



Ministerie van Buitenlandse Zaken

Summaries of the scorecards updated in 2022

Date: 28 – 10 - 2022

- African Development Bank (AfDB)
- Green Climate Fund (GCF)
- Inter-American Development Bank (IDB)
- Joint United Nations Programme on HIV/AIDS (UNAIDS)

Scorecard summary for the African Development Bank (AfDB)

1.1 Institutional aspects and functioning

Against the backdrop of the COVID-19 pandemic, climate change and rapidly rising debt on the continent, the African Development Bank (AfDB) Group has been faced with major challenges in recent years. Although the demand for financial support for African member countries increased, the Bank was required to exercise restraint in its financing operations owing to a decrease in the amount the Bank itself was able to borrow from the capital markets. The amount of guarantee capital decreased as a result of the downgrading – or fears of a downgrading – of the credit ratings of Canada and the United States, which are important shareholders. A temporary arrangement in the form of extra guarantee capital from countries with high credit ratings brought some relief. Measures to suspend loans to high-risk countries such as Angola also helped improve the Bank's financial situation. The Bank's lending is now nearly back to pre-pandemic levels. For the 2020-2022 period, the Netherlands contributed 4.4% of resources, making it the tenth largest donor of the African Development Fund. As of 2022, the Netherlands holds 0.9% of the Bank's shares and, as such, ranks thirty-first among shareholders.

The programmes and projects that the Bank invests in are closely aligned with the national anti-poverty policies of its African member countries. What is notable about the AfDB is that African countries hold the majority of voting rights. As a result, the sense of ownership among African member countries is strong. The Bank has good insight into the various contexts in which projects on the continent are being carried out and can engage in constructive policy dialogue with African governments.

The Bank scores high in terms of transparency. For years it has ranked high in the Aid Transparency Index, and this year it had the highest score of 50 development organisations.

The Bank's record in the area of governance, however, came under scrutiny. The President was cleared of charges of abuse of power and favouritism when making appointments, but the need for stricter regulations in some areas was apparent. To this end, recommendations are now being implemented.

In other areas the Bank continued to perform well. The organisation introduced a number of important strategies in key areas such as gender, conflict and fragility, private sector development and human resources policy. The Bank also made improvements in the coordination between the head office and regional and local offices and in the cooperation with partners such as the International Monetary Fund (IMF) and the World Bank regarding debt management. It is still too early to assess the merits of these positive developments. On the whole, the Bank's scores remained quite similar to those of the previous scorecard in 2019.

| | Score | Change |
|--|-------|--------|
| 1.1 Institutional aspects and functioning | | |
| Strategy and accountability | 4 | → |
| Focus on results and transparency | 3 | ↓ |
| Partnerships and cooperation | 3 | → |
| Operational management | 3 | → |
| Policy evaluation | 4 | ↑ |
| Human resource management | 3 | ↑ |
| Financial stability | 3 | → |
| Cost efficiency | 3 | → |
| Integrity and inappropriate behaviour | 3 | ↓ |

Assessment: Unsatisfactory = 1, Mediocre = 2, Satisfactory = 3, Good = 4
Change since 2019: Positive = ↑, Neutral = →, Negative = ↓

1.2 Policy relevance

As an implementing and policy-advising organisation, the African Development Bank has relevance for a wide range of the Netherlands' foreign trade and development cooperation priorities. The Bank's mandate overlaps in large part with the Netherlands' priorities in terms of both policy and geographic scope. Thanks to its African ownership, the Bank is positioned to be an important player, especially in the areas of regional integration and fighting fragility on the continent. The Bank is also active in the areas of food security and climate action.

| Policy priorities | Score |
|---|-------|
| Gender equality and the empowerment of all women and girls (SDG5) | 3 |
| Food security (SDG2) | 4 |
| Water (SDG6) | 3 |
| Security and legal order (SDG16) | 3 |
| Climate action (SDG13) | 3 |
| Private sector development with a focus on SMEs (SDG8) | 3 |

Assessment: Light = 1, Mediocre = 2, Relatively strong = 3, Strong = 4

Scorecard summary for the Green Climate Fund (GCF)

1.1 Institutional aspects and functioning

The Green Climate Fund (GCF) is a young organisation that has been fully operational for only about eight years. This is evident in the fund's work processes and policies, that are still being adapted and fine-tuned. GCF is currently the largest climate fund, however as of yet no GCF-financed project has been fully completed. A degree of caution is therefore warranted when assessing its results.

The fund's strategy was initially more focused on establishing the organisation's working methods and less on how to translate its long-term goals into short-term results. The fund's working methods, guidelines and procedures have now been established but remain subject to challenging

and sometimes fundamental discussions by the board. As of August 2022, GCF had approved 200 projects, 165 of which were in the implementation phase. GCF has now committed USD 10.8 billion, USD 2.7 billion of which has actually been spent. The fund has a portfolio worth USD 40.8 billion, including co-financing. What's more, 113 organisations – including FMO, the Dutch development bank – have received accreditation by the fund. GCF has a well-established evaluation function and mechanisms to address breaches of integrity, including inappropriate behaviour, and has agreements in place regarding how to handle such breaches.

The long and laborious procedures (including for accreditation and the project cycle) detract from the focus on results. The GCF's board does not always provide effective leadership. It took a long time to update the results framework, and work is still being done on an implementation manual for this framework. In the years ahead such issues will continue to demand the attention of the secretariat and the board.

| Scorecard summary | Score |
|---------------------------------------|--------------|
| Strategy and accountability | 3 |
| Focus on results | 2 |
| Transparency | 3 |
| Partnerships and cooperation | 3 |
| Operational management | 3 |
| Policy evaluation | 4 |
| Human resource management | 2 |
| Financial stability | 4 |
| Cost efficiency | 3 |
| Integrity and inappropriate behaviour | 3 |

Assessment: Unsatisfactory = 1, Mediocre = 2, Satisfactory = 3, Good = 4

1.2 Policy relevance

GCF is highly relevant: its goals are aligned with the Paris climate agreement and the Sustainable Development Goals (SDGs). The GCF does not, however, strive for sustainable or 'green' growth. These goals can be achieved only through global climate action, to which GCF contributes through its efforts to combat climate change and to make developing countries more resilient through climate adaptation. In addition to financing projects, GCF supports national governments of developing countries, increasing their institutional capacity for coordination and multi-stakeholder consultations, and setting up national programmes and project pipelines.

GCF's efforts in the areas of renewable energy, forests and – to a lesser degree – water and agriculture correspond closely to the Netherlands' policy priorities. GCF strives to work with the private sector and to attract private financing. This is also in line with the Netherlands' policy of mobilising private sector funds to support climate action. The Netherlands' public contributions to GCF consist of donations from the foreign trade and development cooperation budget.

GCF is the largest climate fund and the only fund that is focused on broad climate action in all developing countries. Its resources are distributed proportionally between mitigation and adaptation (currently 51% and 49%, respectively, in grant equivalents). Part of GCF's mission is to channel a portion of the USD 100 billion committed annually for climate action to developing countries (see also paragraph 3.1). International, national and regional organisations as well as private parties can all be accredited by GCF. The accreditation of Direct Access Entities (through which GCF resources are directly received in a recipient country) is widely appreciated, including by the Netherlands, and is an important pillar in striving for ownership.

This broad focus in terms of the number of countries and themes is both GCF's strength and its weakness. Though GCF can contribute meaningfully to the implementation of national climate plans, its challenge is to focus priorities more clearly on bringing about transformation in the recipient countries and to make progress towards sustainable development.

| | Implementing | Coordinating | Normative |
|--|--------------|--------------|-----------|
| Relevance for the Netherlands' foreign trade and development cooperation priorities | | | |
| Climate action (SDG13) | 4 | 2 | 1 |
| Food security (SDG2) | 2 | | |
| Water (SDG6) | 2 | | |
| Private sector development with a focus on SMEs (SDG8) | 2 | | |
| Gender equality and the empowerment of all women and girls (SDG5) | 3 | | |

Assessment: Light = 1, Mediocre = 2, Relatively strong = 3, Strong = 4

Scorecard summary for the Inter-American Development Bank (IDB)

1.1 Institutional aspects and functioning

The Inter-American Development Bank (IDB) Group includes the IDB, the private sector arm IDB Invest and an innovation laboratory IDB Lab. The IDB Group is the largest development bank for the Latin American and Caribbean (LAC) region. The Bank contributes significantly to decreasing poverty and inequality in the region and encourages the development of the private sector. The Netherlands' share in the IDB is 0.19% with a paid capital of USD 14,632,947 and a guarantee capital of USD 325,640,295 (amounts as of 31 December 2021).

The IDB is known for its high degree of regional control; the borrowing countries hold more than 50% of the voting shares. In addition, the IDB's strategy is tailored to the national development goals of recipient countries, meaning that the Bank has a result-driven approach. Overall, the Bank has a solid reputation in the region and in general its work as a development organisation is appreciated.

The Bank's partnerships are clearly described in its Vision 2025 document, which is the IDB Group's road map for economic recovery and growth, with an emphasis on channelling partner resources, knowledge and innovation. In 2021, the IDB worked together with 78 partners and mobilised a record amount of USD 5.49 billion. Within the partnerships, the IDB Group's efforts are mainly focused on the private sector. The IDB Group has also forged closer ties with non-traditional actors in the philanthropic and academic sectors to encourage creative development solutions.

In recent years the Bank has underperformed in the area of human resource management. A major concern in this regard is the serious suspicion that in recent years a large percentage of non-executive management positions have been filled through non-competitive selection processes. In addition to this serious suspicion, which has been confirmed by a large portion of the human resources department, staff procedures have not been transparent.

Through its contributions in the Bank's various meetings, the Netherlands has tried – sometimes in coalitions of like-minded countries – to steer the Bank in the desired direction. More specifically, the Netherlands has been working towards greater transparency in the Bank's policy, fair selection processes and ambitious climate goals.

| | Score | Change |
|--|-------|--------|
| Institutional aspects and functioning | | |
| Strategy and accountability | 3 | → |
| Focus on results and transparency | 3 | → |
| Partnerships and cooperation | 4 | → |
| Operational management | 3 | → |
| Policy evaluation | 3 | → |
| Human resource management | 2 | ↓ |
| Financial stability | 3 | → |
| Cost efficiency | 3 | → |

| | | |
|--|---|--|
| Integrity and inappropriate behaviour* | 3 | |
|--|---|--|

Change since 2017: Positive = ↑, Neutral = →, Negative = ↓

* The indicator 'integrity and inappropriate behaviour' was not yet in use in 2017.

1.2 Policy relevance

The IDB Group focuses exclusively on the LAC region, meaning that its policy falls outside the scope of the Netherlands' priority regions. That notwithstanding, the stability and development of the region is important for the overseas parts of the Kingdom, and the organisation is relevant for various foreign trade and development cooperation priorities. Among other things, the Bank is active in the area of climate action and private sector development. In addition, through its activities the IDB Group also contributes to gender equality, economic integration and sustainable energy.

| Policy priorities | |
|---|---|
| Climate action (SDG13) | 3 |
| Private sector development with a focus on SMEs (SDG8) | 4 |
| Food security (SDG2) | 2 |
| Water (SDG6) | 3 |
| Global health and sexual and reproductive health and rights (SDG3 & SDG5) | 3 |
| Security and legal order (SDG16) | 3 |
| Gender equality and the empowerment of all women and girls (SDG5) | 3 |

Assessment: Light = 1, Mediocre = 2, Relatively strong = 3, Strong = 4

Scorecard summary for the Joint United Nations Programme on HIV/AIDS (UNAIDS)

1.1 Institutional aspects and functioning

The Joint United Nations Programme on HIV/AIDS (UNAIDS) is a UN partnership and aims to end AIDS as a public health threat. UNAIDS works to coordinate efforts in the fight against HIV/AIDS, formulate programmes and policy, generate political will and mobilise financial resources at national and international level, and advance programme implementation and epidemiological monitoring capacity. UNAIDS advises governments in 79 countries on matters concerning HIV/AIDS, sexual and reproductive health and rights (SRHR) and gender. As the coordinator of the UN's global efforts in the area of HIV/AIDS, UNAIDS is a good example of UN cooperation, as stated in the UN reform agenda.

UNAIDS has a clear mandate, which was reaffirmed at global level in June 2021 when the UN General Assembly adopted the [Political Declaration on HIV and AIDS: Ending Inequalities and Getting on Track to End AIDS by 2030](#). This declaration is based on the [Global AIDS Strategy 2021–2026: End Inequalities. End aids](#). The Global AIDS Strategy takes account of the negative impact of the COVID-19 pandemic on the worldwide fight against AIDS and the target groups that have been disproportionately affected. Since 2018, UNAIDS has undergone a cultural change following alarming reports concerning inappropriate behaviour. The current executive director of UNAIDS has taken measures in recent years to prevent and/or address forms of inappropriate behaviour and to create a safe working environment. At the time the Netherlands, in accordance with its zero tolerance policy, withheld part of its annual contribution until improvements were made.

UNAIDS has also taken steps in the areas of transparency and managing for results. The Unified Budget Results and Accountability Framework (UBRAF 2022–2026) sets out a clear relationship between the UN's Sustainable Development Goals (SDGs), the aims of the Global AIDS Strategy,

result areas, specific outputs and finances. UNAIDS publishes an annual results report and data on its budget and expenses through the International Aid Transparency Initiative (IATI) registry.

It is a challenge for UNAIDS to obtain funding for the budget it needs to fulfil its mandate. The [2022 interim financial report](#) sketches a sombre financial picture, notably characterised by falling income (resulting from donors’ shifting priorities and sharply fluctuating currency exchange rates). Persistent financial problems have led to extensive budget cuts. This has caused unease among staff, cosponsors and civil society partners. Even donors such as the US (UNAIDS’s largest donor) and the Netherlands (UNAIDS’s third largest donor) have expressed concerns and urged the Secretariat to ensure the well-being of staff members, bring stability to the organisation and take steps to ensure financial sustainability. A recently established UNAIDS multi-stakeholder working group and stakeholders such as the Programme Coordinating Board (PCB), member states, cosponsors and civil society organisations have since provided recommendations to overcome the acute financial crises.

Since 2019 UNAIDS has had an independent evaluation office. This is an improvement compared to 2016, when the organisation did not have a structural, independent approach for carrying out evaluations. UNAIDS has a successful diversity policy and is leading the way when it comes to the implementation of the UN plan on gender equality and the empowerment of women.

| | Score | Change |
|--|-------|--------|
| Institutional aspects and functioning | | |
| Strategy and accountability | 4 | → |
| Focus on results and transparency | 3 | → |
| Partnerships and cooperation | 4 | → |
| Operational management | 4 | ↑ |
| Policy evaluation | 4 | ↑ |
| Human resource management | 3 | → |
| Financial stability | 2 | ↓ |
| Efficiency | 3 | → |
| Integrity and inappropriate behaviour | 4* | |

Unsatisfactory = 1, Mediocre = 2, Satisfactory = 3, Good = 4

Change since 2017: Positive = ↑, Neutral = →, Negative = ↓

* The indicator ‘integrity and inappropriate behaviour’ was not yet in use in 2017.

1.2 Policy relevance

The Global AIDS Strategy developed by UNAIDS is in line with the Netherlands’ foreign trade and development cooperation policy. The government invests in the full spectrum of sexual and reproductive health and rights (SRHR), which includes ending HIV/AIDS as a public health threat by 2030. The focus is on eliminating the underlying causes of inequality driving the AIDS epidemic, especially among girls, young women and marginalised groups. In this regard, UNAIDS contributes to the achievement of the sustainable development goals, in particular health and well-being (SDG3), as well as education (SDG4), the promotion of gender equality (SDG5), sustainable economic development (SDG8), fighting inequality (SDG10), security and rule of law (SDG16) and strengthening partnerships (SDG17).

UNAIDS provides direction for international AIDS policy in terms of SRHR and works on increasing gender equality, fighting sexual violence, ensuring the equal rights of LGBTIQ+ people and expanding HIV prevention efforts and access to testing and treatment. UNAIDS’s focus on human rights, non-discrimination and social acceptance is also in line with foreign trade and development cooperation policy. UNAIDS’s target groups consist of vulnerable groups who are at a greater risk of having their rights denied or not respected. These are also the target groups prioritised by the Netherlands’ foreign trade and development cooperation policy. In particular, this includes women

and girls, LGBTIQ+ persons, drug users, sex workers and prisoners. In addition to fighting stigma and discrimination, UNAIDS is working to foster decriminalisation.

UNAIDS' work is also in line with the Netherlands' foreign trade and development cooperation priorities for strengthening health systems. UNAIDS underscores the need for universal health coverage which is an essential precondition for achieving the SDGs, takes the lead role in the collection and distribution of HIV/AIDS data globally, and addresses the tuberculosis epidemic as one out of three people living with HIV die from tuberculosis. In addition, UNAIDS provides emergency assistance. In Ukraine, for example, it is working to ensure that those in need have access to life-saving antiretroviral drugs.

The Netherlands is currently on the UNAIDS Programme Coordinating Board and uses this position to promote the rights and advance the position of marginalised groups. Following on from the Netherlands' successful AIDS policy, working with communities of people living with HIV has been put on the UNAIDS agenda. In addition, the Netherlands advocates for sufficient non-earmarked contributions so that UNAIDS can continue to carry out its coordinating role, in which fighting HIV/AIDS is an integral part of broader efforts for universal health coverage.

| | Implementing | Coordinating | Normative |
|--|---------------------|---------------------|------------------|
| Relevance for the Netherlands' foreign trade and development cooperation priorities | | | |
| Global health and sexual and reproductive health and rights (SDG3 & SDG5) | 4 | 4 | 4 |
| Gender equality and the empowerment of all women and girls (SDG5) | 4 | 4 | 4 |
| Security and legal order (SDG16) | 3 | 3 | 3 |
| Emergency assistance (various SDGs) | 3 | 3 | |
| Strengthening civil society (various SDGs) | 4 | 4 | 4 |

Assessment: Light = 1, Mediocre = 2, Relatively strong = 3, Strong = 4