

# **RESULTS AGENDA**

## **Challenge or Opportunity?**



**Moscow Conference on  
New Partnerships in Global Development Finance  
February 17-18, 2010**

# Presentation highlights 4 areas

- Increased Emphasis on Managing for Results
- Measuring & Reporting on Results at WB
- Harmonizing approaches to results measurement among MDBs and donors
- Supporting client/partner country efforts to strengthen MfDR capacity



# Global Context for Aid Effectiveness

*Increased emphasis **on demonstrating and reporting on development results**: donors, governments and the public demand it: What is our money buying?*

- **Paris Declaration Principles 2005**: ownership, mutual accountability, managing for results, alignment, harmonization
- **Accra HLF 2008**: Greater emphasis on developing and using Country Systems by donors, and donor's own results reporting
- **OECD/DAC work program**: “Global Partnership for MfDR” is to focus on country capacity for managing for results, linking to country systems



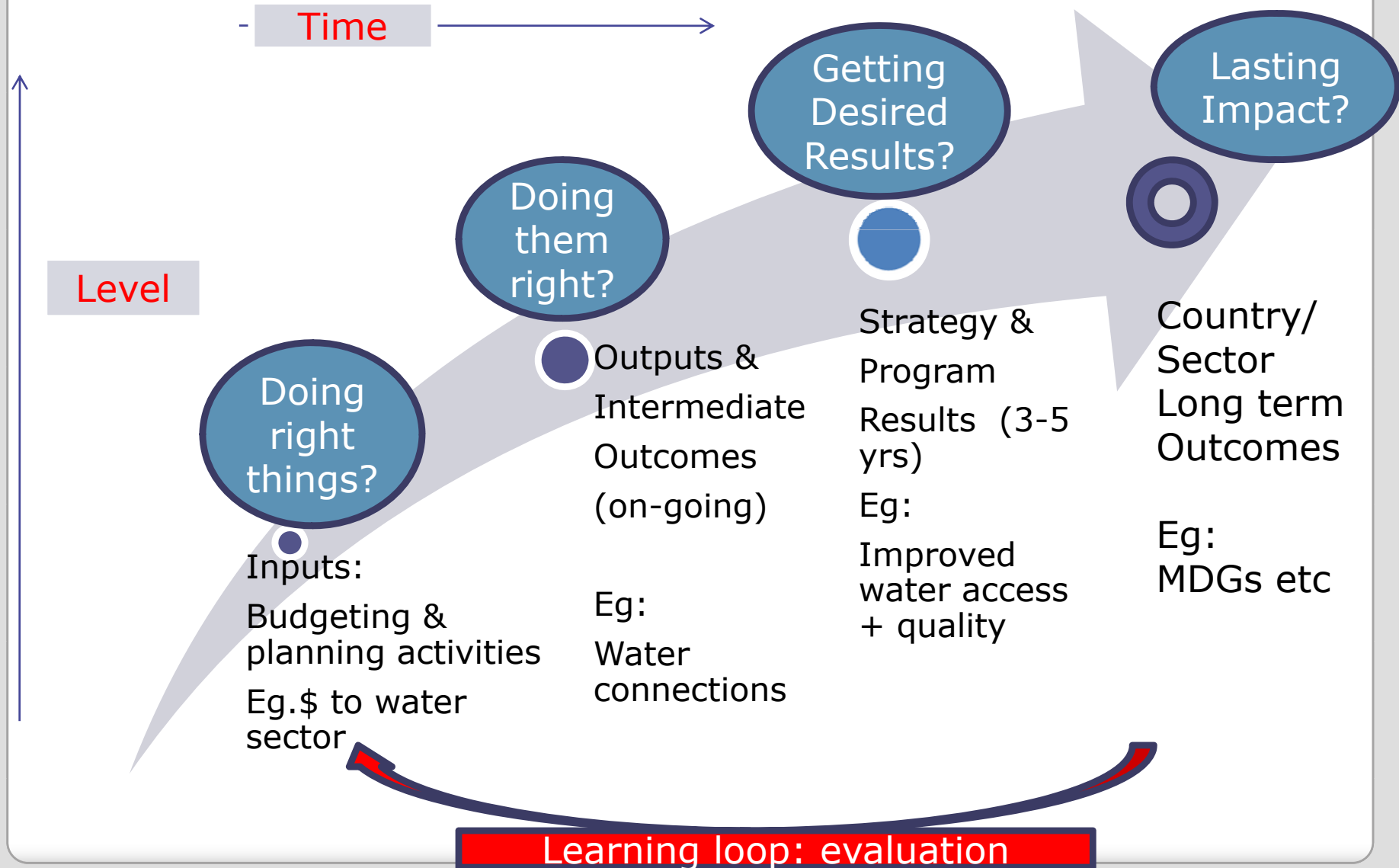
# How to Manage for Results?

## *Defining, tracking, and using results for decision making:*

- Agree on **strategic priorities** (at country or sector level)
- **Budgeting:** Align resources with priorities
- Ensure consistency of investment/activity with **strategy**
- Define clear and realistic **objectives** for each project
- Collect **baseline** data and set **targets**.
- Select measurable **indicators** and monitor them through out implementation
- Decision makers review indicator data and other factors to **manage risks** + adjust as you go
- **Evaluate and Create a learning loop** and use results for future decisions



# Managing for Results: The Results Chain



# Improving Results Measurement & Reporting at the World Bank

*Results belong to the countries—WB only provides support and measures contribution to results*

- Systems in place to track lending results supported by the WB. Independent Evaluation validates them
- **Country Assistance/Partnership Strategies** have results frameworks with objectives/indicators for the CAS (attainable in 3-5yrs)
- **Each project** has a results framework with objectives, indicators, baselines and targets. Results (outputs/outcomes) tracked during implementation and jointly with clients
- **Quality and portfolio indicators** are also monitored as early warning signals.



# New Initiatives at WB for Results Reporting

*Strengthened corporate level results reporting at aggregate level – quantitative and qualitative*

- Introduced “**standardized sector indicators**” for 7 sectors (education, health, roads, water, urban services, MSME, ITC)..others to be added
- Selective; few; using **same definition** in each project; applied where relevant. Complement regular country results reporting. Eg: “number of people with access to improved water source”
- **IT Systems for collection** of standardized quantitative results data from on going projects, providing real time information



# Common Approaches to Results among MDBs and Donors

- Multilateral (MDB) and bi-lateral donors striving for better reporting on results and common approaches
- Asian Dev. Bank, African Dev. Bank, and InterAmerican Dev. Bank, IFC (and DfID,UK) also introduced **“standardized indicators”**—many are common with WB
- **COMPAS Report**: MDB self-assessment of result-orientation—annually published



# OECD/DAC: Global Partnership for MfDR: Supporting Country Capacity

*Donors and Partner countries working together to support country capacity for MfDR*

- **Support Communities of Practice:** Africa, Asia and Latin America Regional CoPs now form a global platform  
*=> Would like to propose a CoP for the Europe and Central Asia (ECA) Region as well*
- **Assess-Country Capacity** – supports assessment tools to countries to identify gaps and priority actions
- Improve donors' **reporting** on results
- Improve donor **incentives** for results-based management



# Emerging Good Practices

## Country MfDR Capacity

- **African Community of Practice (AfCOP)** South-South learning
  - Exchange knowledge on MfDR, face-to-face and online
  - Secretariat in WB, but managed by members
  - Established in 2007, now 1,000 members in 37 African countries
  - Government, civil society, academia, private sector represented
  - Sourcebook with case studies on key MfDR topics (3 to date)
  - National Chapters created in Niger, Senegal and Sierra Leone
  - Now, also working with Latin America and Asia CoPs – a Global Platform
- **CapScan:** A self-assessment exercise for countries. Key govt stakeholders identify gaps and actions to improve MfDR
- **Statistical Capacity**-is key for better results data: New Statistics for Results Fund –grants to support poorest countries (WB, DfID, Netherlands)



# Emerging good practices: Country MfDR Capacity

- **Improving M&E capacity**

- **Colombia:** created a whole-of-government monitoring and evaluation (M&E) system, SINERGIA (2002), one of the strongest in LCR
- **Russian Federation:** M& E system for government is developed under WB supported e-learning education project. It is being used in monitoring school performance by the government.
- WB supported TB/AIDS project in Russia improved surveillance systems capacity; the Health Sector Project helped develop case-management capacity

- **Performance-Based Budgeting**

- **Colombia (Medellin):** introduced a sub-national results based budgeting system
- **Russian Federation:** WB project provided the architecture for fiscal-federal relations using performance-based grants, and the system are gradually evolving.
- **Brazil (Minas Gerais):** Introduced performance based contracts for public service delivery under WB supported project.
- **Morocco:** Broad-based reform to improve financial management. Adopted medium term expenditure framework –national and sub-national level for accountability
- **Chile:** one of the earliest, most advanced case—offers good lessons
- **Mexico** has also built experience in this area, WB is supporting efforts



# Managing for Results Challenge or Opportunity?

**Challenges** are great

- Data quality, lack of statistics, uneven capacity, political will and ownership, managing donor expectations, time lag in seeing results on the ground and the attribution issue.
- Resources are scarce, and global issues (climate change, communicable diseases, crisis) add new dimensions.

**Opportunities** might be greater

- Focusing on results can help prioritize, better use scarce resources and make real progress on the ground.



**Thank you**

