The Results Measurement Framework for the ADF-12 period (2011-13)
Ample evidence of progress on all levels of the results measurement framework (RMF).

RMF for ADF-12 consolidates and refines previous results frameworks.

Key innovations are underway to improve the Bank’s contribution to development results.
Agenda

1. Update on Progress Made in ADF-11
2. The ADF-12 Results Framework
3. Key Reforms Underway
**Country outcomes**

Most ADF Countries are making progress on key indicators

<table>
<thead>
<tr>
<th>Category</th>
<th>Indicator</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Growth and Poverty Reduction</strong></td>
<td>GDP Per Capita</td>
<td>⭐⭐⭐⭐</td>
</tr>
<tr>
<td></td>
<td>Population Living Below $1.25/day</td>
<td>⭐⭐⭐⭐</td>
</tr>
<tr>
<td><strong>Governance and Transparency</strong></td>
<td>Worldwide Governance Indicators Avg. Score</td>
<td>⭐⭐⭐⭐</td>
</tr>
<tr>
<td><strong>Regional Integration and Trade</strong></td>
<td>ADF Countries’ Trade with Africa</td>
<td>⭐⭐⭐⭐</td>
</tr>
<tr>
<td><strong>Private Sector Development and Investment Climate</strong></td>
<td>Cost Required for Business Start-Up</td>
<td>⭐⭐⭐⭐</td>
</tr>
<tr>
<td></td>
<td>Time Required for Business Start-Up</td>
<td>⭐⭐⭐⭐</td>
</tr>
<tr>
<td></td>
<td>Global Competitiveness Index Ranking</td>
<td>⭐⭐⭐⭐</td>
</tr>
<tr>
<td></td>
<td>Staple Crops Yield Index</td>
<td>⭐⭐⭐⭐</td>
</tr>
<tr>
<td><strong>Economic Infrastructure</strong></td>
<td>Access to Improved Water Source</td>
<td>⭐⭐⭐⭐</td>
</tr>
<tr>
<td></td>
<td>Fixed Lines and Mobile Phone Subscribers</td>
<td>⭐⭐⭐⭐</td>
</tr>
<tr>
<td></td>
<td>Internet Users</td>
<td>⭐⭐⭐⭐</td>
</tr>
<tr>
<td><strong>Human Development</strong></td>
<td>Under-5 Child Mortality</td>
<td>⭐⭐⭐⭐</td>
</tr>
<tr>
<td></td>
<td>Ratio of Girls to Boys in Primary and Secondary School</td>
<td>⭐⭐⭐⭐</td>
</tr>
<tr>
<td></td>
<td>Primary School Completion Rate</td>
<td>⭐⭐⭐⭐</td>
</tr>
</tbody>
</table>
Outputs have contributed to measurable improvements in development outcomes for a range of ADF priorities.

- High degree of delivery of planned outputs—75% operations achieving or surpassing expectations.
- Better ability to track outputs and outcomes through more comprehensive completion reporting.

ADF Operations that achieved 80% or more of expected outputs:

- All ADF operations: 75%
- Agriculture: 67%
- Education: 75%
- Energy: 80%
- Health: 75%
- Social protection: 75%
- Transport: 75%
- Water and sanitation: 60%
### Progress on reforms

#### Bank is meeting or exceeding its targets for 10 out of 16 indicators

<table>
<thead>
<tr>
<th>Category</th>
<th>Indicator</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Quality at entry</strong></td>
<td>New CSPs with satisfactory baseline data</td>
<td>★★★</td>
</tr>
<tr>
<td></td>
<td>Operations with satisfactory baseline data</td>
<td>★★★</td>
</tr>
<tr>
<td></td>
<td>Budget support disbursed on schedule</td>
<td>★★★</td>
</tr>
<tr>
<td></td>
<td>Time between approval and first disbursement</td>
<td>★★★</td>
</tr>
<tr>
<td><strong>Supervision</strong></td>
<td>Operations supervised twice a year</td>
<td>★★★</td>
</tr>
<tr>
<td></td>
<td>Problem projects in the portfolio</td>
<td>★★★</td>
</tr>
<tr>
<td></td>
<td>Annual disbursement rate of the ongoing portfolio</td>
<td>★★★</td>
</tr>
<tr>
<td></td>
<td>Elapsed procurement time</td>
<td>★</td>
</tr>
<tr>
<td></td>
<td>Projects eligible for cancellation</td>
<td>★★★</td>
</tr>
<tr>
<td><strong>Learning and accountability</strong></td>
<td>Timely Project Completion Reports</td>
<td>★★★</td>
</tr>
<tr>
<td></td>
<td>PCRs rated satisfactory</td>
<td>★★</td>
</tr>
<tr>
<td></td>
<td>PCRs with gender-disaggregated data</td>
<td>★★★</td>
</tr>
<tr>
<td><strong>Decentralization and harmonization</strong></td>
<td>Professional staff based in Field Offices</td>
<td>★★★</td>
</tr>
<tr>
<td></td>
<td>Portfolio managed from Field Offices</td>
<td>★★★</td>
</tr>
<tr>
<td></td>
<td>Aid delivered through common arrangements</td>
<td>★</td>
</tr>
<tr>
<td></td>
<td>Missions conducted jointly</td>
<td>★</td>
</tr>
</tbody>
</table>
Agenda

1. Update on Progress Made in ADF-11
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The Results Measurement Framework

Level 1: What Development Progress is Africa Making?

Level 2: How Does the ADF Contribute to Africa’s Development?

Level 3: Does the ADB Manage its Operations Effectively?

Level 4: Does the ADB Manage Itself Efficiently?
What is a “One Bank” Results Measurement Framework?

A corporate performance tool that:

- **Supports** the Bank Group in achieving its mandate:
  - Across all Bank Group operations and strategies...
  - ... including Private Sector Operations.

- **Monitors** the Bank Group’s ability to deliver results:
  - Development results: country outcomes, operations outputs, intermediate outcomes.
  - Institutional performance: portfolio, decentralization, business processes, etc.

- **Reports progress** for the Bank Group, but also:
  - Tailor made reporting for the purposes of ADF.
Providing a full picture on ADF results

Level 2 Core Sector Indicators for all ADF priority areas, including:

- **Infrastructure**: 22 output & outcome indicators covering transport, power, water and ICT.
- **Regional integration** (4 indicators).
- **Governance** (6 indicators focusing on systemic results).

Indicators for emerging priorities:

- **Climate change** (agriculture, transport, energy).
- **Food security** (using agriculture indicators as proxies).
- **Private sector operations**: tracking progress on employment, government revenues and business success in ADF countries.

**Gender** disaggregated data for ADF priority areas.
Innovations in the RMF

Towards a **One Bank** Results Measurement Framework:
- Supports all Bank Group operations and strategies (ADF, ADB & NTF).
- Better integrates Private Sector Operations.
- Supported by Office of Chief Operating Officer (COO).

A more effective tool for monitoring and reporting:
- Good practice adopted by other MDBs.
- Focus on a broader set of institutional reforms (decentralization, business processes, etc.).
- Communicating the links between the Bank’s activities and development results.
1. Update on Progress Made in ADF-11
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Sharpening the focus on Quality and Results

- Sustaining momentum on quality-at-entry:
  - Readiness Reviews mainstreamed for all operations & country strategies.
  - Adoption of common quality-at-entry standards.
  - Simplified logical framework.

- Enhanced approach to supervision:
  - Greater focus on results.
  - Proactively identifies & addresses risks.
  - Continuous supervision with increased role of Field Offices.
Improved reporting on development results

- Adoption of Core Sector Indicators:
  - Adopted for all key sectors (transport, power, regional integration etc.).
  - Aggregation of ADB’s key outputs and outcomes.

- Implementation of a Results Reporting System:
  - Web-based platform systematically tracks development results for all operations.
  - Reports on all segments of portfolio: by region, sector, regional operations, instruments etc.

- Improved qualitative reporting for regional operations, policy-based operations and operations in fragile states.
Bank is increasingly supporting private sector operations (PSO) in ADF countries.

Most PSOs contributions to development results are already tracked systematically...

...and will be increasingly integrated in the future:
- Dedicated Core Sector Indicators.
- ADOA tracks Private Sector contributions to development.
Scaling up Aid Effectiveness

- Roadmap on Aid Effectiveness to be adopted in June 2010:
  - Top-level communication to raise Bank staff awareness
  - Bank’s incentive structure to be reviewed.
  - Systematic internal monitoring of Paris Indicators.
  - Extending the Bank’s outreach through regional initiatives.
Strengthening Business Processes

- Rolling out a decentralised business model:
  - Significant progress already made.
  - Roadmap on decentralisation will further accelerate decentralisation.

- Improving fiduciary service delivery and oversight.

- Modernizing strategy, planning and budget management.

- A workforce that better contributes to the Bank’s corporate objectives.
Conclusions

The RMF for ADF-12: Consolidation with Innovations

- **Consolidates:**
  - RMF is consistent with previous RMF.
  - Action Plan on Quality and Result stays the course.

- **Refines:**
  - A « One Bank » approach
  - Responsibility now in the hands of the Chief Operating Officer.
  - Greater focus on business processes

- **Innovates:**
  - Adoption of Core Sector Indicators
  - Implementation of Results Reporting System.