

EB/CB/06/7
Supplement 1

November 17, 2006

To: Members of the Executive Board

From: Bernd Esdar, Committee on the Budget Secretary

Subject: **The Report of the Second Task Force on Performance Indicators—
Technical Companion Paper**

Attached is a technical companion paper to the report of the second task force on performance indicators (EB/CB/7, 11/17/06), which will be taken up at the meeting of the Committee of the Budget on **a date to be announced**.

Questions may be referred to Mr. Cottarelli, PDR (ext. 35370) and Mr. Brumby, OBP (ext. 36683).

This document will shortly be posted on the extranet, a secure website for Executive Directors and member country authorities.

Att: (1)

Other Distribution:
Department Heads

INTERNATIONAL MONETARY FUND

**The Report of the Second Task Force on Performance Indicators:
Technical Companion Paper**

Prepared by the Second Task Force on Performance Indicators

Approved by Carlo Cottarelli

November 16, 2006

Contents	Page
Table 1: Output Indicators	2
A. Output: Oversight of the International Monetary System (IMS)	2
B. Output: Multilateral Surveillance	4
C. Output: Cross-country Statistical Information and Methodologies	6
D. Output: General Research	8
E. Output: General Outreach	10
F. Output: Bilateral Surveillance	13
G. Output: Regional Surveillance	15
H. Output: Standards and Codes and Financial Sector Assessments	17
I. Output: Generally Available Facilities	20
J. Output: Facilities Specific to Low-Income Countries	24
K. Output: Technical Assistance	27
L. Output: External Training	30
Table 2: Support & Governance Indicators	32
A. Support Output: Administrative Services	32
B. Support Output: Budgeting and Planning	34
C. Support Output: Corporate Financial Services	35
D. Support Output: Corporate Legal Services	37
E. Support Output: Human Resources Services	38
F. Support Output: Information Technology Services	40
G. Support Output: Internal Audit and Risk Management Services	41
H. Support Output: Internal Communication Services	42
I. Support Output: Investment Services	43
J. Support Output: Language Services	43
K. Support Output: Security and Continuity Services	44
L. Governance Output: Financial Services on Matters of Governance	45
M. Governance Output: Legal Advice on Matters of Governance	45
N. Governance Output: Management of the Fund	46
O. Governance Output: Secretariat Services to the Executive Board and Committees	47

TABLE 1: OUTPUT INDICATORS**A. Output: Oversight of the International Monetary System (IMS)**

Intermediate Outcomes of Interest	Associated Indicators
Smooth functioning of the international monetary system. As this output refers to activities aimed at facilitating the attainment of the goals for which the IMF was established, all economic developments included as intermediate outcomes for the other outputs could be regarded as outcomes of interest.	Given the nature of this output—and in particular the expected intermediate outcomes which refer to the whole range of activities performed by the Fund— all information/indicators relevant for the other outputs are relevant for this one, too.

Output components - Final	Indicators		
	Quantity	Quality	Timeliness
1. Policy and analytical papers prepared for and distributed to stakeholders (namely: Board of Governors, IMFC, G-7, G-8, G-10, G-11, G-20, G-24, FSF, APEC, Development Committee and ECOSOC)	Number of papers issued	Output quality in this area should be assessed through a combination of tools. While further work is needed to identify the appropriate methodology, these tools are likely to include in-depth studies of the role of the IMF in the global economy, surveys of the views of the recipients of the papers/presentations produced as part of this output, including of participants in meetings attended by staff and management.	Weeks of delay with respect to deadlines indicated in work program, if applicable
2. Presentations by management/staff on IMS in official fora (namely: IMFC, G-7, G-8, G-10, G-11, G-20, G-24, FSF, APEC, Development Committee and ECOSOC)	Number of presentations made		Not recommended
3. Non-country specific crisis resolution work	Number of papers issued		
4. Outreach related to this output	Number of outreach events		
5. Research produced as part of this output (e.g., Working Papers, PDPs, OPs, Staff Papers, publications in external journals)	Number of papers issued		

6. Operational support to Board of Governors and IMFC	<ul style="list-style-type: none"> • Number of IMFC/G-24 communiqués prepared • Number of Annual Meetings/ IMFC/IMFC Deputies, G-24, summaries, minutes and notes prepared 	Output quality in this area should be assessed through a combination of tools. In particular, this could include surveys of the views of the recipients of the communiqués and minutes prepared, with requests for substantive revisions being considered an indicator of (insufficient) quality.	<ul style="list-style-type: none"> • IMFC Plenary minutes prepared within one month of IMFC meeting • IMFC Deputies minutes prepared within six months of meeting
---	--	---	---

Output components - Intermediate	Indicators		
	Quantity	Quality	Timeliness
1. Policy development and evaluation on the oversight of the IMS (papers and guidelines)	Number of papers/guidelines prepared	Quality assessments in this area should be based on periodic ex-post reviews, including of the effectiveness of the internal review process, performed by staff and/or the IEO.	Weeks of delay with respect to deadlines indicated in work program
2. Comments prepared by non-originating departments on final and intermediate output components of this output	Number of papers reviewed		Not recommended

B. Output: Multilateral Surveillance

Intermediate Outcomes of Interest	Associated Indicators
<ol style="list-style-type: none"> 1. International macroeconomic and financial stability while maintaining high levels of employment and real income growth 2. International policy cooperation 3. Efficient intermediation of global financial flows 4. Identification of risks and systemic vulnerabilities 5. Well-informed members and public about global economic issues, spillovers and potential global vulnerabilities 	<p>The following information on intermediate outcomes relevant to this output is covered in the Fund's multilateral surveillance products (WEO/GFSR) but clearly cannot be directly attributed uniquely to the Fund's multilateral surveillance activities.</p> <ol style="list-style-type: none"> 1. Measures of global current account imbalances 2. Global growth, and inflation 3. Exchange rate volatility and/or misalignments 4. Measures of global financial system soundness 5. and stability 6. Orderly functioning of global capital markets <p>Reviews of the effectiveness of multilateral surveillance could best be used to assess effectiveness in this area.</p>

Output components - Final	Indicators		
	Quantity	Quality	Timeliness
1. Reports to membership (namely: WEO and GFSR)	Number of WEO and GFSR publications	<p>Assessments of the quality of these output components in the context of periodic reviews require a combination of tools rather than one or more individual indicators. Surveys of users of these outputs are likely to be the most reliable and comprehensive measure. The following indicators could also be used annually:</p> <ul style="list-style-type: none"> • Citations of WEO and GFSR in academic journals, research on financial sector issues in Financial Stability Reviews, and financial industry publications • Press coverage of WEO and GFSR (number of articles). • Number of WEO and GFSR copies sold <p>(continued below)</p>	Not recommended
2. Multilateral consultations	Number of multilateral consultation reports completed		
3. CMC/Sovereign Debt Managers Forum (SDMF) meetings	Number of meetings		
4. Outreach related to this output	Number of outreach events (namely: WEO and GFSR press conferences, seminars, and speeches)		

5. Research produced as part of this output (e.g., research in support of reports and presentations to the Board/management/staff plus maintenance and development of models and projections for multilateral surveillance (Multimode and GEM) plus working Papers; PDPs; OPs; Staff Papers, publications in external journals)	Number of papers published	<ul style="list-style-type: none"> • Number of hits on and downloads from the WEO and GFSR websites • Track record of forecasts (relative to consensus) 	
---	----------------------------	---	--

Output components - Intermediate	Indicators		
	Quantity	Quality	Timeliness
1. Policy development and evaluation on multilateral surveillance (papers and guidelines)	Number of papers/guidelines prepared	Quality assessments of these intermediate output components could be based on periodic reviews including of the effectiveness of the internal review process. These reviews could be conducted by staff and/or the IEO.	Not recommended
2. Statistical databases used in supporting the WEO and GFSR	Number of time series maintained		
3. Reports and presentations to the Board/management (including Vulnerability Exercise, WEMD, Consultative Group on Exchange Rates (CGER), Report on Financial System Trends, Board seminars, commodity price projections)	Number of reports and presentations		
4. Comments prepared by non-originating departments on final and intermediate output components under multilateral surveillance	Number of papers reviewed		

C. Output: Cross-country Statistical Information and Methodologies

Intermediate Outcomes of Interest	Associated Indicators
<p>Macroeconomic data that are comparable across countries and relevant for policy analysis and implementation, surveillance, private sector decisions, and research, at both national and international levels</p>	<p>Number of countries publishing macroeconomic datasets based on internationally accepted methodologies as assessed by the Statistics Department, namely:</p> <ul style="list-style-type: none"> • national accounts; • price; • monetary and financial; • balance of payments and international investment position; • government finance; • debt statistics; and • other data (e.g., reserves, financial soundness indicators, portfolio investment, etc.)

Output components - Final	Indicators		
	Quantity	Quality	Timeliness
<p>1. Statistical databases (IFS, GFS, BOP, DOT, CPIS, COFER, FSI, and WEO)</p>	<ul style="list-style-type: none"> • Number of time series published • Number of countries with country pages 	<p>Measurement of the quality of these output components requires a combination of measures rather than one or more individual indicators. Surveys of users of these outputs are likely to be the most reliable and comprehensive measure, but the following indicators could also be introduced as of FY2008:</p> <ul style="list-style-type: none"> • Number of countries for which metadata are disseminated (by dataset) • Number of subscribers to statistical publications, of which: <ul style="list-style-type: none"> ○ IFS ○ GFS ○ BOP ○ DOT 	<ul style="list-style-type: none"> • Number of days to respond to queries from data users • Compliance with pre-release date

		<ul style="list-style-type: none"> Revenues raised (in constant dollars) from dissemination of statistics 	
2. Statistical manuals and guides	Number of manuals and guides published	Not recommended. Extensive quality control is inherent in the production of the manuals/ guides.	Period to complete a manual/guide compared with original timetable.
3. Outreach specifically related to this output	Number of outreach events (namely: press conferences, seminars, and speeches)	See final output component 1.	Not recommended
4. Research produced as part of this output (e.g., Working Papers; PDPs; OPs; Staff Papers, publications in external journals)	Number of papers published		

Output components - Intermediate	Indicators		
	Quantity	Quality	Timeliness
1. Number of data series provided to other departments based on specific requests	Number of data series provided	Quality assessment should be based on periodic ex-post reviews including on the effectiveness of the internal review process. These reviews could be conducted by staff and/or the IEO.	Not recommended
2. Policy development and evaluation on cross-country statistical information and methodologies (excluding standard setting). (Papers and guidelines)	Number of papers/ guidelines prepared		
3. Comments prepared by non-originating departments on final and intermediate output components of this output	Number of papers/ guidelines prepared		

D. Output: General Research

Intermediate Outcomes of Interest	Associated Indicators
<ul style="list-style-type: none"> Better understanding of economic issues More informed policy consideration 	General research—not produced in the context of other Fund outputs—has an overarching nature which makes it difficult to identify outcomes indicators specific to this output.

Output components - Final	Indicators		
	Quantity	Quality	Timeliness
1. Research papers (namely: Working Papers; PDPs; OPs; Staff Papers, publications in external journals)	Number of papers published	<p>The measurement of the quality of this output can be done using a combination of the following tools. Periodic external reviews of research activities would provide an overview of the quality of research (as recommended in the report of External Evaluation of the IMF's Research Activities—the Mishkin committee). In addition, consideration could also be given to annual reviews by outside experts of (a) individual research projects approved by the Committee on Research Priorities; and (b) selected research products produced by the Fund (also recommended by the Mishkin committee). Finally, the following indicators could be used in the context of the budgetary process for FY2008:</p> <ul style="list-style-type: none"> Number of papers published in outside journals or books by IMF staff Number of citations in academic journals, books and magazines Number of downloads from the IMF website referencing IMF staff's research Feedback from conference participants on quality of research papers based on standardized forms 	Not recommended
2. Research conferences organized	Number of conferences		
3. Outreach specifically related to the Fund's research program	Number of outreach events		

Output components - Intermediate	Indicators		
	Quantity	Quality	Timeliness
1. Databases	Number of databases maintained	<p>Quality assessments in this area should be based on periodic internal reviews by staff and/or the IEO. Other indicators include:</p> <ul style="list-style-type: none"> • Number of downloads from databases 	Not recommended
2. Policy development and evaluation on general research (papers and guidelines)	Number of papers/ guidelines prepared		
3. Comments prepared by non-originating departments on final and intermediate output components of this output	Number of papers reviewed		

E. Output: General Outreach

Intermediate Outcomes of Interest	Associated Indicators
Country authorities, other international institutions, and the public are well informed about the activities of the IMF, and their feedback is reflected in Fund activities and policies, and this feedback is reflected in Fund activities and policies.	<p>Surveys of stakeholders' views seem to be the most appropriate tool in this area. Some relatively simple indicators already exist which could be used in combination with others, including:</p> <ul style="list-style-type: none"> • Number of references to IMF (or equivalent) in publications (five languages); and • Number of references to IMF's priorities, such as the MTS

Output components - Final	Indicators		
	Quantity	Quality	Timeliness
1. Dissemination events (press conferences and speeches)	Number of events	Surveys of stakeholders' views on the quality of these output components should be the main tool to assess output quality in this area. These could be conducted in the context of the periodic reviews of external communications prepared by EXR. Simple indicators on circulation and readership statistics, particularly for products sold, could be reported annually, although they are not a replacement for surveys.	Many products are client driven (briefings, speeches, seminars); timeliness not an issue.
2. Regular general publications (Finance & Development, IMF Survey, Annual Report)	Number of issues (number of chapters for the Annual Report)		<ul style="list-style-type: none"> • Assessment of publication and delivery on schedule • Promptness of posting material to external website • Context-driven material (fact sheets, issues briefs, videos) assessed in terms of production

3. Other general publications	Number of publications (number of chapters for books)		On-time delivery against deadlines determined by Board, issuing department, Fund procedures, or by authors
4. Interaction with external constituencies	<ul style="list-style-type: none"> • Number of meetings and seminars (with civil society organizations, legislators, other bodies, including think tanks and academia) and number of letters answered. • Number of visitors to IMF center who receive briefings 		Client and context driven; speed and appropriateness of response; relevance of material and events to current policy issues
5. Media: Press releases/PINs	Number of press releases/PINs		Promptness of publications of press releases following the triggering event and PINs following the relevant Board discussion
6. Media: Other interaction (op-eds, other articles, interviews)	Number of interactions		<ul style="list-style-type: none"> • Context driven: Promptness of offering articles to publications in context of overall communications strategy • Turnaround time in submitting letters to the editor in response to triggering events

Output components - Intermediate	Indicators		
	Quantity	Quality	Timeliness
1. Distribution and marketing of information products	<ul style="list-style-type: none"> • Number of titles managed • Number of depository libraries 	Number of returns	Average time to ship. (Additional timeliness indicators may be available following the implementation of the Project IV system during FY2008.)
2. Policy development and evaluation on general outreach (papers and guidelines)	Number of papers/guidelines prepared	Quality assessment will require different methodologies in the context of reviews of Fund policies and processes.	Not recommended
3. Comments prepared by non-originating departments on final and intermediate output components of this output	Number of papers reviewed		

F. Output: Bilateral Surveillance

Intermediate Outcomes of Interest	Associated Indicators
<ul style="list-style-type: none"> Well-informed members (and public, as appropriate) about state of member economies and policies Members run appropriate policies (complying with obligations arising from Article IV) 	<p>The methodologies to assess the effectiveness of bilateral surveillance in achieving the desired outcomes will be discussed in a paper that is under preparation for a Board seminar (see below under output quality indicators). Developments of interest relate to external stability, growth, inflation, measures of domestic imbalances in the balance sheet of the public and private sectors, and financial system soundness indicators. Measures of the extent of cooperation received by members, such as measures of prolonged deferral of Article IV consultations, could also be used in that context.</p>

Output components - Final	Indicators		
	Quantity	Quality	Timeliness
1. Article IV consultations	<ul style="list-style-type: none"> Number of Article IV consultations concluded: <ul style="list-style-type: none"> streamlined non-streamlined Number of chapters in SI papers Number of statistical appendices 	<p>A paper discussing methodologies to assess the quality of bilateral surveillance has been scheduled for Board discussion in early 2007. In general, various methodologies (case studies, surveys of stakeholders' views and indicators) will have to be used.</p> <p>In part, these could also focus on outcomes, as the latter can provide indirect evidence of the quality of the Fund's output. However, assessment of the intrinsic output quality, (soundness of the analysis, clarity of presentation, etc.), independent of outcomes will be critical in an area like surveillance where the Fund does not have direct ways to influence outcomes in an exclusive fashion.</p>	<ul style="list-style-type: none"> Time lag between end of mission and issuance of report to Board Time lag between issuance of report to Board and discussion by Board
2. Staff visits	Number of staff visits		
3. Outreach specifically related to this output	<ul style="list-style-type: none"> Number of concluding statements Number of press conferences/seminars/workshops Number of press statements 		
4. Research produced as part of this output - other than SI papers (namely: Books; Working Papers; PDPs; OPs; Staff Papers, publications in external journals)	Number of papers published		

Output components – Intermediate	Indicators		
	Quantity	Quality	Timeliness
1. Policy development and evaluation on bilateral surveillance (papers and guidelines)	Number of papers/ guidelines prepared	Quality assessment will require different methodologies in the context of reviews of Fund policies and processes.	Not recommended
2. Supporting processes	Number of pre-briefing meetings		
3. Comments prepared by non-originating departments on final and intermediate output components of this output	Number of papers reviewed		

G. Output: Regional Surveillance

Intermediate Outcomes of Interest	Associated Indicators
<ul style="list-style-type: none"> Regional macroeconomic and financial stability while maintaining high levels of employment and real income growth Identification of regional risks and vulnerabilities Well-informed members and public about regional economic issues, spillovers and potential regional vulnerabilities 	<p>The following information on intermediate outcomes relevant to this output is covered in the Fund's multilateral surveillance products (WEO/GFSR), as well as in the REOs, but clearly cannot be directly attributed uniquely to the Fund's multilateral and regional surveillance activities.</p> <ol style="list-style-type: none"> Measures of regional current account imbalances Regional growth, and inflation Exchange rate volatility and/or misalignments in the region Measures of regional financial system soundness Orderly functioning of regional capital markets <p>Reviews of the effectiveness of regional surveillance could best be used to assess effectiveness in this area.</p>

Output components - Final	Indicators		
	Quantity	Quality	Timeliness
1. Formal regional surveillance (namely: CEMAC, ECCU, EU and WAEMU)	Number of regional surveillance reports completed	Assessments of the quality of these output components in the context of periodic reviews require a combination of tools rather than one or more individual indicators. Surveys of users of these outputs are likely to be the most reliable and comprehensive measure.	<ul style="list-style-type: none"> Time lag between end of mission and issuance of report to Board Time lag between issuance of report to Board and discussion by Board
2. Ad hoc discussions with regional bodies	Number of meetings attended		
3. Regional papers discussed at the Board	Number of regional papers discussed		
4. Outreach specifically related to this output	<ul style="list-style-type: none"> Number of concluding statements Number of press conferences Number of press statements Number of Regional Economic Outlooks published 		

5. Research produced as part of this output (namely: books; Working Papers; PDPs; OPs; Staff Papers, publications in external journals)	Number of papers published		
---	----------------------------	--	--

Output components - Intermediate	Indicators		
	Quantity	Quality	Timeliness
1. Policy development and evaluation on regional surveillance (papers and guidelines)	Number of papers/guidelines prepared	Quality assessment will require different methodologies in the context of reviews of Fund policies and processes.	Not recommended
2. Supporting processes (namely: Pre-Brief Meetings; Briefing papers; BTO reports)	Number of pre-briefing meetings, briefing papers and BTO reports		
3. Comments prepared by non-originating departments on final and intermediate output components of this output	Number of papers reviewed		

H. Output: Standards and Codes and Financial Sector Assessments

Intermediate Outcomes of Interest	Associated Indicators
<ol style="list-style-type: none"> 1. Adherence to international standards endorsed by the IMF Executive Board 2. Financial sector stability 3. Financial sector deepening 4. Well-informed members and public about issues covered in this output 	<p>While there is overall commonality in this section, as the Executive Board has endorsed twelve standards and codes, there is variation across sectors in the extent to which assessment work relating to the sector goes beyond assessment of the specific code—in particular, the codes, and their associated ROSCs, are only one part (and indeed a variable part) of the work of the FSAPs, so indicators of the work on FSAPs have to go beyond the common indicators relating to codes and cover broader (and more difficult to measure) concepts. Moreover, SDDS differs from all other standards in that countries choose whether to subscribe to the SDDS and, if they so choose are then committed to meeting its requirements in full. These considerations suggest the following indicators.</p> <ol style="list-style-type: none"> 1. Independent ratings (including transparency international and rating agencies) 2. ROSC “score” (where available) 3. Number of SDDS subscribers 4. Number of GDDS participants 5. Indicators of financial sector deepening <p>With the exceptions of #2 and #5, requiring further elaboration, these indicators could become operational in FY2008. They would complement the periodic standards and codes and FSAP reviews.</p>

Output components - Final	Indicators		
	Quantity	Quality	Timeliness
1. FSAP assessments and updates	<ul style="list-style-type: none"> Number of assessments completed¹ Number of updates completed¹ 	<p>Output quality should be assessed through a combination of tools in the context of FSAPs and standards and codes reviews. These tools will look at the implementation of recommendations in ROSCs/FSAPs, etc., and the TA requests triggered by ROSCs/FSAPs, etc. Surveys of authorities' views on the quality of assessments could be regarded as particularly useful.</p>	<ul style="list-style-type: none"> Time lag between initial request and assessment mission Time lag between mission and completion of report Time lag between completion of report and issuance
2. Stand-alone Fiscal and Statistical ROSCs assessments and updates			Time lag between initial request and assessment mission
3. AML/CFT assessments and updates			
4. OFC assessments and updates			
5. Standard setting and revisions (including SDDS/GDDS)	Number of significant revisions to IMF standards and codes, and to supporting manuals		Not recommended

¹ “Completed” means that the relevant report has been issued to the Authorities.

6. Outreach specifically related to this output	Number of outreach events		
7. Research produced as part of this output (e.g., Working Papers; PDPs; OPs; Staff Papers, publications in external journals)	Number of research papers published on the subject of standards and codes and FSAPs		

Output components - Intermediate	Indicators		
	Quantity	Quality	Timeliness
1. Databases	Number of databases maintained	This could be covered largely by periodic ex post reviews or surveys, by the staff and/or the IEO.	Not recommended
2. Policy development and evaluation on standards and codes and financial sector assessments (papers and guidelines)	Number of papers/guidelines prepared		
3. Comments prepared by non-originating departments on final and intermediate output components of this output	Number of papers reviewed		

I. Output: Generally Available Facilities

Intermediate Outcomes of Interest	Associated Indicators
<ol style="list-style-type: none"> 1. Member countries overcoming their balance of payments problems, without resorting to measures destructive of national or international prosperity, while safeguarding Fund resources 2. Members implementing sound macroeconomic policies beyond duration of formal program arrangements 3. Other lenders are well informed about the performance of concerned members. 	<p>Effectiveness in the attainment of these outcomes will be assessed through various approaches, as done in the past as part of Conditionality Reviews and other reviews of Fund policies and programs, including those undertaken by the IEO and outside experts.</p> <p>In addition to case studies, econometric estimates, and opinion surveys, these reviews will typically also include indicators on the behavior of macroeconomic and financial variables, such as the current account balance, net international reserves, exchange rate, fiscal balance, inflation rate, GDP growth, interest rates, public and/or external debt, and financial sector soundness indicators, as well as other information on specific vulnerabilities, access to capital markets, bond spreads, and credit ratings. Progress in structural reforms—serving as lead indicators of future macroeconomic performance and risks—could also be assessed.</p> <p>Surveys of the views of other lenders about the information provided by the Fund will be relevant to assess whether the expected outcome of the country monitoring (see intermediate outcome 3) is effective.</p>

Output components - Final	Indicators		
	Quantity	Quality	Timeliness
1. Upper credit tranche facilities (SBA, SRF, EFF and CFF)	<ul style="list-style-type: none"> Number of programs, of which: <ul style="list-style-type: none"> ○ SBA ○ SRF ○ EFF ○ CFF Disbursements during a certain period (including potential disbursements under precautionary arrangements) Number of approved program requests Number of completed reviews 	<p>The assessment of the quality of these output components will be typically undertaken as part of the reviews of Fund policies and programs mentioned above, and through similar methodologies.</p> <p>As in this area the intrinsic output quality is difficult to assess separately from the desired outcome, analysis of the latter will provide an important contribution to this quality assessment. Care should be paid to attribution issues though, with opinion surveys and econometric techniques appearing useful for this purpose. In addition, some simple indicators could also be used as part of these studies, covering in particular: timeliness of the repayment of Fund resources; the consistency of program policies in similar circumstances and sufficient flexibility to reflect country circumstances; the consistency of program policies with the latest “state of knowledge” in economics; good program implementation (scheduled reviews completed, review delays, indicators of implementation of conditionality); and avoidance of LTPE when LTPE is inappropriate.</p> <p>Surveys of the views of other lenders could specifically be used for output component 4, in the context of policy reviews of these activities.</p>	Not recommended
2. Emergency assistance facilities (ENDA and EPCA)	<ul style="list-style-type: none"> Number of programs, of which: <ul style="list-style-type: none"> ○ ENDA ○ EPCA Disbursements during a certain period 		Weeks from the defining event to disbursement
3. Poverty and Social Impact Analysis (PSIA)	Number of policy issues addressed		Not recommended
4. Country monitoring in support of other lenders (Assessment letters, donor coordination, debt relief)	<p>Number of events, namely:</p> <ul style="list-style-type: none"> Number of assessment letters Number of donor meetings or conferences attended Number of missions to the Paris Club Number of Fund staff participation in other IFI's Board meetings 		Not recommended

5. Non-financial monitoring programs (PPM, SMP, other near program monitoring)	Number of countries, of which under: <ul style="list-style-type: none"> ○ PPM ○ SMP ○ Other near-program 		
6. Outreach specifically related to this output	Number of outreach events		
7. Research produced as part of this output (e.g., Working Papers; PDPs; OPs; Staff Papers, publications in external journals)	Number of research papers published		

Output components – Intermediate	Indicators		
	Quantity	Quality	Timeliness
1. Databases (e.g. MONA)	Number of databases maintained	Several assessment tools should be used in this area, as part of the reviews of Fund policies undertaken by staff and/or the IEO, including feedback from the Executive Board.	Not recommended
2. Ex-Post Evaluations & Assessments (EPA & EPE) of generally available facilities	Number of papers issued		Weeks of delay with respect to the relevant guidelines or agreed work program
3. Safeguard assessments of central banks	<ul style="list-style-type: none"> • Number of assessments • Number of central banks monitored 	Quality assessments in this area should be based on periodic ex-post reviews performed by staff and/or the IEO.	Not recommended

4. Supporting processes	<ul style="list-style-type: none"> • Number of briefing papers • Number of pre-brief meetings 	Several assessment tools should be used in this area, as part of the reviews of Fund policies undertaken by staff and/or the IEO, including feedback from the Executive Board.	Not recommended
5. Policy development and evaluation on generally available facilities (papers and guidelines)	Number of papers/guidelines prepared		
6. Comments prepared by non-originating departments on final and intermediate output components of this output	Number of papers reviewed		

J. Output: Facilities Specific to Low-Income Countries

Intermediate Outcomes of Interest	Associated Indicators
<p>1. Member countries overcome their balance of payments (including debt) problems, without resorting to measures destructive of national or international prosperity, while safeguarding Fund resources.</p> <p>2. Members implement sound macroeconomic policies beyond duration of formal program arrangements.</p> <p>3. Other lenders are well informed about the performance of relevant members.</p> <p>4. Durable growth leading to a reduction of poverty</p>	<p>Effectiveness in the attainment of these outcomes should be assessed through various approaches, as done in the past as part of Conditionality and PRGF Reviews and other reviews of Fund policies and programs, including those undertaken by the IEO and outside experts.</p> <p>In addition to case studies, econometric estimates, and opinion surveys, these reviews would typically also include indicators on the behavior of macroeconomic and financial variables, such as the current account balance, net international reserves, exchange rate, fiscal balance, inflation rate, GDP growth, interest rates, public and/or external debt, and financial sector soundness indicators, as well as other information on specific vulnerabilities, access to capital markets, bond spreads, and credit ratings. Progress in structural reforms—serving as lead indicators of future macroeconomic performance and risks—could also be assessed.</p> <p>Surveys of the views of other lenders about the information provided by the Fund, as well as information on support from other lenders, debt relief by other lenders, or restructuring agreements, would be relevant to assess whether the expected outcome of the country monitoring (see intermediate outcome 3) is effective.</p> <p>Number of countries meeting PRGF and HIPC eligibility criteria.</p> <p>Macroeconomically relevant MDG indicators.</p>

Output components - Final	Indicators		
	Quantity	Quality	Timeliness
1. Upper credit tranche facilities (PRGF and PRGF Exogenous Shocks Facility)	<ul style="list-style-type: none"> Number of programs, of which: <ul style="list-style-type: none"> PRGF PRGF Exogenous Shocks Facility Disbursements during a certain period 	<p>The assessment of the quality of these output components will be typically undertaken as part of the reviews of Fund policies and programs mentioned above, and through similar methodologies.</p> <p>As in this area the intrinsic output quality is difficult to assess separately from the desired outcome, analysis of the latter will provide an important contribution to this quality assessment. Care should be paid to attribution issues though, with opinion surveys and econometric techniques appearing useful for this purpose. In addition, some simple indicators could also be used as part of these studies, covering in particular: the consistency of program policies in similar circumstances and sufficient flexibility to reflect country circumstances; the consistency of program policies with the latest “state of knowledge” in economics; good program implementation (scheduled reviews completed, review delays, indicators of implementation of conditionality); avoidance of LTPE when LTPE is inappropriate; and timeliness of the repayment of Fund resources.</p>	Weeks from exogenous shock to disbursement
2. Policy Support Instruments	Number of programs		Not recommended
3. Debt relief specific to low-income countries (HIPC and MDRI)	<ul style="list-style-type: none"> Number of countries reaching: <ul style="list-style-type: none"> Decision point Completion point Number of preliminary HIPC documents Number of Board papers related to requests for interim and topping-up assistance 		
4. Support to PRSPs including JSAN	Number of PRSP documents supported		
5. Outreach specifically related to this output	Number of events		
6. Research produced as part of this output (e.g., Working Papers; PDPs; OPs; Staff Papers, publications in external journals)	Number of papers published		

Output components – Intermediate	Indicators		
	Quantity	Quality	Timeliness
1. Databases (e.g., MONA)	Number of databases maintained	Several assessment tools should be used in this area, as part of the reviews of Fund policies undertaken by staff and the IEO, including feedback from the Executive Board.	Not recommended
2. Ex-Post Evaluations facilities specific to low-income countries	Number of papers issued		Weeks of delay with respect to the relevant guidelines or agreed work program
3. Safeguard assessments of central banks	<ul style="list-style-type: none"> • Number of assessments • Number of central banks monitored 		Not recommended
4. Management of Trusts' financial assets related to this output	<ul style="list-style-type: none"> • Assets under management • Disbursements during a certain period 		Number of deadlines not met
5. Supporting processes	<ul style="list-style-type: none"> • Number of briefing papers • Number of pre-brief meetings 		Not recommended
6. Policy development and evaluation on facilities specific to low-income countries (papers and guidelines)	Number of papers/guidelines prepared		
7. Comments prepared by non-originating departments on final and intermediate output components of this output	Number of papers reviewed		

K. Output: Technical Assistance

Intermediate Outcomes of Interest	Associated Indicators
<p>All member countries have the capacity to formulate and implement sound macroeconomic and structural policies.</p>	<p>While the intermediate outcome is defined in terms of capacity, the associated indicators aim to measure the effective use of that capacity. Moreover, although the intermediate outcome is common to all output components, the indicators (which would require further elaboration) are output-specific.</p> <p>Fiscal TA: Well functioning tax system, modern tax and customs administration, a cost effective level and composition of public spending, and efficient public financial management. Measurable indicators include the composition of revenue, revenue productivity, expenditure efficiency measures (under development), and performance against internationally agreed PFM standards (limited coverage).</p> <p>Financial sector TA: Effective monetary and exchange rate policy, well-functioning private and public financial institutions, and an efficient financial sector. Measurable indicators include the extent of independence of central bank and financial sector regulator(s), financial soundness indicators, observance of financial sector standards and codes, and measures of financial sector deepening.</p> <p>Statistics TA: Good quality statistics. Measurable indicators are: number of SDDS subscribers and GDDS participants; other indicators as per Output: Cross-country Statistical Information and Methodologies.</p> <p>Legal TA: Strong and effective legal framework. Measurable indicators include the existence of and adherence to relevant standards.</p>

Output components – Final	Indicators		
	Quantity ²	Quality	Timeliness
1. Fiscal TA	<ul style="list-style-type: none"> Number of Tier 1 (i.e., multi-event, multi-topic) projects Number of Tier 2 (i.e., multi-event, single-topic) projects Number of Tier 3 (i.e., single-event, single-topic) projects 	Quality is to be judged by reference to project milestones specified in TAIMS. This will require some development. In particular, milestones are to be provided for TA events (i.e., the delivery of TA advice) and key policy and structural reforms (i.e., the implementation of TA advice).	Delays in programmed TA events, measured in weeks, to be implemented in FY2008
2. Financial sector TA			
3. Statistics TA			
4. Legal TA			
5. Outreach specifically related to this output	Number of events		
6. Research produced as part of this output (e.g., Working Papers; PDPs; OPs; Staff Papers, publications in external journals)	Number of papers published		

² TA output takes the form of advice on policy reform and institution building, but advice is an abstract concept that does not lend itself to measurement easily. The aim therefore is to proxy the amount of advice provided to a country by reference to the intensity of TA engagement with that country. The proposed indicator is a three-tier ranking of TA projects by the intensity of engagement, where engagement takes the form of one or more of the following events: missions, short- and long-term expert assignments, reports written, collaboration with other providers, seminars conferences workshops and other training delivered in support of a technical assistance program, backstopping, and evaluation.

Output components - Intermediate	Indicators		
	Quantity	Quality	Timeliness
1. TA support process	Number of TACSNs ³	To be subjected to periodic review of the TACSN process ³	Not recommended
2. Resource mobilization	<ul style="list-style-type: none">• Number of donor agreements• Dollars committed in a signed donor agreement (in constant dollars)	Raising external financing consistent with targets (to be monitored by OTM)	
3. Coordination	<ul style="list-style-type: none">• Number of meetings with other TA providers (excluding those related to specific projects)• Number of active coordination agreements• Number of RTAC Steering Committee meetings	Feedback from those whose actions are being sought to be coordinated with the Fund	
4. Policy development and evaluation on technical assistance (papers and guidelines)	Number of papers/guidelines prepared	Quality assessments in this area should be based on periodic ex-post reviews performed by staff and/or the IEO.	
5. Comments prepared by non-originating departments on final and intermediate output components of this output	Number of papers reviewed		

³ And/or Regional Strategy Notes (RSNs).

L. Output: External Training⁴

Intermediate Outcomes of Interest	Associated Indicators
All member countries have the human resource capabilities to formulate and implement sound macroeconomic and structural policies.	<p>Feedback from periodic independent surveys of sponsors—to be continued on a three-year cycle—that:</p> <ul style="list-style-type: none"> IMF training has improved the way participants formulate policy; and IMF training has helped participants do their jobs better.

Output components - Final	Indicators		
	Quantity	Quality	Timeliness
1. External training in macroeconomics	<ul style="list-style-type: none"> Participant training weeks Number of participants trained 	<ul style="list-style-type: none"> Evaluation statistics. In terms of ex-post reporting, this will be operationalized beginning in the FY2008 budget. Survey results from the three-year periodic independent surveys of sponsors 	Not recommended
2. External training in statistics			
3. External training in specialized areas			
4. Outreach specifically related to this output	Number of events		
5. Research produced as part of this output (e.g., Working Papers; PDPs; OPs; Staff Papers, publications in external journals)	Number of papers published		

⁴ All external training activities should be classified under this output unless they are clearly supportive of (or inextricably linked to) a specific TA project.

Output components - Intermediate	Indicators		
	Quantity	Quality	Timeliness
1. Resource mobilization	Number of donor agreements providing specifically for training	Raising external financing consistent with targets (to be monitored by OTM) in FY2008	Not recommended
2. Policy development and evaluation on external training (papers and guidelines)	Number of papers/guidelines prepared	Quality assessments in this area should be based on periodic ex-post reviews, including of the effectiveness of the internal review process, performed by staff and/or the IEO.	
3. Comments prepared by non-originating departments on final and intermediate output components of this output	Number of papers reviewed		

TABLE 2: SUPPORT & GOVERNANCE INDICATORS**A. Support Output: Administrative Services**

Output components - Intermediate	Indicators		
	Quantity	Quality	Timeliness
1. Facilities management	<ul style="list-style-type: none"> • Number of facilities help desk inquiries • Number of square feet managed – gross s.f. (HQ facilities) • Number of square feet renovated – gross s.f. (HQ facilities) • Number of personnel supported (assigned to workspaces) in Washington, DC, and abroad • Number of pieces of mail handled (interoffice, documents, incoming, outgoing mail/courier) • Number of Office “box” Moves (people) • Number of lease transactions (new, renewal, termination) completed • Number of facilities cleanings (restrooms, furniture, offices) per month 	<ul style="list-style-type: none"> • Customer satisfaction score (individual scores or a composite of facilities help desk, messenger services, office “box” moves, office cleaning) • Facilities help desk call abandonment rate • Number of inquiries for lost/delayed mail • Third-party cleaning inspection scores 	<ul style="list-style-type: none"> • Facilities help desk call wait times • On-time delivery percentages regarding: <ul style="list-style-type: none"> ○ Office moves completed within service target time ○ Lease renewals (expressed as a ratio of active leases)
2. Information services	<ul style="list-style-type: none"> • Number of library research responses • Number of library items lent • Number of items viewed in library electronic sources of information • Current size of JOLIS Catalog • Number of library maintenance activities (updates, renewals, etc.) • Number of items viewed in the Institutional Repository • Number of linear feet of IMF historical content processed in IMF Archives • Number of business units (divisions and front offices) with Records Management implemented 	<ul style="list-style-type: none"> • Customer satisfaction score for the Joint Library • Customer satisfaction score for records management 	<p>Elapsed time:</p> <ul style="list-style-type: none"> • Between receipt of physical items and accessibility for researchers (days) • To respond to a research request (hours)

3. General Services	<ul style="list-style-type: none"> • Average number of daily food services transactions (cafés/bistros/EDR) • Average monthly room occupancy (Concordia) • Number of events booked • Purchase order (PO) volume (dollars) • Number of PO lines • Number of travel transactions • Number of shipments 	<ul style="list-style-type: none"> • Food services quality assurance audit score • Customer satisfaction score (individual scores or a composite of food services, Concordia, audio-visual support, procurement, travel, and shipping) 	<ul style="list-style-type: none"> • On-time delivery percentage for catering vs. agreed deadlines • Processing time per PO equal to or less than \$100,000 (days) • For travel: Delay in completing itineraries and pricing compared to service level times (hours) • For shipping: Delay relative to service standard in contacting staff member (days)
---------------------	---	--	---

B. Support Output: Budgeting and Planning

Output components - Intermediate	Indicators		
	Quantity	Quality	Timeliness
1. Administrative budget management	<ul style="list-style-type: none"> • Number of Executive Board (EB) and Executive Board committee (EBC) meetings regarding the budget • Number of outturn reports to: <ul style="list-style-type: none"> ○ management ○ the Board • Number of corporate IT applications supported • Number of guidance notes issued to departments/placed on OBP website 	<p>Assessments of the quality of this output component require a combination of tools rather than one or more individual indicators. Responses from EB members and management are likely to be a reliable measure. In addition, the following indicators could also be used:</p> <ul style="list-style-type: none"> • Number of errata required to core documents • Number of departments not complying with final budget 	Delays relative to the budget calendar (days, specific pieces of work)
2. Capital budget management	<ul style="list-style-type: none"> • Number of IT capital projects • Number of facilities capital projects • Number of funding releases processed 	<p>Measurement of quality of this output component can be done using the following tools. The ability to garner savings in the administrative budget would provide an overview of the quality of IT capital projects management. In addition, consideration could also be given to the Fund's portfolio of building facilities capital projects in accordance with industry standards.</p>	On-time delivery percentage of funding releases completed within two weeks of request (by volume and value)

C. Support Output: Corporate Financial Services

Output components - Intermediate	Indicators		
	Quantity	Quality	Timeliness
1. Management of Fund income and financial assets	<ul style="list-style-type: none"> • Number of EB and EBC meetings related to this output component • Number of progress reports to the Board • Financial assets under management 	<p>Assessments of the quality of this output component require a combination of tools rather than one or more individual indicators. Responses from EB members and management are likely to be a reliable measure. In addition, the following indicators could also be used:</p> <ul style="list-style-type: none"> • Instances of inconsistency with Fund rules 	Delays relative to the income work program agreed with management (days, specific pieces of work)
2. Administrative payments	<p>Number of administrative voucher payments made by:</p> <ul style="list-style-type: none"> • Currency type • E-funds transfers <ul style="list-style-type: none"> ○ US\$ ○ Other • Staff (travel, payroll and benefits) • Non-staff (Accounts payable) 	<ul style="list-style-type: none"> • Error rates (defined as an oversight, mistake or misuse of facts, system adjustments) • Number of complaints • Number of corrections of transactions processed 	On-time delivery percentage vs. Fund guidelines
3. Financial reporting, internal control framework, and comptroller function	<ul style="list-style-type: none"> • Number of financial statements prepared • Number of financial reports provided to members (e.g., Secure Web) • Number of internal audits supported 	Number of material errors observed by OIA and external auditors	On-time delivery percentage vs. Fund's financial reporting framework, as per Rule J-5

	<ul style="list-style-type: none"> • Number of system enhancements/ upgrades implemented • Number of control reviews conducted 		
4. Administrative accounting policy advisory services (policy papers on ECBR, salary, benefits, pension, TA and external financing)	<ul style="list-style-type: none"> • Number of advisory consultations provided to departments • Number of policy papers reviewed 	Assessment of the quality of this output component can be done using the following tools. The correct interpretation of administrative accounting and financial payments policy, demonstrated by the clearance by LEG and the issuance of the Board paper.	On-time delivery percentage vs. deadlines agreed with management

D. Support Output: Corporate Legal Services

Output components - Intermediate	Indicators		
	Quantity	Quality	Timeliness
1. Grievance or tribunal case representation	Number of cases represented/handled, of which: <ul style="list-style-type: none"> ○ grievance ○ tribunal 	Assessments of the quality of legal advice are difficult and require a combination of tools rather than one or more individual indicators. Responses from EB members, management and staff can be an important element to measure quality.	Not recommended
2. Arbitration and other external dispute resolution	Number of formal adjudicatory proceedings representing the Fund		Delay from deadline agreed with requesting department (days)
3. Provision of corporate legal advice ⁵	Number of advisory consultations requested by departments		

⁵ (Including advice on privileges and immunities of the Fund, on the implementation of the Fund's property and procurement programs; on the establishment and operation of regional offices, resident representative posts and regional training institutes; draft and review employment policies and advise on their administration; counsel on intellectual property issues; and provide advice, review and negotiate transactions and instruments relative to the investments and administration of the Staff Retirement Plan.)

E. Support Output: Human Resources Services

Output components - Intermediate	Indicators		
	Quantity	Quality	Timeliness
1. Policy development of Fund HR & administrative policies	Number of Board papers produced	Assessments of the quality of this output component require a combination of tools rather than one or more individual indicators. Responses from EB members, management and staff are likely to be a reliable measure.	Delay relative to the work program (days, specific pieces of work)
2. HR administration	<ul style="list-style-type: none"> • Queries handled • Transactions handled 	<ul style="list-style-type: none"> • Percentage of calls resolved at first contact • Percentage of calls resolved at more than 48 hours • Percentage of transaction effected in error 	<ul style="list-style-type: none"> • Elapsed time to handle queries • Elapsed time taken from complete documentation until processing (days) • Percentage of transactions occurring within policy time period • On-time delivery percentage of transactions occurring vs. policy time period
3. HR contracts management	<ul style="list-style-type: none"> • Number of contracts equal to or greater than \$250,000 per year • Number of contracts less than \$250,000 	Quality assessments in this area should be based on staff surveys	Not recommended
4. Dispute resolution	Number of cases handled	<ul style="list-style-type: none"> • Proportion resolved within formal grievance • Proportion of grievance without progression to administrative tribunal 	Elapsed time for resolution (days)

5. Workforce planning and support	<ul style="list-style-type: none"> • Number of exits • Number of recruitments • Number of staffing movements 	These will be assessed through various methodologies such as the review paper on recruitment and retention.	Elapsed time to finalize RPAs (days)
6. Ethics oversight	<ul style="list-style-type: none"> • Number of ethics cases resolved • Number of financial compliance attestations handled 	Quality assessments in this area should be based on staff surveys and reports of the Ethics Office.	<ul style="list-style-type: none"> • Elapsed time for resolution (days) • On-time delivery percentage calculated against the timetable for completions
7. Organizational reviews	<ul style="list-style-type: none"> • Number of cases handled • Number of cases implemented 	Quality assessments in this area should be based on surveys of client departments, and review by management.	Not recommended
8. Economics-related training	Training weeks	Evaluation statistics	Not recommended
9. Other training	Training weeks	Evaluation statistics	Not recommended

F. Support Output: Information Technology Services

Output components – Intermediate	Indicators		
	Quantity	Quality	Timeliness
1. Application development	Total number of completed IPA stages for all capital projects	<ul style="list-style-type: none"> Percentage of defects identified within first 90 days after each major module is released Success rating of completed projects as per post-implementation review 	On-time delivery percentage of key milestones completed within “baseline” milestone dates
2. Application maintenance	Number of change/enhancement/production requests completed (for core applications)	Percentage of successful changes/enhancement/production requests (after implementation) as a percent of total requests completed (for core applications).	Elapsed time to complete requests (core applications) (days)
3. Client support services	Number of requests for user services (includes requests to help desk, computer and printer support, telephone and cell phone support and network administration)	Customer satisfaction index (composite of help desk quality, computer and printer support, telephone and cell phone support, netadmin support)	On-time delivery percentage of service level standards (an index that combines help desk, computer and printer support, telephone and cell phone support and network administration—as available)
4. Infrastructure services	Number of emails sent/received (includes spam)	<ul style="list-style-type: none"> Customer satisfaction with the performance and reliability of the e-mail system Percentage up-time for network services 	On-time delivery percentage of internal e-mail messages delivery vs. service level standard (5 minutes)
5. IT planning and management	<ul style="list-style-type: none"> Number of papers produced Number of cost-benefit analyses carried out 	<ul style="list-style-type: none"> Accuracy of realized cost reduction relative to cost reduction estimates as agreed with OBP at the outset of project. Percentage of project plans revised to accommodate reduced net benefits or higher costs. 	On-time delivery percentage of key milestones completed within “baseline” milestone dates (a percentage of total milestones of the IT Strategic Sourcing Initiative)

G. Support Output: Internal Audit and Risk Management

Output components - Intermediate	Indicators		
	Quantity	Quality	Timeliness
1. Assurance services	<ul style="list-style-type: none"> Number of papers Number of informal briefings to the Board on audit and control related matters 	Quality assessments in this area should be based on periodic ex-post reviews performed by staff. In addition, results from the external assessment by Institute of Internal Auditors (IIA) performed every 5 years could also be used, in particular highlighting the degree of compliance with IIA standards.	Delay relative to the program of work (days)
2. Advisory services to client departments	Number of advisory reviews		On-time delivery percentage vs. deadlines agreed with client
3. Risk management	Number of reports by the Advisory Committee on Risk Management issued to the Board		Delay relative to the program of work (days)

H. Support Output: Internal Communications

Output components - Intermediate	Indicators		
	Quantity	Quality	Timeliness
1. Internal communication	<ul style="list-style-type: none"> • Number of articles posted on Intranet News • Number of editions/articles of Staff News • Number of Fund-all messages • Number of town hall meetings held • Number of OMD site articles/updates posted • Number of memos/briefing notes prepared 	Assessment of the quality of internal communications can be done by tools such as an annual staff survey and the usage rate of the intranet website	Elapsed time for posting of one news story per day on the intranet
2. Media dissemination to staff	<ul style="list-style-type: none"> • Number of daily summaries • Number of intraday news reports and news summaries • Number of relevant stories circulated 	Number of complaints	Delay after 9:00 AM for issuance (minutes) for the main Morning Press issue

I. Support Output: Investment Services

Output components - Intermediate	Indicators		
	Quantity	Quality	Timeliness
1. Advisory services to the Investment Committee	Number of reports to IC	The extent that earnings exceed/ are below the relevant benchmarks (these accommodate risk and return)	Not recommended
2. Contract management services	<ul style="list-style-type: none"> • Number of investment managers • Number of custodian banks and other vendors • Quantum of assets under management 		

J. Support Output: Language Services

Output components - Intermediate	Quantity	Quality	Timeliness
1. Translation services (including of Fund publications)	<ul style="list-style-type: none"> • Number of words translated (excluding publications) • Number of words of foreign language publications • Number of met requests • Number of new terms added to the terminology database 	Customer satisfaction score	On-time delivery percentage vs. service agreements
2. Interpretation services	<ul style="list-style-type: none"> • Number of days • Number of met requests 		Not recommended

K. Support Output: Security and Continuity Services

Output components - Intermediate	Quantity	Quality	Timeliness
1. Security services	<ul style="list-style-type: none"> • Number of square ft. protected (HQ) • Number of Fund mission travelers (IS) • MOSS-compliant overseas offices by UN Phase (IS) • Number of staff, contractual, vendors protected (HQ) • Number of walkup visitors processed (HQ) • Staff travel days spent in countries with UN security designations 	<ul style="list-style-type: none"> • Customer satisfaction score (IS and HQ) • Number of property thefts (>\$100) per 1000 people (HQ) • Number of property thefts unsolved • Number of preventable incidents 	Elapsed time to respond to security incidents (minutes/days, as appropriate)
2. Business continuity	Number of business processes addressed in the business continuity program	<ul style="list-style-type: none"> • Percentage of business processes achieving the five stages of readiness • Business continuity readiness score 	Not recommended

L. Governance Output: Financial Services on Matters of Governance

Output components - Intermediate	Indicators		
	Quantity	Quality	Timeliness
1. External audit, including External Audit Committee (EAC)	<ul style="list-style-type: none"> Number of Board and EAC meetings on audit related matters Number of reports to the Board 	Auditor comments in management letter and through other means on satisfaction with access to information	Delay in meeting the J-6 rule caused by delay in completion of external audit.
2. Quota policy and implementation	Number of policy papers on quota policy and implementation (distributed to departments for review)	Assessments of the quality of this output component require a combination of tools rather than one or more individual indicators. Responses from EB members, management and staff are likely to be a reliable measure.	Not recommended

M. Governance Output: Legal Advice on Matters of Governance

Output components - Intermediate	Indicators		
	Quantity	Quality	Timeliness
1. Advisory services to the Executive Board and committees on specific items relating to governance (for example, the Articles of Agreement)	<ul style="list-style-type: none"> Number of items handled Number of advisory reviews 	Assessments of the quality of legal advice are difficult and require a combination of tools rather than one or more individual indicators. Responses from EB members, management and staff can be an important element to measure quality.	Delays with respect to work program (days)

N. Governance Output: Management of the Fund

Output components - Intermediate	Indicators		
	Quantity	Quality	Timeliness
1. Management of the Fund	<ul style="list-style-type: none"> • Number of Board meetings attended by: <ul style="list-style-type: none"> ○ MD ○ DMDs (by name) • Number of town hall meetings held • Number of papers cleared 	Not recommended	Not recommended

O. Governance Output: Secretariat Services to the Executive Board and Committees

Output components - Intermediate	Indicators		
	Quantity	Quality	Timeliness
1. Executive Board meeting operations	<p>Total number and length of items prepared:</p> <ul style="list-style-type: none"> (a) Background notes (b) Summaries of Grays (c) Selected Points (d) Board welcomes and farewells (e) Internal memos on meetings (f) Minutes (g) Summings up and concluding remarks (h) Chair's statements (i) Board decisions 	<p>Various assessment methods could be used to evaluate the quality of the proceeding of the EB and committees, and of related follow-up activities, such as formalized collections of client feedback (from EDs/staff, as appropriate) on accuracy, readability, usefulness, and ongoing demand for product.</p>	<p>Aggregated on-time delivery percentage in respect of the following delays:</p> <ul style="list-style-type: none"> (a) Issued two days before meeting (b) Due one hour before meeting (c) Within two-week window of Board meeting period covered (d) Submitted for management clearance 1-2 days before meeting (e) As required by management and the Secretary (f) Draft minutes objective: no later than one month from meeting date; Final minutes objective: no later than 60 days from meeting date (g) Objective: within 2-3 working days for most meetings (h) Objective: within two hours of end of meeting (i) 2-3 days between meeting and transmission to authorities.

<p>2. Executive Board ancillary information and support services</p>	<ul style="list-style-type: none"> • Number of EB information requests processed • Number of informal EB working groups/ task forces serviced • Number of elections conducted for the Board of Governors • Number of claims processed regarding the Executive Board Members' Relocation and Benefit services (settlement and repatriation, missions, EB benefits/repatriation claims, visas requests) • Number of Head of State or official visits requiring protocol coordination • Number of documents directly processed for the Executive Board and its committees 	<p>Assessments of the quality of this output component require a combination of tools rather than one or more individual indicators. Responses from OED staff are likely to be a reliable measure.</p>	<ul style="list-style-type: none"> • Time elapsed between circulation of report and commencement of voting or election • Time needed to process claims regarding the Executive Board Members' Relocation and Benefit services • Delay relative to circulation guidelines approved by the Board (documents/number of days) • Delay in documents published or made available to the organizations relative to the Board's transparency and transmittal policies (documents/number of days)
--	--	--	--