



IDEV

Independent Development Evaluation  
African Development Bank

# Mid-Term Evaluation of the Bank's Results Measurement Framework, 2016-2025

## INCEPTION REPORT

Final Version of 27 November 2020



AFRICAN DEVELOPMENT BANK GROUP

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## ABBREVIATIONS, ACRONYMS AND INITIALISMS

|      |   |
|------|---|
| ADER | Annual Development Effectiveness Review               |
| ADF  | African Development Fund                              |
| AfDB | African Development Bank Group                        |
| BDEV | Independent Development Evaluation                    |
| BENC | Benchmarking  |
| CRF  | Corporate Results Framework                           |
| DBDM | Development and Business Delivery Model               |
| DERs | Development Effectiveness Reviews                     |
| MDBs | Multilateral Development Banks                        |
| OECD | Organization for Economic Corporation and Development |
| RF   | Results Framework                                     |
| RMF  | Results Measurement Framework                         |
| RRS  | Results Reporting System                              |
| RMCs | Regional Member Countries                             |
| TOC  | Theory of Change                                      |
| TYS  | Ten-Year Strategy                                     |
| SDGs | Sustainable Development Goals                         |
| SNDR | Delivery, Performance Management and Results          |
| SURV | Online Survey   |

# 1. INTRODUCTION

## 1.1 Background

Independent Development Evaluation (BDEV) at the African Development Bank Group (“AfDB” or the Bank) launched in March 2020 a mid-term evaluation of the Bank’s Results Measurement Framework (RMF) for 2016-2025, as part of its 2020 work program approved on February 5, 2019.

This mid-term evaluation of the RMF (2016-2025) aims to provide lessons that will contribute to a better understanding of the progress of implementation of the current RMF and assist the Bank management in improving the RMF execution for the rest of the period until 2025. With regards to its focus, the evaluation will assess the relevance, effectiveness, and efficiency of the Bank’s RMF; provide evidence of the Bank’s RMF strengths and weaknesses and provide lessons and recommendations for management to chart course of actions that will subsequently help the Bank implement its strategies more effectively and efficiently.

At the strategic management level, the results information is used, not only for accountability but also to inform decision making and for learning. The Organization for Economic Corporation and Development confirmed the importance of this focus.<sup>1</sup> It is also important to mention that the evaluation profession since its origin in the 1980-ies/1990-ies combines accountability and learning to enhance its value addition. The Bank’s sixth RMF covers the period 2016-2025. The RMF aims to track progress towards the Bank’s twin goals of inclusive growth and green growth set out in the Ten-Year Strategy (TYS) for Africa’s Transformation (2013-2022). It also tracks strategic progress indicators and targets drawn from the Bank’s strategies for its top priorities (the “High 5s”).

This document presents the inception report of the mid-term evaluation of the Bank’s Results Measurement Framework (RMF) for 2016-2025

## 1.2 Purpose and structure of the inception report

The Inception Report (IR) is a working document until approved, after which time it will form the agreement between the BDEV management and the evaluation team on the operational plan for the overall assignment. It builds on the concept note prepared after substantive consultation with the Delivery, Performance Management and Results Department (SNDR) and the Evaluation Reference Group (ERG). It describes the methodology and organization of the mid-term evaluations in greater detail and serves as a reference for members of the evaluation team. This IR will guide the evaluation and reporting phases according to the timetable in section 6.2 and the GANTT chart in Appendix 5.

Following this introduction, section 2 reflects on the review of the Bank’s RMF experience over time. Section 3 outlines the evaluand (the sixth Bank’s RMF for the period 2015-2025). Section 4 describes the evaluation methodology, including detailed descriptions of the proposed respective approaches to

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<sup>1</sup> DAC/OECD. 2014. Measuring and managing results in development co-operation: A review of challenges and practices among DAC members and observers.

conducting the mid-term evaluation. Section 5 discusses the evaluation organization and timing, including the evaluation management and workflow schedule.

## 2. THE BANK'S RMF EXPERIENCE OVER TIME

The Bank aims to accelerate Africa's transformation by 2025. Accordingly, the Bank has set ambitious targets within its five priority areas; as further articulated in the Bank's Ten-year Strategy. To help the Bank deliver on its High 5s, the RMF was set up to increase its development impacts, stretch the Bank's performances, track performance over time, communicate corporate priorities, and draw lessons from experience to guide and guard future operations. The Bank intends to be a learning organization, accountable to the people it serves. Having an effective framework to measure and track results, is therefore very important.

The Bank introduced a results measurement framework (RMF) for the African Development Fund (ADF) during the mid-term review of the Ninth ADF Replenishment in 2003, to 'demonstrate more effectively how its operations increase the productive capacity of its borrowing countries and reduce poverty.'<sup>2</sup> The corporate results framework was adopted upon the approval of the consolidated and corporate-wide Strategic Plan 2003-2007 produced in late 2002. This was further enhanced for use in the ADF-10 period (2005-2007). In 2005-07, the framework was refined to better focus on ADF-specific priorities and converge toward a common methodology for multilateral development banks. This methodology involves a two-tiered approach: it measures development effectiveness at an aggregated, country level and it measures aid effectiveness at the institutional level, both in terms of the ADF's contribution to country results and in terms of its institutional performance<sup>3</sup>. However, according to an BDEV's 2010 report<sup>4</sup> the framework adopted in the Strategic Plan concentrated on outputs and processes rather than on development impacts and development effectiveness and it did not, therefore, achieve the further goal of facilitating progress towards results-based management.

The ADF-11 (2008-2010) background report on Results Reporting for ADF-10 and Results Measurement Framework for ADF-11 defined a medium-term agenda on quality and results which focuses on institutional reforms in five areas: i) enhancing quality at entry of operations and strategies; ii) instilling a results-oriented supervision culture; iii) enhancing learning and accountability through evaluation; iv) improving data and results reporting systems; and v) accelerating decentralization and harmonization for better results on the ground.

The Results Measurement Framework for ADF-12 (2011-2013) consolidated and refined the ADF-11 framework by introducing two important features:

- **A 'one Bank' Results Measurement Framework.** First, under ADF-12, the Results Measurement Framework was expected to increasingly focus on supporting all Bank Group operations and strategies. As a part of these efforts, responsibility for monitoring the implementation of the RMF was assigned to the Chief Operating Officer. The Bank also put in place systems and initiatives that

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<sup>2</sup> Report on the Ninth General Replenishment of the Resources of the African Development Fund.

<sup>3</sup> AfDB. 2010. Achieving Development Results: The contribution of the African Development Fund.

<sup>4</sup> BDEV. 2010. Independent assessment of the quality at entry of ADF 2005-2008 operations and strategies – Final summary Report (ADB/BD/WP/2010/36).

better captured the contributions of a range of Bank Group activities, including private sector operations, to development.

- **A four-level Results Measurement Framework.** The second feature of the ADF-12 Results Measurement Framework was that it refined the ADF-11 framework by reviewing progress at four, rather than three (Progress on Country Outcomes, Contribution of Bank Operations, and Bank effectiveness & performance) levels: development outcomes in Africa (Level 1); the Bank's contributions to development outcomes (Level 2); the Bank's operational effectiveness (Level 3); and the Bank's organizational efficiency (Level 4).

Reforms that fell under the ADF-12 included: (i) Sustaining efforts to strengthen the quality at entry of strategies and operations; (ii) Revising supervision reporting to focus on progress toward results and facilitate field-based supervision; (iv) Improving the Bank's ability to track its contributions toward development results; (iv) Meeting the commitments made in the Paris Declaration and the Accra Agenda for Action; and (v) Stepping up decentralization and improving business processes.

The Bank's Results Measurement Framework 2013-2016 not only build on lessons learned from its experience in implementing the previous RMF, but also benefited from consultations from other multilateral development institutions, including: the World Bank, the Asian Development Bank, the Inter-American Development Bank, the International Fund for Agricultural Development, and the European Bank for Reconstruction and Development. The Organization for Economic Corporation and Development (OECD) has been another important source of information on best practice in measuring inclusive growth, green growth and development in fragile states. The Bank found that previous RMFs of its separated financing windows do not account for all the transformations and intermediate milestones that occur in the process of translating Bank Group inputs into country results. It then effectively introduced, since the RMF 2013-2016, the "One Bank" RMF covering all the three financial windows. The internal architecture of the RMF 2013-2016 was re-engineered to match the priorities set out in the Bank Corporate Strategy 2013-2022 (Figure 1). It tracks around 100 performance indicators organized into four interconnected levels: (i) Development progress in Africa (Level 1); (ii) AfDB's contribution to development in Africa (Level 2); (iii) AfDB's operational performance (Level 3) and (iv) AfDB's organizational efficiency (Level 4). Helping the Bank successfully meet its new ambitions was one of the 2013-2016 RMF's main objectives. It does so by increasing attention to five critical areas cited in the RMF document: (i) Strategic focus; (ii) Better assessing the Bank's development impact; (iii) Stronger focus on gender; (iv) Delivering better value for money; (v) Ambitious targets that stretch the Bank's performance; and (vi) Harmonizing indicators across MDBs.

The 2013-2016 RMF was defined as first and foremost a management tool designed to improve the Bank's development effectiveness, through enhancing the planning cycle, systematically tracking performance and fostering organizational learning. With this objective in mind, the Bank is reinforcing the tools, processes and systems that underpinned the RMF and sought to ensure that results informed the Bank's strategies, operations and staff incentives. During this period, the Bank took actions at four different levels to effect implementation: (i) Tracking results throughout the project lifecycle; (ii) Monitoring results in "real-time" on the results of ongoing operation through the Results Reporting System (RRS) which was piloted in 2013 and rolled out since 2014. The RRS also tracked portfolio performance by sector, region and country, providing Management with critical information essential for improving portfolio



performance (Level 3); (iii) Mapping the Bank’s portfolio of ongoing operations through a new geocoding tool—MapAfrica; and (iv) Assessing the Bank’s development effectiveness through a series of Development Effectiveness Reviews.

Figure 1: Aligning the 2013-2016 RMF with the Strategy 2013-2022



Source: AfDB, December 2013, The One Bank Results Measurement Framework 2013-2016. Quality Assurance & Results Department

Note: Level 4: Is AfDB Managing itself Efficiently?

To achieve its development goals, the African Development Bank has to be a learning organization committed to improving its operations continuously, an organization that draws lessons from past and ongoing activities to inform its business decision-making and programming. With the 2013-2016 RMF and the management information systems that underpinned it, the Bank expected to be better equipped to improve the lives and livelihoods of the people of Africa.

A custodian department (Delivery, Performance Management and Results, SNDR) of AfDB’s results measurement systems was established in 2008 to support AfDB’s ambition to move from being a volume- and target-driven organization to becoming one that manages for results. It is responsible for articulating and measuring development results with operational departments and has central quality control. Milestones in implementing the results agenda are presented in Figure 2 below. It is important to mention that a separate document, One Bank Results Measurement Framework (2013-2016) – Glossary of Indicators - defines all indicators, providing a detailed rationale for the choice of the indicators, an explanation of the methodology, and how each indicator is calculated.

Figure 2: Milestones in implementing the results agenda



Source: AfDB, December 2013, The One Bank Results Measurement Framework 2013-2016. Quality Assurance & Results Department.

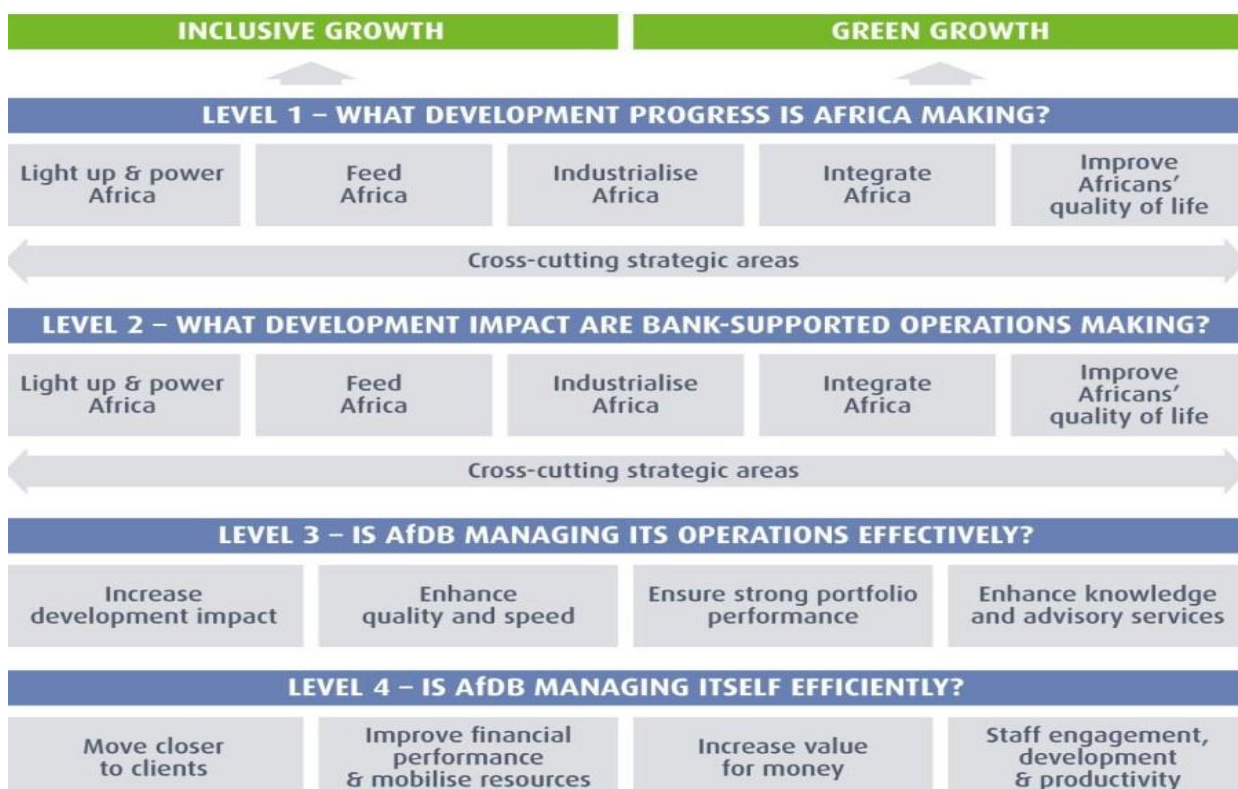
The current results measurement framework 2016-2025 is envisaged not only as an accountability tool but also as a crucial management tool that enables the Bank to carry out this learning process and better meet its responsibilities to the people of Africa. More information on the current RMF are presented in the following next section on the evaluand.

### 3. THE EVALUAND: BANK'S RMF 2016-2025

#### 3.1 The 2016-2025 Framework

The Bank's RMF 2016-2025 is a management tool designed to help the Bank deliver on the High 5s. With the focus on the High 5s, the Bank re-engineered the level 1 and level 2 of the 2016-2025 RMF, with a special focus on key drivers of performance to improve delivery of corporate priorities (Figure 3).

Figure 3: The Bank is increasing its strategic focus on five priority areas of action



**Source:** AfDB. 2017. The bank group Results measurement framework 2016-2025 - Delivering the high 5s, Increasing the Bank's Impact on Development, page 6

The fundamental goal of the actual RMF is to improve the Bank's development effectiveness, which requires helping managers to manage better. Within the scope of the 2016-2025 RMF, the Bank decided to take five major actions to boost its impact on development, which we describe in detail in this report: (i) Increasing the Bank's strategic focus on five of the Ten-Year Strategy's priority areas – the High 5s; (ii) Supporting the implementation of a more effective delivery model; (iii) Better measuring the Bank's development impact; (iv) Improving the way the Bank assesses the private sector's contribution to development; and (v) Increasing the Bank's attention to gender equality. In order to realize the above-mentioned five "boosts" to the Bank's impact development, actions had to be taken outside the scope of the RMF, the evaluation team will talk to specialized staff who understand the whole RMF system in the Bank to connect all the RMF dots.

To achieve these five objectives, the Bank decided to take actions beyond the immediate scope of a results framework, including the following: (i) Re-engineering the RMF architecture to increase the Bank's strategic focus on the High 5s and to give greater attention to the drivers of operational performance; (ii) Introducing new methodologies that will allow the Bank to better assess the development impacts of its operations; (iii) Supporting the new RMF with departmental incentives—including updated key performance indicators—that are better aligned with the Bank's corporate priorities; (iv) Strengthening business processes to increase the Bank's capacity to track and report on its development impact, including a new approach for capturing and leveraging the development impact of private sector operations.

The RMF was designed with the intention to gauge the Bank success by how well we it improves the lives of Africans, rather than by how much money it spends or how many projects it supports. However, as recognized in the framework, measuring the Bank’s development impact is challenging, due to the complexity of the dynamics of economic development. It is also difficult to attribute outcomes to a single institution as the Bank often works concurrently with other Multilateral or Bilateral Development Institutions in Regional Member Countries (RMCs).

To address these challenges, the Bank uses a four-level RMF together with key priorities at each of the four levels that track performance in meeting its development objectives (Figure 3):

- **Level 1:** Tracks development progress across Africa, using AfDB’s strategic priorities – the High 5s: (1) Light up and power Africa, (2) Feed Africa, (3) Industrialize Africa, (4) Integrate Africa, (5) Improve the quality of lives of people in Africa.
- **Level 2:** Measures the Bank’s contributions towards development in all its operations, using the High 5s.
- **Level 3:** Assesses the quality of the Bank’s operations: Increase development impact, enhance quality and speed, ensure strong portfolio performance, enhance knowledge and advisory services.
- **Level 4:** Monitors the Bank’s efficiency as an organization: Move closer to clients, improve financial performance & mobilize resources, increase value for money, staff engagement, development, and productivity.

Table 1 compares the Tiers in the corporate results frameworks of selected multilateral development banks (MDBs). As can be seen from the analysis below, AsDB and AfDB are most closely aligned in Tiers of corporate results frameworks.

Table 1: Tiers in the corporate results frameworks of selected MDBs

| Multinational Development Banks                 | Tiers or Levels     |                                     |                                     |  |   |
|---|---------------------|-------------------------------------|-------------------------------------|--|---|
|   | Development Context | Results Supported by MDB operations | Operational Management/ Performance | Organizational Management/ Performance | Performance (Combined Operational and Organizational Effectiveness) |
| African Development Bank                        | x                   | x                                   | x                                   | x                                      |   |
| Asian Development Bank                          | x                   | x                                   | x                                   | x                                      |   |
| European Bank of Reconstruction and Development |                     |                                     | x                                   | x                                      |   |
| Inter-American Development Bank                 | x                   | x                                   |                                     |  | x   |
| International Fund for Agricultural Development | x                   | x                                   |                                     |  | x   |
| World Bank Group                                | x                   | x                                   |                                     |  | x   |

**Note:** The European Bank for Reconstruction and Development’s framework has 5 tiers but uses a slightly different nomenclature. Instead of development context, it uses transition impact that has six transition quality indicators: competitive, innovative economies; well-governed institutions and firms; environmentally sustainable, green economies; inclusive, gender equal economies; resilient economies and firms; and well-integrated, connected markets. In addition, it has an additional tier for financial performance and for resource framework (expenditure and efficiency investment).

**Source:** Asian Development Bank, 2019 Annual Evaluation Review, Linked Document E.

Altogether the RMF identifies 14 objectives for the Bank: five for the High 5s, eight for the Development and Business Delivery Model (DBDM), and one that is cross-cutting. Together they summarize the theory of change that guides the Bank’s actions and underpins the RMF. This pragmatic approach seeks to provide an overall picture of how the Bank plans to deliver on its operations and corporate priorities. This RMF is built around 105 indicators that cover the most critical aspects of the Bank’s work. This selectivity allows for more efficiency and clarity in the Bank’s reporting efforts. In parallel to this corporate-wide exercise, sector departments apply a greater level of granularity in their own monitoring and evaluation work. To contextualize this, it is useful to compare AfDB with MDBs; Table 2 compares the number of indicators in the most recent corporate results frameworks of MDBs.

Table 2: Number of indicators in the most recent corporate results frameworks of MDBs

| Multinational Development Banks                 | Number of indicators |     | Most Recent Results Framework Period |
|---|----------------------|-----|--------------------------------------|
|   | Old                  | New |                                      |
| African Development Bank                        | 111                  | 105 | 2016-2025                            |
| Asian Development Bank                          | 91                   | 85  | 2017-2020                            |
| European Bank of Reconstruction and Development | 21                   | 21  | 2018-2020                            |
| Inter-American Development Bank                 | 84                   | 55  | 2016-2019                            |
| International Fund for Agricultural Development | 57                   | 62  | 2019-2021                            |
| World Bank Group                                | 115                  | 115 | 2017-2020                            |

**Note:** The latest number of indicators for the World Bank Group (WBG) was based on the Corporate Scorecards report (October 2017). The tier on performance has two clusters of indicators: (i) WBG performance and (ii) World Bank performance. The report does not sum up the indicators, but a manual count yields a total of 119 indicators for all tiers. The Annual Evaluation Review team adjusted this figure to 115 to exclude 4 indicators in the World Bank cluster that were repeated in the WBG cluster: satisfactory outcomes for World Bank operations as a share of operations, stock of country strategies underpinned by a systematic country diagnostic, advisory services and analytics objectives accomplished, and time from concept note to the first disbursement.

Source: ADB, 2019 Annual Evaluation Review, Linked Document E.

Most MDBs modified some of their performance indicators to sharpen the focus strategic priorities (Asian Development Bank, Inter-American Development Bank), improve cost-effectiveness of results measurement and to correspond with those of Sustainable Development Goals (SDGs) (Asian Development Bank, 2019).

### 3.2 The Development Effectiveness Reviews (DERs)

As noted, by tracking performance at all four levels, the Bank uses the RMF to assess its development effectiveness. Since 2011, the Bank has produced each year an Annual Development Effectiveness Review (ADER) report which provides an overview of Africa’s development and assesses the contribution AfDB has made to that progress.

### 3.3 The Results Reporting System

The automated Results Reporting System (RRS), in the planning since 2011, was expected to be fully launched in January 2014, but it is not yet operational<sup>5</sup>. The aim is to link expected results (as per the logical frameworks in Project Appraisal Reports) to progress toward results (as documented in supervision

<sup>5</sup> This evaluation will also explore the reasons that have accounted for this.

reports) and results achieved (as reported in Project Completion Reports). The system aims to provide managers with a real-time view of their portfolio and their progress toward results. Operating through a dashboard, the system was expected to allow managers to filter data by variables (financing window, financing instrument, subregion, country and sector) that fit their information needs. In addition, Senior Management could generate ADF-only data across relevant levels of the RMF for the purpose of reporting to ADF deputies. Moreover, Sector Directors were expected to analyze aggregate sector results and track strategic sector performance, while Regional Directors will be able to both focus on results for individual countries and have an aggregate view of the region of their competence. Finally, it intends to allow stakeholders at large to have a simple, aggregate overview of the Bank Group's main contributions to development. The RRS does not only hold in one place the information necessary to report on all four levels of the RMF, but it will also close an important information gap: it will provide information on outputs and intermediate outcomes achieved through Bank operations that were not stored in any of the Bank's 30 existing databases.<sup>6</sup>

### **3.4 MapAfrica<sup>7</sup>**

AfDB is at the forefront of initiatives to make its results available to a large public and be transparent in managing its business. In 2016 the Bank launched [MapAfrica 2.0](#), an online tool that enables anyone in the world to see at a glance how the Bank's projects are boosting Africa's economies and making Africans' lives better. MapAfrica 2.0 is an interactive online portal that shows where the Bank is making an impact on the continent—and how 800 of the Bank's projects relate to its High-5 development priorities. Users can view all projects within a country or choose one project to see related locations throughout the country. Impact stories have been developed for a number of projects, focusing on the beneficiaries of the project, the approach, the main results and the lessons learned. MapAfrica plans to add functionalities that allow project beneficiaries to provide feedback on the quality of the Bank's operations.

To make information about development spending easier to access, use and understand, the Bank publishes data according to the international standards on transparency established by the International Aid Transparency Initiative. In 2016, for the third consecutive year, the Bank's efforts to enhance access to information led Publish What You Fund, a British-based think tank, to rank the Bank in its highest category for transparency.<sup>8</sup>

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<sup>6</sup> European Commission, 2013. Results Study. Directorate General Development and Cooperation – EuropeAid October 2013

<sup>7</sup> AfDB. 2017. The bank group Results Measurement Framework 2016-2025 - Delivering the high 5s, Increasing the Bank's Impact on Development APRIL 20

<sup>8</sup> <https://www.publishwhatyoufund.org/the-index/2020/afdb-sovereign-portfolio/#>



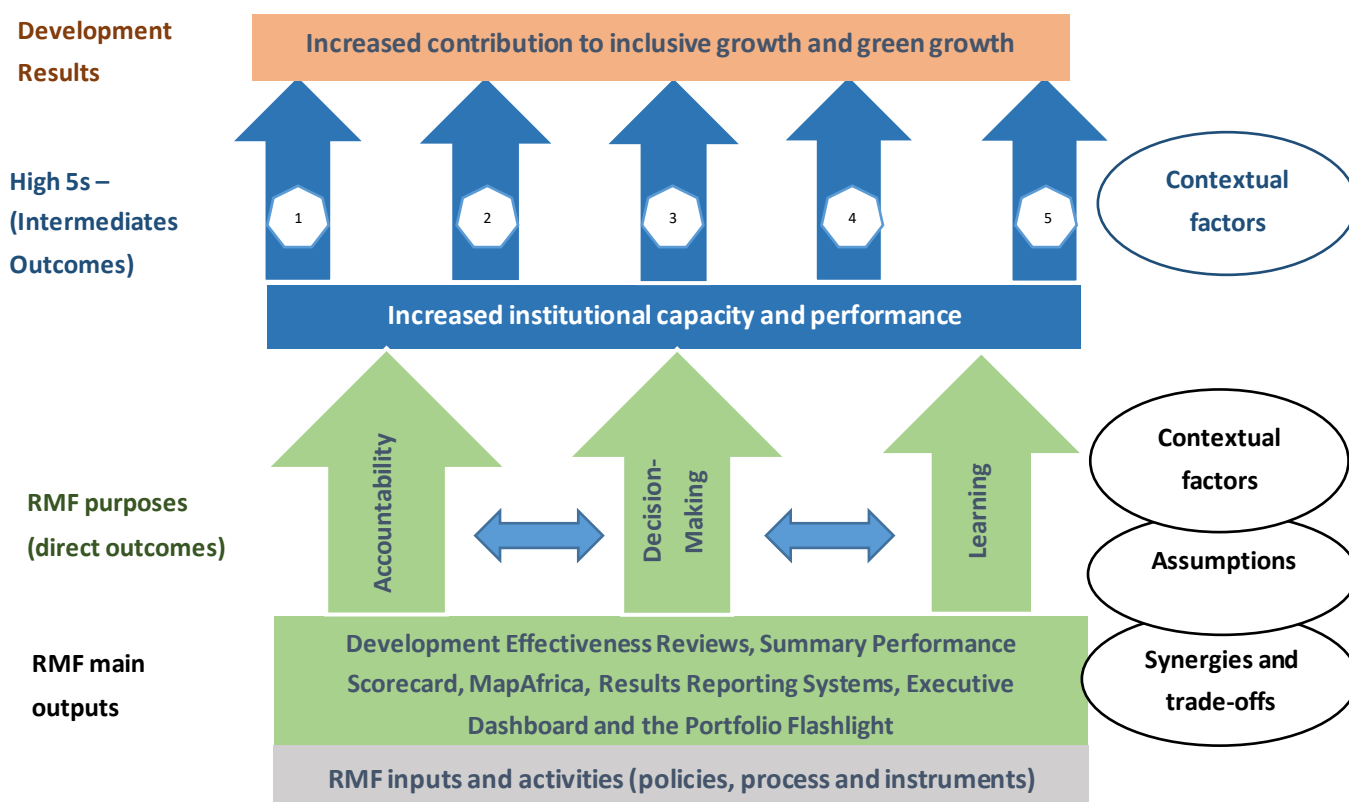
## 4. METHODOLOGY

### 4.1 Methodological Approach

#### 4.1.1 Evaluation Framework: RMF's Theory of Change

The proposed framework to be used in this evaluation reflects the evaluation team's understanding of how RMF links to development results (Figure 4) and was developed based on the Bank's actual RMF Theory of Change (TOC) and findings from the review of RMF documentation.

**Figure 4:** RMF - Development Linkages (Logic Model)



Source: Adapted from the Independent Evaluation of SDC RBM System with focus on Poverty Reduction, 2017

First, the framework links RMF activities and outputs (i.e. the policies, processes and instruments) to increased institutional capacity and performance which then, in turn, is expected to result in increased direct outcomes which are called "RMF purposes" (Table 3). RMF system is supposed to make sure that management gets better in its task of managing. This refers to the "decision making" as part of the direct outcomes of the Theory of Change. This in turn contributes to achieving the intermediate outcomes related to the High 5s and finally results in increased contributions to inclusive growth and green growth. This materialization of the results chain depends on synergies and trade-offs, assumptions, contextual factors and RMF impact hypotheses.

To understand the role of the Bank's Results Measurement Framework plays, it is paramount to stress the importance of management over reporting. The fundamental goal of the Results Measurement Framework is

to improve the Bank’s development effectiveness, which requires helping managers to manage better. Tracking progress against the Results Measurement Framework aims at enhancing the cycle of planning, encouraging periodic performance monitoring and fostering organizational learning. Although still very important, increasing accountability and improving external reporting are not the central purpose of this exercise.<sup>9</sup>

Table 3: Overview of RMF purposes

| RMF purpose                                     | Managing for results  |   | Accountability for results  |
|---|---|---|---|
|   | Improved decision-making  | Management learning   |   |
| What is the RMF purpose and how is it achieved? | Management and results information is used to inform AfDB’s internal decision-making processes. Decision-making covers strategic and operational decisions about aid projects, programs and policy, budgeting, and management and performance appraisal of the Bank’s staff | Management and results information is used for personal and organizational learning in AfDB (and of development partners)   | Accountability by and to development partners means all forms of communication on management and results information between the AfDB and its development partners (developing country governments, implementing partners, other donors, and, ultimately, intended ultimate beneficiaries). |
| How does it contribute to development?          | Better decision-making is assumed to improve the AfDB’s performance in contributing to development results  | Strengthened personal and organizational skills and capacity are assumed to increase the contribution of the AfDB’s projects and programs to development results. | Communication from the Bank to partners are assumed to ensure legitimacy, support, harmonization and international recognition of the AfDB’s work in developing countries. Communication from partners to AfDB serves AfDB’s information requirements for other RMF purposes.               |

Source: Adapted from the Independent Evaluation of SDC RBM System with focus on Poverty Reduction, 2017

<sup>9</sup> AfDB. 2010. Bank Group Measurement Results Framework - Quality Assurance and Results Department (ORQR, p. 18).



#### 4.1.2 Evaluation Questions

Based on this framework, the evaluation is divided into three questions and ten sub-questions. The evaluation questions concern the issues of relevance, effectiveness and efficiency.

**Question #1 (Relevance): “To what extent is the design of RMF robust for supporting the Bank’s Development Effectiveness?”** This question focuses on the relevance/robustness of the design of the Bank’s RMF and is divided into three sub-questions:

- 1.1 To what extent is the RMF aligned with the 2013-2022 TYS, the High 5s, and other Bank policies and strategies?
- 1.2 How relevant/robust is the RMF design (encompasses a well-designed logical results chain/TOC and well-articulated results matrix with baseline, targets, assumptions/risks; and an appropriate approach of measuring results, results tracking, results communication and reporting system – including the Information Technology system, etc.)?
- 1.3 To what extent does the corporate RMF fit with the Bank’s country, sector, and project-level results frameworks?

**Question #2 (Effectiveness):** The second evaluation question asks: “**To what extent has the RMF achieved its strategic objectives of being an accountability, decision-making and learning tool for the Bank?**”. This question focuses on the effectiveness of the Bank’s RMF. The question is divided into three sub-questions

- 2.1 To what extent is the RMF used for better tracking of development results and serve as a management tool for the implementation of the DBDM?
- 2.2 To what extent the RMF influenced decision making and learning by relevant stakeholders through its use?
- 2.3 What incentives or barriers contribute to the use or non-use of the RMF?

**Question #3 (Efficiency):** The third evaluation question asks: “**To what extent and how has the RMF been optimal in achieving its objectives?**” This question focuses on the efficiency of the Bank’s RMF. The question is divided into four sub-questions:

- 3.1 To what extent are the RMF performance indicators and information credible, reliable, accurate, and valid, and are they reasonably easy to collect on time?
- 3.2 To what extent are the resources, roles, and responsibilities assigned for RMF implementation appropriated?
- 3.3 To what extent is the RMF able to track the private sector’s contribution to development?
- 3.4 To what extent is the RMF cost-effective?<sup>10</sup>

#### 4.1.3 Evaluation Approach

The approach for this evaluation will be **non-experimental** and will rely on **mixed methods**. The approach has **participatory** characteristics; although led and facilitated by the Independent Development Evaluation, includes:

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<sup>10</sup> The focus here is about how can the cost of the RMF be reduced, preserving data quality while increasing the efficiency of data collection.

- a) interviews with an appropriate reference group during the inception phase;
- b) interviews with main RMF's stakeholders including Board Members, Bank's, sectoral and thematic managers and staff;
- c) online survey and;
- d) a validation workshop.

Efforts will be made to ensure that representative groups of stakeholders will be directly involved in evaluation design, implementation and reporting. This participatory approach is supported by the range of data collection methods chosen.

The evaluation approach is also **utilization-focused** in that there is clarity from the onset as to who the evaluation is for and how it will be disseminated and used. In particular, it will inform the revision of the RMF by SNDR. Given, the **formative** nature of the evaluation entails that the evaluation team will examine whether the RMF approach is achieving efficiency and effectiveness expectations that were part of its initial *raison d'être*. The evaluation's findings, conclusions and recommendations are expected to help guide the Bank and its members as they, together, continue to conceptualize, experiment, adopt and adapt the RMF.

#### 4.1.4 Research Methods

The research methods applied will be primarily **qualitative**, complemented by a review of the quantitative information reported on in the RMF. The evaluation will leverage a substantial amount of relevant information produced by BDEV through different evaluations (Self-Evaluation Systems & Processes, DBDM Evaluation, Evaluation of Quality Assurance across the Project Cycle, etc.)<sup>11</sup> and other internal and external reviews (such as the Common Performance Assessment System, or the COMPAS Reports and related AfDB Management responses, Department for International Development (DFID) Multilateral Aid Review, Corporate results frameworks, and scorecards and the experience of selected multilateral development banks and bilateral organizations, etc.).

## 4.2 Data Collection

Data collection and analysis for the evaluation will be partly **desk-based given the current COVID19 pandemic situation worldwide**. To ensure that findings, conclusions and recommendations are based on a representative range of stakeholder viewpoints, consultation using interviews and focus groups will be included and **conducted remotely**. The qualitative inquiry will be complemented by an evaluation survey of the Bank's relevant staff, at headquarter and in Regional and Country Offices, and relevant partners to share their views on the various elements to be examined by the evaluation and to capitalize on their hands-on experience. The evaluation will apply the following evaluation instruments:

- 1.) Desk review of relevant documents/reports and databases, covering RMF guidance materials, policy and strategy documents, and RMF research literature; evaluation reports and other internal and external reviews as mentioned above;
- 2.) Substantive interviews and discussions with key stakeholders within and outside;

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<sup>11</sup> Independent Development Evaluation Department: <http://idev.afdb.org/>

- 3.) Semi-structured interviews with Bank's staff and other stakeholders;
- 4.) Online survey questionnaires;
- 5.) Focus Group Discussions (FDGs)

#### 4.2.1 Evaluation Matrix

The overall Evaluation Matrix (Appendix B of the Concept note) was revised to better align all the evaluation criteria, questions and indicators with the lines of evidence. The Indicators were customized to better define and stabilize operational concepts and make the links to the lines of evidence and specific data sources (e.g. policy documents, databases, etc.). Table 1 presents the revised Evaluation Matrix.

Table 4: Evaluation Matrix

| Main Evaluation Questions   | Sub-Questions   | Indicators   | Data Source <sup>12</sup> |     |      | Building Blocks: Lines of evidence <sup>13</sup> |      |      |                    |      |
|---|---|--|---------------------------|-----|------|--|------|------|--------------------|------|
|   |   |  | DESK                      | KII | SURV | QUAL   | BENC | DATA | AUDI <sup>14</sup> | OTHE |
| <b>Relevance (of the RMF)</b>   |   |  |                           |     |      |  |      |      |                    |      |
| 1. To what extent is the RMC a relevant tool for supporting the Bank's Development Effectiveness? | 1.1 To what extent is the RMF aligned with the SDGs, 2013-2022 TYS, the High 5s, and other Bank policies and strategies?  | REL 1.1.1 - Degree to which the RMF reflects the SDG   | x                         |     |      | x  | x    |      | x                  | x    |
|   |   | REL 1.1.2 - Degree to which the RMF reflects the 2013-2022 TYS and the High 5s and other Bank policies and strategies. | x                         |     | x    | x  |      |      | x                  | x    |
|   | 1.2 How relevant is the RMF design (encompasses a well-designed logical results chain/TOC and well-articulated results matrix with baseline, targets, assumptions/risks; and an appropriate approach of measuring results, results tracking, results communication and reporting system – | REL 1.2.1 - Quality of the corporate and sectoral results chain/TOC, and related assumptions/risks.                    | x                         |     |      | x  | x    |      | x                  | x    |
|   |   | REL 1.2.2 - Quality of the corporate and sectoral results framework/Matrix   | x                         |     |      | x  | x    |      | x                  | x    |
|   |   | REL 1.2.3 - Quality of indicator baseline assessment.  | x                         |     | x    | x  |      |      | x                  |      |
|   |   | REL 1.2.4 - Quality of indicator targets assessment.   | x                         |     | x    | x  | x    |      | x                  |      |
|   |   | REL 1.2.5 - Quality of the approaches used to measure the impact.  | x                         |     |      | x  | x    |      |                    |      |
| REL 1.2.6 - Quality of Bank's results tracking system.  | x   |  | x                         | x   | x    |  | x    |      |                    |      |

<sup>12</sup> **DESK**= Desk review, **KIIS**=Key Informant Interview and Survey

<sup>13</sup> **QUAL**= Quality the Bank's RMF 2016-2025 design, **BENC**=Benchmark, **DATA**=Reported Data quality assessment, **AUDI**=Audit of the Results Reporting System, **OTHE**=Other Sources including evaluations done by BDEV, and other internal and external reviews (such as the Common Performance Assessment System, or the COMPAS Reports and related AfDB Management responses, DFID Multilateral Aid Review, etc.

<sup>14</sup> This will be updated upon reception of the draft Audit report.

| Main Evaluation Questions   | Sub-Questions   | Indicators   | Data Source <sup>12</sup>   |     |      | Building Blocks: Lines of evidence <sup>13</sup> |      |      |                    |      |
|---|---|--|---|-----|------|--|------|------|--------------------|------|
|   |   |  | DESK  | KII | SURV | QUAL   | BENC | DATA | AUDI <sup>14</sup> | OTHE |
|   | including the IT system, etc.)?   | REL 1.2.7 - Quality of communication and reporting system – including IT system                                  | x   | x   | x    | x  | x    |      | x                  |      |
|   |   | REL 1.2.7 - Extent to which RMF was built on stakeholder involvement and participation                           | x   | x   | x    | x  |      |      |                    |      |
|   | 1.3 To what extent does the corporate RMF fit with country, sector, and project-level results frameworks? | REL 1.3.1 - Alignment between the corporate RMF and the countries strategy and program (CSP) results frameworks. | x   | x   | x    | x  |      |      | x                  | x    |
|   |   | REL 1.3.2 - Alignment between the corporate RMF and sectoral results frameworks.                                 | x   | x   | x    | x  |      |      | x                  | x    |
|   |   | REL 1.3.3 - Alignment between the corporate RMF and project-level results frameworks.                            | x   | x   | x    | x  |      |      | x                  | x    |
| <b>Effectiveness (of the RMF)</b>   |   |  |   |     |      |  |      |      |                    |      |
| 2 To what extent has the RMF achieved its strategic objectives of being an accountability, decision-making, and learning tool for the Bank? | 2.1 To what extent is the RMF used for accountability?  | EFF 2.1 - Degree of RMF's achievements concerning its objective of being an appropriate accountability tool.     |   | x   | x    | x  |      |      |                    |      |
|   |   | 2.2 To what extent the RMF influenced decision making and learning by relevant stakeholders?                     | EFF 2.2.1 - Degree of achievements concerning its objective of being an appropriate decision-making tool. |     | x    | x  | x    |      |                    |      |
|   | EFF 2.2.2 - Evidence on decision-taken based on the RMF   |  | x   | x   | x    | x  |      |      |                    |      |
|   | EFF 2.2.3 - Degree of achievements concerning its objective of being an appropriate learning tool.        |  | x   | x   | x    | x  |      |      |                    |      |
|   | 2.3 What incentives or barriers contribute to the use or non-use of the RMF?                              | EFF 2.3.1 - Examples of incentives   | x   | x   | x    | x  |      |      |                    |      |
|   |   | EFF 2.3.2 - Examples of barriers   | x   | x   | x    | x  |      |      |                    |      |
|   |   | EFF 2.3.3 - Mitigation measures for barriers   | x   | x   | x    | x  |      |      |                    |      |
| <b>Efficiency (of the RMF)</b>  |   |  |   |     |      |  |      |      |                    |      |

| Main Evaluation Questions | Sub-Questions   | Indicators  | Data Source <sup>12</sup> |     |      | Building Blocks: Lines of evidence <sup>13</sup> |      |      |                    |      |
|---------------------------|---|---|---------------------------|-----|------|--|------|------|--------------------|------|
|                           |   |   | DESK                      | KII | SURV | QUAL   | BENC | DATA | AUDI <sup>14</sup> | OTHE |
| 3                         | 3.1 To what extent are the RMF performance indicators and information credible, reliable, accurate, and valid and reasonably easy to collect on time? | EFI 3.1.1 - Availability of results monitoring system indicated the indicators to monitor, source of data, periodicity of data collection; responsibility for data collection | X                         | X   |      | X  | X    |      |                    |      |
|                           |   | EFI 3.1.2 - Data quality assurance process  | X                         | X   | X    | X  | X    | X    | X                  |      |
|                           |   | EFI 3.1.3 - Quality of the indicator and information  | X                         | X   | X    | X  | X    | X    | X                  |      |
|                           | 3.2 To what extent are the resources, roles, and responsibilities assigned for RMF implementation appropriate?  | EFI 3.2.1 - Effectiveness of management arrangements  | X                         | X   |      | X  | X    |      | X                  |      |
|                           |   | EFI 3.2.2 - Adequacy of human-resource profiles   | X                         | X   |      | X  | X    |      | X                  |      |
|                           |   | EFI 3.2.3 - Adequacy of Financial resource  | X                         | X   |      | X  | X    |      | X                  |      |
|                           | 3.3 To what extent is the RMF's able to track the private sector's contribution to development?   | EFI 3.3.1 - Clarity of the logic of intervention of private sector operations   | X                         | X   |      | X  | X    |      |                    | X    |
|                           |   | EFI 3.3.2 - Extent to which ADOA reported indicators are used in informing project preparation  | X                         | X   |      | X  | X    |      |                    | X    |
|                           |   | EFI 3.3.3 Extent to with the results are tracked during implementation  | X                         | X   |      | X  | X    |      |                    | X    |
|                           |   | EFI 3.3.4 - Extent to which clear results information are presented at completion.  | X                         | X   |      | X  | X    |      |                    | X    |
|                           | 3.4 To what extent is the RMF cost-effective?   | EFI 3.3.1 - Number and usefulness of Bank's RMF indicators  | X                         | X   | X    | X  | X    | X    |                    |      |
|                           |   | EFI 3.3.2 - Use of modern technology  | X                         | X   |      | X  | X    | X    |                    |      |
|                           |   | EFI 3.3.3 - Complexity of the development impact approach   | X                         | X   |      | X  | X    | X    |                    |      |

#### 4.2.2 Data sources and Lines of evidence

##### Data sources

**Desk Review:** Desk or document review relies on a range of relevant and available RMF internal documents plus other external documents (Appendix 1). By reviewing these documents, the evaluation team will be able to build on its understanding, among other things, the history, philosophy, and operations of the RMF and the contexts in which the RMF is being operationalized. As such, the desk review plays an important role in providing useful information that helps the team develop other data collection tools for evaluation: e.g., formulate questions for interviews, and questionnaires.

The Evaluation team will review a variety of relevant RMF materials from AfDB and other MDBs and Bilateral Development Agencies. A review of identified external documents allows the evaluators to draw on experience from elsewhere and will offer information related to RMF implementation across other MDBs and Bilateral Development Agencies. The overall approach of the evaluation team to the analysis of the documents will be to first code and then organized by criteria and evaluation questions using the evaluation matrix. This will facilitate the sorting, analysis and triangulation of data by criteria and key questions (outlined in the evaluation matrix) and/or other key foci that may emerge during the course of the evaluation) to inform report writing.

**Key informant interviews (KIIs):** The rationale for using semi-structured interviews as a method is that they will allow the evaluation team to obtain rich qualitative and open-ended data and information from those who are directly or indirectly involved in the Results Measurement Framework, notably by exploring their insights and beliefs about the relevance, effectiveness and efficiency of the RMF. These will also explore the incentives and disincentives they actually face in using the RMF as an accountability and management tool. The method particularly enables an in-depth dialogue between the evaluator and participants, guided by a flexible interview protocol and supplemented by follow-up questions, probes and comments.

Semi-structured interviews will be conducted with a variety of internal and external stakeholders of the Results Measurement Framework. The interviews will be conducted remotely (via Skype/Zoom or telephone calls) or face-to-face (if possible). The list of specific people under each category to be consulted by the evaluation team will be made with the support of the SNDR Department. Appendix 2 provides possible targeted Bank's structures to include for data collection and interviews. The interview protocols for each of these categories are included in Appendix 3.

**Online Survey (SURV):** The survey will gather relevant information related to the perceptions of stakeholders. Ensuring the voice of relevant stakeholders is reflected through the research findings requires a level of breadth in engagement with stakeholders that is not possible through key-informant interviews. As such, the online survey will be deployed to gather data on the overall relevance, effectiveness and efficiency of the RMF. The survey questionnaire is displayed in Appendix 3; it consists mainly of closed questions, and respondents will be asked to give their answers by using a variety of

rating scales. The online survey will target people involved in decision-making and other relevant stakeholders not covered by the KIIs.

## **Evaluation Lines of Evidence**

The complex and multi-dimensional nature of this evaluation requires that we apply a multi-method strategy, implying the use of more than one line of evidence to triangulate sources of information and perspectives as well as draw on quantitative and qualitative data to ensure a comprehensive, robust, and evidence-based understanding of the RMF Relevance, Effectiveness and Efficiency.

The main lines of evidence that will be used by the evaluation include: (i) Quality of the Bank's RMF 2016-2025 design, (ii) Benchmarking, (iii) Reported data quality assessment and (iv) Audit of the Bank's Results Monitoring & Reporting. The lines of evidence are detailed below.

***Quality of the Bank's RMF 2016-2025 design:*** The evaluation will mainly assess the robustness of the RMF design for supporting the Bank's development effectiveness. The assessment will cover the following aspects: (i), RMF alignment with the Bank's corporate policies and strategies, (ii) Quality assessment of Results Chains, (iii) RMF's baseline and targets setting, (iv) RMF's results tracking system, (v) RMF's results communication and reporting system, and (vi) Alignment between corporate and of the Bank's corporate and country, sector, and project-level results frameworks.

*RMF alignment with the Bank's corporate policies and strategies:* For the corporate results framework to remain relevant, it must be regularly aligned strategically with new developments. The Bank needs a results framework that promotes a transformative impact in the Bank's five priority areas of intervention - the High 5s. The timeframe of this RMF is 2016-2025, aligned with the end date of the High 5s, which were approved in 2016. Therefore, the evaluation will assess the RMF alignment with the High 5s strategies and other corporate policies and strategies such as the Ten-Year Strategy (TYS) for Africa's Transformation (2013-2022). In aligning the RMF to the High 5s, the Bank is also aligning the results measurement system with the SDGs. The evaluation will test this hypothesis by looking at the ways the Bank's results frameworks are linked to SDG targets and indicators. The evaluation will also assess the extent to which the Bank is focusing on the critical areas of SDGs in which it has substantial engagements or comparative advantage.

*Quality assessment of Results Chains:* The use of a Results Framework has its theoretical foundation in the assumed existence of a chain of results that links all four levels. Thus, the development of a good results framework requires clarity with respect to the theory of change. In practice, developing well-articulated theories of change remains a challenge for development agencies. The actual RMF indicates that a theory of change underpins the design of the RMF. This theory is captured in the 14 logics of intervention. The evaluation also assesses the quality of those theories of change. This will help make a judgement about the robustness of the theories of Change.

*Process of selecting indicators and defining baseline conditions and targets:* The careful selection of indicators is crucial in order to reduce the risks associated with the use of inappropriate indicators for



performance measurement. If indicators do not measure the intended effects, the data produced will be misleading, which in turn will harm decisions taken based on these evaluation indicators.<sup>15</sup> International experience indicates that a results framework should not be overburdened with too many indicators. However, keeping results frameworks simple while maintaining their usefulness as a management tool – and also capturing complexity – is a challenge faced by all development practitioners. Due to the technical difficulties of measuring results, it is tempting to choose indicators that track quantifiable effects that are easy to achieve and easy to measure – but can fall short of measuring complexity and progress towards long-term changes<sup>16</sup>. Accordingly, the RMF's indicators quality assessment aims to simplify the results framework in order to focus on a more limited set of indicators grounded in the corporate strategy. This will better position AfDB to focus attention on key strategic priorities. Therefore, the assessment will allow streamlining the number of indicators to those that are most important to corporate decision making. In contrast, it is expected that more detailed information, analysis, and indicators should be provided through sector and thematic reporting tools following a review of sectoral and thematic results frameworks. In terms of quality, it is important to mention that the selection and formulation of appropriate indicators are especially crucial in results-based approaches since performance incentives depend largely on the type and quality of indicators chosen. If the indicators are poorly defined or incomplete, the results are not fully measurable, which makes it difficult to pay for performance.<sup>17</sup> The evaluation will assess the number and quality of tiers, outcomes and indicators for the corporate results framework. The quality of indicators will be reviewed through the SMART-g<sup>18</sup> criteria.

To measure performance, indicators are often assigned a baseline (or reference) value, a target value and a time frame for the achievement of targets. However, the usefulness of targets and baselines for standard indicators for measuring aggregate results at agency level is subject to some debate. Usually, the first critical step in the process of setting targets for individual interventions or development strategies involves assessing the baseline conditions. In addition, setting targets for indicators has often been identified as one of the main challenges in results-based management because it is very difficult to make a realistic assessment of an indicator value that has to be attained within a given period<sup>19</sup>. Accordingly, the evaluation will assess the approaches used by the Bank to set baselines and targets for the RMF's indicators. The evaluation will also assess the way the Indicators are documented (metadata) in methodological guidance notes once they have been selected.

*RMF's results tracking system:* The evaluation will assess the data sources and methods used to collect data, as well as the frequency with which information is needed. The evaluation will also assess the Bank's investment in statistical capacity-building in monitoring and evaluation systems and the contribution of the statistical department in the Bank's results tracking system. It will also look at the Donor agencies'

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<sup>15</sup> UNDP (United Nations Development Programme) (2002): RBM in UNDP : selecting indicators; online: <http://web.undp.org/evaluation/documents/methodology/rbm/Indicators-Paper1.doc>

<sup>16</sup> OECD. 2014. Measuring and managing results in development co-operation: a review of challenges and practices among DAC members and observers.

<sup>17</sup> The German Development Institute. 2014. The role of indicators in development cooperation – An overview study with a special focus on the use of key and standard indicators By Sarah Holzapfel.

<sup>18</sup> SMART= Specific, Measurable, Achievable, Relevant, Time-bound and gender sensitive.

<sup>19</sup> The German Development Institute. 2014. The role of indicators in development cooperation – An overview study with a special focus on the use of key and standard indicators By Sarah Holzapfel.

harmonization of definitions, units of measurement and reporting standards. In addition, the evaluation will assess the capacity and cost to implement the RMF.

*RMF's results communication, reporting system and learning:* For RMF's results to have an impact, they must be communicated to the right audiences for the right purpose. Therefore, to foster the use of RMF's results, there is a need to better report and communicate them. The Bank's flagship results report, the Annual Development Effectiveness Review, is structured around the AfDB Results Measurement Framework and helps demonstrate how the institution's operations impact development effectiveness in the RMCs. While the ADER does indeed report on a number of indicators at different levels of the results chain, the evaluation of the Sixth General Capital Increase (GCI), ADF-12 and ADF-13 found that "...both Bank management and the Board, and as a result staff, are focused on delivery of outputs, with less attention paid to following through on ensuring implementation and therefore securing intended outcomes"<sup>20</sup>. It is therefore important to also ensure that there are mechanisms for intended audiences to "learn" and therefore use the learning to improve their operations. i.e. how is the learning by management 'trickling down' to the operations staff? The evaluation will assess the quality of RMF's results communication and reporting system as well as the extent to which they achieved their purpose (accountability, decision-making, learning).

*Alignment between the Bank's corporate and country, sector, and project-level results frameworks:* Reviewing the milestone documents and processes as described in Figure 2 covering the period 2009-2013 would also be important, in particular, in view of the importance to assess the RMFs of previous periods, based on projects that were developed prior to the start of the evaluand RMF 2016-2025. Various BDEV's evaluations already provided evidence on the quality of country, sector and project-level results framework. These evaluations include the following: Self-Evaluation Systems & Processes, DBDM Evaluation, Evaluation of Quality Assurance across the Project Cycle, among others. These evaluations will be used as a line of evidence for this RMF Evaluation.

**Benchmarking (BENC):** The Benchmarking exercise will enable the evaluation team to build on international best practices and take into consideration themes and challenges that are emerging from other organizations' results management experiences. The Benchmark will provide a comparative overview of the structure of corporates results frameworks and/or scorecards of MDBs and non-MDBs, and an overview of the strengths and weakness of corporate scorecards. It will also offer snapshots of their experiences in designing and implementing results frameworks by drawing on available literature on performance measurement and management in public sector organizations. Some comparisons of MDB results frameworks and scorecards have already been conducted by different development actors such as the Asian Development Bank<sup>21</sup>, EuropeAid.<sup>22</sup> They mainly cover the purpose, number of indicators, the tiers in recent results framework, the structure, attribution vs. contribution, Target setting for indicators included in the results framework (RF), Level of coverage achieved by the RF; Monitoring system features of the RF; Reporting instruments. The evaluation will take stock of the available information and complement the assessment with other areas of the evaluation matrix that are missing.

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<sup>20</sup> MOPAN 2015-16, Assessments African Development Bank (AfDB) - Institutional Assessment Report

<sup>21</sup> <https://www.adb.org/sites/default/files/linked-documents/E-CRF-Scorecards-Experience-MDBs-Bilaterals.pdf>

<sup>22</sup> [file:///C:/Users/MPH3371/Downloads/results\\_study\\_volume\\_i\\_11\\_12\\_13%20\(13\).pdf](file:///C:/Users/MPH3371/Downloads/results_study_volume_i_11_12_13%20(13).pdf)

*Main Evaluation questions for benchmarking.* The proposed evaluation questions for benchmarking are:

- What are the characteristics of a good corporate results framework (CRF) a multilateral lending bank/bilateral donor?
- How does the design of AfDB's RMF compare to other, similar initiatives? How well resourced is the RMF (financial, human, and institutional) relative to other CRFs?
- How do RMF's results tracking compare to similar CRFs?
- How do RMF's results reporting compare to similar CRFs?

*Identifying elements of good corporate results framework.* Derived from the results-based management benchmarking framework development by the United Nations Secretariat <sup>23</sup> and experience from implementing CRF that suggested that a high-quality corporate strategic results framework does the following:

- Sets strategic goals for the organization based on a strong analysis of contributions to development, the comparative added value to the organization\* and the roles of all other partners and actors
- Provides a transparent and aggregated overview of both the development objectives and the institutional objectives of the organization
- Defines the long-term and medium-term objectives to support the strategic goals and establish the performance indicators and means for measurement (quantity, quality, time)
- Shows the logical linkage and alignment between the long-term and medium-term objectives and the organization's operations (programs/projects) and institutional corporate/organization-wide set-up
- Is supported by a theory of change which identifies assumptions and risks, including mitigation plans, to facilitate the achievement of the organizational strategy
- Shows linkages among strategy, priorities and resources required and identifies the sources of financing (results-based budget) in a given period of time (regular and extrabudgetary resources)
- Builds on stakeholder involvement and participation to enhance relevance and ownership and thus commitment

Also, in terms of results measurement system, a good corporate results framework should:

- Have a clearly defined purpose: it measures results indicators as demanded by the results frameworks (at strategic and operational levels) and key stakeholders while adopting a balanced approach to varying demands for accountability, learning and improvement, and policy development
- Meets agreed professional quality standards and norms that deliver credibility and robustness (validity, reliability) including: (a) the standardization of procedures for administration and other methods to limit error; and (b) the provision of a context or ecological and cultural validity (e.g., incorporates context and cultural factors that affect measurement)

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<sup>23</sup> John Mayne, "Best practices in results-based management: a review of experience", vol. 1; and UN 2017. Results-Based Management in The United Nations System - High-Impact Model For Results-Based Management - Benchmarking framework, stages of development and outcomes

- Addresses demands for results reporting, monitoring and evaluation to support decision-making
- Seeks to capitalize on the availability of other measurement systems (national systems, coordination and participative mechanisms) in order to provide comparability
- Prioritizes resource allocations for measurements of priority strategic results
- Measures quality assurance, ethical codes of conduct and risk management
- Defines competencies for measurement and statistical analysis and has measurement specialists and statisticians that work to support the results-based management
- Has close linkages with the statistical and evaluation functions of the organization in the development of a measurement strategy

Finally, experience in implementing corporate results frameworks and scorecards point to the fact:

- Results frameworks and/or scorecards need to be strategy-driven, not indicator-driven
- Arbitrary target setting must be avoided
- In aligning the results measurement system with SDGs, the organization must focus on critical areas of the SDGs in which it has substantial engagements or comparative advantage
- Additional narrative reporting needs to supplement the scorecard
- Leadership signals about the value of self-evaluation can be strengthened by making better institutional use of the knowledge generated
- The development of a performance culture is not easy
- Misaligned incentives for using self-evaluation systems are often due to an excessive focus on ratings, attention to volume that overshadows attention to results, and low perceived value of the knowledge created
- Data quality is a crucial component of any meaningful effort at managing for results and is essential for decision making and accountability
- A major issue in results frameworks is flexibility and procedures for accommodated quick adjustment in case of special and unforeseeable circumstances.

The evaluation team will confirm with SNDR and the reference group which elements of good corporate results framework they consider most relevant for comparison<sup>24</sup>.

*Evaluation methods.* The principal evaluation methods for this component of the work will include: (i) Reviews of secondary data and reports, in particular, strategic documents from other MDBs and donors, (ii) Interviews with mid- to high-level representatives of other MDBs and donors.

*Identifying the comparators.* The selection of MDBs and non-MDBs is guided mainly by their suitability as a comparator organization and by the availability of comprehensive literature on their experience over time. Obvious comparators include the latest CRF of the following: (i) World Bank Group, (ii) Asian Development Bank, (iii) Inter-American Development Bank Group, (iv) International Fund for Agriculture

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<sup>24</sup> This will be done during interview with Reference Group Members.

Development. As with the key elements of good strategy, the evaluation team will also confirm with SNDR and the Evaluation Reference Group which institutions they consider most relevant for comparison.

**Reported data quality assessment (DATA):** The information gathered through the RMF system is used for reporting mainly through the Annual Development Effectiveness Review. The evaluation will review the reports published since the approval of the actual RMF to assess the quality of data reported. This will include tracing and verifying (recounting) selected indicator results. The main data quality dimensions to be considered will include, validity, integrity, precision, reliability and timeliness, consistency, relevance and completeness.

Table 5: Data Quality Dimensions

| Data Quality Dimension | Definition  |   |
|------------------------|---|---|
| Validity               | Data should clearly and adequately represent the intended result.   | Are we measuring what we believe we are measuring?  |
| Integrity              | Data should have safeguards to minimize risk of transcription error or data manipulation.   | Do the data collected, analyzed and reported have established mechanisms in place to reduce manipulation or simple errors in transcription? |
| Precision              | Data should have a sufficient level of detail to permit management decision making.   | Do data have sufficient level of detail to permit management decision making and/or comply with reporting requirement?                      |
| Reliability            | Data should reflect consistent data collection processes and analysis methods over time.  | Do data reflect stable and consistent definitions and data collection processes and analysis methods over time?                             |
| Timeliness             | Data should be available at a useful frequency, should be current, and should be timely enough to influence management decision making. | Are data available at a useful frequency? Are data current and timely enough to influence decision-making?                                  |

Source: Based on USAID’s How-To Note: Conduct a Data Quality Assessment, March 2017

While the RMF is better geared towards demonstrating the Bank’s development impact, this is not an easy task, because development is a complex business involving many different actors. Accordingly, the Bank has introduced some methodologies to strengthen the focus on outcomes beyond outputs. For instance, because the Bank’s interventions are increasingly co-financed with other development partners, reporting the total sum of outputs would not adequately reflect the financial inputs of the Bank and would lead to double counting. Accordingly, outputs are pro-rated according to the level of the Bank’s financial support against total project costs. The evaluation will assess the soundness of the methodologies used to measure impact albeit bearing in mind the varying definitions of impact when it comes to SOs and NSOs. In addition, the online evaluation will include specific questions that will elicit users’ perceptions of the ADER reports in particular.

**Audit of the Bank’s Results Monitoring & Reporting (AUDI):** The Audit Department has already conducted an audit of the Bank’s Results Monitoring & Reporting. A zero draft report covering the period 2015-2018 has already been generated but yet to be validated. The entire exercise was expected to be finalized by September 2020 after conducting limited procedures using ADER 2019 to update areas where significant

changes had occurred in terms of procedures and data. To avoid duplication of efforts, the evaluation will use to the extent possible the findings from this exercise as a line of evidence. The Audit Report is also expected to give the evaluation team some guidance to focus the evaluation on some specific areas.

### 4.2.3 Sampling Strategy

The evaluation team, in consultation with SNDR, developed a sampling strategy for: (i) selecting structures for interviews, (ii) indicators for Quality of the Bank’s RMF 2016-2025 design, (iii) countries and related data reported for quality assessment, and (iv) selection of comparators for Benchmarking. The full sampling strategy will be finalized by the consultant.

- **Sampling for Key Informants Interview:** The stakeholder analyses form the basis for planning Key informants’ interviews and online survey within the Bank and in RMCs. A total of 35 key informants will be selected purposively for the KIIs. This sample will target senior management staff, Task Managers and Operations staff. The sampling will also reflect staffs from HQ, Regional hubs and country offices (Table 6). Executive Directors will also be included as key informants as part of the analysis of external accountability.

Table 6: Number of Key Informants by category and location

| Category   | HQ | Regional Hubs | Country Offices | Total |
|--|----|---------------|-----------------|-------|
| Executive Directors  | 3  | -             | -               | 3     |
| VPs (Complex Policy Advisors: PEVP, RDVP, AHVP & Private Sector, Infrastructure & Industrialization)     | 3  | -             | -               | 3     |
| Director General/Deputy Director General   |    | 4             |                 | 4     |
| Senior Management (Regional directors, Country managers, Sector directors, Sector and Thematic managers) | 5  | 3             | 2               | 10    |
| Task Managers (NSO)  | 5  | 2             | -               | 7     |
| Task Managers (SO)   | 5  | 3             | -               | 8     |
| TOTAL  | 21 | 12            | 2               | 35    |

- **Sampling for the online survey:** A two-stage sampling approach will be used. The first stage will involve a purposive sampling of the relevant complexes from which data will be collected. The second stage will involve a random sample, targeting nearly 500 respondents including people involved in decision-making and other relevant stakeholders not covered by the KIIs (Senior manage staff, Task Managers for both SO and NSO as well as other operational staff).
- **Sampling of indicators for Quality of the Bank’s RMF 2016-2025 design:** “High 5s would lead to achievement of 90% of the SDGs and the Agenda 2063 of the African Union” said the AfDB’s President Dr. Akinwumi A. Adesina in his Inaugural Speech during the swearing-in ceremony held on September 01, 2020. Accordingly, how best to establish a results framework that is easily linked to SDGs is paramount for AfDB. The selection of outcomes and indicators (Tier 1 and 2 of

the Bank’s RMF) to use for assessing the quality of the Bank’s RMF 2016-2025 design will be linked to the most relevant SDGs outcome targets that are supported by robust SDG indicators, with adequate data coverage (tier one SDG indicators) and related to the High 5s. For the tiers 3 and 4 of the RMF, all indicators will be included. It should also be limited to those that are most important to corporate decision making. Table 7 and Appendix 4 present the breakdown of SDG targets and indicators.

Table 7: Breakdown of SDG target areas and indicators

| Sustainable Development Goals <sup>25</sup>      | Targets supported by robust / tier one SDG indicators | Link with Development Results outcomes and High 5s (intermediates outcomes) |
|--|---|---|
| 1) No poverty                                    | 2   | Increase contribution to poverty eradication                                |
| 2) Zero hunger                                   | 2   | Feed Africa   |
| 3) Good health and well-being                    | 7   | Improve the quality of life for the people of Africa                        |
| 4) Quality education                             | 2   | Improve the quality of life for the people of Africa                        |
| 5) Gender equality                               | 1   | Improve the quality of life for the people of Africa                        |
| 6) Clean water and sanitation                    | 2   | Improve the quality of life for the people of Africa                        |
| 7) Affordable and clean energy                   | 3   | Light & Power Africa  |
| 8) Decent work and economic growth               | 5   | Improve the quality of life for the people of Africa                        |
| 9) Industry, innovation and infrastructure       | 3   | Industrialize Africa  |
| 10) Reduced inequalities                         | 2   | Improve the quality of life for the people of Africa                        |
| 11) Sustainable cities and communities           | 1   |   |
| 12) Responsible consumption & production         | 1   |   |
| 13) Climate action                               | 1   | Increase contribution to sustainable development                            |
| 14) Life below water                             | 2   |   |
| 15) Life on land                                 | 1   |   |
| 16) Peace, justice and strong institutions       | 6   |   |
| 17) Partnerships for the goals                   | 1   |   |
| <b>No. of SDG targets with robust indicators</b> | <b>42</b>   |   |

- **Sampling of reports and data to review for data reported for quality assessment.**

Data (quantitative and qualitative) reported quality assessment will cover all the Annual Development Review Reports and corporate scorecards produced since the approval of the actual Bank’s RMF (2016-2025). This will allow assessing the consistency of results reporting. A quick review of the ADER (from 2016-2020) revealed that the total number of indicators reported ranges between 102 to 105. 2018 and 2019 ADERs reported on 105 indicators each. Consequently, for this aspect of the evaluation, we propose to sample 25% of the 105 reported indicators to assess their quality using the above-mentioned criteria. Given the nature of the evaluation, the 25% will be purposively selected to focus on the core indicators.

<sup>25</sup> Appendix 4 listed the indicators on which relevant indicators will be selected in the Bank’s RFM.

Also, these 25/26 indicators will be selected in a manner that makes them sensitive to the Level of reporting as well as the high 5s.

Table 8: Number of indicators reported by priority areas in Annual Development Effectiveness Review

| Priority Area  | Indicator Level | Number of Indicators |            |            |            |            |
|--|-----------------|----------------------|------------|------------|------------|------------|
|  |                 | 2016                 | 2017       | 2018       | 2019       | 2020       |
| Integrate Africa                                     | L1              | 4                    | 5          | 5          | 5          | 5          |
|  | L2              | 2                    | 2          | 2          | 2          | 2          |
|  | <b>Total</b>    | <b>6</b>             | <b>7</b>   | <b>7</b>   | <b>7</b>   | <b>7</b>   |
| Light up and power Africa                            | L1              | 3                    | 5          | 5          | 5          | 5          |
|  | L2              | 3                    | 8          | 8          | 8          | 7          |
|  | <b>Total</b>    | <b>6</b>             | <b>13</b>  | <b>13</b>  | <b>13</b>  | <b>12</b>  |
| Feed Africa  | L1              | 3                    | 7          | 7          | 7          | 7          |
|  | L2              | 4                    | 5          | 5          | 5          | 5          |
|  | <b>Total</b>    | <b>7</b>             | <b>12</b>  | <b>12</b>  | <b>12</b>  | <b>12</b>  |
| Industrialize Africa                                 | L1              | 4                    | 7          | 7          | 7          | 7          |
|  | L2              | 4                    | 6          | 6          | 6          | 6          |
|  | <b>Total</b>    | <b>8</b>             | <b>13</b>  | <b>13</b>  | <b>13</b>  | <b>13</b>  |
| Improve the quality of life for the people of Africa | L1              | 6                    | 8          | 8          | 8          | 8          |
|  | L2              | 5                    | 5          | 5          | 5          | 3          |
|  | <b>Total</b>    | <b>11</b>            | <b>13</b>  | <b>13</b>  | <b>13</b>  | <b>11</b>  |
| Cross-cutting and strategic areas                    | L1              | Not reported         | 6          | 8          | 8          | 8          |
|  | L2              | Not reported         | 4          | 4          | 4          | 4          |
|  | <b>Total</b>    |                      | <b>10</b>  | <b>12</b>  | <b>12</b>  | <b>12</b>  |
| AfDB managing its operations effectively             | L3              | <b>22</b>            | <b>17</b>  | <b>18</b>  | <b>18</b>  | <b>18</b>  |
| AfDB managing itself efficiently                     | L4              | <b>15</b>            | <b>17</b>  | <b>17</b>  | <b>17</b>  | <b>17</b>  |
| <b>Aggregate</b>                                     |                 | <b>105**</b>         | <b>102</b> | <b>105</b> | <b>105</b> | <b>102</b> |

\*\* While the 2016 ADER captures all 105 indicators, not all Levels 1 & 2 indicators were reported under the high 5s. Accordingly, the number of indicators reported indicators for 2016 do not sum up to 105 in as captured in this table.

- **Sampling of comparators for Benchmarking**

A purposive sampling approach will be used in selecting comparator organizations. The choice of comparators for the Benchmarking exercise is motivated mainly by their suitability as a comparator organization and by the availability of comprehensive literature on their experiences over time. It is important to mention that interactive discussions among MDBs and Non-MDBs have contributed to near-convergence of their corporate-level results frameworks and/or scorecards. Literature review on corporate results frameworks and scorecards and the experience of MDBs suggests the following comparators for this evaluation: (i) Asian Development Bank, (ii) Inter-American Development Bank, (iii) World Bank Group (WBG) including the International Finance Corporation (IFC) for private sector, (iv) International Fund for Agricultural Development (IFAD), and (v) European Bank for Reconstruction and Development (EBRD).



## 5. ORGANIZATION AND TIMING

### 5.1 Management and Quality Assurance Arrangements

Under the overall guidance of the Evaluator General of BDEV, and BDEV1 Division Manager, an BDEV Task Manager will be responsible for: (i) recruiting the consultant, (ii) briefing the consultant, (iii) providing overall guidance to the consultant, and approval of the evaluation process and outputs (inception report; background reports, draft and final evaluation reports); (iv) quality assurance process including the external peer review of the key evaluation products, and receiving comments from the Evaluation Reference Group (ERG); (v) recruiting the consultant (vi) briefing the consultant; (vii) establishing the ERG; (ix) receiving from the consultant all data, files (including raw data, coded data, interview notes, databases) that will be produced; (x) communicating to the Bank's Management and Board of Directors, and disseminating the final evaluation results to the key stakeholders. BDEV will also recruit a competent and experienced international expert for the external peer review of the evaluation process and outputs.

The ERG will comprise selected Bank staff from the relevant complexes/Departments/Units. The ERG will review and comment on the evaluation process and outputs (inception report; evaluation reports) and provide a sounding platform for rapid feedback especially on the evaluation plan (including design and methods) and emerging evaluation findings.

### 5.2 Detailed delivery schedule

Table 6 provides an overview of the anticipated dates for submitting the final versions of all required deliverables during the course of the whole evaluation assignment. A more detailed timeline that provides information on date for submitting draft version of deliverables, anticipated periods of review through internal peer reviewers and KM specialist, BDEV Management and ERG is provided as Appendix 5.

Table 9: Deliverables Deadlines

| Key Deliverables - Reports                     | Responsible             | Deadline for submitting Draft Report | Deadline for reviewing Draft Report | Deadline submitting Final Report |
|--|-------------------------|--------------------------------------|-------------------------------------|----------------------------------|
| D1. Inception Report                           | BDEV/Consultant         | 31 August 2020                       | 30 September 2020                   | 20 November 2020                 |
| D2. Audit of the Results Reporting System      | Audit Department (PAGL) | 02 October 2020                      | -                                   | -                                |
| D3. Quality of the Bank's RMF 2016-2025 design | Consultant              | 15 December 2020                     | 29 December 2020                    | 31 December 2020                 |
| D4. Benchmarking Report                        | Consultant              | 25 December 2020                     | 23 December 2020                    | 02 January 2021                  |
| D5. Reported Data Quality Assessment           | BDEV                    | 22 December 2020                     | 07 January 2021                     | 13 January 2021                  |
| D6. Technical Evaluation Report                | BDEV and Consultant     | 01 February 2021                     | 12 March 2021                       | 17 March 2021                    |
| D7. Summary Evaluation Report                  | BDEV                    | 24 March 2021                        | 26 April 2021                       | 30 April 2021                    |

### 5.3 Risks and Mitigation

The following sets out the key risks and mitigating actions for this evaluation.

Table 10: Risks and Mitigation Mechanisms

| Risk  | Level of risk | Specific issues  | Mitigation Mechanisms  |
|---|---------------|--|--|
| Inability to access key information regarding Bank's RMF.   | Low/Medium    | Published reports by the SNDR are public information. Issues on availability of further detailed information regarding the Bank's RMF.   | Further details regarding the Bank's RMF will depend on close collaboration with the SNDR. This is set-up since the beginning of the evaluation.   |
| Inability to access key information regarding decision-making within the Bank.                                  | Medium        | It may be difficult to get access to Key Informants such as ED's and Top Management level discussions and other Bank's documents that are not in the public domain.  | Involvement of the Evaluator General and the Director of the Delivery, Performance Management and Results (SNDR) will bring the evaluation issues at the high-level management.  |
| Low rate of response for the online survey  | Medium        | Representativeness of the results  | The reference group members will act as champions for this evaluation in their respective complex  |
| Evaluations (perceived to be) not sufficiently independent from the SNDR and Bank Management.                   | Medium        | Negative effects on credibility of evaluation findings and forward-looking suggestions in the eyes of key stakeholders. Limited use of evaluations to inform decision making and/or behaviors of key stakeholders. Reputational damage for BDEV. | A strong engagement process will be followed since the preparation of the concept not and the final summary report. Findings, conclusions and forward-looking suggestions will be based on clearly identified evidence. Review of all draft deliverables by internal and external peer reviewers as well as the evaluation reference group members. To keep its independency, the evaluation team will incorporate feedback received on draft deliverables as follows: (a) factual errors will be corrected; (b) for other substantive comments, the evaluation team will decide based on the available evidence whether and how to incorporate them or not. If comments/suggestions are not accepted, the evaluation team will explain why. A matrix showing how all comments and suggestions have been addressed will be shared with the reviewers |
| The risk that information from the sample of comparator institution is difficult to obtain in a timely fashion. | Medium/High   | Information could not be provided was mostly client confidentiality, or market sensitivity, or it had not yet been presented to the Board.   | First, leverage on existing reports and data. Second, ensure adequate collaboration of the mission through ample dialogue between the Heads of Evaluation in the institutions and/or prior early contact of the results people in the Bank with their counterparts in other institutions.  |

## 5.4 Stakeholders mapping and Dissemination plan

Presentations will be given by the evaluation team members to targeted audiences for disseminating the findings of the evaluation report. The detailed dissemination plan is yet to be finalized.

Table 11: Stakeholders mapping

| Primary Stakeholders  | Strategy for engaging the stakeholder  | What is their role in the Evaluation   | What are the Information needs /interests in the evaluation  | How will this information be communicated?  | How will they use the findings/recommendations/ Lessons?  | How could the stakeholder block/impede the progress and completion of the Evaluation   |
|---|--|--|--|---|---|--|
| AfDB Board of Directors / CODE  | <ul style="list-style-type: none"> <li>•Consultative interviews</li> <li>•Presentation of the evaluation report</li> <li>•Share evaluation report</li> </ul>   | Approve/accept the report  | <ul style="list-style-type: none"> <li>•Evidence of Bank's performance &amp; Dev. Effectiveness</li> <li>•Performance</li> <li>•Findings and Recommendations</li> </ul>  | <ul style="list-style-type: none"> <li>– Summary Report</li> <li>– Executive Summary</li> <li>– Presentation</li> </ul>   | Make decisions based on the evaluation findings   | <ul style="list-style-type: none"> <li>– Send back for further work</li> <li>– Ignore the findings and recommendations</li> </ul>  |
| President, VPs  | <ul style="list-style-type: none"> <li>•Presentation of the evaluation report</li> <li>•Share evaluation report</li> </ul>   |  | <ul style="list-style-type: none"> <li>•Evidence of Bank's performance &amp; Dev. Effectiveness</li> <li>•Performance Findings and Recommendations</li> </ul>  | <ul style="list-style-type: none"> <li>– Summary Report</li> <li>– Executive Summary</li> <li>– Presentation</li> </ul>   | Make decisions based on the evaluation findings   | Ignore the findings and recommendations  |
| Delivery, Performance Management and Results Dept. (SDNR)                     | <ul style="list-style-type: none"> <li>•Consultations in preparation of: - <ul style="list-style-type: none"> <li>– Concept Note</li> <li>– Inception Report</li> <li>– Technical report</li> <li>– Draft summary report</li> </ul> </li> <li>•ERG reviews and meetings</li> <li>•Validation workshop</li> <li>•Share evaluation report</li> <li>•Co-organize the Learning event after CODE</li> </ul> | <p>The user department. It will participate in:</p> <ul style="list-style-type: none"> <li>• Consultations at all important stages of the evaluation</li> <li>• information/ data provision</li> <li>• Preparation of MR</li> <li>• Using the findings/ recommendations</li> </ul> | <ul style="list-style-type: none"> <li>•Evidence on the performance of the RMF</li> <li>•Evidence of Bank's performance &amp; Dev. Effectiveness</li> <li>•Findings</li> <li>•Recommendations</li> <li>•Lessons</li> </ul> | <p>The draft and the final:</p> <ul style="list-style-type: none"> <li>– Concept Note</li> <li>– Inception Report</li> <li>– Technical report</li> <li>– Summary report</li> </ul> <p>Presentations</p> <ul style="list-style-type: none"> <li>– At validation workshop</li> <li>– At CODE meeting</li> <li>– Learning Event</li> </ul> | <ul style="list-style-type: none"> <li>– To inform the revision and implementation of the RMF</li> <li>– To enhance learning by the relevant depts of the Bank</li> </ul> | <p>Not provide sufficient information/data or interviews</p> <p>Reject the validity of findings or quality of report</p> <p>Ignore the findings and/or the lessons learned</p> |
| Senior Management (Regional directors, Country managers, Executive Directors, | <ul style="list-style-type: none"> <li>•Interviews</li> <li>•Consultations</li> <li>•In the ERG (ERG reviews and meetings)</li> </ul>  | <ul style="list-style-type: none"> <li>• Consultations various stages of the evaluation</li> <li>• information/ data</li> </ul>  | <ul style="list-style-type: none"> <li>•Findings</li> <li>•Recommendations</li> <li>•Lessons</li> </ul>  | <ul style="list-style-type: none"> <li>– Summary Report</li> <li>– Technical report</li> </ul>  | Use them to: <ul style="list-style-type: none"> <li>– Refine/align their specific results frameworks</li> </ul>   | Not participate in interviews/ consultations   |

|   |   |   |  |  |   |   |
|---|---|---|--|--|---|---|
| Sector directors, Sector and Thematic managers)   | <ul style="list-style-type: none"> <li>•Validation workshop</li> <li>•Share evaluation report</li> <li>•Learning event after CODE</li> </ul>  | <ul style="list-style-type: none"> <li>provision</li> <li>• Use the findings/ recommendations</li> </ul>                          |  |  | – Enhance learning by their staff   | <ul style="list-style-type: none"> <li>Reject the validity of findings or quality of report</li> <li>Ignore the findings and/or the lessons learned</li> </ul>  |
| Bank Sector and Operations Depts (Appendix 2)   | <ul style="list-style-type: none"> <li>•Data Collection</li> <li>•Interviews</li> <li>•Validation workshop</li> <li>•Share evaluation report</li> <li>•Learning event after CODE</li> </ul>                                       | <ul style="list-style-type: none"> <li>– information/ data provision</li> <li>– Use the findings/lessons</li> </ul>               | <ul style="list-style-type: none"> <li>•Findings</li> <li>•Recommendations</li> <li>•Lessons</li> </ul>    | <ul style="list-style-type: none"> <li>– -Summary Report</li> <li>– Technical report</li> </ul>  | Use them to refine/align their specific results frameworks  | <ul style="list-style-type: none"> <li>Not provide sufficient information/data or interviews</li> <li>Reject the validity of findings or quality of report</li> <li>Ignore the findings and/or the lessons learned</li> </ul> |
| SOs and NSOs Task managers  | <ul style="list-style-type: none"> <li>•Data Collection – Online survey</li> <li>•Interviews</li> <li>•Share evaluation report</li> <li>•Learning event after CODE</li> </ul>   | <ul style="list-style-type: none"> <li>– information/ data provision</li> <li>– Use the findings/lessons</li> </ul>               | <ul style="list-style-type: none"> <li>•Findings</li> <li>•Recommendations</li> <li>•Lessons</li> </ul>    | <ul style="list-style-type: none"> <li>– Summary Report</li> <li>– Technical report</li> </ul>   | Use them to refine/align their project results frameworks   | <ul style="list-style-type: none"> <li>Not provide sufficient information/data or interviews</li> <li>Ignore the findings and/or the lessons learned</li> </ul>   |
| MDBs: WB, ADB, IFAD, Inter American DB  | <ul style="list-style-type: none"> <li>• Data collection</li> <li>• Interviews</li> <li>• Share evaluation report</li> </ul>  | <ul style="list-style-type: none"> <li>– information provision</li> <li>– Use the findings /lessons</li> </ul>                    | -Findings that relate to joint activities with the Bank Issues around coordination/partnership             | – Summary Report   | <ul style="list-style-type: none"> <li>- Awareness of the AfDB's RMF</li> <li>- Enhanced DP Coordination</li> </ul> | <ul style="list-style-type: none"> <li>Not provide information/data or interviews</li> <li>Undervalue the findings</li> </ul>   |
| Evaluation Reference Group (ERG) <sup>26</sup> : AHAI, AHWS, PIVP RDGN – NIGERIA, PEVP, RDGE, SNSP, SNDR, RDVP, ECVP. | <ul style="list-style-type: none"> <li>•Consultations especially for</li> <li>– Concept Note</li> <li>– Inception Report</li> <li>– Technical report</li> <li>– Draft summary report</li> <li>•Share evaluation report</li> </ul> | <ul style="list-style-type: none"> <li>– Advice, Technical Support</li> <li>– Facilitate the conduct of the evaluation</li> </ul> | <ul style="list-style-type: none"> <li>• Findings</li> <li>• Lessons</li> <li>• Recommendations</li> </ul> | <ul style="list-style-type: none"> <li>– Concept Note</li> <li>– Inception Report</li> <li>– Summary Report</li> <li>– Technical report</li> </ul> | Use them to refine/align their specific results frameworks  | By not providing feedback when required   |

<sup>26</sup> RDGC, RDGN an RDGS did not manage to nominate a representative.

Table 12: Communication and Dissemination Plan Matrix (TBC)

| <b>Knowledge product</b>        | <b>Audience</b>  | <b>Communication Channel</b>  | <b>Evaluation Communication product</b>                                 |
|---------------------------------|--|---|---|
| Concept note                    | <ul style="list-style-type: none"> <li>• BDEV Management</li> <li>• SNDR</li> <li>• Evaluation Reference Group (ERG)</li> </ul>  | <ul style="list-style-type: none"> <li>• Email</li> <li>• Face to face meetings,</li> <li>• briefings</li> </ul>                                | Concept Note document   |
| Inception Report                | <ul style="list-style-type: none"> <li>• BDEV Management</li> <li>• SNDR</li> <li>• ERG</li> </ul>   | <ul style="list-style-type: none"> <li>• Email</li> <li>• BDEV Website</li> <li>• Reference group meeting</li> </ul>                            | Inception Report document   |
| Validation workshop             | <ul style="list-style-type: none"> <li>• SNDR</li> <li>• Bank Sector departments</li> </ul>  | <ul style="list-style-type: none"> <li>• Workshop (physical &amp; E-)</li> </ul>  | Presentation<br>Draft Summary Report Document                           |
| Technical report                | <ul style="list-style-type: none"> <li>• ERG</li> <li>• Peer Reviewers</li> <li>• BDEV Mgt &amp; Staff</li> </ul>  | <ul style="list-style-type: none"> <li>• VC meetings</li> <li>• Email</li> </ul>  | Technical Report document   |
| Draft Summary Evaluation report | <ul style="list-style-type: none"> <li>• ERG</li> <li>• BDEV Staff</li> <li>• SNDR</li> <li>• Peer Reviewers</li> </ul>  | <ul style="list-style-type: none"> <li>• Email</li> <li>• BDEV Website</li> <li>• ERG meeting</li> </ul>  | Draft Summary Evaluation Report document                                |
| Summary Evaluation report       | <ul style="list-style-type: none"> <li>• CODE and Board members</li> <li>• VPs, Senior Bank Management</li> <li>• Bank staff (headquarters, regional &amp; country offices)</li> </ul> | <ul style="list-style-type: none"> <li>• CODE Meeting</li> <li>• Email &amp; Print</li> <li>• Learning Event</li> <li>• BDEV Website</li> </ul> | Summary Report document   |
| Evaluation Webpage              | <ul style="list-style-type: none"> <li>• Bank Staff</li> <li>• General public</li> </ul>   | <ul style="list-style-type: none"> <li>• BDEV Website</li> </ul>  | Web-article and Evaluation documents (Inception Report, Summary Report) |

## 5.5 Workflow schedule

Table 13: Planned workflow schedule

|   | November 2020   | December 2020   | January 2021    | February 2021   | March 2021      | April 2021      |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| <b>Phase 1 – Inquiry and Analysis</b>                 |                 |                 |                 |                 |                 |                 |
| • Documents review                                    | Docs Review     | Docs Review     | Docs Review     | Docs Review     | Docs Review     | Docs Review     |
| • Key informants’ interviews                          |                 | KIs Interviews  |                 |                 |                 |                 |
| • Online survey                                       |                 | Online Survey   |                 |                 |                 |                 |
| • Quality the Bank’s RMF 2016-2025 design             |                 | Drafting period | Drafting period |                 |                 |                 |
| • <b>Deliverable Quality the Bank’s RMF design</b>    |                 |                 | Output Delivery |                 |                 |                 |
| • Benchmarking  |                 | Drafting period | Drafting period |                 |                 |                 |
| • <b>Deliverable - Benchmarking Report</b>            |                 |                 | Output Delivery |                 |                 |                 |
| • Reported data quality assessment                    |                 | Drafting period | Drafting period |                 |                 |                 |
| • <b>Deliverable-Reported data quality assessment</b> |                 |                 | Output Delivery |                 |                 |                 |
| • Audit of the Bank’s Results Reporting System        | Drafting period | Drafting period |                 |                 |                 |                 |
| • <b>Audit Report of the Bank’s RRS</b>               |                 | Output Delivery |                 |                 |                 |                 |
| <b>Phase 2 – Presentation of Preliminary Findings</b> |                 |                 |                 |                 |                 |                 |
| • Preparation of PowerPoint Presentation              |                 |                 | Output Delivery |                 |                 |                 |
| • Validation workshop and feedback                    |                 |                 |                 | Review period   |                 |                 |
| <b>Phase 3 – Reporting</b>                            |                 |                 |                 |                 |                 |                 |
| • Drafting the Technical report                       |                 |                 | Drafting period | Drafting period |                 |                 |
| • <b>Deliverable – Draft Technical Report</b>         |                 |                 |                 | Output Delivery |                 |                 |
| • Feedback from main stakeholders                     |                 |                 |                 | Review period   | Review period   |                 |
| • Prepare final Technical report                      |                 |                 |                 |                 | Drafting period |                 |
| • <b>Deliverable – Final Technical Report</b>         |                 |                 |                 |                 | Output Delivery |                 |
| • Drafting the Summary report                         |                 |                 |                 |                 |                 | Drafting period |
| • <b>Deliverable – Draft Summary Report</b>           |                 |                 |                 |                 |                 | Output Delivery |
| • Feedback from main stakeholders                     |                 |                 |                 |                 |                 | Review period   |
| • Prepare final summary report                        |                 |                 |                 |                 |                 | Drafting period |
| • <b>Deliverable – Final Evaluation Report</b>        |                 |                 |                 |                 |                 | Output Delivery |



## Appendix 1: Summary documents for desk review

### Bank Results Measurement

1. AfDB. 2003. ADF-IX Results Measurement Framework (RMF) and its 2005 Revised Results version
2. AfDB. 2005. ADF-X Results Measurement Framework (2005-2007);
3. AfDB. 2007. [Results Measurement Framework for ADF-11 \(2008-2010\)](#);
4. AfDB. 2008. [Results Reporting for ADF-10 and Results Measurement Framework for ADF-11](#) – Back ground paper
5. AfDB. 2010. [Results Measurement Framework \(RMF\) for 2010-2012](#);
6. AfDB. 2010. [The Results Measurement Framework for the ADF-12 Period \(2011-13\)](#) – Discussion Paper - ADF-12 Replenishment, Third Meeting
7. AfDB. 2010. [ADF-12 Report - Delivering Results and Sustaining Growth](#) - ADF-12 Replenishment, Final Consultation
8. AfDB. 2013. [One Bank Result Measurement Framework 2013-2016](#);
9. AfDB. 2017. [The bank group Results measurement framework 2016-2025 - Delivering the high 5s, Increasing the Bank's Impact on Development](#)
10. AfDB/SNDR. 20XX. Technical Note for the RMF
11. AfDB/SNDR. 20XX. RMF 2015 Baseline and L1 to L4 Targets for 2016 to 2025

### Bank Development Review Reports

1. AfDB. 2010. [Achieving Development Results -The contribution of the African Development Fund](#)
2. AfDB. 2012. [Development Effectiveness Review 2012 - Promoting Regional integration](#)
3. AfDB. 2012. [Development Effectiveness Review 2012 - Growing African Economies Inclusively](#)
4. AfDB. 2012. [Development Effectiveness Review 2012 - Governance](#)
5. AfDB. 2012. [Development Effectiveness Review 2012 - Fragile States and Conflict-Affected Countries](#)
6. AfDB. 2012. [Development Effectiveness Review 2012 – Rwanda](#)
7. AfDB. 2013. [Development Effectiveness Review 2013 – Towards sustainable growth for Africa](#)
8. AfDB. 2013. [Development Effectiveness Review 2013 – Senegal](#)
9. AfDB. 2013. [Development Effectiveness Review 2013 – Zambia](#)
10. AfDB. 2014. [Development Effectiveness Review 2014 – Towards Africa's transformation](#)
11. AfDB. 2014. [Development Effectiveness Review 2014 – Energy](#)
12. AfDB. 2015. [Development Effectiveness Review 2015 – Driving development through innovation](#)
13. AfDB. 2015. [Development Effectiveness Review 2015 – Ethiopia](#)
14. AfDB. 2015. [Development Effectiveness Review 2015 – Sierra Leone](#)
15. AfDB. 2016. [Development Effectiveness Review 2016 – Accelerating the pace of change](#)
16. AfDB. 2016. [Development Effectiveness Review 2016 – Agriculture](#)
17. AfDB. 2017. [Development Effectiveness Review 2017 – Transforming Africa—Unlocking agriculture's potential](#)
18. AfDB. 2018. [Development Effectiveness Review 2018 – “Made in Africa” – Industrialising the Continent](#)
19. AfDB. 2019. [Development Effectiveness Review 2019 – Integrating Africa, Connecting People](#)
20. AfDB. 2020. [The Annual Development Effectiveness Review 2020.](#)

## Bank Corporate and Sector Strategies

1. AfDB. 2013. [African Development Bank Group At the Center of Africa’s Transformation Strategy for 2013–2022](#)
2. AfDB. 2013. [Supporting the Transformation of the Private Sector in Africa](#) - Private Sector Development Strategy, 2013-2017
3. AfDB. 2015. [Regional Integration Policy and Strategy \(RIPoS\) 2014-2023](#)
4. AfDB. 2016. [Proposal to Redesign the Bank’s Business Development and Delivery Model](#)
5. AfDB. 2016. Scaling up Implementation of the Ten-Year Strategy: The high 5s Agenda
6. AfDB. 2016. Bank Group Strategy for the New Deal on Energy for Africa 2016 – 2025
7. AfDB. 2016. [Feed Africa: Strategy for Agricultural Transformation in Africa 2016-2025](#)
8. AfDB. 2016. [Jobs for Youth in Africa Strategy for Creating 25 Million Jobs and Equipping 50 Million Youth 2016-2025](#)
9. AfDB. 2017. [Industrialize Africa Strategies, Policies, Institutions and Financing](#)
10. AfDB/BDEV. 2019. [Independent Evaluation of the Implementation of the Development and Business Delivery Model of the AfDB.](#)

## Other MDBs recent Corporate results frameworks and Strategies

### Asian Development Bank (AsDB)

1. AsDB. 2017. [Asian Development Bank’s Transitional Results Framework, 2017–2020](#)
2. AsDB. 2018. [Strategy 2030 - Achieving a Prosperous, Inclusive, Resilient, and Sustainable Asia and the Pacific](#)
3. AsDB. 2019. [Asian Development Bank’s Corporate Results Framework, 2019–2024](#)
4. AsDB. 2020. [Asian Development Bank’s Results Framework Indicator Definitions](#)

### World Bank Group

1. World Bank. 2018. [IDA18 Results Measurement System \(RMS\)](#)
2. World Bank. 2019. [IDA18 Results Measurement System](#)
3. IFC. 2019. [Strategy and Business Outlook Update FY20 – FY22 - Gearing up to deliver IFC 3.0 at scale](#)

### Inter-American Development Bank (IDB)

1. IDB. 2018. [IDB Group Corporate Results Framework 2020-2023](#)
2. IDB. 2018. Corporate Results Framework 2016-2019 - Technical Guidance Note
3. IDB. 2020. [Managing a Portfolio for Impact. IDB Invest’s Impact Management Framework](#)

### International Fund for Agricultural Development (IFAD)

1. IFAD. 2011. [Results Measurement Framework 2013-2015](#)
2. IFAD. 2014. [IFAD10 Results Measurement Framework \(2016-2018\)](#)
3. IFAD. 2016. [IFAD Strategic Framework 2016-2025](#)



4. IFAD. 2016. [Proposed refinements to the IFAD10 Results Measurement Framework](#)
5. IFAD. 2016. [IFAD development effectiveness framework](#)
6. IFAD. 2017. [Report on the IFAD11 Results Management Framework](#)
7. IFAD. 2020. [Setting Targets for the IFAD11 Results Management Framework: Institutional Efficiency and Decentralization](#)

#### **Food and Agriculture Organization of The United Nations (FAO)**

1. FAO. 2017. [Results Framework 2018-19 - Strategic and Functional Objectives](#)
2. FAO. 2017. [Results Frameworks, comparing 2014-17 to 2018-21](#)
3. FAO. 2020. [Updated Results Framework 2020-21 – Strategic and Functional Objectives \(Revised\)](#)

#### **MDBs corporate results frameworks review and evaluations**

1. AsDB. 2011. [Managing for Development Results - Relevance, Responsiveness, and Results Orientation](#)
2. AsDB. 2012. [Review of the ADB Results Framework](#)
3. AsDB. 2016. [Review of the Results Framework. ADF 12 Replenishment Meeting](#)
4. AsDB. 2019. [2019 Annual Evaluation Review Performance and Scorecards. Independent Evaluation](#)
5. AsDB. 2019. [Corporate results frameworks and scorecards and the experience of selected multilateral development banks and bilateral organizations](#). 2019 Annual Evaluation Review, Linked Document E
6. IDB. 2019. [Mid-Term Evaluation of IDB-9 Commitments - Corporate Results Framework](#). Background Document
7. FAO. 2019. [Evaluation of FAO's Strategic Results Framework](#)
8. European Commission, 2013. [Results Study. Directorate General Development and Cooperation – EuropeAid October 2013](#)
9. OECD. 2014. [Measuring and managing results in development co-operation: A review of challenges and practices among DAC members and observers](#)
10. OECD. 2018. [Measuring and managing the results of multilateral contributions Perspectives and shared challenges](#) - Discussion paper for the Results workshop on 29-30 October 2018, Paris.
11. UN. 2007. Best Practices in Results-Based Management: A Review of Experience. A Report for the United Nations Secretariat Volume 1: Main Report by John Mayne
12. UN. 2017. [Results-based management In the united nations system](#) - High-impact model for results-based management Benchmarking framework, stages of development and outcomes.
13. MOPAN. 2017. [MOPAN 2015-16 Assessments - African Development Bank \(AfDB\) Institutional Assessment Report](#)

## Other MDBs Development Effective Review and Corporate Scorecard reports

1. AsDB. 2020. [2019 Development Effectiveness Review. The Asian Development Bank w](#)
2. AsDB. 2020. [2019 Development Effectiveness Review. Scorecard and Related Information](#)
3. IFAD. 2019. [Report on IFAD's Development Effectiveness 2019](#)
4. IFC. 2012. IFC Road Map FY14-16 Leveraging the Private Sector to Eradicate Extreme Poverty and Pursue Shared Prosperity
5. IFC. 2019. Annual Report 2019 Investing for Impact
6. IsDB. 2019. [Development Effectiveness Report 2018](#). Islamic Development Bank Group
7. IDB. 2019. [Development Effectiveness Overview](#)
8. World Bank. 2017. [Corporate Scorecards October 2017](#)
9. World Bank. 2017. [World Bank Corporate Scorecards Tier 3 April 2017](#)
10. World Bank. 2019. [Corporate Scorecards November 2019](#)
11. SDC. 2017. [Independent Evaluation of SDC's Results-Based Management System with a Focus on Poverty Reduction](#). Commissioned by the Evaluation and Corporate Controlling Division of the Swiss Agency for Development and Cooperation (SDC)

## Appendix 2: Possible targeted Bank’s structures to include for data collection and interviews

| Departments   |
|---|
| <b>SNVP – SENIOR VICE PRESIDENT</b>   |
| PAGL - OFFICE OF THE AUDITOR GENERAL  |
| PAIF - AFRICA INVESTMENT FORUM  |
| PCER - COMMUNICATION & EXTERNAL RELATIONS   |
| <b>RDVP - VP REGIONAL DEVELOPMENT, INTEGRATION, AND BUSINESS DELIVERY</b>         |
| RDGC - DIRECTOR GENERAL-Central   |
| RDGC – DEPUTY DIRECTOR GENERAL-Central  |
| RDGE - DIRECTOR GENERAL-East  |
| RDGE – DEPUTY DIRECTOR GENERAL-East   |
| RDGN - DIRECTOR GENERAL—North   |
| RDGN – DEPUTY DIRECTOR GENERAL—North  |
| RDGS - DIRECTOR GENERAL—South   |
| RDGS – DEPUTY DIRECTOR GENERAL—South  |
| RDGW - DIRECTOR GENERAL-West  |
| RDGW – DEPUTY DIRECTOR GENERAL-West   |
| RDNG - NIGERIA COUNTRY OFFICE   |
| RDTS - TRANSITION STATES COORDINATION OFFICE                                      |
| RDRI - REGIONAL INTEGRATION COORDINATION OFFICE                                   |
| <b>PEVP - VP POWER, ENERGY, CLIMATE AND GREEN GROWTH</b>                          |
| PESD - POWER SYSTEMS DEVELOPMENT  |
| PECG - CLIMATE CHANGE & GREEN GROWTH  |
| PESR - ENERGY FINANCIAL SOLUTIONS, POLICY AND REGULATION                          |
| PERN - RENEWABLE ENERGY AND ENERGY EFFICIENCY                                     |
| PENP - ENERGY PARTNERSHIPS  |
| <b>AHVP - VP AGRICULTURE, HUMAN AND SOCIAL DEVELOPMENT</b>                        |
| AHAI - AGRICULTURE & AGRO-INDUSTRY  |
| AHFR - AGRICULTURAL FINANCE & RURAL DEVELOPMENT                                   |
| AHGC - GENDER, WOMEN AND CIVIL SOCIETY  |
| AHHD - HUMAN CAPITAL, YOUTH AND SKILLS DEVELOPMENT                                |
| AHWS - WATER DEVELOPMENT AND SANITATION   |
| <b>VP PRIVATE SECTOR, INFRASTRUCTURE AND INDUSTRIALIZATION</b>                    |
| PINS - NSO & PRIVATE SECTOR SUPPORT   |
| PIFD - FINANCIAL SECTOR DEVELOPMENT   |
| PICU - INFRASTRUCTURE & URBAN DEVELOPMENT   |
| PITD - INDUSTRIAL AND TRADE DEVELOPMENT   |
| SNSP - STRATEGY AND OPERATIONAL POLICIES  |
| SNPB - PROGRAMMING AND BUDGET   |
| SNOQ - OPERATIONS COMMITTEE SECRETARIAT AND QUALITY ASSURANCE                     |
| SNSC - SAFEGUARDS AND COMPLIANCE DEPARTMENT                                       |
| SNDI - DIRECTOR SNVP AND SMCC SECRETARIAT   |
| SNDR - DELIVERY, PERFORMANCE MANAGEMENT AND RESULTS                               |
| SNAR - ASIA EXTERNAL REPRESENTATION   |
| <b>ECVP - CHIEF ECONOMIST/VP for ECONOMIC GOVERNANCE AND KNOWLEDGE MANAGEMENT</b> |
| ECMR - MACRO-ECONOMICS POLICY, FORECASTING AND RESEARCH                           |
| ECCE - COUNTRY ECONOMICS DEPARTMENT   |
| ECST - STATISTICS   |
| ECAD - AFRICAN DEVELOPMENT INSTITUTE  |
| ECNR - AFRICAN NATURAL RESOURCES CENTER   |
| ECGF - GOVERNANCE AND PUBLIC FINANCIAL MANAGEMENT COORDINATION OFFICE             |

|  |
|--|
| <b>FIVP - VP FINANCE</b>                         |
| FIRM - RESOURCE MOBILIZATION AND PARTNERSHIPS    |
| FIFM - FINANCIAL MANAGEMENT                      |
| FIST - SYNDICATIONS AND CLIENT SOLUTIONS         |
| <b>VP CORPORATE SERVICES AND HUMAN RESOURCES</b> |
| CHHR - HUMAN RESOURCES MANAGEMENT                |

## Appendix 3: Data Collection Instruments

### Interview Guide for Board Suites (ED, Alternative ED, Advisor)

#### **General**

- What are your views on the current AfDB RMF structure, linkages, utility? Are there gaps you have observed?
- What are your views on how the Bank's RMF could sharpen the measurement of organizational effectiveness?
- What in your view are the three main strengths of the AfDB's RMF?
- What are in your view the three main weaknesses of the AfDB's RMF?
- What could you propose to increase the usefulness of the Bank's RMF?

#### **RMF and Development Effectiveness**

- To what extent do the RMF's indicators provided to the Board through the ADER and the dashboard, provide sufficient evidence for supporting the Bank's development effectiveness?
- What is your degree of satisfaction with the RMF and its related reporting tools (ADER, MapAfrica)?
  - ✓ Extent to which the RMF reporting tools demonstrate progress in achieving strategic/corporate-level priorities and/or internationally agreed goals
  - ✓ Extent to which the RMF reporting tools explain the reasons for over- and/or underachievement, and provide an analysis of performance (where strong, weak, reasons, etc.) and recommendations or reflections on alternatives or other lessons learned
  - ✓ Extent to which the RMF reporting tools highlight any unforeseen problems or opportunities that may require new strategies or a redesign of the initiative
  - ✓ Extent to which the RMF reporting tools identify key success factors or obstacles in achieving results and highlight where there is potential for wider lessons learned
  - ✓ Extent to which the RMF reporting tools recognize fully the involvement of others (partners, stakeholders, rights holders) and their contribution to the observed results and progress towards the outcomes
  - ✓ Extent to which the RMF reporting tools set out actions needed to improve performance or make adjustments to achieve results and outcomes.
- To what extent is the RMF building a strong body of evidence on cross-cutting issues such as gender, fragile situations, climate change and governance outcomes?
- To what extent did the RMF track jobs and impact on growth?
- To what extent does the RMF capture private sector contribution?
- How useful in your view is the AfDB's RMF useful for decision making?

**RMF and Accountability**

- Is the RMF and its aggregated reporting tools (ADER, etc..) providing to the Board the required comfort that the Bank is holding itself accountable for the achievement of results?

**RMF and Learning**

- In your view, what is the AfDB's RMF utility for learning purposes?
- To what extent is a more direct and structured involvement of third independent parties (including Board members) and specific thematic/country events are likely to increase the credibility of the system and learning opportunities?
- What kind of incentives (or directives) could be put in place by Management for the RMF to be used more strategically to meet knowledge gaps and for lesson learning?

**RMF and Decision making**

- Are the RMF and its aggregated reporting tools (ADER, etc..) providing to the Board the required comfort that the Bank is holding itself accountable for the achievement of results?

## Interview Guide for Management (DG, DDG, Director, Country Manager, Sector Manager)

### General Questions

- What has been your involvement in the corporate results framework and ADER so far?
- What are your thoughts on the ownership of the Bank's RMF at all levels?
- How well have the results framework and action plans incentivized AfDB operations (your department) over the years? In what specific ways? Do you have examples?
- Does your department put in a lot of special work to feed information into the results framework? How big is the strain (if any)?
- What are your thoughts on the quality of data being fed into the corporate results framework? What can be done to boost data quality in the future?
- What constraints, if any, have hampered data submission by your department for the ADER? What suggestions can you offer to improve the situation?
- What are your views on the overall quality design of the Bank's RMF?
- What are in your view the three main strengths of the actual AfDB's RMF?
- What are in your view the three main weaknesses of the actual AfDB's RMF?
- What could you propose to increase the usefulness of the actual Bank's RMF?

### Detailed Questions

- What are your views on the quality of Bank RMF structure in terms of number and relevance of tiers and indicators? Are there any focus on strategic priorities?
- What are in your view on the causal relations between the different tiers of the corporate RMF?
- To what extent do you think that the Bank's corporate and sectoral strategies and interventions are based on a sound theory of change?
- What are your views on the process of selecting outcomes and indicators? What are your views on the engagement process by which baseline and target values were set?
- What are your views on the process of generation, collection, entering and quality control process of data that go into the corporate results framework? Are responsibilities clearly defined? Are appropriate resources made available?
- How and when (frequency) is data collected? Who is involved (i.e. how many persons/for how many days)?
- What are your views on the extent to which the actual RMF improves the way the Bank assesses the private sector's contribution to development?
- What are your views on the relevance and effective use of the Bank's RMF impact measurement tools (the new methodology called the Development Impact Approach<sup>27</sup>, Additionality and Development Outcomes

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<sup>27</sup> Box 4 of the RMF document

Assessment<sup>28</sup> and the input-outputs tables)?

- What are your views on the Bank's preferred approach to measure the results of its intervention at the level of outputs that can be fully attributed to its interventions by prorated when the intervention is co-financed?
- What are your thoughts on the reporting system of the Bank's RMF? How useful are the Development Effectiveness Review (DER) reports in your decision making (planning, implementation, learning, etc.)? What decisions did your department take based on the RMF data and knowledge?
- What are your views on the quality of data reported in the DER report (Corporate, Country and thematic)?
- Would it help you to use a corporate results framework to structure results framework for country programs with four levels (development progress, outcome, operational management and organizational management, and two columns (baseline and target) and monitor these? (e.g. about number of operations to be approved, or staffing or budget?)
- Would it help you to use a corporate results framework to structure results framework for a project with three central columns for outcome and outputs (indicator, baseline and target) and monitor these?
- Would you have any recommendations to improve the efficiency of the RMF process in terms of cost of data and findings generated?
- Would you have any recommendations to improve the efficiency of the RMF process in terms of utility of data and findings generated?

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<sup>28</sup> The Additionality and Development Outcomes Assessment (ADOA) is the overriding framework for screening and rating private sector projects at the approval stage. To derive ratings, it relies on evidence and indicators on what the Bank brings to the operation that commercial lenders cannot or do not bring, as well as on the expected development outcomes



## **Interview Guide for Bank Staff (Reference Group, Business Delivery Unit, Sector and Thematic including NSO)**

### **General Questions**

- What has been your involvement in the RMF and ADER so far?
- What are your thoughts on the ownership of the Bank's RMF at your sectoral or thematic level?
- How well have the results framework and action plans incentivized AfDB operations (your sector or thematic) over the years? In what specific ways? Do you have examples?
- Does your department put in a lot of special work to feed information into the results framework? How big is the strain (if any)?
- What are your thoughts on the quality of data being fed into the corporate results framework? What can be done to boost data quality in the future?
- What constraints, if any, have hampered data submission by your department for the ADER? What suggestions can you offer to improve the situation?
- What are your views on the overall quality design of the Bank's RMF? What are in your view the three main strengths of the actual AfDB's RMF. What are in your view the three main weaknesses of the actual AfDB's RMF. What could you propose to increase the usefulness of the actual Bank's RMF?

### **Detailed Questions**

- What are your views on the quality of Bank RMF structure in terms of the number and relevance of tiers and indicators? Are there any focus on strategic priorities?
- What are in your view on the causal relations between the different tiers of the corporate RMF?
- To what extent do you think that the Bank's corporate and sectoral strategies and interventions are based on a sound theory of change?
- What are your views on the process of selecting outcomes and indicators? What are your views on the engagement process by which baseline and target values were set?
- What are your views on the process of generation, collection, entering and quality control process of data that go into the corporate results framework? Are responsibilities clearly defined? Are appropriate resources made available?
- How and when (frequency) is data collected? Who is involved (i.e. how many persons/for how many days)?
- What are your thoughts on the reporting system of the Bank's RMF? How useful are the Development Effectiveness Review (DER) reports in your decision making (planning, implementation, learning, etc.)? What decisions did your department take based on the RMF data and knowledge?
- What are your views on the quality of data reported in the DER report (Corporate, Country and thematic)?
- Would it help you to use a corporate results framework to structure results framework for country programs with four levels (development progress, outcome, operational management and organizational

management, and two columns (baseline and target) and monitor these? (e.g. about the number of operations to be approved, or staffing or budget?)

- Would it help you to use the corporate results framework in structuring results framework for a project with three central columns for outcome and outputs (indicator, baseline and target) and monitor these?
- Would you have any recommendations to improve the efficiency of the RMF process (both in terms of costs and utilization of data and findings generated)?

## Interview Guide for SNDR Staff

### **Results measurement system**

- Has SNDR established the policy and legal framework for data quality?
- Has the Bank assigned adequate resources to the measurement activities (based on priorities)?
- To what extent do you think that the Bank assigned clear responsibilities among staff and managers for performance measurement?
- Has the Bank established an effective unit for a unit for RMF's measurement and statistics, quality control and quality assurance?
- Has the Bank conducted appropriate staff training on measurement and statistical analysis, team clinics?
- Has the Bank conducted appropriate stakeholders mapping during the RMF design?

### **Results reporting**

- Has the Bank establishes RMF's internal performance reporting standards?
- Has the Bank develops different formats to match specific RMF's audience information needs?
- Do you think that the Bank synthesized results from projects at a programmatic level based on a transparent and rigorous methodology for corporate-level reporting?
- has the Bank establishes data quality control mechanisms at the different levels of results-reporting mechanisms (corporate, country, sector and project-level)?
- Has the Bank establishes and ensures synthesis and aggregation standards to compile results obtained at the different levels of the organization (from project to program to country/regional to corporate)?
- Do you think that the Bank has developed a participative approach in the definition of reporting needs by the various stakeholders?

### **Managing information system**

- Do you think that the Bank ensured that results-based management information systems are easy to use and cost-beneficial?
- Do you think that the Bank built simple and user-friendly results-based management information technology systems that are customized to the organization?
- Do you think that the Bank developed management information systems with an evaluative perspective?
- Has the Bank embeds results-based management-related management systems in the portfolio of information systems existing within the organization?

### **Level of engagement in the design of the Bank's RMF with**

- What are your views on the level of engagement in the design of the Bank's RMF with the Board of Directors?
- What are your views on the level of engagement in the design of the Bank's RMF with Management?
- What are your views on the level of engagement in the design of the Bank's RMF with AfDB staff?
- What are your views on the level of engagement in the design of the Bank's RMF with RMCs?
- What are your views on the level of engagement in the design of the Bank's RMF with other MDBs?
- What are your views on the level of engagement in the design of the Bank's RMF with ONG/CSO?

## QUESTIONNAIRES

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### Draft Questionnaire on Use of AfDB's Results Frameworks—for Board Suites (ED, AED, Advisor)

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#### Your views on AfDB's corporate results measurement framework (RMF)

1. In your view, how useful is the AfDB results framework for incentivizing the achievement of AfDB's strategic and operational priorities?  
very useful, useful, somewhat useful, not useful, no opinion  
Comment?: [ ..... ]
2. How useful is the Bank's RMF for you to assess the results targeted? very useful, useful, somewhat useful, not useful, no opinion  
Comment?: [ ..... ]
3. How useful are country results frameworks in the Country Program and Strategy to assess the results targeted?  
very useful, useful, somewhat useful, not useful, no opinion  
Comment?: [ ..... ]
4. How useful is the self-evaluation system (SES) for you to assess the project targets set? very useful, useful, somewhat useful, not useful, not aware of the SES  
Comment?: [ ..... ]
5. In which levels and areas, if any, do you see a need for more or better RMF indicators, to operationalize the High 5s (comment, if necessary [ ]):
  - (i) L1: Development progress in Africa/SDGs yes, no, no opinion
  - (ii) L2: Quality of country programs / operations at completion yes, no, no opinion
  - (iii) L2: Core results in key sectors (output achievements) yes, no, no opinion
  - (iv) L3: Project implementation quality yes, no, no opinion
  - (v) L3: Project quality at entry yes, no, no opinion
  - (vi) L3: Development finance (disbursement and cofinancing) yes, no, no opinion
  - (vii) L3: Operational priorities (Ten-Year Strategy and High 5s strategies) yes, no, no opinion
  - (viii) L4: Human resources yes, no, no opinion
  - (ix) L4: Budget resources yes, no, no opinion
  - (x) L4: Process efficiency and client orientation yes, no, no opinion
6. Which (types of) RMF indicators can in your view be scrapped or rationalized in light of the High 5s?  
if any, can you elaborate? ..... ]  
Comment?: [ ..... ]

## Your views on AfDB's Development Effectiveness Review (DER) Reports:

7. Have you read the 2020 ADER (issued June-discussed by the board in July)  
[yes, fully; yes, large parts; yes, small parts; scorecard or summary only; no; I have read older DERs in the past; not long enough in AfDB to have seen one]  
Comment?: [.....]
8. Have you read the looking forward section of the 2020 ADER?  
[yes, fully; yes, large parts; yes, small parts; no; only in the past; not long enough in AfDB to have seen one; not aware]  
Comment?: [.....]
9. What do you look at most - the detailed results indicators and their scores, or the summary scorecard in the DER? (detailed indicator scores, scorecard, both, no opinion) Comment: [.....]
10. How useful is the DER to you:
- (i) Assess Africa's development progress?  
[very useful, useful, somewhat useful, not useful, no opinion]
  - (ii) Assess AfDB's outcomes and outputs?  
[very useful, useful, somewhat useful, not useful, no opinion]
  - (iii) Assess AfDB's internal operational management?  
[very useful, useful, somewhat useful, not useful, no opinion]
  - (iv) Assess AfDB's internal organizational management?  
[very useful, useful, somewhat useful, not useful, no opinion]
  - (v) Report AfDB performance to your capital(s)  
[very useful, useful, somewhat useful, not useful, no opinion]
11. To what extent the DER reports are effective to:
- (vi) Demonstrate progress in achieving strategic/corporate-level priorities and internationally agreed goals?  
[very effective, effective, somewhat effective, not effective, no opinion]
  - (vii) Explain the reasons for over- and/or underachievement, and provide an analysis of performance (where strong, weak, reasons, etc.) and recommendations or reflections on alternatives or other lessons learned.  
[very useful, useful, somewhat useful, not useful, no opinion]
  - (viii) Identify key success factors or obstacles in achieving results and highlight where there is potential for wider lessons learned?  
[very useful, useful, somewhat useful, not useful, no opinion]
  - (ix) Recognize fully the involvement of others (partners, stakeholders, rights holders) and their contribution to the observed results and progress towards the outcomes?  
[very useful, useful, somewhat useful, not useful, no opinion]
  - (x) Set out actions needed to improve performance or make adjustments to achieve results and outcomes?  
[very useful, useful, somewhat useful, not useful, no opinion]

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**Draft Questionnaire on Use of AfDB's Results Frameworks - for Sector and Thematic Staff**

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Your years in AfDB: [...] years (can be rounded to 1 decimal)

Your department/office: [.....]

**Your views on AfDB's Development Effectiveness Review (DER):**

1. Have you read the 2020 ADER (issued June-discussed by the board in July)?  
[yes, fully; yes, large parts; yes, small parts; scorecard or summary only; no; ! have read older DERs in the past; not long enough in AfDB to have seen one]  
Comment?: [.....]
2. Have you read the looking forward section of the 2020 ADER?  
[yes, fully; yes, large parts; yes, small parts; no; only in the past; not long enough in AfDB to have seen one; not aware]

Comment?: [.....]

3. How useful is the DER to assess
  - i) AfDB's outcomes and outputs in your sector and thematic area?  
[very useful, useful, somewhat useful, not useful, no opinion]  
Comment?: [ ]
  - ii) AfDB's operational performance<sup>29</sup> for your sector and thematic area?  
[very useful, useful, somewhat useful, not useful, no opinion]  
Comment?: [ ]
  - iii) AfDB's organizational performance<sup>30</sup> for your sector and thematic area?  
[very useful, useful, somewhat useful, not useful, no opinion]  
Comment?: [ ]

4. How useful is the action plan of the ADER for your sector and thematic area?  
[very useful, useful, somewhat useful, not useful, no opinion] Comment?: [.....]

5. Do you favor more information on results in your sector and thematic area in the ADER?  
[yes, no, no opinion] Comment? [....]

**Your views on results frameworks in AfDB:**

6. How useful was AfDB's RMF for achieving the Bank's strategic goals in your sector or thematic area?  
[very useful, useful, somewhat useful, not useful, no opinion]  
Comment?: [.....]
7. Which RMF target(s), if any, incentivize your sector and thematic area?  
[elaborate.....]

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<sup>29</sup> Project implementation quality, project quality at entry, development finance (disbursement and cofinancing), strategy agendas and core operations, drivers of change

<sup>30</sup> Human resources, budget resources, process efficiency and client orientation

8. Do you see any need for more (standardized) RMF indicators about project results in your sector or thematic area?  
yes, no, no opinion];  
 [if yes can you elaborate? .....]
9. Do you see any need for more RMF indicators about project/portfolio implementation in your sector or thematic area?  
yes, no, no opinion] ;  
 [if yes can you elaborate? .....]
10. Are there other sector of thematic indicators that should be included in the RMF?  
 [if any, can you elaborate? ..... ] Comment?: [ .....]
11. What (types of) sector or thematic indicators can be scrapped or rationalized in RMF?  
none; one, ^>1; if any, can you elaborate? .....]
12. How useful to your work are the RMF in CSPs for assessing results planned in your sector or thematic area?  
very useful, useful, somewhat useful, not useful, have not studied these/no opinion]  
 Comment?: [ ..... ]
13. How practical for monitoring in your sector or thematic area are the indicators in the Country Results Framework?  
very practical, practical somewhat practical, not so practical, not practical, practical but we do not monitor, no opinion]  
 Comment? [ .....]
14. How practical your key performance indicators (KPIs), are leaner and better suited to tracking the contribution of your sector to the High 5s and corporate priorities?  
 [ very practical, practical somewhat practical, not so practical, not practical, practical but we do not monitor, no opinion]  
 Comment? [ .....]
15. How practical for annual monitoring are the indicators in your sector or thematic results framework?  
very practical, practical somewhat practical, not so practical, not practical, practical but we do not monitor, no opinion]  
 Comment? [ .....]



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**Draft Questionnaire on Use of AfDB's Results Frameworks - for DG, DDG, Director, Country Manager and Sector Manager**

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Years in AfDB: [...] years (can round to 1 decimal)

Your position:  Director General Director,  Deputy Director-General,  Director,  Country Manager,  Sector Manager

Your location: [HQ, non-HQ]

**Your views on AfDB's Development Effectiveness Review (DER):**

1. Have you read the 2020 ADER (issued June-discussed by the Board in July)?  
[yes, fully; yes, large parts; yes, small parts; scorecard or summary only; no; I have read older DERs in the past; not long enough in AfDB to have seen one]  
Comment?: [.....]
2. Have you read the looking forward section of the 2020 ADER?  
[yes, fully; yes, large parts; yes, small parts; no; only in the past; not aware; not long enough in AfDB to have seen one]  
Comment?: [.....]
3. How useful is the DER for you to assess:
  - (i) AfDB's outcomes and outputs? [very useful, useful, somewhat useful, not useful, no opinion]
  - (ii) AfDB's operational performance?<sup>31</sup> [very useful, useful, somewhat useful, not useful, no opinion]
  - (iii) AfDB's organizational performance?<sup>32</sup> [very useful, useful, somewhat useful, not useful, no opinion]Comment?: [.....]
4. How useful is the looking forward section of the 2020 ADER for your sector/area?  
[very useful, useful, somewhat useful, not useful, no opinion]  
Comment?: [.....]
5. Do you favor more information on results in your area/country/sector in the DER?  
[yes, no, no opinion]  
Comment? [...]

**Your views on results frameworks in AfDB:**

6. How useful is the AfDB's RMF for achieving the Bank's strategic goals (Ten-Year Strategy and High 5s strategies) in your area/country/sector?  
[very useful, useful, somewhat useful, not useful, no opinion]  
Comment?: [.....]
7. How useful is AfDB's results framework in helping to align the organization behind its Ten-Year Strategy and High 5s strategies and implement them?  
[very useful, useful, somewhat useful, not useful, no opinion]  
Comment?: [.....]

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<sup>31</sup> Project implementation quality, project quality at entry, development finance (disbursement and cofinancing), strategy agendas and core operations, drivers of change.

<sup>32</sup> Human resources, budget resources, process efficiency and client orientation.

8. In which levels and areas, if any, do you see a need for more/better RMF indicators, to operationalize the Ten-Year Strategy and High 5s strategies  
(comment, if necessary [ .....]):
- (i) L1: Development progress in Africa [yes, no, no opinion]
  - (ii) L2: Quality of country programs/operations at completion [yes, no, no opinion]
  - (iii) L2: Core results in key sectors (output achievements) [yes, no, no opinion]
  - (iv) L3: Project implementation quality [yes, no, no opinion]
  - (v) L3: Project quality at entry [yes, no, no opinion]
  - (vi) L3: Development finance (disbursement and cofinancing) [yes, no, no opinion]
  - (vii) L3: Ten-Year Strategy and High 5s strategies development agendas and operations [yes, no, no opinion]
  - (viii) (viii) L3: Strategy 2030 drivers of change [yes, no, no opinion]
  - (ix) L4: Human resources [yes, no, no opinion]
  - (x) L4: Budget resources [yes, no, no opinion]
  - (xi) L4: Process efficiency and client orientation [yes, no, no opinion]
9. Which (types of) indicators can be scrapped or rationalized as per the Ten-Year Strategy and High 5s strategies?  
[if any, can you elaborate? ..... ]
10. Do you agree with the format of the country results framework in the CSP?  
[highly agree, agree, somewhat agree, do not agree, not aware of country RF, no opinion]  
Comment?: [ ..... ]
11. If you are a Country Manager, how practical for annual monitoring of the country program are the indicators and targets in the Country Results Framework?  
[very practical, practical somewhat practical, not so practical, not practical, practical but we do not monitor, no opinion]  
Comment? [ ..... ]
12. How rigorous are the theory of change, indicators, goals, and targets of project results framework in tracing the project performance?  
[highly rigorous, rigorous, somewhat rigorous, not rigorous, no opinion]  
Comment?: [ ]
13. If you are a Sector Director or Manager, how practical your key performance indicators (KPIs), are leaner and better suited to tracking the contribution of your sector to the High 5s and corporate priorities?  
[very practical, practical somewhat practical, not so practical, not practical, practical but we do not monitor, no opinion]  
Comment? [ ..... ]
14. If you are a Sector Director or Manager, how useful are the targets in your AfDB sector operational plan in monitoring your division activities?  
[very useful, useful, somewhat useful, not useful, no opinion]  
Comment?: [ ..... ]

## Appendix 4: SDG outcome targets supported by robust / tier one SDG indicators

| Goal 1. End poverty in all its forms everywhere  |  |
|--|--|
| 1.1  | <p><i>By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day:</i></p> <p>1.1.1 Proportion of population below the international poverty line, by sex, age, employment status and geographical location</p>  |
| 1.2  | <p><i>By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions:</i></p> <p>1.2.1 Proportion of population living below the national poverty line, by sex and age</p>   |
| Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture |  |
| 2.1  | <p><i>By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round:</i></p> <p>2.1.1 Prevalence of undernourishment</p> <p>2.1.2 Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale (FIES)</p>  |
| 2.2  | <p><i>By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons:</i></p> <p>2.2.1 Prevalence of stunting (height for age &lt;-2 standard deviation from the median of the World Health Organization (WHO) Child Growth Standards) among children under 5 years of age</p> <p>2.2.2 Prevalence of malnutrition (weight for height &gt;+2 or &lt;-2 standard deviation from the median of the WHO Child Growth Standards) among children under 5 years of age, by type (wasting and overweight)</p> |
| Goal 3. Ensure healthy lives and promote well-being for all at all ages                              |  |
| 3.1  | <p><i>By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births:</i></p> <p>3.1.2 Proportion of births attended by skilled health personnel</p>  |
| 3.2  | <p><i>By 2030, end preventable deaths of new-borns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births:</i></p> <p>3.2.1 Under-five mortality rate</p> <p>3.2.2 Neonatal mortality rate</p>  |
| 3.3  | <p><i>By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases:</i></p> <p>3.3.2 Tuberculosis incidence per 100,000 population</p> <p>3.3.3 Malaria incidence per 1,000 population</p> <p>3.3.5 Number of people requiring interventions against neglected tropical diseases</p>   |
| 3.5  | <p><i>Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol:</i></p> <p>3.5.2 Harmful use of alcohol, defined according to the national context as alcohol per capita consumption (aged 15 years and older) within a calendar year in litres of pure alcohol</p>  |
| 3.6  | <p><i>By 2020, halve the number of global deaths and injuries from road traffic accidents:</i></p> <p>3.6.1 Death rate due to road traffic injuries</p>  |
| 3.7  | <p><i>By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes:</i></p> <p>3.7.1 Proportion of women of reproductive age (aged 15-49 years) who have their need for family planning satisfied with modern methods</p>  |
| 3.9  | <p><i>By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination:</i></p> <p>3.9.1 Mortality rate attributed to household and ambient air pollution</p>   |

|   |  |
|---|--|
| Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all  |  |
| 4.2   | By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary  |
| 4.5   | By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations  |
| Goal 5. Achieve gender equality and empower all women and girls   |  |
| 5.5   | Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life   |
| Goal 6. Ensure availability and sustainable management of water and sanitation for all  |  |
| 6.1   | By 2030, achieve universal and equitable access to safe and affordable drinking water for all  |
| 6.2   | By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations  |
| Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all  |  |
| 7.1   | <i>By 2030, ensure universal access to affordable, reliable and modern energy services:</i><br>7.1.1 Proportion of population with access to electricity<br>7.1.2 Proportion of population with primary reliance on clean fuels and technology   |
| 7.2   | <i>By 2030, increase substantially the share of renewable energy in the global energy mix:</i><br>7.2.1 Renewable energy share in the total final energy consumption   |
| 7.3   | <i>By 2030, double the global rate of improvement in energy efficiency:</i><br>7.3.1 Energy intensity measured in terms of primary energy and GDP  |
| Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all  |  |
| 8.1   | <i>Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries:</i><br>8.1.1 Annual growth rate of real GDP per capita   |
| 8.2   | <i>Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors:</i><br>8.2.1 Annual growth rate of real GDP per employed person                                   |
| 8.5   | <i>By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value:</i><br>8.5.2 Unemployment rate, by sex, age and persons with disabilities                             |
| 8.6   | <i>By 2020, substantially reduce the proportion of youth not in employment, education or training:</i><br>8.6.1 Proportion of youth (aged 15-24 years) not in education, employment or training  |
| 8.7   | <i>Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms:</i> |
| 8.8   | <i>Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment:</i><br>8.8.1 Frequency rates of fatal and non-fatal occupational injuries, by sex and migrant status     |
| Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation and sustainable economic growth, full and productive employment and decent work for all |  |

|  |   |
|--|---|
| 9.2  | <i>Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries:</i>   |
| 9.4  | <i>By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities:</i>   |
| 9.5  | <i>Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and</i>  |
| <b>Goal 10. Reduce inequality within and among countries</b>   |   |
| 10.1   | <i>By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average:</i><br>10.1.1 Growth rates of household expenditure or income per capita among the bottom 40 per cent of the  |
| 10.4   | <i>Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality:</i><br>10.4.1 Labour share of GDP, comprising wages and social protection transfers  |
| <b>Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable</b>   |   |
| 11.1   | <i>By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums:</i><br>11.1.1 Proportion of urban population living in slums, informal settlements or inadequate housing   |
| 11.6   | <i>By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management:</i><br>11.6.2 Annual mean levels of fine particulate matter (e.g. PM2.5 and PM10) in cities (population weighted)  |
| <b>Goal 12. Ensure sustainable consumption and production patterns</b>   |   |
| 12.4   | <i>By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment:</i>   |
| <b>Goal 13. Take urgent action to combat climate change and its impacts</b>  |   |
| <b>Goal 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable</b>   |   |
| 14.4   | <i>By 2020, effectively regulate harvesting and end overfishing, illegal, unreported and unregulated fishing and destructive fishing practices and implement science-based management plans, in order to restore fish stocks in the shortest time feasible, at least to levels that can produce maximum sustainable yield as determined by their biological characteristics:</i><br>14.4.1 Proportion of fish stocks within biologically sustainable levels |
| 14.5   | <i>By 2020, conserve at least 10 per cent of coastal and marine areas, consistent with national and international law and based on the best available scientific information:</i><br>14.5.1 Coverage of protected areas in relation to marine areas   |
| <b>Goal 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss</b> |   |
| 15.1   | <i>By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements:</i>  |
| <b>Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</b>            |   |
| 16.1   | <b>Significantly reduce all forms of violence and related death rates everywhere:</b><br>16.1.1 Number of victims of intentional homicide per 100,000 population, by sex and age  |
| 16.2   | <b>End abuse, exploitation, trafficking and all forms of violence against and torture of children:</b><br>16.2.1 Proportion of children aged 1-17 years who experienced any physical punishment and/or psychological aggression by caregivers in the past month   |

|  |  |
|--|--|
| 16.3   | <b>Promote the rule of law at the national and international levels and ensure equal access to justice for all:</b><br>16.3.2 Unsentenced detainees as a proportion of overall prison population   |
| 16.5   | <b>Substantially reduce corruption and bribery in all their forms:</b><br>16.5.2 Proportion of businesses that had at least one contact with a public official and that paid a bribe to a public official, or were asked for a bribe by those public officials during the previous 12 months |
| 16.6   | <b>Develop effective, accountable and transparent institutions at all levels:</b><br>16.6.1 Primary government expenditures as a proportion of original approved budget, by sector (or by budget codes or similar)   |
| 16.9   | <b>By 2030, provide legal identity for all, including birth registration:</b><br>16.9.1 Proportion of children under 5 years of age whose births have been registered with a civil authority, by age   |
| Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels |  |

# Appendix 5: Detailed Workflow schedule

