THE RESULTS MEASUREMENT FRAMEWORK (2016-2025)
INCREASING THE BANK’S DEVELOPMENT IMPACT, DELIVERING THE HIGH 5S

ADF-14 Second Replenishment Meeting
June – July, 2016
Abidjan, Côte d’Ivoire
Outline

1. Why this new RMF?
2. How will we increase our impact?
3. How will we strengthen accountability?
4. What are the next steps?
Outline

1. Why this new RMF?
2. How will we increase our impact?
3. How will we strengthen accountability?
4. What are the next steps?
We aim to transform Africa by 2025
And are setting ambitious targets for ourselves
Scaling up the Bank’s capacity to deliver
Five foundations to deliver five goals

**What** the Bank will deliver

- Light up & power Africa
- Feed Africa
- Industrialise Africa
- Integrate Africa
- Improve the quality of life

**How** it will deliver it

- Move closer to our clients to enhance delivery
- Reconfigure HQ to support the regions to deliver better outcomes
- Strengthen the performance culture to attract and maintain talent
- Streamline business processes to promote efficiency and effectiveness
- Improve financial performance and increase development impact
The RMF is a management tool
Designed to help the Bank deliver on the High 5s

- Increase impact on development
- Stretch the Bank’s performance
- Track performance over time
- Communicate corporate priorities
- Draw lessons from the past to guide the future
Outline

1. Why this new RMF?
2. How will we increase our impact?
3. How will we strengthen accountability?
4. What are the next steps?
Outline

1. Why this new RMF?
2. How will we increase our impact?
3. How will we strengthen accountability?
4. What are the next steps?
Increasing **strategic focus** on the High 5s
We have re-engineered level 1 and level 2

<table>
<thead>
<tr>
<th>LEVEL 1 — WHAT DEVELOPMENT PROGRESS IS AFRICA MAKING?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Light &amp; power Africa</td>
</tr>
<tr>
<td>Cross-cutting Strategic Areas</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LEVEL 2 — WHAT DEVELOPMENT IMPACT ARE OPERATIONS MAKING?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Light &amp; power Africa</td>
</tr>
<tr>
<td>Cross-cutting Strategic Areas</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LEVEL 3 — IS AfDB MANAGING ITS OPERATIONS EFFECTIVELY?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliver quality &amp; timely operations</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LEVEL 4 — IS AfDB MANAGING ITSELF EFFICIENTLY?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decentralise &amp; engage staff for results</td>
</tr>
</tbody>
</table>
Improving delivery of corporate priorities
Special focus on key drivers of performance

**LEVEL 1 — WHAT DEVELOPMENT PROGRESS IS AFRICA MAKING?**
- Light & power Africa
- Feed Africa
- Integrate Africa
- Industrialise Africa
- Improve the quality of life for the people of Africa

**LEVEL 2 — WHAT DEVELOPMENT IMPACT ARE OPERATIONS MAKING?**
- Light & power Africa
- Feed Africa
- Integrate Africa
- Industrialise Africa
- Improve the quality of life for the people of Africa

**LEVEL 3 — IS AfDB MANAGING ITS OPERATIONS EFFECTIVELY?**
- Deliver quality & timely operations
- Improve Portfolio performance
- Achieve development impact

**LEVEL 4 — IS AfDB MANAGING ITSELF EFFICIENTLY?**
- Decentralise & engage staff for results
- Drive income growth & mobilise resources
- Improve cost-efficiency
Measuring our development impact
We will track jobs created & impact on growth

Development Impact Approach

Capital + Support
Impact on jobs in Africa

Effect 1
125,000 new workers hired

Effect 2
852,000 new jobs generated at suppliers

Effect 3
2,638,000 new jobs facilitated across the whole economy

Total net new jobs created in 2019: 3,615,000

NB: These are notional data used to illustrate concepts and tools.
Capturing *private sector* contributions
We are strengthening existing tracking tools

- Clarify the logic of interventions of private sector operations
- Informing project preparation with ex-ante data
- Tracking results during implementation
- Providing clear results information at completion
Promoting **gender equality** in all operations
We are strengthening our focus on gender

- **Stronger gender metrics in RMF:**
  - **Level 1:** Measures gender disparities across the continent
  - **Level 2:** Measures the impact on women & girls
    Indicators are disaggregated by sex
  - **Level 3:** Tracks how gender is integrated in project design
  - **Level 4:** Targets for share of women as managers and professional staff

- The new Gender Marker System will increase our impact on gender equality
Outline

1. Why this new RMF?
2. How will we increase our impact?
3. How will we strengthen accountability?
4. What are the next steps?
Outline

1. Why this new RMF?
2. How will we increase our impact?
3. How will we strengthen accountability?
4. What are the next steps?
The ADER is how we account on performance
We are building a strong body of evidence...

Completed operations rated satisfactory (%)
- 2012: 75
- 2013: 83
- 2014: 80
- 2015: 90
- 2016: 90

Completed operations with sustainable outcomes (%)
- 2012: 81
- 2013: 91
- 2014: 95
- 2015: 90
- 2016: 90

Completed operations with a timely PCR (%)
- 2012: 91
- 2013: 60
Better understanding of development impact of how to become more effective

Measuring AfDB’s impact in East Africa

- **Increased power capacity**
  - AfDB capacity: +100 MW
  - $1.5 billion

- **Power prices**
  - 15% of 600,000 jobs

- **Economic output**
  - 25% of 1 million jobs

- **Growth & employment**
  - 1% GDP growth
  - 10% tax income
  - $2.2 billion

- **Household income**
  - $5.0 billion

- **Human development**
  - 3 million jobs

- **More manufacturing**
  - 15% of 1.5 million jobs

- **More agriculture**
  - 1 million jobs

- **Regional integration**
  - 500,000 jobs

NB: These are notional data used to illustrate concepts and tools.
Attention to cross-cutting strategic issues
RMF reports on key dimensions

- **Stronger accountability on results in fragile situations**
  - Disaggregated results data by fragile states
  - Human interest stories

- **New metrics on climate change in RMF:**
  - Levels 1 & 2 track renewable energy and the impact on climate-resilience
  - Levels 3 & 4 measure climate change mainstreaming and financing

- **Focus on governance outcomes**
  - Report on data from African indexes on institutional effectiveness
  - Impact of policy-based lending on quality of public sector management
Dedicated reporting for ADF-14
Focusing on key development outcomes

### Priority Areas
- **Light up & power Africa**
- **Feed Africa**
- **Industrialise Africa**
- **Integrate Africa**
- **Improve the quality of life**

### What ADF will deliver

<table>
<thead>
<tr>
<th>Priority Area</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Light up &amp; power Africa</td>
<td>23.6m people newly connected</td>
</tr>
<tr>
<td>Feed Africa</td>
<td>280,000 ha of land irrigated</td>
</tr>
<tr>
<td>Industrialise Africa</td>
<td>1.4 million MSME created</td>
</tr>
<tr>
<td>Integrate Africa</td>
<td>73 million with improved access to roads</td>
</tr>
<tr>
<td>Improve the quality of life</td>
<td>3 million jobs created</td>
</tr>
<tr>
<td></td>
<td>+ 4,600 MW installed</td>
</tr>
<tr>
<td></td>
<td>≈ 50 m beneficiaries of improved technology</td>
</tr>
<tr>
<td></td>
<td>17.9 million microfinance and private sector beneficiaries</td>
</tr>
<tr>
<td></td>
<td>16 million trained to road maintenance and safety</td>
</tr>
<tr>
<td></td>
<td>8 million people with better access to water and sanitation</td>
</tr>
</tbody>
</table>
MapAfrica tracks our development impact
It makes information available to all
AfDB in the top league on transparency
According to Publish What You Fund

Publish What You Fund 2016 ranking of 46 development organisations
Outline

1. Why this new RMF?
2. How will we increase our impact?
3. How will we strengthen accountability?
4. What are the next steps?
Outline

1. Why this new RMF?
2. How will we increase our impact?
3. How will we strengthen accountability?
4. What are the next steps?
The Consultative Process
A Bank Group Paper

**June**
1\textsuperscript{st} consultative draft is released

**June-July**
Draft is presented & discussed at:
   - 2\textsuperscript{nd} ADF meeting
   - CODE Meeting

**September**
2\textsuperscript{nd} Draft with baselines and targets

**December**
Final RMF to be approved by the Board
A learning organisation, accountable to the people we serve