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## Matrix of ADF-Deputies Comments on the First Draft of the RMF 2013-2016

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**AFRICAN DEVELOPMENT FUND**

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## **MATRIX OF ADF-DEPUTIES COMMENTS ON THE FIRST DRAFT OF THE RMF 2013-2016**

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### **1. Introduction**

- 1.1 The African Development Bank Group thanks ADF Deputies for the review of the new One-Bank Results Measurement Framework 2013-2016 (RMF). It has offered the Bank a great opportunity to receive valuable feedback and strengthen the Framework. We received valuable comments from: Austria, Belgium, Finland, France, Germany, India, Japan, Malawi, Netherlands, Norway, Spain, South Africa, Sweden, Switzerland, United Kingdom, and United States of America.
- 1.2 ADF Deputies have proposed several new indicators to be included in the framework. We recognize the value of these indicators; however identifying metrics is severely constrained by insufficient data availability, ability to aggregate it, etc. especially household survey based data. Often second best proxies are chosen that may not be a perfect match, but a reasonable alternative that can be reported against. Identifying metrics of green growth has been particularly challenging, especially in the area of resilience. Meaningful metrics are scant and data coverage for Africa is still very poor. Thus, for the RMF, reasonable proxies using available data are proposed to provide a representative picture.
- 1.3 We also aim to keep the total number of indicators limited to about 100 (level 1 through 4) in line with good practice from other development institutions. To avoid proliferation, indicators will cover selected critical aspects of the Bank's work. It will not be a complete set but a representative selection of key indicators. Sector/Thematic results frameworks will go into more depth. This means the Bank is measuring more results, but will only commit to reporting on a concise set of indicators.

### **2. Matrix of Comments on the first version of the One-Bank Results Measurement Framework (2013-2016)**

- 2.1 The new RMF draws from a larger, more detailed set of indicators and data produced by the Bank at various levels. Key strategic indicators are therefore selected to be included in the RMF.
- 2.2 The Matrix below provides a summary of all the comments and suggestions made by ADF Deputies on the first draft of the new RMF. Each feedback is accompanied by actions undertaken.

#	Comment	Action / Response
<b>Overall</b>		
1	Switch to live results by 2015. It is important that level 2 captures outputs of programmes as being implemented and not just at PCR stage.	As the Bank consolidates its results reporting systems, one of ORQR's primary objectives will be to capture results during implementation, not just at completion. The system has been developed and is currently piloted. The transition to live reporting will take some time to capture
2	Add annual milestones.	We will use linear progress to establish annual milestones while keeping the RMF lean.
3	As one of the main priorities of the new TYS is inclusive growth, the target must be to sharing the benefits of growth and this means, the reduction or progressive elimination of disparities / inequalities within societies. As we all know, the elimination of inequalities is a fundamental and binding human rights principle. This notion should be introduced throughout the text and particularly in the indicators.	Agreed. The inclusive growth section has been reviewed in the second draft. The main challenge in tracking inclusive growth is the availability of meaningful indicators: robust metrics with good geographic coverage and updated annually. To overcome the data challenge, the RMF relies on a set of indicators aimed at measuring inclusive growth, organised in five categories: economic, social, spatial, political inclusion and sustaining growth. These indicators reflect the vision set in our Strategy.
4	There are inequalities between men and women, but also between poor and rich people, between people living in rural and urban areas, between people living in formal and informal settlements, etc., etc.	Agreed. Gender equality is only one dimension of inequality. To avoid proliferation of indicators other dimensions such as rural/urban, income quintile etc. have not been included in the RMF. However, such aspects are included in the analysis we do every year on the progress of the RMF published in the Annual Development Effectiveness Review.
5	Progress should also be measured by reduced inequalities. Therefore, an indicator on reduced inequalities would be warranted (inequalities reduced by 25% or 50%, depending on time horizon).	Progress towards reduction of inequalities is measured by four indicators that track growth, wealth (GDP per capita), poverty and income inequality (Gini coefficient). The Bank, as other MDBs, does not set targets for level 1 for all of Africa.
6	Il n'y a pas de coïncidence avec le cadre de mesure des résultats consigné dans le document de la Stratégie à 10 ans.	The internal architecture of the RMF has been re-engineered to match the priorities set out in Strategy 2013-2022 (Please refer to page 3-4 of the second draft of the RMF). Level 1 indicators have been then harmonized with those reported in the Annex of the Strategy 2013-2022 - though in certain cases they are formulated differently.
7	Inclure des données sur la dépendance (ou pas) des pays africains de l'aide au développement.	Aid Dependency is a very useful indicator, particularly at country level. Aid dependency indicators (i.e. ODA per capita, external aid / GDP) where available will be included in our analytical reports. The Bank's main focus remains on the Aid Effectiveness agenda. We are using country systems rather than bypassing them and cutting clients' costs of doing business with the Bank by reducing the number of parallel PIUs'. We believe these areas remain critical and therefore, consistent with the new post-Busan monitoring framework, indicators on alignment on budget, predictability, and use of country systems will remain as part of the RMF.

#	Comment	Action / Response
8	Value for money est très important, néanmoins il ne fait pas partie des priorités sectorielles de la Stratégie à 10 ans au même titre que le genre ou les états fragiles.	Delivering better value-for-money is central to the Bank's development mandate. It means ensuring that every dollar/UA we spend delivers the greatest value for our clients. It also means that we keep our costs under constant scrutiny and make sure that all our resources—human and financial—are used efficiently and economically to deliver maximum development impact.
9	Pourquoi l'indicateur de commerce intra-africain est inclus dans la catégorie « croissance verte » (niveau 1) ?	In the second draft of the RMF the indicator has been moved to the inclusive growth section (building sustaining infrastructure).
10	En ce qui concerne le secteur financier, pourquoi se restreindre aux microcrédits? Quel est le montant que marque la différence entre un crédit et un microcrédit ?	The RMF is focused on the main priorities identified in our Strategy 2013-2022. The Strategy recognizes microcredit (up to 20.000 UA – depending on the country) as a powerful instrument that promotes inclusion, private sector development, social innovation and entrepreneurship.
11	Pourquoi inclure l'amélioration de la gouvernance au niveau 1 et ne pas laisser ces indicateurs pour le niveau 2 en ligne avec la priorité sectorielle de la BAD?	Governance indicators are also included in Level 2 with a view to measure Bank's contribution towards better governance in the continent.
12	Dans le tableau 1, on parle d'efficacité pour les niveaux 3 et 4 (au lieu d'efficacités pour le niveau 3).	Agreed. Amended in the text.
13	In general, there is a need for more attention in Level 2 and 3 on natural resource extraction and at level 3 on inclusiveness	We pay attention to natural resource extraction in RMCs. For example progress on Extractive Industries Transparency Initiative (EITI) is usually reported in our analytical reports, both at Level 1 and 2. Level 3 of the new RMF includes an indicator measuring how well the Bank takes climate aspects into account in the design of new operations. Level 3 includes also inclusiveness related indicators. Better integrating gender dimensions in project design is fundamental to ensuring that our operations do a better job at promoting inclusiveness. The RMF systematically tracks progress in mainstreaming gender dimensions in public sector operations and country strategy papers.
14	Could gender (and age) be disaggregated from some of the governance and diversifying economies indicators at level 1?	Key indicators in the second draft of the RMF are disaggregated by gender where feasible and data available.
15	Could the Bank include an indicator on the Bank's work to strengthen consideration of gender amongst clients (i.e. strengthening the enabling environment) at level 2	Agreed. Gender breakdown is included for each outcome indicator (beneficiaries)
16	Does the Bank give sufficient weight at the 'quality of entry' for ensuring projects support girls and women to strengthen their voice, choice and control?	The RMF includes two indicators measuring how well the Bank takes gender aspects into account in the design of new country strategies, as well as in the design of new operations. (Please refer to the Glossary for more information).

#	Comment	Action / Response
17	Much of the data for the indicators will be collected through PCRs. This put the onus on the Bank to ensure that the data collection from the PCRs is accurate and robust. Are there detailed monitoring plans for how the Bank will track all of the information that underpins the indicators? Will the new results management tool be used to collect all this information?	Systems and tools are already in place to enhance the quality of information of our PCRs. For example a new PCR format has been introduced in 2013. The new Results Reporting System (RRS) to be rolled out in 2013 will ensure automatic the data collection from the PCRs.
18	The Bank claims results for an entire SWAP programme, whether it is Bank/AfDF funds or other donors money. It is important that the RMF only attributes the results of the SWAP for the AfDF/Bank's contribution to avoid double counting.	The Bank is exploring a new attribution methodology to be fully developed in Q4 2013. We are also involved in extensive discussion with other MDBs and development partners, including Donors, to identify suitable ways to avoid double counting.
19	Link level 1 and 2	The theory of change on how Level 1 and Level 2 are linked logically is set out in the Strategy 2013-2022 which the RMF is aligned to. Linking Level 1 and Level 2 through indicators is a complex exercise. We are working with other MDBs to explore innovative approaches and new methodologies. The new RMF has a stronger focus on outcomes which enable a more robust link between Level 1 and Level 2.
<b>Level 1</b>		
20	Add more Green Growth indicators.	The Green Growth Section in the second draft of the new RMF has been completely reviewed. It builds on consultations from other MDBs, including the World Bank, the Asian Development Bank, Inter-American Development Bank, International Fund for Agricultural Development, and European Bank for Reconstruction and Development. The OECD has been another important source of information on best practice in measuring green growth.
21	Infrastructure should be included in the Inclusive Growth section and not in the Green Growth one	Agreed. In the second draft of the new RMF, the whole infrastructure segment has been moved into the Inclusive Growth section.
22	Add focus on renewable energy.	Agreed. In the second draft of the new RMF we have included one indicator aimed at measuring the generation of renewable energy as share of total electricity produced.
23	Add maybe something on multi-modal transport.	Analysis on multimodal transport will be included in Bank's Sector/Thematic reports.
24	Add indicator on green urbanization.	Data availability is very limited for several African countries.
25	Add something on Food security.	Agreed. In the second draft of the new RMF we have included one indicator aimed at measuring

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		Food Insecurity as percentage of population.
26	Add indicators on Fragile States.	The State and Peace building goals common indicators are currently being developed in the context of the implementation of the New Deal on Engaging in Fragile States. Once available we will take them into consideration.
27	Explain why changed from Transparency International index to Mo Ibrahim.	Extensive consultations with internal and external stakeholder have indicated that the Mo Ibrahim Index of African Governance (IIAG) is the strongest indicator to measure the quality of governance of African countries. The Mo Ibrahim Index of African Governance (IIAG) assesses national governments against four categories and 57 criteria, representing the core obligations of any government to its citizens: i) Safety and Rule of Law; ii) Participation and Human Rights; iii) Sustainable Economic Opportunity; and iv) Human Development.
28	Go beyond CPIA indicators for Governance, consider indicator on Voice and Engagement.	Data availability for African countries is limited.
29	Add indicator on women access to land right.	Women access to land right is part of the Gender-Sensitive Country Institutions (Index). It is an indicator on discriminatory social institutions such as early marriage, discriminatory inheritance practices, violence against women, son preference, restricted access to public space, and restricted access to land and credit.
30	Strengthen health indicators.	One health-related indicator -Life expectancy - has been included in the second draft of the new RMF.
31	It should not be any longer a reference to access to "improved water source" nor to "improved sanitation facilities". The concept of "improved" does not necessarily capture quality - hence improved water can still be (and in many instances really is) of bad quality, makes people sick and even kills people. Use indicators which are based on the work that has been done and the proposals made by the UN Secretary General's High Level Panel on the Post 2015 Development Agenda which suggests: Percentage of "access to safe drinking water". For sanitation we suggest to use a similar language, say "access to safe and acceptable sanitation".	According to WHO/UNICEF: Access to improved water source—Percentage of the population with reasonable access to an adequate amount of water from an improved source, such as a household connection, public standpipe, borehole, protected well or spring, or rainwater collection. Unimproved sources include vendors, tanker trucks, and unprotected wells and springs. Reasonable access is defined as the availability of at least 20 litres a person a day from a source within one kilometre of the dwelling. Access to improved sanitation facilities—Share of population with at least adequate access to excreta disposal facilities that can effectively prevent human, animal, and insect contact with excreta. Improved facilities range from simple but protected pit latrines to flush toilets with a sewerage connection. To be effective, facilities must be correctly constructed and properly maintained.

#	Comment	Action / Response
32	<p>Disaggregate the data and add, after Percentage of access to safe drinking water and Percentage of access to safe and acceptable sanitation, "of which by women, of which by people living in the lowest wealth quintile, of which by people living in rural areas, of which by people living in informal settlements. Also add the following indicators:</p> <ul style="list-style-type: none"> <li>- "Percentage of the population practicing open defecation"; and</li> <li>- "Percentage of recycled or treated municipal and industrial wastewater prior to discharge"</li> </ul>	<p>Disaggregation of data (sex, urban/rural, etc.) is limited to key indicators. Sector/Thematic results frameworks will go into more depth. This means the RMF can only report on a concise set of indicators. However, such aspects are included in the analysis we do every year on the progress of the RMF published in the Annual Development Effectiveness Review.</p>
33	<p>Gender inequality in the labour market is too general, which labour market, and how does the productivity of female labour force compare to that of men.</p>	<p>This indicator measures the level of women's participation in the work force as defined by ILO; it is calculated as the share of a country's working-age women that engage actively in the labour market, either by working or by looking for work. It indicates the socioeconomic status and opportunities of women in Africa.</p>
34	<p>Gender inequality in the labour market: is the data for the formal labour market? If so, this would not be sufficient, as the informal labour market is still the main source of employment for women in Africa. The indicator is not actually measuring 'gender inequality in the labour market', but is actually just measuring women's participation in the labour market rather than any comparison with men - so the Bank should consider whether they do want to directly measure inequality as well, or instead of, this indicator.</p>	<p>Data is for the formal sector as data on the informal sector is very limited. The indicator measure the level of women's participation in the work force, calculated as the share of a country's working-age women that engage actively in the labour market, either by working or by looking for work.</p>
35	<p>Why are two GDP-related indicators included in the RMF (e.g. GDP indicator and a GDP per capita indicator is required)?</p>	<p>The first one (Gross domestic product growth) measures the increase in overall income in a country, while the second one offers an indication of disposable income. In combination with additional indicators, it offers a more comprehensive picture of the economic situation in Africa than GDP alone.</p>
36	<p>The HLP post-2015 report suggested that in some senses the Gini index is not a good measure. There is no consensus as to what an appropriate target may or may not be. The World Bank has decided to monitor the proportion in absolute poverty and the change in income levels of the bottom 40%. It may be desirable to measure indicators relating to the bottom 10% and 40% of the population against the mean income of the population.</p>	<p>We recognize the limitations of the Gini. The Gini coefficient is a relative measure. It is indeed possible for the Gini coefficient of a developing country to rise (due to increasing inequality of income) while the number of people in absolute poverty decreases. This is because the Gini coefficient measures relative, not absolute, wealth. Changing income inequality, measured by Gini coefficients, can be due to structural changes in a society such as growing population and income mobility. We also acknowledge that Gini coefficient can lead to oversights and can confuse the comparison of different populations; for example, while both Bangladesh (per capita income of \$1,693) and the</p>

#	Comment	Action / Response
		Netherlands (per capita income of \$42,183) had an income Gini index of 0.31 in 2010, the quality of life, economic opportunity and absolute income in these countries are very different, i.e. countries may have identical Gini coefficients, but differ greatly in wealth. Analytical work in Bank's Sector/Thematic reports is used to provide more details. We are also actively monitoring the development of alternative indicators.
37	Unemployment rate: Is it updated annually? However, underemployment (i.e. low productivity employment) is the major issue for Africa.	Yes, annually (with one-year time lag). Please refer to the Glossary for more information.
38	Include an indicator that has productive jobs as the indicator and that can be broken down by gender. The indicators could be non-agricultural wage employment, formal job creation or private sector job creation.	Limited data availability constrains our ability to use these suggested indicators. Information, where available, will be reported.
39	Mo Ibrahim Index of African Governance. How widely is this index accepted? Are other Africa focused organisations using this as a monitoring/measurement tool? To what extent is their overlap other governance indicators? Can the Bank assure that all three are needed?	Mo Ibrahim Index of African Governance is a widely recognized index. It doesn't overlap with other governance indicators which have different focus, such as the quality of institutions (CPIA indicator).
40	Transitioning to green growth - the existing indicators for green growth seem to be reasonable measures of growth per se and could probably be kept but there should also be some more indicators for how green the growth is. It would be perhaps useful to split this up into two areas - energy and natural resource management - and align the indicators to the post-2015 framework.	Agreed. Please refer to # 20
41	On energy, indicators could align with targets for Goal 7 of the High Level Panel (HLP) report, which focuses on securing sustainable energy, i.e.: double the share of renewable energy in the global energy mix, ensure universal access to modern energy services, etc...	Agreed. To qualify the pace of Africa's progress, either a target for which to measure its own progress against is needed or progress needs to be compared to a peer group. The RMF uses a peer group of other developing countries around the world to assess the pace of progress that Africa is making.
42	Sustainable production efficiency: it would also be particularly useful to measure the carbon intensity of national electricity grids (gCO2/kwh).	Data availability is very limited and outdated for African countries.

#	Comment	Action / Response
43	Use the definition in the Africa infrastructure country diagnostic Africa's Infrastructure: A Time for Transformation: Road density is measured in kilometers per 100 square kilometers of arable land; telephone density in lines per thousand population; generation capacity in megawatts per million population; electricity, water, and sanitation coverage in percentage of population.	Please refer to the <i>Glossary of Indicators</i> that contains detailed description of all indicators, rationale for choosing them and explanation of how they are calculated.
<b>Level 2</b>		
44	Possible to capture SEFA <sup>1</sup> in RMF?	The RMF does not specifically capture results from bilateral trust fund. Over the past few years, the AfDB Group has made steady improvements in using RMFs to assess the performance of all three of its financing windows: the AfDB, the African Development Fund (ADF), and the Nigerian Trust Fund (NTF). This is in line with the One Bank approach of the RMF.
45	Add indicator on natural resource management, and mining.	Limited portfolio (not sufficient number of projects). We pay attention to natural resource extraction and report consistently progress made in our ADER (Please refer to also #13)
46	Remove health, education and agriculture.	The RMF includes these indicators to capture results from Bank's projects that are now being completed and bearing results. These will progressively decline to reflect the Bank's strategic direction under the new Strategy.
47	Separate water and sanitation beneficiaries.	Water and Sanitation projects are typically combined. And so are results reported in our current PCR form.
48	Provide more detailed definition on what 'quality' of drinking water means.	The quality of drinking water is defined using the WHO/UNICEF definition of 'improved water source'. Please refer also to #31.
49	Add indicator on malnutrition of infants	Limited portfolio (not sufficient number of projects).
50	Add indicator under Regional Integration on soft infrastructure	The Bank is in the process to develop a system of indicators that will, beginning next year, systematically collect soft indicators in the following six categories: tariff liberalization, trade facilitation, regional infrastructure, movement of people, movement of capital and political economy.

<sup>1</sup> The Sustainable Energy Fund for Africa (SEFA) is a bilateral trust fund administered by the African Development Bank - anchored in a generous commitment of USD 57 million by the Government of Denmark - to support small and medium clean energy and energy efficiency projects in Africa.

#	Comment	Action / Response
51	Access to water and sanitation are not adequately placed as last listing in skills; they would much better fit into infrastructure development section.	Agreed. In the second version of the RMF it has been moved to the infrastructure development section
52	Helpful if the glossary clearly defined the meaning of construction, rehabilitation and maintenance.	This indicator is aligned to our logical framework and PCR form, where often the three categories (construction, rehabilitation and maintenance) are reported together. A detailed definition is provided in the <i>Glossary of Indicators</i> .
53	The glossary needs to define the difference between trained and then disaggregate between those trained and those recruited and between men and women.	Please refer to # 52.
54	Include an indicator on improved road safety (e.g. reduced accidents or similar) rather than just people trained.	Data availability is very limited and not regularly updated.
55	How reliable does the Bank estimate its calculation of the baseline for the indicator on CO2 emissions reduced is?	Data on this indicator is captured in our Project Completion Report. It measure the quantity (tons) per year of reduction in CO2 emissions as a result of the Bank's intervention.
56	Include measure of low carbon energy generation supported by the Bank (MWh of low carbon energy generated), and a measure of low carbon transport systems supported by the Bank.	The Bank has started tracking a range of additional indicators. The data will become gradually available as project start closing in the future or the Bank switched to a live results reporting system. For the current RMF the data is not yet available. The RMF proposes an indicator looking at the CO2 emissions reduced through its operations. Indicative analysis suggests sufficient and robust data will be available for the new RMF.
56	Disaggregate the following indicators by sex: microfinance clients trained in business management; rural population trained/recruited using improved technology; teachers and other educational staff recruited/trained; health workers trained; workers trained in maintenance of water supplies	Noted. However the new RMF will not be a complete set but a representative selection of key indicators. This is especially relevant for disaggregation (sex, urban/rural, etc.) which is limited to key indicators. Sector/Thematic results frameworks will go into more depth.
<b>Level 3</b>		
57	Move local and regional suppliers of goods and services from level 2 to 3	The indicator has been removed due to limited data availability.
58	CSPs rated satisfactory bad indicator if already 100%	Agreed. In the second draft of the new RMF the indicators has been changed to Average CSPs rating (from 1-6)

#	Comment	Action / Response
59	Clarify in text Gender mainstreaming methodology.	All our projects are assessed at the design stage according to five criteria that measure how effectively gender mainstreaming has been built into the project: sector-specific gender analysis; a gender equality-related outcomes statement; a gender equality-related baseline; specific activities to address gender gaps; and adequate budgets and human resources to implement the activities.
60	Explain why changed from problem projects to projects at risk.	Since the Bank was successful in significantly reducing problem projects in the portfolio from 14% in 2006 to 2% in 2012, we have discontinued the problem projects indicator to focus instead on a more general set of projects at risk.
61	Add quality at exit indicator on Gender	In order to report on quality at exit, the gender-informed design needs to be grandfathered in for a while. To assess the implementation of gender at exit operations that have included such explicit focus need to close which takes 4-7 years. We are working on ways to include such indicator in the next RMF.
62	Private sector: measure the success of the new private sector facility.	Since 2009, the RMF captures the aggregate contribution of the Bank and covers both public and private sector operations. For this reason the results of private sector operations are presented as part of the Bank's broader contributions to energy, transport, or microfinance and so on.
63	Include an indicator at level 3 on the timely implementation by the Bank in responding to recommendations by OPEV	Management responses and implementation of recommendations is a mandatory part of Bank business but not reported in the RMF. A new management tool is being developed to track implementation.
64	Gender mainstreaming should be made more specific and why not have an indicator which measures the impact of operations on women's time and care management.	Please refer to #59
65	CSPs rated satisfactory: include an indicator to assess the quality of CSPs at completion.	Other Bank's division report on this kind of indicator. To avoid proliferation indicators will not cover everything but critical aspects.
66	New ESW and related papers: include an indicator that measures quality and not quantity	ESWs undergo a rigorous review and quality control process.
	Include an indicator to measure client satisfaction	We undertook a broad client assessment survey in 2012. Data on this indicator is not available on annual basis.
67	Include (an) additional indicator(s) that measure how the Bank is improving the value of its portfolio (in addition to reducing costs). This could measure the number of projects that consider a range of	Please refer to Level 4. AfDB is committed to delivering its services cost-efficiently. Better cost accounting will strengthen the links between resources and results, and costs related to project design and implementation will be tracked to push for economies and greater cost-efficiency for

#	Comment	Action / Response
	options (that consider unit costs) as part of programme design, or making savings through improvements to the procurement process.	delivering outputs and outcomes.
68	New CSPs / projects with gender informed design. The AsDB has built on this using four categories: Cat 1: Gender Themed, where the project main purpose is gender equality, Cat 2: Effective Gender Mainstreaming, with a credible built in gender design: gender related outcomes, baselines, activities addressing gender gaps, budget and resources to implement (basically what's in 3.3.2) Cat 3: Some Gender Elements, Cat 4: No Gender Elements.. It would be useful to capture this data as part of a monitoring framework for the new gender strategy.	Our definition of gender informed design is outlined in the RMF glossary. We are continuously engaged with other MDBs in streamlining and improving our indicators and drawing from best practice.
69	New projects with climate-informed design: it should cover both adaptation and low carbon developments. On low carbon development in particular the Bank should adopt a plan to increase the proportion of energy generated by projects it supports that is low carbon by 4% each year.	Agreed. Please refer to #68
<b>Level 4</b>		
70	Indicateurs sur le bilinguisme au sein de la Banque	Indicators on bilingualism are tracked by our HR department. For reasons of selectivity it is not include in the RMF.
71	Share of management staff who are women (PL2+) is unambitious.	Agreed. In the second draft of the RMF, the target has been revised to 32%
72	Add indicator on staff with working level knowledge of French	Please refer to #70. Indicators on bilingualism are tracked by our HR department. For reasons of selectivity it is not include in the RMF.
73	Explain why staff attrition has been removed.	The indicator on premature attrition rate has been dropped to reflect lessons from the previous RMF that show that, as currently defined, premature attrition measures the natural rotation of younger staff.
74	Include the gross vacancy rate and not the net rate as the latter can often be misleading given the number of candidates that decide not to take up offers and that the measure is meant to assessing actual capacity.	The gross vacancy rate is tracked by our HR department. Result on this indicator will be then included in Bank's reports as required.

#	Comment	Action / Response
75	Improving Cost-Efficiency: Include Volume of transactions per related staff, which may also be thought of as a measure of workload growth compared to budget growth; or the number of staff per 1 million UA disbursed or number of staff per project, which will be sensitive to changes in average project size and as such 2 - 5 year moving averages may be useful in this context.	The RMF includes a range of Cost-Efficiency indicators. To avoid proliferation the focus in the present proposal is on reducing costs per project – which include staff costs. A workload or indicator on average project size offers additional value which will be reflected as a complementary measure in the analysis.
76	Rather than the measure of absolute cost of supporting project implementation, include a measure that captures the output as well as the input could be used, such as the cost per project or per 1 million UA disbursed.	AfDB is committed to delivering its services cost-efficiently, and to that end it is implementing a number of reforms to its business processes and practices. Better cost accounting will strengthen the links between resources and results, as costs related to project design and implementation are tracked to push for economies and greater cost-efficiency for delivering outputs and outcomes. Please refer to #77 for the indicators in this area included in the new draft of the RMF.
77	<p>AfDB could consider whether a suite of ratios such as those below would be useful to capture a variety of dimensions of cost efficiency and whether several-year averages would be more suitable so that fluctuations in the denominators across the years are smoothed.</p> <ul style="list-style-type: none"> <li>- Internal administrative expenses per \$1 million of project approval.</li> <li>- Internal administrative expenses per project approved (\$million in 2000 constant prices)</li> <li>- Internal administrative expenses per \$1 million disbursement.</li> <li>- Internal administrative expenses per project under implementation.(\$ \$'000 in 2000 constant prices)</li> </ul>	<p>The RMF already includes the followings:</p> <ul style="list-style-type: none"> <li>- Administrative costs per UA 1 million disbursed—The indicator assesses the extent to which the Bank has increased efficiency by reducing the administrative costs associated with disbursements. The indicator is calculated as the total amount of administrative expenditures (i.e., costs of missions, consultants, office and other expenses, and operational support) associated with 1 million UA disbursed.</li> <li>- Cost of preparing a lending project—The indicator is calculated as the average amount of expenditures associated with project identification, preparation, appraisal, and launching.</li> <li>- Cost of supporting project implementation—The indicator is calculated as the average amount of expenditures associated with the support of project implementation, such as cost of supervision and midterm review.</li> </ul> <p>The new cost accounting system will provide additional information going forward.</p>