

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

