

Managing for Development Results at the Inter-American Development Bank



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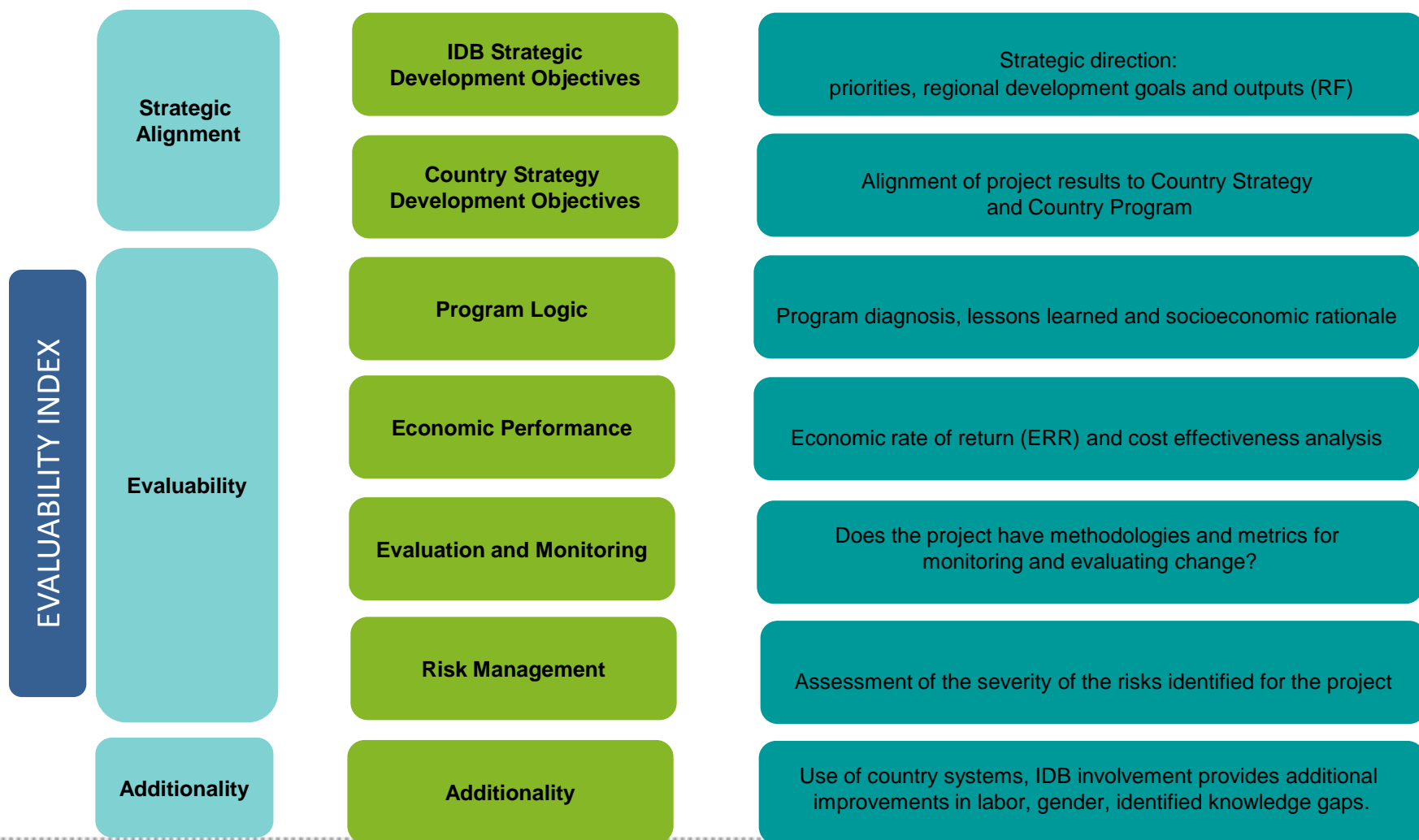
Guiding Ideas of Results Management at IDB

- Combines two approaches
 - Bottom-up: Measuring results of each intervention at different points in the cycle
 - Top-down: Developing a corporate level results-framework and results-based budget
- Design and implement a tool to manage information at supervisory levels (VPs, Managers, Division Chiefs)
 - Dashboard
- Aligns corporate reports with management processes
 - Matrix Management meetings
 - Senior Management Committees – Quarterly Business Reviews (QBR)
 - Monitoring budget execution
- Develop reports for accountability and learning
 - Annual Business Review
 - Development Effectiveness Overview

Bottom up: Instruments to Measure Results of Interventions at the project and country level

- Development Effectiveness Matrix @ entry
 - Rates the evaluability of an intervention at entry (threshold of 5 for all SG and NSG projects).
 - Criteria based on the good practice standards for evaluating development programs of the MDB Evaluation Cooperation Group
 - Checklist methodology
- Progress Monitoring Report (PMR)
 - Monitors project results (inputs, outputs and outcomes), time and cost of the products achieved
- Expanded Progress Monitoring Report (XPMR)
 - Time and costs of the products achieved as of the last PMR
 - Results, evaluation methods, new calculation of return/cost-effectiveness and risk rates.
- Impact Evaluations
 - 27 percent of projects approved in 2010 have a rigorous evaluation designs

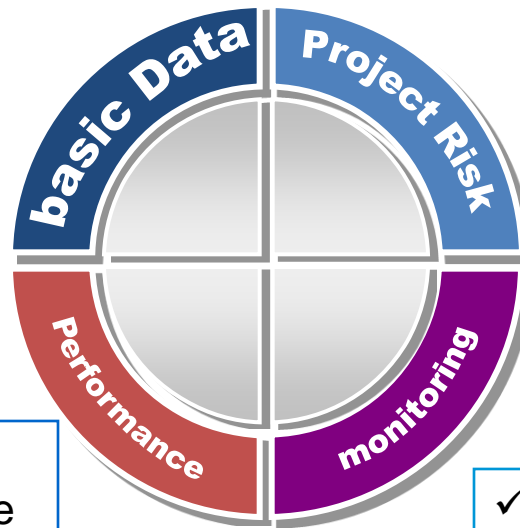
Development Effectiveness Matrix (DEM) Sovereign Guaranteed Operations



Development Effectiveness Matrix			
Summary			
I. Strategic Alignment			
1. IDB Strategic Development Objectives		Aligned	
Lending Program	The intervention contributes to the lending program for poverty reduction and equity enhancement, climate change initiatives, renewable energy and environmental sustainability, and regional cooperation and integration.		
Regional Development Goals	The intervention contributes to improving the incidence of waterborne diseases, paved road coverage, and percent of households with electricity.		
Bank Output Contribution (as defined in Results Framework of IDB-9)	The intervention contributes to Bank output: households with new or upgraded water supply, households with new or upgraded sanitary connections, km of inter-urban roads built or maintained, and km of electricity transmission lines installed or upgraded.		
2. Country Strategy Development Objectives		Aligned	
Country Strategy Results Matrix	GN-2595-1	Improve design and efficiency of social protection programs for the poorest. Improve coverage and management of water and sanitation services.	
Country Program Results Matrix	Not Available	The project is included in 2011 Country Program Document.	
Relevance of this project to country development challenges (if not aligned to country strategy or country program)			
II. Development Outcomes - Evaluability		Highly Evaluable	
		8.8	10
3. Evidence-based Assessment & Solution		8.1	10
4. Ex ante Economic Analysis		10.0	10
5. Monitoring and Evaluation		9.6	10
6. Risks & Mitigation Monitoring Matrix		7.5	10
Overall risks rate = magnitude of risks*likelihood		Not Available	
Environmental & social risk classification		C	
III. IDB's Role - Additionality			
The project relies on the use of country systems (VPC/PDP criteria)	yes	Financial Management: Accounting and Reporting (Catálogo de Cuentas Nacional –SICOP), External Control (Auditoría Externa designada por la SFP) and Internal Audit (Órgano de Control Interno -OIC). Procurement: Information Systems (Compranet), Shopping Method (Invitación cuando menos a tres o método similares).	
The project uses another country system different from the ones above for implementing the program	yes	Monitoring and Evaluation. The monitoring is done by the SIIPSO system.	
The IDB's involvement promotes improvements of the intended beneficiaries and/or public sector entity in the following dimensions:			
Gender Equality			
Labor			
Environment	yes	Municipal management capacity is strengthened beyond the projects funded under the program, including management of environmental issues in municipal urban development plans.	
Additional (to project preparation) technical assistance was provided to the public sector entity prior to approval to increase the likelihood of success of the project	yes	ME-T1163. Also, the management capacity for the undersecretary for urban development has been strengthened by the program and the Bank's involvement has improved internal processes and the efficiency of program monitoring.	
The ex-post impact evaluation of the project will produce evidence to close knowledge gaps in the sector that were identified in the project document and/or in the evaluation plan.	yes	The impact evaluation is the first experimental evaluation of neighborhood improvement projects, and includes a qualitative component which completes the study. Thus, the evaluation contributes to strengthening the national evaluation system and to close knowledge gaps on how to address urban poverty.	

Progress Monitoring Report (PMR)

- ✓ Title
- ✓ Project number
- ✓ Loan number
- ✓ Type of instrument
- ✓ Executing agency
- ✓ Sector
- ✓ Related operations



- ✓ Identify risks, their magnitude and likelihood of occurrence
- ✓ Monitor implementation of mitigation measures

- ✓ Earned Value Management
- ✓ Measure and monitor variance in costs, time and results
- ✓ Provide practical summarized information through the Performance Index (PI)

- ✓ Track outputs, rather than inputs
- ✓ Identifying issues as they arise
- ✓ Provide actionable ways to address them

PMR: Impact contribution and outcomes

Objetivo del Proyecto: Ampliar la cobertura de servicios sostenibles de agua y saneamiento en las áreas rurales Año inicio del Proyecto: 2007
Año Fin del Proyecto: 2014

Impactos

Impactos				Supuestos	Observaciones
<input checked="" type="checkbox"/> Salud de la población mejorada					
Indicador	Unidad de Medida	Línea de Base	Año Línea de Base	2014	Fin de Proyecto (2014)
Incidencia de enfermedades transmitidas por el agua	Casos	0,00	2010	P A	0,00

Objetivo del Proyecto: Ampliar la cobertura de servicios sostenibles de agua y saneamiento en las áreas rurales Año inicio del Proyecto: 2007
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Resultados

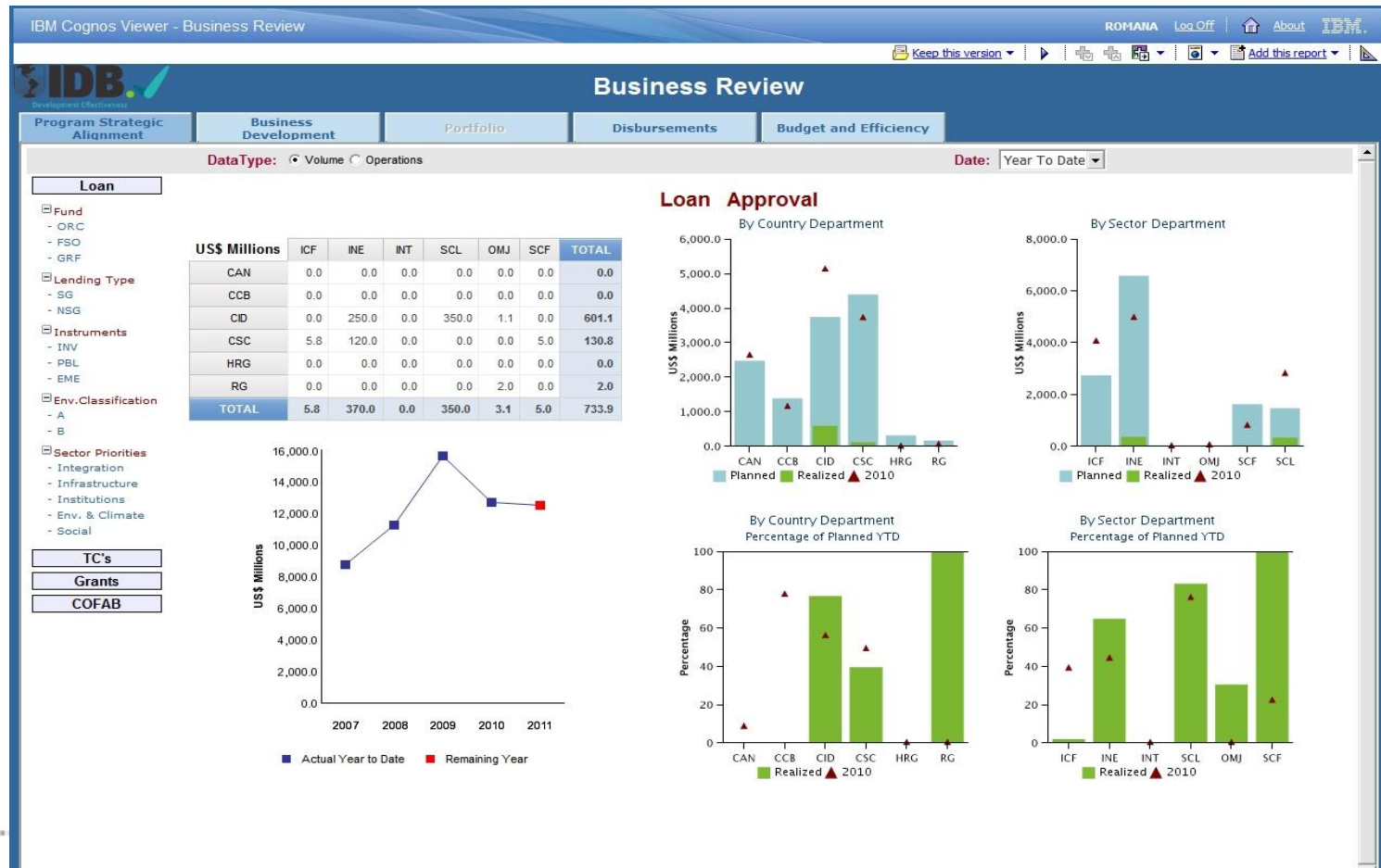
Resultados				Supuestos	Observaciones
<input checked="" type="checkbox"/> Calidad de vida de los beneficiarios mejorada					
Indicador	Unidad de Medida	Línea de Base	Año Línea de Base	2014	Fin de Proyecto (2014)
Hogares con suministro de agua mejorado	Hogar	0,00	2010	P A	0,00
Hogares con suministro de agua nuevo	Hogar	0,00	2010	P A	0,00
Hogares con conexiones sanitarias mejoradas	Hogar	0,00	2010	P A	0,00
Hogares con conexiones sanitarias nuevas	Hogar	0,00	2010	P A	0,00
<input checked="" type="checkbox"/> Sostenibilidad del servicio de agua potable y alcantarillado mejorada					
Indicador	Unidad de Medida	Línea de Base	Año Línea de Base	2014	Fin de Proyecto (2014)
Empresas con equilibrio financiero	Empresas	0,00	2010	P A	34,00

Results-Based Budget

- New methodology started implementation for the 2011 budget
- Resource allocation based on outputs (products to be delivered).
- It will allow for the estimation of effort needed to achieve specific products in terms of human and administrative resources needed (activity-based costing).
- It will provide Management and the Board with information on the flow of resources to the IDB-9 priority areas.
- As use of the methodology progresses, the Bank will be able to plan and allocate resources more effectively
- Next step is to evaluate the costs associated with certain standardized quality attributes of Bank products.

Develop a tool for results management – Dashboard

- Link corporate strategy with goals and metrics at the unit level. With one set of performance metrics, reporting and a single-source of information to improve transparency and communication within the organization.



Challenges

- Improve planning and objective setting in the matrix structure
 - ✓ Improve collaboration and coordination
 - ✓ Align workload to resource allocation in the planning exercise
- Allocate resources more effectively
 - ✓ Improve reporting of time used and input costs incurred for any given product
 - ✓ Link unit products to results at the corporate level
- Link performance evaluations to results
 - ✓ The performance evaluation of units and individuals needs to reflect their contribution to corporate results
- Improve the transparency and timeliness of information
 - ✓ Improve information system integration and analytical capacity



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