveness are informally rewarded and recognised, <i>e.g.</i> staff are invited to present at retreats and events, mentioned in speeches, or included in best practice guidelines or case studies.						1	

## Evidence collected and comments

### 3. Policy and procedures

	Poor		Excellent			Weight	Score
	1	2	3	4	5		
025. Direction and guidance is provided from headquarters to the staff about why, when and how to engage in aid effectiveness efforts.						2	

## Evidence collected and comments

	Poor		Excellent			Weight	Score
	1	2	3	4	5		
026. The organisation has devoted resources to providing good quality policy advice to be disseminated to staff in country, drawing on the experiences reported back from country level and from other donor agencies.						1	

Evidence collected and comments

	Poor		Excellent			Weight	Score
	1	2	3	4	5		
027. Existing policy documents and procedures have been adapted to incorporate the Paris Declaration principles, for instance building into guidelines for the formulation of country strategy programmes requirements to consult and co-ordinate with other donor agencies, and to agree to joint activities where possible, and redefining the mechanisms through which aid can be delivered and the degree of flexibility that exists.						3	

Evidence collected and comments

Please break down according to policy document, *e.g.* for processing country assistance strategies, budget support, project support, technical assistance, analytical advice.

	Poor		Excellent			Weight	Score
	1	2	3	4	5		
028. Adherence to the Paris Declaration principles, including by partner governments, is used systematically in the screening and approval procedures for operations.						3	

Evidence collected and comments

	Poor		Excellent			Weight	Score
	1	2	3	4	5		
029. Authority is delegated to the country level, with appropriate support from the centre.						2	

Evidence collected and comments

	Poor		Excellent			Weight	Score
	1	2	3	4	5		
030. The “back office”, <i>i.e.</i> those responsible for overseeing implementation of legal, fiduciary and procurement frameworks, and for process management, are aware of and support the aid effectiveness agenda.						2	

Evidence collected and comments

#### 4. Budgeting and reporting

	Poor		Excellent			Weight	Score
	1	2	3	4	5		
031. We regularly gather data on aid effectiveness to support policy making.						3	

Evidence collected and comments

	Poor		Excellent			Weight	Score
	1	2	3	4	5		
032. We have introduced relevant performance indicators, tailored to the country and sector context and developed / monitored in consultation with government partners and other donor agencies, to track progress and encourage an increased focus on the results of development assistance.						3	

Evidence collected and comments

	Poor		Excellent			Weight	Score
	1	2	3	4	5		
033. The information collected through our monitoring and review mechanisms feeds back into the country strategy and operations development process to ensure lesson learning and latest thinking on what works.						2	

Evidence collected and comments

	Poor		Excellent			Weight	Score
	1	2	3	4	5		
034. Management is willing to disclose the information collected and evaluation evidence with partners.						2	

Evidence collected and comments

	Poor		Excellent			Weight	Score
	1	2	3	4	5		
035. Our budget is aligned with the results the institution aims to achieve: for each budget allocation, units are asked to state their overarching mission, the strategic objectives they are pursuing to reach this mission, the business lines through which they expect to meet their objectives, the resource allocation decisions that support their business lines, the trade-offs and choices they have to make to stay in their budget envelope, the risks they perceive with their strategy, and the key performance indicators that will measure effectiveness and efficiency.						2	

Evidence collected and comments



	Poor			Excellent		Weight	Score
	1	2	3	4	5		
036. Management understands that the transactions costs of meeting the Paris Declaration commitments, particularly in terms of staff time, are high and has budgeted accordingly. The additional effort required from individuals to engage in aid effectiveness, both in terms of time and commitment, is recognised and valued by management.						3	

Evidence collected and comments

## 5. Scoring

Individual scores for each indicator are calculated by multiplying the rating provided by the respondent (1 to 5) with the given weight (1 to 3), e.g.:

No.	Indicator	Poor			Excellent		Weight	Score
		1	2	3	4	5		
					X		2	8

Scores for each section are calculated by adding the section's individual scores, then dividing by the sum of the section's weights:

**Leadership:** Please add the individual scores and divide by eighteen (18);

**Staffing:** Please add the individual scores and divide by thirty-two (32);

**Policies and procedures:** Please add the individual scores and divide by thirteen (13);  
and

**Budgeting and reporting:** Please add the individual scores and divide by seventeen (17).

The total score is calculated by adding all the individual scores and dividing by eighty (80).

**Please complete the scoring sheet overleaf.**

## 6. Scoring sheet

Indicator	Rating [a]	Weight [b]	Score [a] + [b]	Totals
<b>Leadership</b>				
01		1		
02		1		
03		2		
04		3		
05		3		
06		2		
07		2		
08		2		
09		2		
Subtotal	n.a.	18	= sum(01:09) [c]	= <b>c/18</b>
<b>Staffing</b>				
010		3		
011		3		
012		2		
013		1		
014		1		
015		3		
016		2		
017		1		
018		2		
019		3		
020		3		
021		3		
022		2		
023		2		
024		1		
Subtotal	n.a.	32	= sum(010:024) [d]	= <b>d/32</b>
<b>Policies and procedures</b>				
025		2		
026		1		
027		3		
028		3		
029		2		
030		2		
Subtotal	n.a.	13	= sum(025:030) [e]	= <b>e/13</b>
<b>Budgeting and reporting</b>				
031		3		
032		3		
033		2		
034		2		
035		2		
036		3		
Subtotal	n.a.	15	= sum(031:037) [f]	= <b>f/15</b>
<b>TOTAL</b>	<b>n.a.</b>	<b>78</b>	<b>= sum(01:037) [g]</b>	<b>= g/78</b>

## PART II

# Section C – Report

## Instructions

Assuming that the organisation has conducted both a staff survey and the institutional diagnostics, the report would include:

- a summary of the findings from the staff survey;
- a summary of the findings from the organisational diagnostic, with graphical representations (e.g. spider diagrams based on scores) and bar charts / tabulations, as well as comparisons with previous years;
- commentary by the team managing the self-assessment process, including conclusions based on the evidence gathered; and
- a proposed action plan (actions, priority, deadlines and responsibilities), identifying in particular measures to address the weaknesses identified.

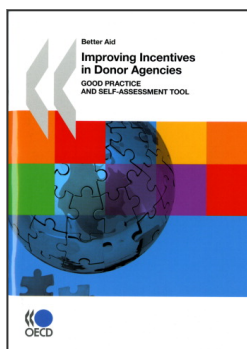
## Template

The report should follow the following structure:

1. Executive summary
2. Findings from the staff survey
3. Findings from the organisational diagnostic
  - 3.1. Leadership:
    - a) Key findings
    - b) Commentary
  - 3.2. Staffing:
    - a) Key findings
    - b) Commentary
  - 3.3. Policies and procedures:
    - a) Key findings
    - b) Commentary
  - 3.4. Budgeting and reporting:
    - a) Key findings
    - b) Commentary
4. Action plan

**References**

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