



# SIMPLY RESULTS

THE QUALITY ASSURANCE AND RESULTS DEPARTMENT OF THE AFRICAN DEVELOPMENT BANK GROUP



The Board adopted a new Results Measurement Framework (RMF) in September 2010. We asked Simon Mizrahi, Manager of the Results Reporting Division (ORQR.1), to tell us more about this framework and why it matters to the Bank.

## Why does the Bank need a Results Measurement Framework?

I think we all recognize that the measure of the Bank's success is not how many dollars we spend or how many programs we fund, but the development results that we deliver—the lasting changes that those dollars and programs have achieved for the citizens of this continent. Put simply, the RMF is all about demonstrating that the Bank is making a big difference in Africa's development.

## How can the RMF improve the Bank's performance?

None of the development goals the Bank is actively promoting—lasting economic growth, building capable institutions, etc.—will happen overnight. To keep moving in the right direction, we must assess our progress and have the courage to rethink our strategies when we fall short of our goals. The RMF will help by providing answers to four fundamental questions: What development progress is Africa making? What is the Bank's contribution to development in Africa? Does the Bank manage its operations effectively? And does the Bank, as an organization, manage itself efficiently?

## NEW "ONE BANK" RESULTS MEASUREMENT FRAMEWORK (2010-2012)

### The Bank has had a Results Measurement Framework for some time now. Why do we need a new one?

The recent economic crisis made it clear that the Bank's challenges evolve over time—sometimes very rapidly. We need a results framework that is flexible enough to adjust and better support the Bank's mandate as it adapts to changing realities. The Bank is much more active in some areas today than it was in the past: for example, private sector development, infrastructure, regional integration and climate change. The new RMF reflects these changes and introduces a number of important innovations.

### What kind of innovations does the new RMF introduce?

Its main innovation is better support of the Bank Group as a single institution rather than as the sum of its parts. This is why we like to call it the "One Bank Results Measurement Framework." The new RMF is better geared toward supporting all Bank Group windows, operations and strategies, including the areas I mentioned earlier—private sector operations, regional operations and climate change.

### Are other innovations worth mentioning?

Another important improvement is that, together with a broader set of key performance indicators monitored by the Corporate Budget and Strategy Department (COBS), the RMF will give management a tool for tracking corporate performance. In particular, it will help ensure that results at various operational levels—complexes, departments and divisions—are closely aligned with the Bank Group's priorities and strategies.

### A last question: who will own the new RMF?

The Bank has the responsibility to demonstrate development results. However, this is not the responsibility of a single department or a single complex: it is the responsibility of each and every one of us in this Bank. We must also share the evidence of our achievements with our shareholders and the public. They all deserve to know that when this Bank expends their funds, they are getting tangible results. ■

## IN THIS ISSUE

- 01 **New "One Bank" Results Measurement Framework (2010-2012)**  
*Simon Mizrahi*
- 02 **AfDB Hosts Second Regional Consultative Meeting on Aid Effectiveness**  
*Samer Hachem*
- 02 **Towards an Integrated Safeguards System for the AfDB**  
*Mbarack Diop*
- 03 **Simplified Results-Based Logical Framework for Public Sector Operations**  
*Hélène Sow-Dahou*
- 03 **Quality-at-Entry Criteria and Standards for Public Sector Operations**  
*Stefan Müller*
- 04 **Gender and Social Development Monitoring Gains Greater Importance**  
*Yeshiareg Dejene*

# AfDB HOSTS SECOND REGIONAL CONSULTATIVE MEETING ON AID EFFECTIVENESS

## SOUTH-SOUTH COOPERATION AND CAPACITY DEVELOPMENT



As part of Africa's preparations for the High Level Forum on Aid Effectiveness (HLF-4) in Busan, Korea in November 2011, the African Development Bank and the NEPAD Planning and Coordinating Agency are organizing the Second Regional Meeting on Aid Effectiveness in Tunis on 4-5 November, 2010. This meeting will focus on key aid and development effectiveness issues relating to Africa and will build on the outcomes of the March 2010 First Africa Regional Meeting held in Pretoria, South Africa. The meeting aims to inform the HLF-4 agenda by identifying the main

actions required to optimize the use of development resources for the benefit of Africans.

The meeting's sub-title "From Aid Effectiveness to Development Effectiveness," reflects the changing nature of the international debate leading up to HLF-4. The Paris Declaration focused mainly on the mechanics of aid delivery, seeking to eliminate bottlenecks to more effective assistance. While this was undoubtedly an important agenda—and one for which many challenges remain—it

arguably narrowed the policy debate to the administration of aid, at the expense of broader development issues. Ultimately, the effectiveness of aid is only one component in the broader question of how partner countries can be enabled to achieve their development potential. The Second Regional Meeting will be an opportunity to explore the parameters of the broader development policy agenda from an African standpoint. ■

More information on this meeting may be found at: <http://www.aideffectiveness.org/tunisconsultations>

## TOWARDS AN INTEGRATED SAFEGUARDS SYSTEM FOR THE AfDB

The AfDB has begun to formulate an Integrated Safeguards System (ISS). The ISS will (a) furnish Bank staff and clients with an easy-to-use, streamlined environmental and social safeguards reference and compliance tool that clearly delineates responsibilities, processes and products; (b) sustain efforts to enhance the Bank's and RMCs' capacity to identify environmental and social risks early and to manage them better; and (c) strengthen project performance and make development results more sustainable by creating a sound basis for efficiently and effectively identifying and managing potential impacts at each stage of the project cycle.

The formulation of the ISS will be followed by a revision of other relevant AfDB instruments, namely, its Environmental and Social Assessment Procedures (ESAP) and its Integrated Environmental and Social Impact Assessment Guidelines (IESIA). The new safeguards will reflect valuable experience and lessons regarding the

application of social inclusiveness in environmental assessments. In this way, the ISS will use cutting-edge knowledge of environmental and social assessment processes to improve the environmental and social performance of the Bank's operations and enhance project outcomes.

### Objectives and principles

The Bank recognizes that human well-being depends directly and indirectly on the quality of the environment and the sustainable use of natural resources. In Africa in particular, most people are highly dependent on the productivity of natural resources. The ISS therefore adopts a holistic and inclusive approach that considers environmental and social considerations as integrally related. The term "environment" is used here in its broadest sense, to include all natural and artificial economic, social and cultural factors.

Safeguards are important because they help ensure that Bank-financed

operations are planned and evaluated on the basis of multiple criteria and that option values are factored into decision-making. Safeguards require that stakeholders be adequately consulted and engaged, and that adversely affected communities and vulnerable persons be compensated for a project's negative impacts (this may include livelihood support). Safeguards also require that projects be disclosed to enable public input. The Bank believes that investments that are subject to public disclosure are more likely to address impacts on affected people. These investments are also more likely to realize the social benefits intended. Thus, public disclosure improves implementation and the achievement of intended outcomes.

Safeguards also help optimize the design of investment projects by imposing quality standards at entry. In addition, they require that projects respect ecological support systems and the integrity of the environment. The Bank recognizes

that projects conducive to sustainable development should include safeguards in the areas of health and safety (including HIV/AIDS), labor, cultural resources and gender equality.

By institutionalizing these safeguards, the ISS will build upon the AfDB's experience on the African continent and international best practice and will position the Bank to support sustainable development in all its operations. The ISS will make sure that the Bank does not support designs that fail to comply with the social and environmental laws and regulations of borrower countries or designs that fail to respect RMCs' commitments under multilateral environmental agreements.

The Bank will apply safeguards to all of its public and private sector lending and non-lending products throughout the project cycle to ensure the environmental and social sustainability of all Bank-financed operations. ■

## SIMPLIFIED RESULTS-BASED LOGICAL FRAMEWORK FOR PUBLIC SECTOR OPERATIONS

ORQR has recognized the need to align the Results-Based Logical Framework (RLF) with new results-oriented tools, e.g., Core Sector Indicators, Implementation Progress and Results Report, and the Bank's Results Reporting System. Over the past months, ORQR has coordinated cross-departmental work to revise the existing RLF template with the twin purpose of (i) simplifying its design and making it more user-friendly, while (ii) keeping the tool's quality requirements, including harmonization with peer institutions. Project task managers tested the simplified RLF and found it more concise, easier to complete, better at expressing the results chain of the operation, good at identifying baselines and targets, and able to integrate new critical information such as means of verification. Following pilot testing earlier this year, the Bank Group's Operations Committee (OpsCom) endorsed the new RLF template in August 2010. The template is expected to be rolled out in January 2011.

To ensure that user departments effectively use and own the new RLF, senior Bank management recommended that task managers be offered an intensive, hands-on training program, that a manual on how to complete the RLF be developed, and that the Bank hold regular forums where users could share their experience in using the simplified RLF. Accordingly, a first training session coordinated by EADI and ORQR will be held in Tunis from November 30 to December 2, 2010 for the benefit of the Bank's operational staff and client countries. The training program will be then rolled out in Tunis and the Bank's Field Offices. Online modules will also be made available to Bank staff. ■

## QUALITY-AT-ENTRY CRITERIA AND STANDARDS FOR PUBLIC SECTOR OPERATIONS

The quality-at-entry (QaE) of the Bank Group's operations is critical to the Bank's success. Weak QaE has been shown to be a major obstacle to the Bank's achievement of successful outcomes, ultimately affecting overall development results. Improving the QaE of operations is integral to improving the institutions' performance, delivering the results that clients and shareholders demand from development agencies, and building a compelling record of development effectiveness.

ORQR is mandated with improving the QaE of Bank Group operations and enhancing their development effectiveness. To fulfill this mandate, in 2009, ORQR developed the new "Readiness Review" (RR) tool in close collaboration with regional and sector departments. One of the RR's

main purposes is to give task teams structured comments on key issues affecting the QaE and results focus of Bank Group operations. The RR tool was piloted for investment projects in 2009 and was rolled out to all public sector operations, policy-based loans and regional operations in early 2010.

### Joint development of QaE standards

In early 2010, ORQR and relevant Bank departments embarked on the joint development of QaE standards. The development of the standards was a key recommendation of the Operation Evaluation Department's 2009 "Independent Assessment of the Quality-at-Entry of ADF 2005-2008 Operations and Strategies." As a first stage in the process, ORQR developed

a draft set of QaE standards for public sector operations. At the second stage, the draft standards were reviewed by peers from the Bank's sector and regional departments and other departments. The document was subsequently distributed to operations and other departments for comments. Workshops were held in February, July and September of 2010.

### Senior management's approval of the standards

Based on feedback received, ORQR amended the QaE standards, which were then cleared by OpsCom. The standards document has been presented to the Bank Group's Committee on Operations and Development Effectiveness (CODE) in October 2010 for information. ■



**Yeshiareg Dejene**  
Officer-in-Charge,  
ORQR.4

The organizational unit responsible for mainstreaming a gender perspective into the Bank's policies and operations and monitoring progress was transferred to the Quality Assurance and Results Department (ORQR) as the Gender and Social Development Monitoring Division (ORQR.4) in June 2010. We met with Yeshiareg Dejene, Officer-in-Charge of ORQR.4, to discuss ORQR.4's mandate for the Bank's work on gender equality.

### Why is it useful to have the Gender and Social Development Monitoring Division as part of ORQR?

I believe that positioning the operating unit strategically within the organization will prove to be key to its success. The current institutional arrangement—placing the Gender and Social Development Monitoring Division (ORQR.4) within the department responsible for quality and results, and under the VP/COO—provides our division with an enabling environment in that it facilitates coordination and collaboration across different departments and complexes. Gender mainstreaming is a Bank-wide responsibility and we cannot advance gender mainstreaming unless we improve coordination and build partnerships within and outside of the Bank.

### What is ORQR.4's mandate for gender mainstreaming and monitoring?

ORQR.4's advocacy and monitoring mandate means that we are responsible for overseeing the mainstreaming of gender issues and the participation of civil society into all of the Bank's sector operations. Our main tasks are to develop knowledge products that inform Bank-wide operations

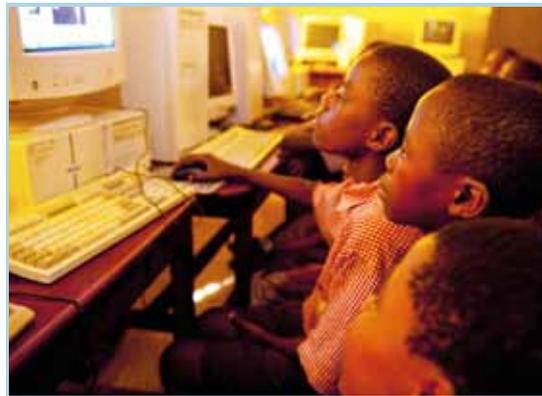
## GENDER AND SOCIAL DEVELOPMENT MONITORING GAINS IMPORTANCE

on key crosscutting issues; to lead the development of policies, strategies, and guidelines for gender mainstreaming; to help operations experts mainstream gender; and to identify and share best strategies and innovative practices when it comes to mainstreaming cross-cutting themes and monitoring relevant key performance indicators.

### Tell us about ongoing work that you think will improve gender mainstreaming into Bank operations.

One example I can mention is the institutionalization of a gender perspective into the Bank's operational

The lack of gender statistics is a constraint that substantially hampers our ability to produce sound, evidence-based project designs and to monitor results. This is why the Bank is currently supporting RMCs to develop and analyze gender statistics in three pilot countries. The availability of gender statistics helps us to discern where women and men, boys and girls are positioned in society and identifies the gaps, the inequalities and the opportunities that influence how people improve or fail to improve their lives. Gender statistics are also useful for advocacy and for influencing policy making and reforming legal frameworks. I think it very important that the Bank



*Improved incomes derived from the Rural Microfinance Support Project have helped to educate boys and girls in Uganda*

documents, i.e., operations manual, quality-at-entry standards, results measurement framework, supervision, reporting documents and others. Currently, we are exploring how the Bank can use the OECD/DAC Gender Equality Policy Marker, which is used by bilateral and multilateral development agencies and the UN System, to develop and institutionalize quality standards for gender mainstreaming. The ultimate goal is to design projects that will generate development outcomes that make positive changes in the lives of African women, men, girls and boys.

### What constraints do you see to mainstreaming gender and monitoring progress in Africa?

continue to develop RMCs' capacity to generate, analyze and disseminate gender statistics.

### What are your thoughts on the way forward?

I think the reforms that the Bank has introduced so far—institutional restructuring, focusing on results, and so forth—will be instrumental to having Bank operations pay more attention to gender equality. In the meantime, though, we will continue to refine the gender sensitivity of our frameworks, tools and systems and will strengthen accountability to the Bank's gender equality commitments. I am convinced that these concerted efforts will bear tangible results. ■

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