

Orientation Program for DMC Officials

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ADB Results Framework

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Introduction

- Managing for Development Results (MfDR) is a key ADB reform measure
- MfDR in ADB has involved
 - Results orientation of operations
 - Enhanced monitoring of performance at project, country and corporate level
- Results framework key element of corporate level monitoring

Results Framework – Main Features

- Results Framework Management tool for monitoring implementation of Strategy 2020
- Reflects ADB's priorities
- Indicators broadly similar to ADF results framework
- Uses simple, familiar and readily available data and is cost-efficient
- Harmonized with other MDBs
- Flexible, and will continue to be refined and updated

Key Results and Indicators

Level 1: Asia and Pacific Outcomes

MDGs, GDP, Infra, Business



Level 2: ADB Contribution to Outcomes

Priority sector outputs, Rural/Urban/Regional



Level 3: Operational Effectiveness

Operational quality, finance, strategic focus, knowledge, partnerships



Level 4: Organizational Effectiveness

Resources, Processes and Practice

Level 1: Asia-Pacific Outcomes

- Tracks overall development progress of the region through selected regional outcomes to which ADB contributes
- But outcomes cannot be attributed to ADB alone
- Indicators are regional averages of country outcomes

Level 1: Asia-Pacific Outcomes

	Baseline Year	Baseline Value	Target 2015
<u>Poverty and Human Development Indicators</u>			
• Population living below \$1 a day (%)	2005	18.52	17.14
• Primary education completion rate (%)	2005	92.09	100.00
• Ratios of girls to boys in			
Primary education	2005	0.95	1.00
Secondary education	2005	0.93	1.00
Tertiary education	2005	0.81	1.00
• Women in wage employment in the non- agricultural sector (%)	2005	30.70	Increase
• Under-5 child mortality (per 1,000 live births)	2005	61.12	29.68
• Women (aged 15 and above) living with HIV (number, million)	2005	2.39	Halt/ reverse
• Population with sustainable access to an improved water source (%)			
Urban	2005	92.10	97.03
Rural	2005	75.92	81.40
• Population with access to improved sanitation (%)			
Urban	2005	70.16	80.39
Rural	2005	33.10	56.25
<u>Other Outcome Indicators</u>			
GDP per capita			
• Gross domestic product per capita (at constant 2000 prices, US\$)	2006	1085.49	
Regional cooperation and integration			
• Intra-regional trade in Asia-Pacific's total trade (%)	2005	53.54	
Access to basic infrastructure			
• Access to telecommunications: Fixed lines and mobile telephone subscribers (per 1,000 inhabitants)	2006	324.65	
• Access of rural population to an all-season road (%)	2003	76.26	
• Household electrification rate (%)	2003	68.67	
Governance			
• Cost to start business (% gross national income per capita)	2006	40.72	
• Time to start business (days)	2006	43.20	
• Governance and public sector management assessment from Country Performance Assessments	2006	3.27	
Environment			
• Carbon dioxide emissions (metric tons per capita)	2005	2.26	

Level 2: Contribution to Country Outcomes: Key Outputs

- Indicators represent ADB's contribution to the development outcomes in Level 1.
- Issue: link between Level 2 outputs and Level 1 outcomes
 - Beneficiaries provide a first measure of impact
 - More evidence in *Development Effectiveness Review and Country Development Effectiveness Briefs*

Level 2: Contribution to Country Outcomes: Key Outputs

Indicators	Cumulative Outputs 2004-2007	Programmed Cumulative Outputs 2009-2012
<u>Transport</u>		
• Expressways built or upgraded (km)	2,700	2,500
• National, provincial, district, and rural roads built or upgraded (km)	18,700	79,600
• Railways constructed or/and upgraded (km)	2,100	2,200
• Number of beneficiaries from road projects	71,062,200	162,661,500
<u>Energy</u>		
• Installed energy generation capacity (megawatts)	9,700	8,900
• Transmission lines installed or upgraded (km)	5,600	6,400
• Distribution lines installed or upgraded (km)	15,000	18,300
• New households connected to electricity (number)	870,400	685,100
<u>Water</u>		
• Water supply pipes installed or upgraded / length of network (km)	3,500	5,100
• New households connected to water supply (number)	1,502,000	4,806,700
• Wastewater treated (volume, m ³)	413,200	4,369,200
• Households served with new sanitation connections (number)	1,802,800	7,602,100
• Land irrigated or improved through drainage, floods and irrigation works (hectare)	941,100	1,562,200
<u>Education (at all levels)</u>		
• Classrooms built or upgraded (number)	27,500	43,100
• Teachers trained (number)	465,700	635,500
• Students benefiting from above-mentioned improvements or receiving direct support through scholarships, feeding or similar programs (number)	17,105,600	22,875,900
<u>Finance</u>		
• Micro finance loan accounts opened (number)	192,600	660,000
• Small and medium-sized enterprise loan accounts opened (number)	14,000	54,000

Level 3: Operational Effectiveness

- Monitors ADB's operational effectiveness in key areas
- Improvements in these areas needed for better operational quality and more effective contribution to country and regional outcomes

Level 3: Operational Effectiveness

Indicators	Baseline Year	Baseline Value	Target 2012
<u>Operational Quality and Portfolio Performance</u>			
• Evaluation ratings of results-based CPS (% successful)	TBD	TBD	70
• Average annual combined ratings of project performance evaluation reports (PPER) and project completion reports (PCR) (% successful)	2004-06 average	72.3	80
• Quality-at-entry rating of CPS (% satisfactory)	2006	33	80
• Quality-at-entry rating of projects (% satisfactory)	2006	81	85
• Portfolio performance ratings (PPR) at implementation (% satisfactory)	2004-06 average	90.3	Maintain
• Partnership survey results: perception of ADB effectiveness regarding reducing poverty (% with excellent and good perception of ADB)	2006	45	60
<u>Finance mobilization</u>			
• Overall disbursement ratio for public sector loans (%)	2006	23.4	Maintain
• Overall disbursement ratio for private sector loans and equity (%)	2006	55	At least 50
• Proportion of direct value added (DVA) cofinancing relative to ADB loans and grants approved annually (%)	2004-06 average	10	20
<u>Strategic Focus in Operations</u>			
• Proportion of lending to LTSF core operational areas (%)	2008	TBD	80
• Proportion of projects supporting private sector development (%)	2004-06	19.5	30
• Proportion of projects supporting regional cooperation (%)	2004-06	6.7	15
• Proportion of projects supporting environmental sustainability (%)	2004-06	17.4	25
• Proportion of projects with gender mainstreaming (%)	2004-06	37.7	40
<u>Knowledge development</u>			
• Ratings of technical assistance completion reports (TCR) (% successful)	2004-06 average	82.4	Maintain
• Annual MAKE (Most admired knowledge enterprise) survey assessment rating (%)	2006	54.4	60
<u>Partnerships</u>			
• Proportion of public sector projects with NGO/CSO participation (%)	2006	78.6	80
• New program-based approaches approved (number)	2006	4	10
• Proportion of CPS and CPR (country portfolio review) missions conducted jointly (with at least one other development partner) annually (%)	2006	33.3	60

Level 4: Organizational Effectiveness

- Captures progress on internal reforms and improvements in ADB's internal processes
- Essential for improving operational effectiveness

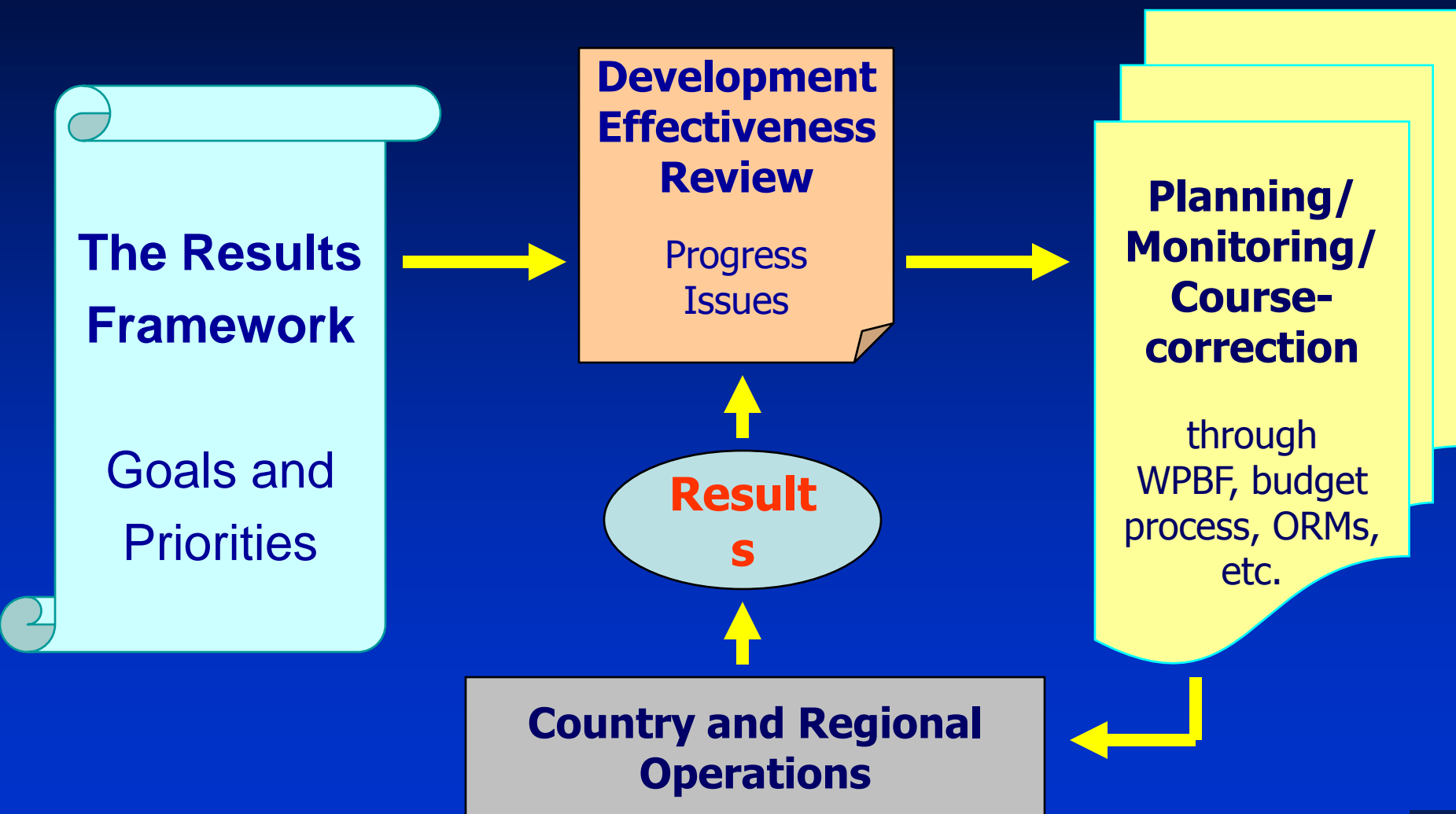
Level 4: Organizational Effectiveness

Indicators	Baseline Year	Baseline Value	Target 2012
<u>Use of Human Resources</u>			
• Proportion of budgeted professional staff and national officers in operations departments (%)	2004-06 average	52	56
• Proportion of budgeted professional staff and national officers in resident missions (%)	2004-06 average	21	23
• Representation of women professional staff in total (%)	2007	29	35
• Staff engagement survey results (index)	2008	60	67
<u>Use of Budgetary Resources</u>			
• Internal administrative expenses per \$1 million of public and private sector project approval (\$'000)	2004-06 average	43.4	Maintain
• Internal administrative expenses per project approved (\$ million in 2000 constant prices)	2004-06 average	2.8	Maintain
• Internal administrative expenses per \$1 million disbursement(\$'000)	2004-06 average	62.0	Maintain
• Internal administrative expenses per project under implementation (\$'000 in 2000 constant prices)	2004-06 average	427	Maintain or increase
<u>Business Processes and Practices</u>			
• Average time from loan approval to first disbursement (sovereign operations) (number of months)	2006	12.2	10
• Average loan (sovereign operations) processing time of (months from fact finding to loan approval)	2006	22.4	18
• Proportion of loans and grants administered by field offices (%)	2006	38.4	43

Strategy 2020 and the Results Framework

LTSF Strategic Thrusts and Priorities	Results Framework
ADB's Vision of Eradicating Poverty	Level 1 reports on income and non-income poverty through the MDG indicators
Development Agenda <ul style="list-style-type: none"> • Inclusive economic growth • Environmentally sustainable growth • Regional integration 	Captured in Level 1 <ul style="list-style-type: none"> • Inclusiveness is assessed through MDG indicators measuring access of the poor and vulnerable groups, including women, to basic social services • Environmental sustainability is covered by indicators on access to water, sanitation and CO2 emissions • Regional integration is assessed through the indicator on intra-regional trade
Core Operational Areas of LTSF <ul style="list-style-type: none"> • Infrastructure • Finance sector development • Education • Environment • Regional cooperation and integration 	<ul style="list-style-type: none"> • Reflected in Level 2 key outputs under transportation, energy, water, education and finance • Environment is reflected in Level 2 under indicators on water, sanitation and land improved; proportion of projects emphasizing environment in Level 3; and in Level 1 outcome indicators on CO2 emissions and access to water and basic sanitation • Regional Cooperation and Integration is captured through location of key sector outputs in Level 2; and proportion of projects emphasizing RCI in Level 3
Key Drivers of Change <ul style="list-style-type: none"> • Private sector development and operations • Good governance and capacity development • Gender equity • Knowledge solutions • Partnerships 	<ul style="list-style-type: none"> • Reflected in Level 1 through indicators on cost and time required for business start-up; governance indicator; gender equity indicators in education and women in non-agricultural employment • Reflected in Level 3 through indicators on proportion of projects supporting PSD, and gender; and NGO participation, joint work conducted with other development organizations
Institutional transformation	<ul style="list-style-type: none"> • Reflected in Level 4 through indicators on human and budgetary resources and business processes and practices

Making It Work



Thank You

ADB Results Framework:

<http://www.adb.org/Documents/Policies/ADB-Results-Framework/r166-08.pdf>