PIIP Codebook

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Introduction

The Performance of International Institutions Project (PIIP) is the most comprehensive dataset on the performance of international institutions. It includes performance ratings of 54 major institutions between 2008 and 2018 issued by the governments of Australia, Denmark, the Netherlands, Sweden, and the United Kingdom and by the Multilateral Organization Performance Assessment Network (MOPAN), a network of major donor states. A wealth of additional information on these institutions, including on their policy autonomy, governance functions, and operational partnerships, is also provided.

The dataset, which is available in CSV format, was introduced in my book *Making International Institutions Work*. Please use the following citation:

Lall, Ranjit. 2023. *Making International Institutions Work: The Politics of Performance*. Cambridge: Cambridge University Press.

This codebook provides a detailed description of all variables in the PIIP. The first section focuses on the unit and temporal identifier variables; the second section on indicators of institutional performance; and the third section on explanatory variables discussed in *Making International Institutions Work*. I intend to update the second section as more donor performance evaluations are published.

I am grateful to Jaewoo Shin, Saloni Srivastava, Celine Tseng, and David Vilalta for valuable assistance in constructing the dataset.

For any questions or comments about the PIIP – or this codebook – please contact me at ranjit.lall@sjc.ox.ac.uk.

Identifier Variables

Name	Description	Scale	Notes
IN	Name of international institution (in acronym form)	Character: 54 unique values	Full names: AF = Adaptation Fund; AfDB = African Development Bank; AsDB = Asian Development Bank; CDB = Caribbean Development Bank; CERF = Central Emergency Response Fund; CGIAR = CGIAR; CIFS = Climate Investment Funds; COMSEC = Commonwealth Secretariat; EBRD = European Bank for Reconstruction and Development; EDF = European Development Fund; EFW = Expanded Delivering as One Funding Window for the Achievement of the Millennium Development Goals; FAO = Food and Agriculture Organization; GPE = Global Partnership for Education; Gavi = Gavi, the Vaccine Alliance; GCDT = Global Crop Diversity Trust; GEF = Global Environment Facility; GFATM = Global Fund to Fight AIDS, Tuberculosis and Malaria; GFDRR = Global Facility for Disaster Reduction and Recovery; IADB = Inter-American Development Bank; ICRC = International Committee of the Red Cross; IFAD = International Fund for Agricultural Development; IFC = International Finance Corporation; IFRC = International Federation of the Red Cross; ILO = International Labour Organization; IMF = International Monetary Fund; IOM = International Organization for Migration; ITC = International Trade Centre; LDCF = Least Developed Countries Fund;

			MLF = Multilateral Fund for the Implementation of the Montreal Protocol; OCHA = United Nations Office for the Coordination of Humanitarian Affairs; OHCHR = Office of the United Nations High Commissioner for Human Rights; PBF = United Nations Peacebuilding Fund; PIDG = Private Infrastructure Development Group; UN-HABITAT = United Nations Human Settlements Programme; UNAIDS = Joint United Nations Programme on HIV/AIDS; UNCDF = United Nations Capital Development Fund; UNCTAD = United Nations Conference on Trade and Development; UNDP = United Nations Development Programme; UNEP = United Nations Environment Programme; UNESCO = United Nations Educational, Scientific, and Cultural Organization; UNMAS = United Nations Mine Action Service; UNFPA = United Nations Population Fund; UNHCR = Office of the United Nations High Commissioner for Refugees; UNICEF = United Nations Children's Emergency Fund; UNIDO = United Nations Industrial Development Organization; UNDRR = United Nations Office for Disaster Risk Reduction; UNITAID = UNITAID; UNODC = United Nations Office on Drugs and Crime; UNRWA = United Nations Relief and Works Agency for Palestine Refugees in the Near East; UNW = United Nations Entity for Gender Equality and the Empowerment of Women (UN Women); WB = World Bank; WFP = World Food Programme; WHO = World Health Organization; WTO = World Trade Organization
year	Year	Integer: 2008-2018	Not all variables span the full 2008-2018 period

Performance Indicators

Name	Description	Scale	Source	Notes
aus_results	Delivering results - Australian performance indicator	Ordinal: 1 = "Weak"; 2 = "Satisfactory"; 3 = "Strong"; 4 = "Very Strong"	"Australian Multilateral Assessment", Australian AID (2012). Available at: https://www.dfat.gov.au/about-us/publications/Pages/australian-multilateral-assessment-ama-full-report	Year coverage: 2012 only
aus_multi	Contribution to multilateral system - Australian performance indicator	Ordinal: 1 = "Weak"; 2 = "Satisfactory"; 3 = "Strong"; 4 = "Very Strong"	"Australian Multilateral Assessment", Australian AID (2012). Available at: https://www.dfat.gov.au/about-us/publications/Pages/australian-multilateral-assessment-ama-full-report	Year coverage: 2012 only
aus_strategic	Strategic management and performance - Australian performance indicator	Ordinal: 1 = "Weak"; 2 = "Satisfactory"; 3 = "Strong"; 4 = "Very Strong"	"Australian Multilateral Assessment", Australian AID (2012). Available at: https://www.dfat.gov.au/about-us/publications/Pages/australian-multilateral-assessment-ama-full-report	Year coverage: 2012 only
aus_cost	Cost and value consciousness - Australian performance indicator	Ordinal: 1 = "Weak"; 2 = "Satisfactory"; 3 = "Strong"; 4 = "Very Strong"	"Australian Multilateral Assessment", Australian AID (2012). Available at: https://www.dfat.gov.au/about-us/publications/Pages/australian-multilateral-assessment-ama-full-report	Year coverage: 2012 only
den_eff	Organizational effectiveness - Danish performance indicator	2012 values: Ordinal: 1-4, where 1 is the lowest rating and 4 is the highest; 2013 values: Continuous 0-6, where 0 is the	"Denmark's engagement in multilateral development and humanitarian organizations 2012", Ministry of Foreign Affairs of Denmark, available at: https://www.ft.dk/samling/20111/almdel/uru/bilag/245/1153552.pdf; "Danish Multilateral Development Cooperation Analysis", Denmark Ministry of Foreign	2012 values are from an internal government document shared with the author, which converts them from a continuous to an ordinal scale

Name	Description	Scale	Source	Notes
		lowest rating and 6 is the highest	Affairs of Denmark (2013), available at: https://um.dk/~/media/um/danish-site/documents/danida/danish%20multilateral%20development%20cooperation%20analysis%20(3).pdf?la=en	
den_innov	Innovation and agenda setting - Danish performance indicator	Ordinal: 1 = "Not Satisfactory"; 2 = "Fairly Satisfactory"; 3 = "Very Satisfactory"	"Denmark's engagement in multilateral development and humanitarian organizations 2012", Ministry of Foreign Affairs of Denmark, available at: https://www.ft.dk/samling/20111/almdel/uru/bilag/245/1153552.pdf	2012 values are from an internal government document shared with the author, which converts them from a continuous to an ordinal scale
den_risk	Risk management and anticorruption - Danish performance indicator	Ordinal: 1 = "Not Satisfactory"; 2 = "Fairly Satisfactory"; 3 = "Very Satisfactory"	"Denmark's engagement in multilateral development and humanitarian organizations 2012", Ministry of Foreign Affairs of Denmark, available at: https://www.ft.dk/samling/20111/almdel/uru/bilag/245/1153552.pdf	2012 values are from an internal government document shared with the author, which converts them from a continuous to an ordinal scale
den_comp	Compliance with international obligations - Danish performance indicator	Ordinal: 1 = "Not Satisfactory"; 2 = "Fairly Satisfactory"; 3 = "Very Satisfactory"	"Denmark's engagement in multilateral development and humanitarian organizations 2012", Ministry of Foreign Affairs of Denmark, available at: https://www.ft.dk/samling/20111/almdel/uru/bilag/245/1153552.pdf	2012 values are from an internal government document shared with the author, which converts them from a continuous to an ordinal scale
den_reform	Participation in international reform efforts - Danish	Ordinal: 1 = "Not Satisfactory"; 2 = "Fairly Satisfactory"; 3 = "Very Satisfactory"	"Denmark's engagement in multilateral development and humanitarian organizations 2012", Ministry of Foreign Affairs of Denmark, available at:	2012 values are from an internal government document shared with the author, which converts

Name	Description	Scale	Source	Notes
	performance indicator		https://www.ft.dk/samling/20111/almdel/uru/bilag/245/1153552.pdf	them from a continuous to an ordinal scale
den_fin	Financing and funding - Danish performance indicator	Continuous: 0-6, where 0 is the lowest rating and 6 is the highest	"Danish Multilateral Development Cooperation Analysis", Denmark Ministry of Foreign Affairs of Denmark (2013), available at: https://um.dk/~/media/um/danish-site/documents/danida/danish%20multilateral%20development%20cooperation%20analysis%20(3).pdf?la=en	
den_cont	Contribution to the multilateral system - Danish performance indicator	Continuous: 0-6, where 0 is the lowest rating and 6 is the highest	"Danish Multilateral Development Cooperation Analysis", Denmark Ministry of Foreign Affairs of Denmark (2013), available at: https://um.dk/~/media/um/danish-site/documents/danida/danish%20multilateral%20development%20cooperation%20analysis%20(3).pdf?la=en	
mop_off	Organizational and financial framework - MOPAN performance indicator	0-6, where 0 is the lowest rating and 6 is the highest; 0-1 = "Highly unsatisfactory"; 1.01-2 = "Unsatisfactory"; 2.01-3 = "Satisfactory"; 3.01-4 = "Highly satisfactory"	Assessment packages --- various, Multilateral Organisation Performance Network (MOPAN), available at: http://www.mopanonline.org/assessments/	MOPAN 3.0 methodology
mop_scci	Structures for cross-cutting issues - MOPAN	0-6, where 0 is the lowest rating and 6 is the highest; 0-1 = "Highly	Assessment packages --- various, Multilateral Organisation Performance Network (MOPAN), available at:	MOPAN 3.0 methodology

Name	Description	Scale	Source	Notes
	performance indicator	unsatisfactory"; 1.01-2 = "Unsatisfactory"; 2.01-3 = "Satisfactory"; 3.01-4 = "Highly satisfactory"	http://www.mopanonline.org/assessments/	
mop_ra	Relevance and agility - MOPAN performance indicator	0-6, where 0 is the lowest rating and 6 is the highest; 0-1 = "Highly unsatisfactory"; 1.01-2 = "Unsatisfactory"; 2.01-3 = "Satisfactory"; 3.01-4 = "Highly satisfactory"	Assessment packages --- various, Multilateral Organisation Performance Network (MOPAN), available at: http://www.mopanonline.org/assessments/	MOPAN 3.0 methodology
mop_cets	Cost-effective and transparent systems - MOPAN performance indicator	0-6, where 0 is the lowest rating and 6 is the highest; 0-1 = "Highly unsatisfactory"; 1.01-2 = "Unsatisfactory"; 2.01-3 = "Satisfactory"; 3.01-4 = "Highly satisfactory"	Assessment packages --- various, Multilateral Organisation Performance Network (MOPAN), available at: http://www.mopanonline.org/assessments/	MOPAN 3.0 methodology
mop_rap	Relevance and agility in partnership - MOPAN	0-6, where 0 is the lowest rating and 6 is the highest; 0-1 = "Highly unsatisfactory";	Assessment packages --- various, Multilateral Organisation Performance Network (MOPAN), available at: http://www.mopanonline.org/assessments/	MOPAN 3.0 methodology

Name	Description	Scale	Source	Notes
	performance indicator	1.01-2 = "Unsatisfactory"; 2.01-3 = "Satisfactory"; 3.01-4 = "Highly satisfactory"		
mop_pr	Partnership and resources - MOPAN performance indicator	0-6, where 0 is the lowest rating and 6 is the highest; 0-1 = "Highly unsatisfactory"; 1.01-2 = "Unsatisfactory"; 2.01-3 = "Satisfactory"; 3.01-4 = "Highly satisfactory"	Assessment packages --- various, Multilateral Organisation Performance Network (MOPAN), available at: http://www.mopanonline.org/assessments/	MOPAN 3.0 methodology
mop_rf	Results focus - MOPAN performance indicator	0-6, where 0 is the lowest rating and 6 is the highest; 0-1 = "Highly unsatisfactory"; 1.01-2 = "Unsatisfactory"; 2.01-3 = "Satisfactory"; 3.01-4 = "Highly satisfactory"	Assessment packages --- various, Multilateral Organisation Performance Network (MOPAN), available at: http://www.mopanonline.org/assessments/	MOPAN 3.0 methodology
mop_ebp	Evidence-based planning - MOPAN performance indicator	0-6, where 0 is the lowest rating and 6 is the highest; 0-1 = "Highly unsatisfactory"; 1.01-2 =	Assessment packages --- various, Multilateral Organisation Performance Network (MOPAN), available at: http://www.mopanonline.org/assessments/	MOPAN 3.0 methodology

Name	Description	Scale	Source	Notes
		"Unsatisfactory"; 2.01-3 = "Satisfactory"; 3.01-4 = "Highly satisfactory"		
mop_ar	Achievement of results - MOPAN performance indicator	0-6, where 0 is the lowest rating and 6 is the highest; 0-1 = "Highly unsatisfactory"; 1.01-2 = "Unsatisfactory"; 2.01-3 = "Satisfactory"; 3.01-4 = "Highly satisfactory"	Assessment packages --- various, Multilateral Organisation Performance Network (MOPAN), available at: http://www.mopanonline.org/assessments/	MOPAN 3.0 methodology
mop_rp	Relevance to partners - MOPAN performance indicator	0-6, where 0 is the lowest rating and 6 is the highest; 0-1 = "Highly unsatisfactory"; 1.01-2 = "Unsatisfactory"; 2.01-3 = "Satisfactory"; 3.01-4 = "Highly satisfactory"	Assessment packages --- various, Multilateral Organisation Performance Network (MOPAN), available at: http://www.mopanonline.org/assessments/	MOPAN 3.0 methodology
mop_rde	Results delivered efficiently - MOPAN performance indicator	0-6, where 0 is the lowest rating and 6 is the highest; 0-1 = "Highly unsatisfactory"; 1.01-2 = "Unsatisfactory";	Assessment packages --- various, Multilateral Organisation Performance Network (MOPAN), available at: http://www.mopanonline.org/assessments/	MOPAN 3.0 methodology

Name	Description	Scale	Source	Notes
		2.01-3 = "Satisfactory"; 3.01-4 = "Highly satisfactory"		
mop_sr	Sustainability of results - MOPAN performance indicator	0-6, where 0 is the lowest rating and 6 is the highest; 0-1 = "Highly unsatisfactory"; 1.01-2 = "Unsatisfactory"; 2.01-3 = "Satisfactory"; 3.01-4 = "Highly satisfactory"	Assessment packages --- various, Multilateral Organisation Performance Network (MOPAN), available at: http://www.mopanonline.org/assessments/	MOPAN 3.0 methodology
mop_PDR	Providing direction for results - MOPAN performance indicator	Continuous: 1-6, where 1 is the lowest score and 6 is the highest; 1-3.49 = "Inadequate or below"; 3.50-4.49 = "Adequate"; 4.50-6.00 = "Strong or above"	Assessment packages --- various, Multilateral Organisation Performance Network (MOPAN), available at: http://www.mopanonline.org/assessments/	MOPAN Common Approach: Average of separate survey and document review scores
mop_CTFR	Corporate focus on results - MOPAN performance indicator	Continuous: 1-6, where 1 is the lowest score and 6 is the highest; 1-3.49 = "Inadequate or below"; 3.50-4.49 = "Adequate"; 4.50-6.00 = "Strong or above"	Assessment packages --- various, Multilateral Organisation Performance Network (MOPAN), available at: http://www.mopanonline.org/assessments/	MOPAN Common Approach: Average of separate survey and document review scores

Name	Description	Scale	Source	Notes
mop_FTP	Focus on thematic priorities - MOPAN performance indicator	Continuous: 1-6, where 1 is the lowest score and 6 is the highest; 1-3.49 = "Inadequate or below"; 3.50-4.49 = "Adequate"; 4.50-6.00 = "Strong or above"	Assessment packages --- various, Multilateral Organisation Performance Network (MOPAN), available at: http://www.mopanonline.org/assessments/	MOPAN Common Approach: Average of separate survey and document review scores
mop_CPFR	Country focus on results - MOPAN performance indicator	Continuous: 1-6, where 1 is the lowest score and 6 is the highest; 1-3.49 = "Inadequate or below"; 3.50-4.49 = "Adequate"; 4.50-6.00 = "Strong or above"	Assessment packages --- various, Multilateral Organisation Performance Network (MOPAN), available at: http://www.mopanonline.org/assessments/	MOPAN Common Approach: Average of separate survey and document review scores
mop_CSM	Corporate strategy and mandate - MOPAN performance indicator	Continuous: 1-6, where 1 is the lowest score and 6 is the highest; 1-3.49 = "Inadequate or below"; 3.50-4.49 = "Adequate"; 4.50-6.00 = "Strong or above"	Assessment packages --- various, Multilateral Organisation Performance Network (MOPAN), available at: http://www.mopanonline.org/assessments/	MOPAN Common Approach: Average of separate survey and document review scores
mop_RAD	Resource allocation decisions - MOPAN performance indicator	Continuous: 1-6, where 1 is the lowest score and 6 is the highest; 1-3.49 = "Inadequate or below"; 3.50-4.49 = "Adequate"; 4.50-	Assessment packages --- various, Multilateral Organisation Performance Network (MOPAN), available at: http://www.mopanonline.org/assessments/	MOPAN Common Approach: Average of separate survey and document review scores

Name	Description	Scale	Source	Notes
		6.00 = "Strong or above"		
mop_LAMP	Linking aid management to performance - MOPAN performance indicator	Continuous: 1-6, where 1 is the lowest score and 6 is the highest; 1-3.49 = "Inadequate or below"; 3.50-4.49 = "Adequate"; 4.50-6.00 = "Strong or above"	Assessment packages --- various, Multilateral Organisation Performance Network (MOPAN), available at: http://www.mopanonline.org/assessments/	MOPAN Common Approach: Average of separate survey and document review scores
mop_FA	Financial accountability - MOPAN performance indicator	Continuous: 1-6, where 1 is the lowest score and 6 is the highest; 1-3.49 = "Inadequate or below"; 3.50-4.49 = "Adequate"; 4.50-6.00 = "Strong or above"	Assessment packages --- various, Multilateral Organisation Performance Network (MOPAN), available at: http://www.mopanonline.org/assessments/	MOPAN Common Approach: Average of separate survey and document review scores
mop_UPI	Using performance information - MOPAN performance indicator	Continuous: 1-6, where 1 is the lowest score and 6 is the highest; 1-3.49 = "Inadequate or below"; 3.50-4.49 = "Adequate"; 4.50-6.00 = "Strong or above"	Assessment packages --- various, Multilateral Organisation Performance Network (MOPAN), available at: http://www.mopanonline.org/assessments/	MOPAN Common Approach: Average of separate survey and document review scores
mop_MHR	Managing human resources - MOPAN	Continuous: 1-6, where 1 is the lowest score and 6 is the highest; 1-3.49 = "Inadequate or	Assessment packages --- various, Multilateral Organisation Performance Network (MOPAN), available at: http://www.mopanonline.org/assessments/	MOPAN Common Approach: Average of separate survey and document review scores

Name	Description	Scale	Source	Notes
	performance indicator	below"; 3.50-4.49 = "Adequate"; 4.50-6.00 = "Strong or above"		
mop_POP	Performance-oriented programming - MOPAN performance indicator	Continuous: 1-6, where 1 is the lowest score and 6 is the highest; 1-3.49 = "Inadequate or below"; 3.50-4.49 = "Adequate"; 4.50-6.00 = "Strong or above"	Assessment packages --- various, Multilateral Organisation Performance Network (MOPAN), available at: http://www.mopanonline.org/assessments/	MOPAN Common Approach: Average of separate survey and document review scores
mop_DDM	Delegating decisionmaking - MOPAN performance indicator	Continuous: 1-6, where 1 is the lowest score and 6 is the highest; 1-3.49 = "Inadequate or below"; 3.50-4.49 = "Adequate"; 4.50-6.00 = "Strong or above"	Assessment packages --- various, Multilateral Organisation Performance Network (MOPAN), available at: http://www.mopanonline.org/assessments/	MOPAN Common Approach: Average of separate survey and document review scores
mop_AHP	Adherence to humanitarian practices - MOPAN performance indicator	Continuous: 1-6, where 1 is the lowest score and 6 is the highest; 1-3.49 = "Inadequate or below"; 3.50-4.49 = "Adequate"; 4.50-6.00 = "Strong or above"	Assessment packages --- various, Multilateral Organisation Performance Network (MOPAN), available at: http://www.mopanonline.org/assessments/	MOPAN Common Approach: Average of separate survey and document review scores
mop_SNP	Supporting national plans - MOPAN	Continuous: 1-6, where 1 is the lowest score and 6 is	Assessment packages --- various, Multilateral Organisation Performance Network (MOPAN), available at:	MOPAN Common Approach: Average of separate survey and

Name	Description	Scale	Source	Notes
	performance indicator	the highest; 1-3.49 = "Inadequate or below"; 3.50-4.49 = "Adequate"; 4.50-6.00 = "Strong or above"	http://www.mopanonline.org/assessments/	document review scores
mop_AP	Adjusting procedures - MOPAN performance indicator	Continuous: 1-6, where 1 is the lowest score and 6 is the highest; 1-3.49 = "Inadequate or below"; 3.50-4.49 = "Adequate"; 4.50-6.00 = "Strong or above"	Assessment packages --- various, Multilateral Organisation Performance Network (MOPAN), available at: http://www.mopanonline.org/assessments/	MOPAN Common Approach: Average of separate survey and document review scores
mop_UCS	Using country systems - MOPAN performance indicator	Continuous: 1-6, where 1 is the lowest score and 6 is the highest; 1-3.49 = "Inadequate or below"; 3.50-4.49 = "Adequate"; 4.50-6.00 = "Strong or above"	Assessment packages --- various, Multilateral Organisation Performance Network (MOPAN), available at: http://www.mopanonline.org/assessments/	MOPAN Common Approach: Average of separate survey and document review scores
mop_CPD	Contributing to policy dialogue - MOPAN performance indicator	Continuous: 1-6, where 1 is the lowest score and 6 is the highest; 1-3.49 = "Inadequate or below"; 3.50-4.49 = "Adequate"; 4.50-6.00 = "Strong or above"	Assessment packages --- various, Multilateral Organisation Performance Network (MOPAN), available at: http://www.mopanonline.org/assessments/	MOPAN Common Approach: Average of separate survey and document review scores

Name	Description	Scale	Source	Notes
mop_HP	Harmonising procedures - MOPAN performance indicator	Continuous: 1-6, where 1 is the lowest score and 6 is the highest; 1-3.49 = "Inadequate or below"; 3.50-4.49 = "Adequate"; 4.50-6.00 = "Strong or above"	Assessment packages --- various, Multilateral Organisation Performance Network (MOPAN), available at: http://www.mopanonline.org/assessments/	MOPAN Common Approach: Average of separate survey and document review scores
mop_MC	Managing the cluster - MOPAN performance indicator	Continuous: 1-6, where 1 is the lowest score and 6 is the highest; 1-3.49 = "Inadequate or below"; 3.50-4.49 = "Adequate"; 4.50-6.00 = "Strong or above"	Assessment packages --- various, Multilateral Organisation Performance Network (MOPAN), available at: http://www.mopanonline.org/assessments/	MOPAN Common Approach: Average of separate survey and document review scores
mop_EXR	Evaluating external results - MOPAN performance indicator	Continuous: 1-6, where 1 is the lowest score and 6 is the highest; 1-3.49 = "Inadequate or below"; 3.50-4.49 = "Adequate"; 4.50-6.00 = "Strong or above"	Assessment packages --- various, Multilateral Organisation Performance Network (MOPAN), available at: http://www.mopanonline.org/assessments/	MOPAN Common Approach: Average of separate survey and document review scores
mop_PPI	Presenting performance information - MOPAN performance indicator	Continuous: 1-6, where 1 is the lowest score and 6 is the highest; 1-3.49 = "Inadequate or below"; 3.50-4.49 = "Adequate"; 4.50-	Assessment packages --- various, Multilateral Organisation Performance Network (MOPAN), available at: http://www.mopanonline.org/assessments/	MOPAN Common Approach: Average of separate survey and document review scores

Name	Description	Scale	Source	Notes
		6.00 = "Strong or above"		
mop_DLL	Dissemination of lessons learned - MOPAN performance indicator	Continuous: 1-6, where 1 is the lowest score and 6 is the highest; 1-3.49 = "Inadequate or below"; 3.50-4.49 = "Adequate"; 4.50-6.00 = "Strong or above"	Assessment packages --- various, Multilateral Organisation Performance Network (MOPAN), available at: http://www.mopanonline.org/assessments/	MOPAN Common Approach: Average of separate survey and document review scores
net_focus	Focus on core mandate - Dutch performance indicator	Ordinal: 1 = "Inadequate"; 2 = "Mediocre"; 3 = "Satisfactory"; 4 = "Good"	"Nederlandse ODA-bijdragen aan multilaterale organisaties en Toetsing multilaterale organisaties'", Netherlands Development Cooperation (2011), available at: https://www.tweedekamer.nl/downloads/document?id=b5b159c4-3123-4981-a7b2-04915d8a16c3\&title=Nederlandse\%20 ODA-bijdragen\%20aan\%20multilaterale\%20organisaties\%20en\%20Toetsing\%20 multilaterale\%20organisaties.pdf; "Eindoordelen scorekaarten 2013", Netherlands Development Cooperation (2013), available at: https://www.eerstekamer.nl/overig/20130704/eindoordelen_scorekaarten_2013/document; "Brief regering; Multilaterale scorekaarten - Hulp, handel en investeringen", Netherlands Development Cooperation (2015), available at: https://www.parlementairemonitor.nl/9353000/1/j9vvij5epmj1ey0/vjv1m9lhotx0;	

Name	Description	Scale	Source	Notes
			``Betreft Multilaterale scorekaarten'', Netherlands Development Cooperation (2017), available at: https://open.overheid.nl/repository/ronl-70db2cd8-1750-4b68-a5f6-9fd679fb2c65/1/pdf/kamerbrief-multilaterale-scorekaarten.pdf	
net_strategy	Strategy and focus - Dutch performance indicator	Ordinal: 1 = "Inadequate"; 2 = "Mediocre"; 3 = "Satisfactory"; 4 = "Good"	"Nederlandse ODA-bijdragen aan multilaterale organisaties en Toetsing multilaterale organisaties''', Netherlands Development Cooperation (2011), available at: https://www.tweedekamer.nl/downloads/document?id=b5b159c4-3123-4981-a7b2-04915d8a16c3\&title=Nederlandse\%20ODA-bijdragen\%20aan\%20multilaterale\%20organisaties\%20en\%20Toetsing\%20multilaterale\%20organisaties.pdf; "Eindoordelen scorekaarten 2013", Netherlands Development Cooperation (2013), available at: https://www.eerstekamer.nl/overig/20130704/eindoordelen_scorekaarten_2013/document; "Brief regering; Multilaterale scorekaarten - Hulp, handel en investeringen", Netherlands Development Cooperation (2015), available at: https://www.parlementairemonitor.nl/9353000/1/j9vvij5epmj1ey0/vjv1m9lhotx0; ``Betreft Multilaterale scorekaarten'', Netherlands Development Cooperation (2017), available at: https://open.overheid.nl/repository/ronl-	

Name	Description	Scale	Source	Notes
			70db2cd8-1750-4b68-a5f6-9fd679fb2c65/1/pdf/kamerbrief-multilaterale-scorekaarten.pdf	
net_governance	Effective governance - Dutch performance indicator	Ordinal: 1 = "Inadequate"; 2 = "Mediocre"; 3 = "Satisfactory"; 4 = "Good"	"Nederlandse ODA-bijdragen aan multilaterale organisaties en Toetsing multilaterale organisaties'", Netherlands Development Cooperation (2011), available at: https://www.tweedekamer.nl/downloads/document?id=b5b159c4-3123-4981-a7b2-04915d8a16c3\&title=Nederlandse\%20ODA-bijdragen\%20aan\%20multilaterale\%20organisaties\%20en\%20Toetsing\%20multilaterale\%20organisaties.pdf; "Eindoordelen scorekaarten 2013", Netherlands Development Cooperation (2013), available at: https://www.eerstekamer.nl/overig/20130704/eindoordelen_scorekaarten_2013/document; "Brief regering; Multilaterale scorekaarten - Hulp, handel en investeringen", Netherlands Development Cooperation (2015), available at: https://www.parlementairemonitor.nl/9353000/1/j9vvij5epmj1ey0/vjv1m9lhotx0; ``Betreft Multilaterale scorekaarten'', Netherlands Development Cooperation (2017), available at: https://open.overheid.nl/repository/ronl-70db2cd8-1750-4b68-a5f6-9fd679fb2c65/1/pdf/kamerbrief-multilaterale-scorekaarten.pdf	

Name	Description	Scale	Source	Notes
net_hrm	Human resources policy - Dutch performance indicator	Ordinal: 1 = "Inadequate"; 2 = "Mediocre"; 3 = "Satisfactory"; 4 = "Good"	"Nederlandse ODA-bijdragen aan multilaterale organisaties en Toetsing multilaterale organisaties'", Netherlands Development Cooperation (2011), available at: https://www.tweedekamer.nl/downloads/document?id=b5b159c4-3123-4981-a7b2-04915d8a16c3\&title=Nederlandse\%20 ODA-bijdragen\%20aan\%20multilaterale\%20organisaties\%20en\%20Toetsing\%20 multilaterale\%20organisaties.pdf; "Eindoordelen scorekaarten 2013", Netherlands Development Cooperation (2013), available at: https://www.eerstekamer.nl/overig/20130 704/eindoordelen_scorekaarten_2013/document; "Brief regering; Multilaterale scorekaarten - Hulp, handel en investeringen", Netherlands Development Cooperation (2015), available at: https://www.parlementairemonitor.nl/935 3000/1/j9vvij5epmj1ey0/vjv1m9lhotx0; ``Betreft Multilaterale scorekaarten", Netherlands Development Cooperation (2017), available at: https://open.overheid.nl/repository/ronl-70db2cd8-1750-4b68-a5f6-9fd679fb2c65/1/pdf/kamerbrief-multilaterale-scorekaarten.pdf	
net_financial	Financial management - Dutch	Ordinal: 1 = "Inadequate"; 2 = "Mediocre"; 3 =	"Nederlandse ODA-bijdragen aan multilaterale organisaties en Toetsing multilaterale organisaties'", Netherlands Development Cooperation (2011),	

Name	Description	Scale	Source	Notes
	performance indicator	"Satisfactory"; 4 = "Good"	available at: https://www.tweedekamer.nl/downloads/document?id=b5b159c4-3123-4981-a7b2-04915d8a16c3\&title=Nederlandse\%20ODA-bijdragen\%20aan\%20multilaterale\%20organisaties\%20en\%20Toetsing\%20multilaterale\%20organisaties.pdf; "Eindoordelen scorekaarten 2013", Netherlands Development Cooperation (2013), available at: https://www.eerstekamer.nl/overig/20130704/eindoordelen_scorekaarten_2013/document; "Brief regering; Multilaterale scorekaarten - Hulp, handel en investeringen", Netherlands Development Cooperation (2015), available at: https://www.parlementairemonitor.nl/9353000/1/j9vvij5epmj1ey0/vjv1m9lhotx0; ``Betreft Multilaterale scorekaarten", Netherlands Development Cooperation (2017), available at: https://open.overheid.nl/repository/ronl-70db2cd8-1750-4b68-a5f6-9fd679fb2c65/1/pdf/kamerbrief-multilaterale-scorekaarten.pdf	
net_results	Results control - Dutch performance indicator	Ordinal: 1 = "Inadequate"; 2 = "Mediocre"; 3 = "Satisfactory"; 4 = "Good"	"Nederlandse ODA-bijdragen aan multilaterale organisaties en Toetsing multilaterale organisaties'", Netherlands Development Cooperation (2011), available at: https://www.tweedekamer.nl/downloads/document?id=b5b159c4-3123-4981-a7b2-04915d8a16c3\&title=Nederlandse\%20	

Name	Description	Scale	Source	Notes
			ODA-bijdragen\%20aan\%20multilaterale\%20organisaties\%20en\%20Toetsing\%20 multilaterale\%20organisaties.pdf; "Eindoordelen scorekaarten 2013", Netherlands Development Cooperation (2013), available at: https://www.eerstekamer.nl/overig/20130 704/eindoordelen_scorekaarten_2013/d ocument; "Brief regering; Multilaterale scorekaarten - Hulp, handel en investeringen", Netherlands Development Cooperation (2015), available at: https://www.parlementairemonitor.nl/935 3000/1/j9vvij5epmj1ey0/vjv1m9lhotx0; ``Betreft Multilaterale scorekaarten", Netherlands Development Cooperation (2017), available at: https://open.overheid.nl/repository/ronl-70db2cd8-1750-4b68-a5f6-9fd679fb2c65/1/pdf/kamerbrief-multilaterale-scorekaarten.pdf	
swe_internal	Internal effectiveness - Swedish performance indicator	Ordinal: 1 = "Very low"; 2 = "Low"; 3 = "Fair"; 4 = "Good"; 5 = "High"; 6 = "Very high"	Swedish assessments of multilateral organisations, Government Offices of Sweden, 2008-2011, available at: https://www.government.se/search/?query =assessment\%20of\%20multilateral\%20organisations.	
swe_external	External effectiveness - Swedish performance indicator	Ordinal: 1 = "Very low"; 2 = "Low"; 3 = "Fair"; 4 = "Good"; 5 = "High"; 6 = "Very high"	Swedish assessments of multilateral organisations, Government Offices of Sweden, 2008-2011, available at: https://www.government.se/search/?query =assessment\%20of\%20multilateral\%20organisations.	

Name	Description	Scale	Source	Notes
swe_relev	Relevance - Swedish performance indicator	Ordinal: 1 = "Not relevant"; 2 = "Relevant"; 3 = "Highly Relevant"	Swedish assessments of multilateral organisations, Government Offices of Sweden, 2008-2011, available at: https://www.government.se/search/?query =assessment\%20of\%20multilateral\%2 0organisations.	
uk_critint	Criticality to international objectives - UK performance indicator	Ordinal: 1 = "Poor/Weak"; 2 = "Adequate"; 3 = "Good"; 4 = "Very Good"	"Multilateral Aid Review", United Kingdom Department for International Development (2011). Available at: https://www.gov.uk/government/publicati ons/multilateral-aid-review; "Multilateral Aid Review Update", United Kingdom Department of International Development (2013), available at: https://www.gov.uk/government/publicati ons/multilateral-aid-review-update-2013; "Raising the standard: the Multilateral Development Review 2016", United Kingdom Department for International Development (2016). Available at: https://www.gov.uk/government/publicati ons/raising-the-standard-the-multilateral-development-review-2016	
uk_poor	Focus on poor countries - UK performance indicator	Ordinal: 1 = "Poor/Weak"; 2 = "Adequate"; 3 = "Good"; 4 = "Very Good"	"Multilateral Aid Review", United Kingdom Department for International Development (2011). Available at: https://www.gov.uk/government/publicati ons/multilateral-aid-review; "Multilateral Aid Review Update", United Kingdom Department of International Development (2013), available at: https://www.gov.uk/government/publicati ons/multilateral-aid-review-update-2013	

Name	Description	Scale	Source	Notes
uk_results	Contribution to results - UK performance indicator	Ordinal: 1 = "Poor/Weak"; 2 = "Adequate"; 3 = "Good"; 4 = "Very Good"	"Multilateral Aid Review", United Kingdom Department for International Development (2011). Available at: https://www.gov.uk/government/publications/multilateral-aid-review; "Multilateral Aid Review Update", United Kingdom Department of International Development (2013), available at: https://www.gov.uk/government/publications/multilateral-aid-review-update-2013; "Raising the standard: the Multilateral Development Review 2016", United Kingdom Department for International Development (2016). Available at: https://www.gov.uk/government/publications/raising-the-standard-the-multilateral-development-review-2016	
uk_cost	Cost and value consciousness - UK performance indicator	Ordinal: 1 = "Poor/Weak"; 2 = "Adequate"; 3 = "Good"; 4 = "Very Good"	"Multilateral Aid Review", United Kingdom Department for International Development (2011). Available at: https://www.gov.uk/government/publications/multilateral-aid-review; "Multilateral Aid Review Update", United Kingdom Department of International Development (2013), available at: https://www.gov.uk/government/publications/multilateral-aid-review-update-2013; "Raising the standard: the Multilateral Development Review 2016", United Kingdom Department for International Development (2016). Available at: https://www.gov.uk/government/publications/raising-the-standard-the-multilateral-development-review-2016	

Name	Description	Scale	Source	Notes
uk_strategic	Strategic/performance management - UK performance indicator	Ordinal: 1 = "Poor/Weak"; 2 = "Adequate"; 3 = "Good"; 4 = "Very Good"	"Multilateral Aid Review", United Kingdom Department for International Development (2011). Available at: https://www.gov.uk/government/publications/multilateral-aid-review; "Multilateral Aid Review Update", United Kingdom Department of International Development (2013), available at: https://www.gov.uk/government/publications/multilateral-aid-review-update-2013	
uk_financial	Financial resources management - UK performance indicator	Ordinal: 1 = "Poor/Weak"; 2 = "Adequate"; 3 = "Good"; 4 = "Very Good"	"Multilateral Aid Review", United Kingdom Department for International Development (2011). Available at: https://www.gov.uk/government/publications/multilateral-aid-review; "Multilateral Aid Review Update", United Kingdom Department of International Development (2013), available at: https://www.gov.uk/government/publications/multilateral-aid-review-update-2013	
uk_comp	Comparative advantage - UK performance indicator	Ordinal: 1 = "Poor/Weak"; 2 = "Adequate"; 3 = "Good"; 4 = "Very Good"	"Raising the standard: the Multilateral Development Review 2016", United Kingdom Department for International Development (2016). Available at: https://www.gov.uk/government/publications/raising-the-standard-the-multilateral-development-review-2016	
uk_geo	Geography and resources - UK performance indicator	Ordinal: 1 = "Poor/Weak"; 2 = "Adequate"; 3 = "Good"; 4 = "Very Good"	"Raising the standard: the Multilateral Development Review 2016", United Kingdom Department for International Development (2016). Available at: https://www.gov.uk/government/publications/raising-the-standard-the-multilateral-development-review-2016	

Name	Description	Scale	Source	Notes
uk_hr	Human resources - UK performance indicator	Ordinal: 1 = "Poor/Weak"; 2 = "Adequate"; 3 = "Good"; 4 = "Very Good"	"Raising the standard: the Multilateral Development Review 2016", United Kingdom Department for International Development (2016). Available at: https://www.gov.uk/government/publications/raising-the-standard-the-multilateral-development-review-2016	
uk_risk	Risk and assurance - UK performance indicator	Ordinal: 1 = "Poor/Weak"; 2 = "Adequate"; 3 = "Good"; 4 = "Very Good"	"Raising the standard: the Multilateral Development Review 2016", United Kingdom Department for International Development (2016). Available at: https://www.gov.uk/government/publications/raising-the-standard-the-multilateral-development-review-2016	
uk_fraud	Fraud - UK performance indicator	Ordinal: 1 = "Poor/Weak"; 2 = "Adequate"; 3 = "Good"; 4 = "Very Good"	"Raising the standard: the Multilateral Development Review 2016", United Kingdom Department for International Development (2016). Available at: https://www.gov.uk/government/publications/raising-the-standard-the-multilateral-development-review-2016	
uk_efficiency	Efficiency - UK performance indicator	Ordinal: 1 = "Poor/Weak"; 2 = "Adequate"; 3 = "Good"; 4 = "Very Good"	"Raising the standard: the Multilateral Development Review 2016", United Kingdom Department for International Development (2016). Available at: https://www.gov.uk/government/publications/raising-the-standard-the-multilateral-development-review-2016	

Explanatory Variables

Name	Description	Scale	Source	Notes
expenditures	Expenditures in millions of US dollars	Continuous	Institutions' annual reports and audited accounts, acquired online and through personal communications with institutions	For financial institutions, the data reflect cash flows as well as regular operating activities
income	Income in millions of US dollars	Continuous	Institutions' annual reports and audited accounts, acquired online and through personal communications with institutions	For financial institutions, the data reflect cash flows as well as regular operating activities
income_log	Logged income in millions of US dollars	Continuous	Institutions' annual reports and audited accounts, acquired online and through personal communications with institutions	See **income**
contributions	Received contributions in millions of US dollars	Continuous	Institutions' annual reports and audited accounts, acquired online and through personal communications with institutions	For financial institutions, the data reflect cash flows as well as regular operating activities
dfpa	De facto policy autonomy	Continuous (0-6)	Survey of international bureaucrats, institutions' annual reports and audited accounts	Summative index of seven indicators measuring institutions' agenda-setting powers, ability to avoid a state veto, and access to nonstate sources of funding
djpa	De jure policy autonomy	Continuous (0-6)	Formal rules set out in an institution's constitution, charter, treaty, or regulations	Summative index of seven indicators measuring institutions' agenda-setting powers, ability to avoid a state veto, and access to nonstate sources of funding
founded	Date of establishment	Integer	Institutions' websites and informational material	Includes predecessor of CGIAR, the Consortium of International Agricultural Research Centers

				(CGIAR Consortium); predecessor of GPE, the Education For All --- Fast Track Initiative (EFA-FTI); predecessor of UNDRR, the United Nations International Strategy for Disaster Reduction (UNISDR); and predecessor of UNW, the United Nations Development Fund for Women (UNIFEM)
development	Development issue area	Categorical (dummy): 1 = Applicable; 0 = Not applicable	Institutions' founding document (e.g., treaty, constitution, charter), online mission statement, organizational chart, and policy documents	
education	Education issue area	Categorical (dummy): 1 = Applicable; 0 = Not applicable	Institutions' founding document (e.g., treaty, constitution, charter), online mission statement, organizational chart, and policy documents	
environment	Environment issue area	Categorical (dummy): 1 = Applicable; 0 = Not applicable	Institutions' founding document (e.g., treaty, constitution, charter), online mission statement, organizational chart, and policy documents	
humanitarian	Humanitarian issue area	Categorical (dummy): 1 = Applicable; 0 = Not applicable	Institutions' founding document (e.g., treaty, constitution, charter), online mission statement, organizational chart, and policy documents	

health	Health issue area	Categorical (dummy): 1 = Applicable; 0 = Not applicable	Institutions' founding document (e.g., treaty, constitution, charter), online mission statement, organizational chart, and policy documents	
partnerships	Operational alliances	Continuous	Institutions' official websites (current and archived)	Summative index of four indicators measuring partnership depth, quantity, and breadth
agreements	Facilitating agreements	Categorical (dummy): 1 = Applicable; 0 = Not applicable	Institutions' websites, annual reports, work programs, budgets, and other policy documents	
monitoring	Monitoring compliance	Categorical (dummy): 1 = Applicable; 0 = Not applicable	Institutions' websites, annual reports, work programs, budgets, and other policy documents	
capacity	Capacity building	Categorical (dummy): 1 = Applicable; 0 = Not applicable	Institutions' websites, annual reports, work programs, budgets, and other policy documents	
design	Designing interventions	Categorical (dummy): 1 = Applicable; 0 = Not applicable	Institutions' websites, annual reports, work programs, budgets, and other policy documents	

implementation	Implementing operations	Categorical (dummy): 1 = Applicable; 0 = Not applicable	Institutions' websites, annual reports, work programs, budgets, and other policy documents	
financial	Allocating resources	Categorical (dummy): 1 = Applicable; 0 = Not applicable	Institutions' websites, annual reports, work programs, budgets, and other policy documents	
un_system	UN System member	Categorical (dummy): 1 = Applicable; 0 = Not applicable	Institutions' websites and informational materials	
wb_group	World Bank Group member	Categorical (dummy): 1 = Applicable; 0 = Not applicable	Institutions' websites and informational materials	
scope	Number of issue areas an institution operates in	Ordinal (1-3)	Institutions' websites, annual reports, work programs, budgets, and other policy documents	An institution is classified as operating in a given area if (1) the area is mentioned in its founding document (e.g., treaty, constitution, charter) or online mission statement; (2) at least one of its administrative units (e.g., a division, department, office) is dedicated to the area; and (3) it formulates policies in this area.

ppp	Public-private partnership	Categorical (dummy): 1 = Applicable; 0 = Not applicable	Institutions' websites and informational materials	
gdp_ratio	Ratio of the GDP of the largest member economy to the combined GDP of all other members	Continuous	Penn World Table, version 9.1. Feenstra, Robert C., Robert Inklaar, and Marcel P. Timmer. "The Next Generation of the Penn World Table." *American Economic Review* 105, no. 10 (2015): 3150-82. See **memnum_log** for membership data.	GDP is measured in expenditure-side terms at current purchasing power parity
memnum_log	Logged number of member states	Continuous	Institutional websites and annual reports and the Correlates of War Intergovernmental Organizations Version 3.0 datasets. Pevehouse, Jon CW, Timothy Nordstrom, Roseanne W. McManus, and Anne Spencer Jamison. "Tracking organizations in the world: The Correlates of War IGO Version 3.0 datasets." *Journal of Peace Research* 57, no. 3 (2020): 492-503.	For institutions that lack a formal membership structure, "partner" states are used as a proxy
idealpoint	Variance of member states' foreign policy "ideal points"	Continuous	Foreign policy ideal points are measured by Bailey, Strezhnev, and Voeten's spatial model of UN General Assembly roll-call votes. Bailey, Michael A., Anton Strezhnev, and Erik Voeten. "Estimating dynamic state preferences from United Nations voting data." *Journal of Conflict Resolution* 61, no. 2 (2017): 430-456. See **memnum_log** for membership data.	I employ an updated version of the Bailey, Voeten, and Strezhnev dataset that extends to 2018, available at: https://doi.org/10.7910/DVN/LEJUQZ

pol_avg	Average level of democracy of member states	Continuous	Polity2 autocracy-democracy index from the Polity V Project dataset. Marshall, Monty G., and Ted Robert Gurr. 2019. "Polity 5: Political Regime Characteristics and Transitions, 1800-2018." Vienna VA: Center for Systemic Peace. See **memnum_log** for membership data.	
geo_hhi	Geographical diversity of member states	Continuous	Regions are defined according to the UN geoscheme, available at: https://unstats.un.org/unsd/methodology/m49/. See **memnum_log** for membership data.	Diversity is measured as the sum of the squared share of each geographical region.
time_trend	Linear time trend	Integer		The trend is defined as t = 1, 2, ..., T, where T is the total number of years in the sample
time_trend2	Linear plus quadratic time trend	Integer		The trend is defined as t + t^2, where t = 1, 2, ..., T and T is the total number of years in the sample