



AfDB's Action Plan and Quality and Results: Recent Progress

Towards a Global Development Results Culture

Patricia N. Laverley
Principal Results Specialist, ORQR



Summary

Action Plan for Quality and Results (APQR)

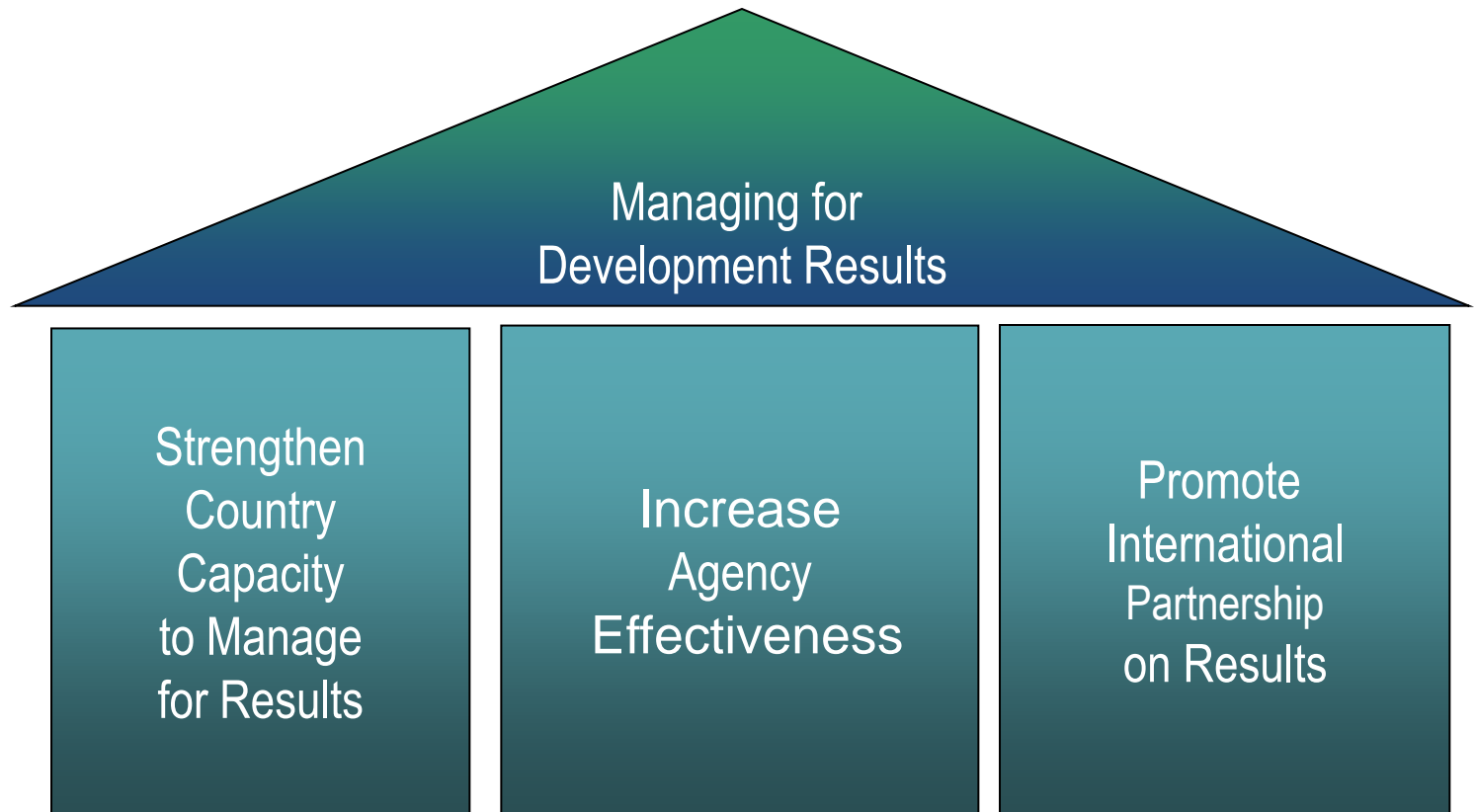
Progress in Implementing the APQR

Looking Ahead: ADF-12

Action Plan for Quality and Results

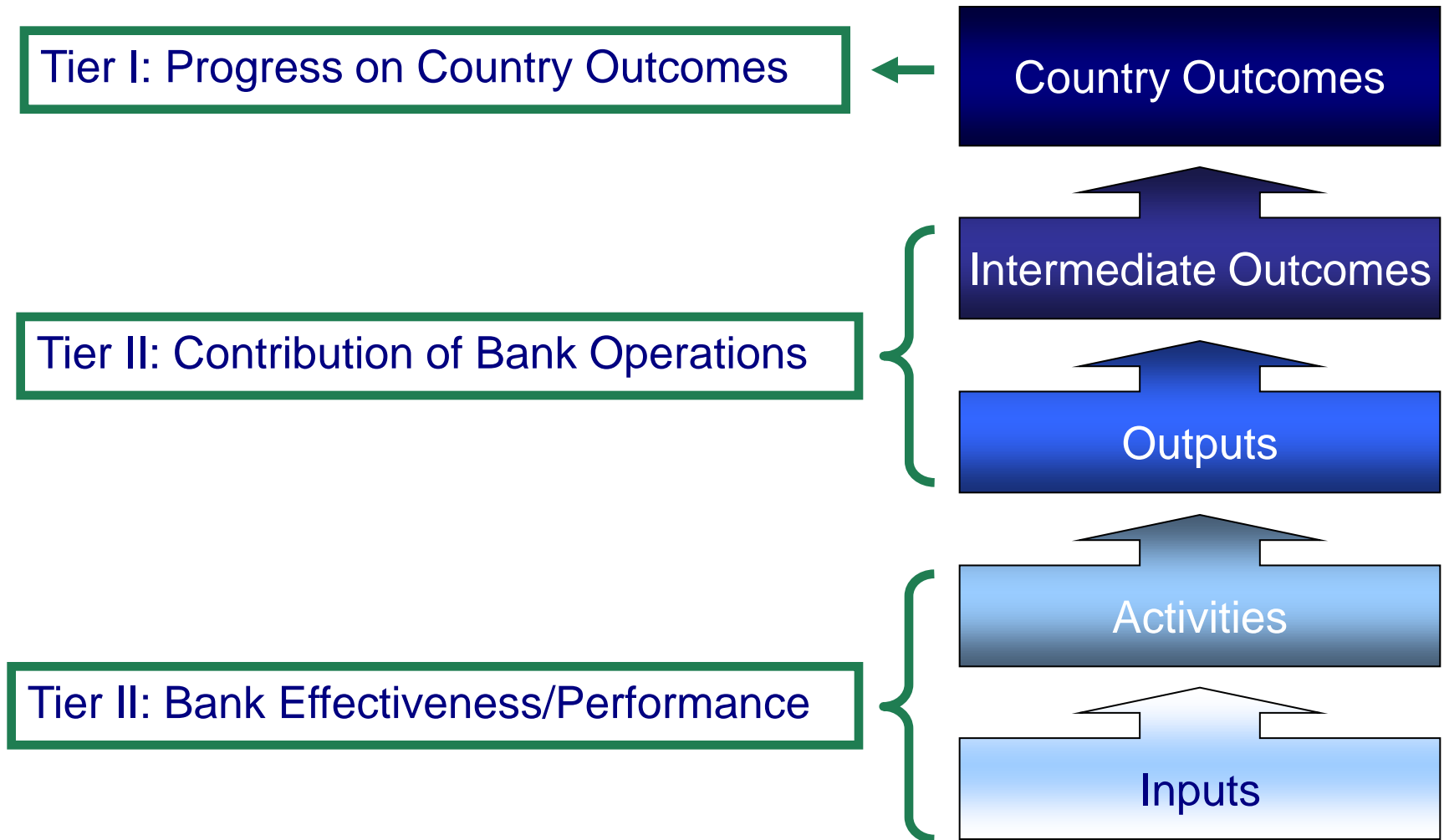


Global Agenda on Managing for Results





Results Measurement Framework





Action Plan for Quality and Results

Ensuring quality
at entry for
strategies and
operations

Instilling a
results-oriented
supervision culture

Enhancing learning
and accountability
through evaluation

Improving data and systems for results reporting

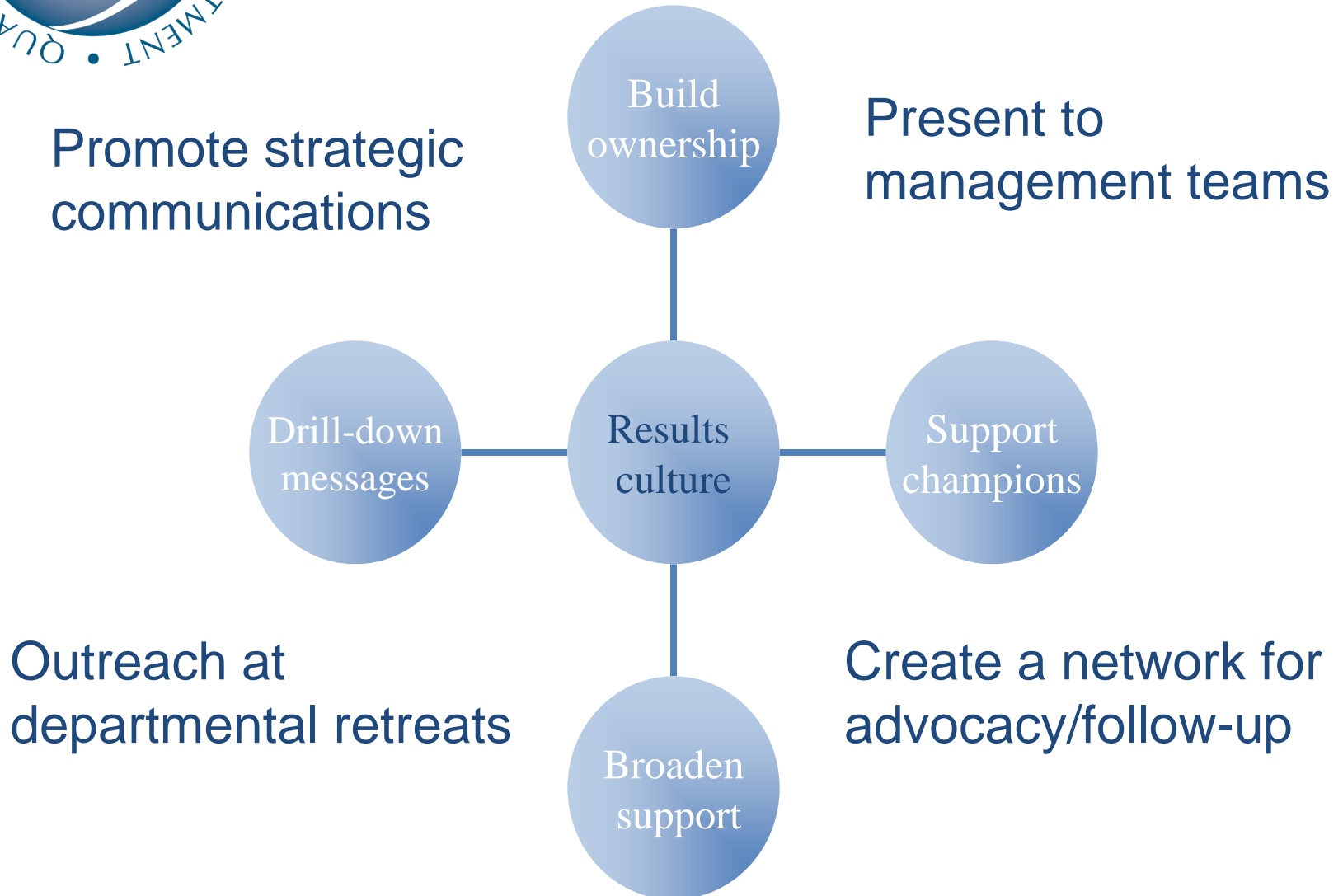
Accelerating decentralization for better results on the ground

Detailed Action Plan by Working Group on ADF-11 Results

Progress in Implementing the APQR



Strengthening the Results Culture





Quality-at-Entry

- **Readiness Reviews**

- Improve quality-at-entry through **systematic feedback** to task teams at the project concept and appraisal stages.
- Structured comments and **ratings** on nine aspects of operations quality.

- **Simplified Logframes**

- Encourage clearer articulation of expected results at the **project concept stage**.
- Anchor **automated results reporting** linked to supervision/completion reporting.



Results-Focused Supervision

- ***Supervision reporting***

- Format shows ***progress towards results-*** outputs/outcomes
- To be integrated in automated ***results reporting system***

- ***Field-based training***

- ***Logframe approach*** to results-focused supervision
- ***Harmonized mechanisms*** for better results



Learning & Accountability: *Timely Project Completion Reporting*

- ***Rules of the Game.***
 - Give priority to 2008 exiting operations
 - Prepare PCRs jointly once 85%+ disbursed
 - Post within six months of project closing
- ***Format.***
 - 10-page maximum; automated format
 - Highlight results achieved, lessons learned
- ***Field engagement.***
 - Prepare 40%+ of priority PCRs
 - PCR Fund to use field staff regionally



Improving Data and Systems

- ***Standard Indicators.***
 - Allows aggregated results reporting on key outputs and outcomes in priority sectors
 - Requires each sector to define indicators reflecting current and future portfolio (OSHD and OWAS are completed)
- ***Results Reporting.***
 - Information systems solution for demonstrating Bank contribution by tracking operations outputs and outcomes

**Expected results
results**

Progress toward results

Achieved





Accelerating Decentralization

Field-based Workshops

- To provide field offices with knowledge and tools to improve quality and focus on results
- Two-day regional ‘hub’ workshops by ORQR and ORPF:

Ethiopia (February 5-6)

Senegal (February 26-27)

Cameroun (March 2-3)

Madagascar (mid-April)





Progress in Implementing the APQR

| Work Plan Priority | Limited → Moderate → Satisfactory → Strong |
|---|--|
| Piloting Readiness Reviews | Strong |
| PCR Guidance and Format | Strong |
| Field Workshops | Strong |
| Outreach and Newsletter | Strong |
| Results 'Champions' Network | Satisfactory |
| Simplified Logframes | Satisfactory |
| Peer Review Guidelines | Satisfactory |
| Revised Supervision Reporting | Satisfactory |
| Directors' Forum <i>Its Only Lunch!</i> | Satisfactory |
| Results Reporting System | Moderate |
| Standard Output/Outcome Indicators | Moderate |
| PCR Priority List/Fund | Moderate |
| Country Outcome Indicators | Limited |
| African Community of Practice on MfDR | Limited |

Looking Ahead: ADF-12



Challenges to Implementation

- Shifting from a rules-based to a ***results-based mindset***
- Enhancing quality without losing ***momentum on deliveries***
- Strengthening ***Country Team decision-making*** processes
- Developing a ***business-driven IT vision*** and skills to match
- ***Empowering field offices*** to engage on quality and results



ADF-12: Expected Progress

- ***Quality-at-entry.***
 - Readiness Reviews rolled out for investment and policy-based operations.
 - Peer review guidelines disseminated.
 - Simplified logframes adopted.
- ***Results-based supervision.***
 - Revised supervision report template available.
 - Increased share of supervision from the field.
- ***Learning and accountability.***
 - 2008 completion reporting target achieved (30%+ timely).
 - Revised project completion report template in use.

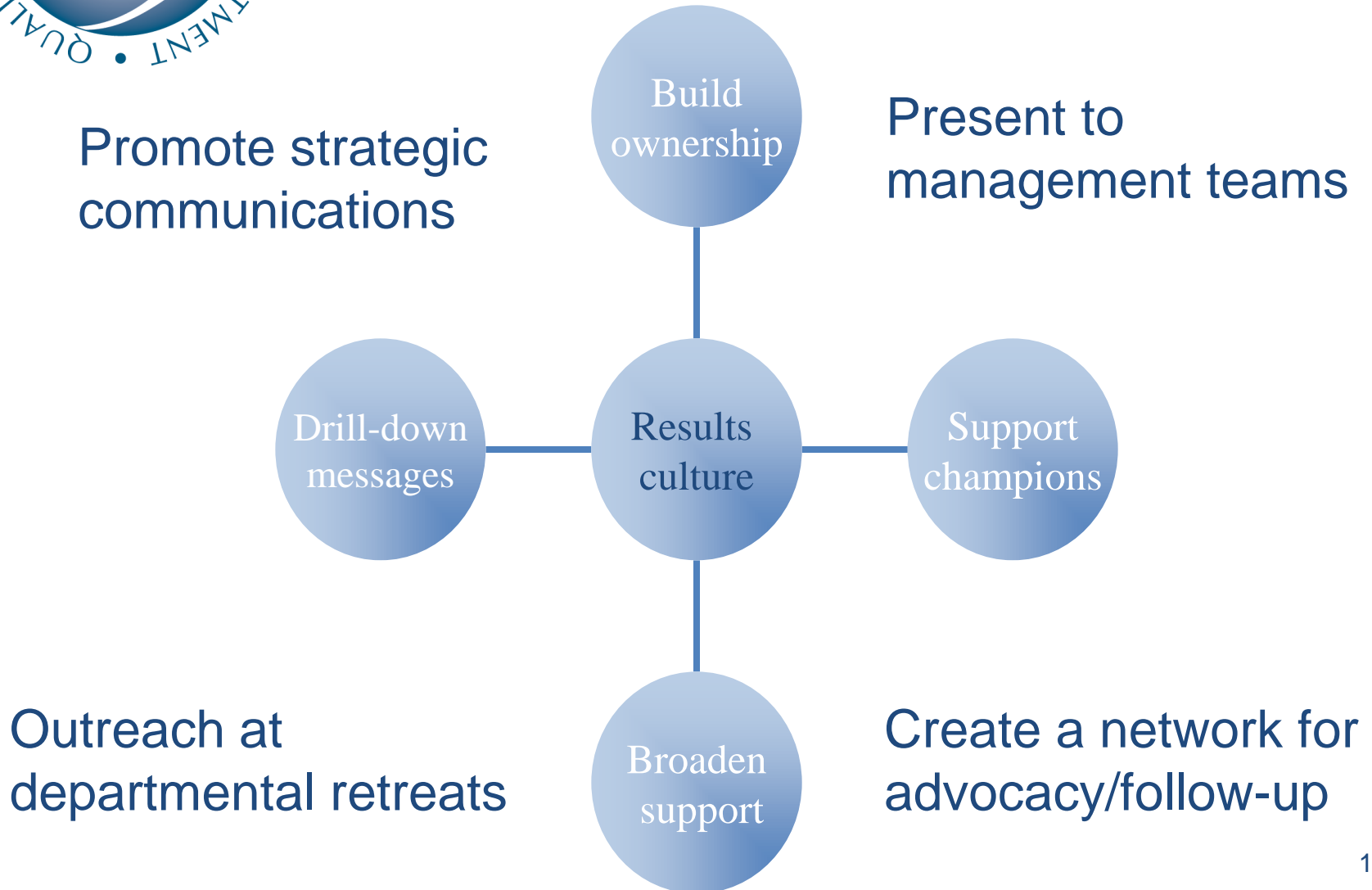


ADF-12: Expected Progress

- ***Data and systems.***
 - Standard indicators defined for major sectors.
 - Country outcome indicators in new areas assessed.
 - First phase of automated results reporting system underway
- ***Decentralization.***
 - Field workshops completed.
 - Field staff complete 40% or more of PCRs.
 - Share of joint missions increased.



How Have We Improved Communication About Development Results? Within the Bank



Renewing our Commitment to Development Effectiveness

“As we face the global financial crisis, our leadership on the continent will be tested. We at the AfDB must rise to the challenge and act with the urgency the crisis requires. We will adapt our instruments to cushion the most severe shocks while maintaining our financing...

*Never has the need to use our resources wisely been greater. More than ever, we must improve the quality of our products and services and stay focused on delivering and **communicating results** on the ground.”*

Donald Kaberuka,
President, African Development Bank Group, 2009

Accelerating Decentralization

Today, 25 offices open across Africa, for greater alignment, harmonization and efficiency



| Results Measurement Framework Indicators | Baseline 2006 or 2007 | Progress in 2008 | Target for 2009 |
|---|-----------------------|------------------|-----------------|
| Share of professional staff in field offices | 5% | 15% | 20% |
| Share of portfolio managed from field offices | 0% | 7% | 15% |
| Share of aid in common arrangements | 40% | 37% | 55% |
| Share of missions conducted jointly | 19% | 17% | 25% |





How Have We Improved Communication About Development Results? Outside the Bank

- Simply Results Newsletter
- Africa Achieves
- African Community of Practice (AfCOP)
- Contributions to High Level Events
- Actively contribute to broader institutional initiatives.



Questions

1. Do you know of other examples of good practice in communicating multilateral aid?
2. Dare to imagine the impossible: What would be an example of good practice which does not exist?
3. How can multi and bilateral institutions work closer together on development communication and specifically about results?



Thank You