



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

## *Communicating for and about Results*

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# 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

## Managing for Development Results

Strengthen  
Country  
Capacity  
to Manage  
for Results

Increase  
Agency  
Effectiveness

Promote  
International  
Partnership  
on Results



# Results Measurement Framework

Tier I: Progress on Country Outcomes

Country Outcomes

Tier II: Contribution of Bank Operations

Intermediate Outcomes

Outputs

Tier II: Bank Effectiveness/Performance

Activities

Inputs



# 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

Promote strategic communications

Build ownership

Present to management teams

Drill-down messages

Results culture

Support champions

Outreach at departmental retreats

Broaden support

Create a network for advocacy/follow-up





# 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 PCR's 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 PCR's
  - 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**





# Progress in Implementing the APQR

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





## 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

Promote strategic communications

Build ownership

Present to management teams

Drill-down messages

Results culture

Support champions

Outreach at departmental retreats

Broaden support

Create a network for advocacy/follow-up



## 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.”*

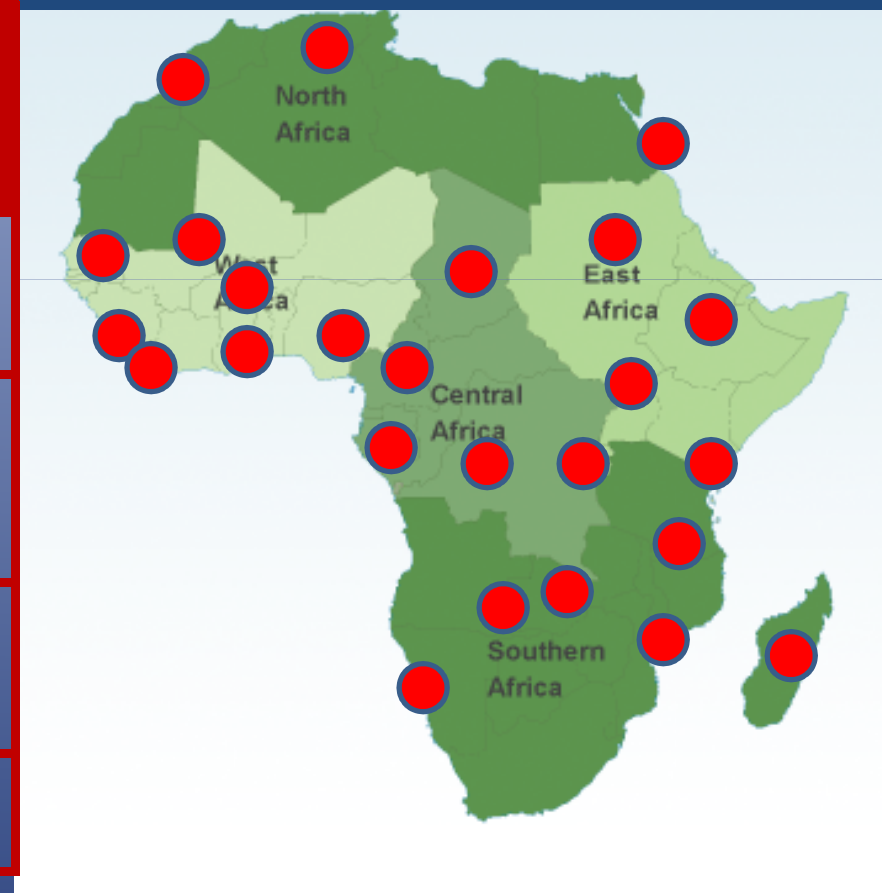
Donald Kaberuka,  
President, African Development Bank Group, 2009



# Accelerating Decentralization

*Today, 26 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
- ✓ Africa Achieves
- ✓ African Community of Practice (AfCOP)
- ✓ Contributions to High Level Events
  - Annual Meetings
  - ADF Replenishment Exercises
- ✓ Actively contribute to broader institutional initiatives.
  - AfDB Annual Report
  - African Economic Outlook



## Questions for the Audience

1. Do you know of 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?
4. How can improved communication about results alter the perception of “dead aid” in the current global environment?