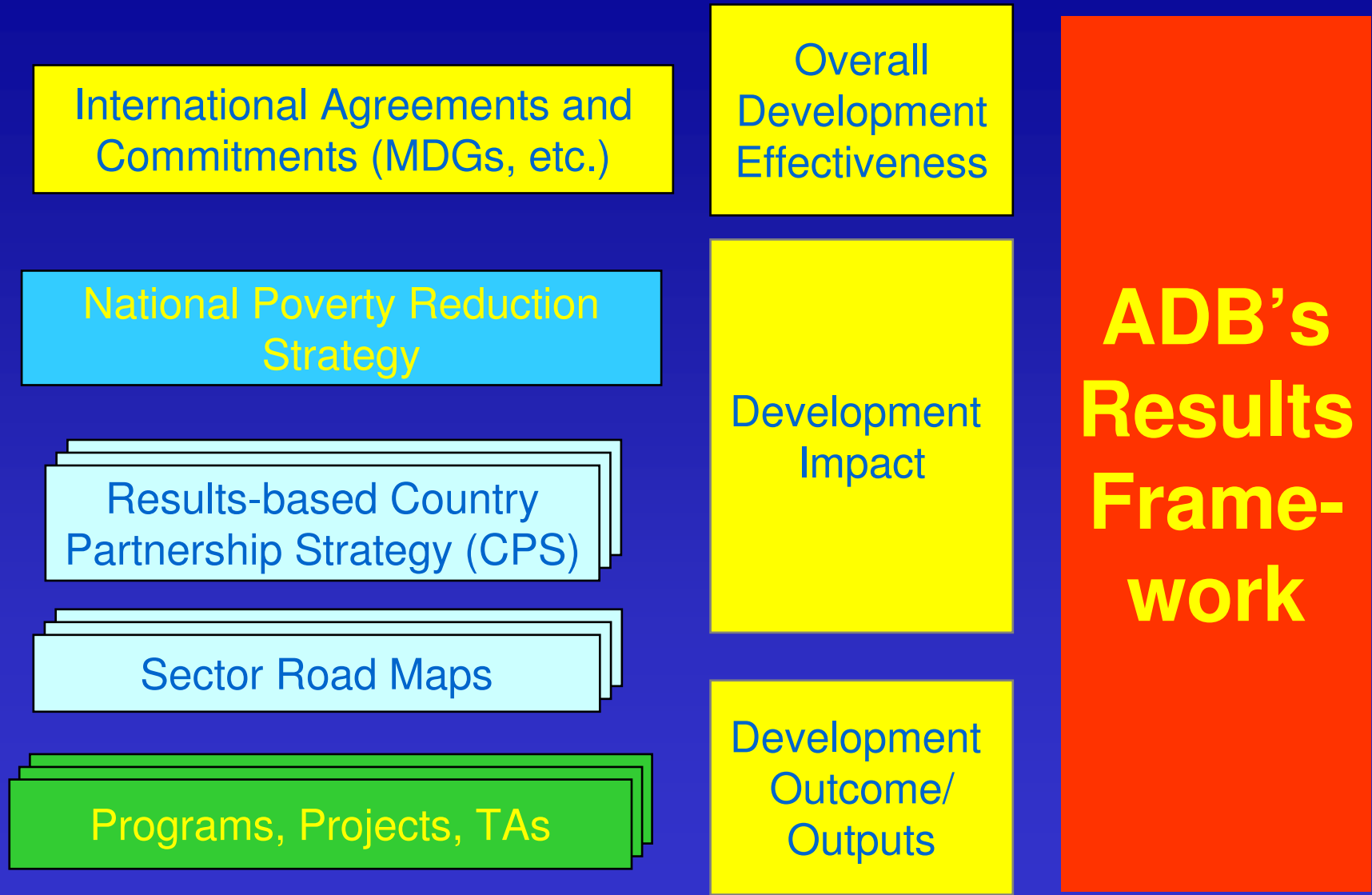


# **Monitoring and Implementation of Result-Based Country Partnership Strategy (CPS)**

**Hans Carlsson  
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Office of the Director General  
South Asia Regional Department (SARD)**

# Managing for Development Results

ГЛОБАЛ  
УЧЕБНИК  
УЧЕБНИК  
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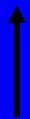
**Country Level Goals**



**CPS Outcomes**



**Sector Outcomes (Project Impact)**



**Project Outcomes**



**Project Outputs**



**Project Activities**

**Inputs to the Project**

Highest level statement, usually from national development plan, societal benefits, economic & social development

Longer term benefits contributed to by sector achievements, specified in CPS results framework

Longer term benefits, directly influenced by combined outcomes of all programs, projects, TA, ESW in a sector

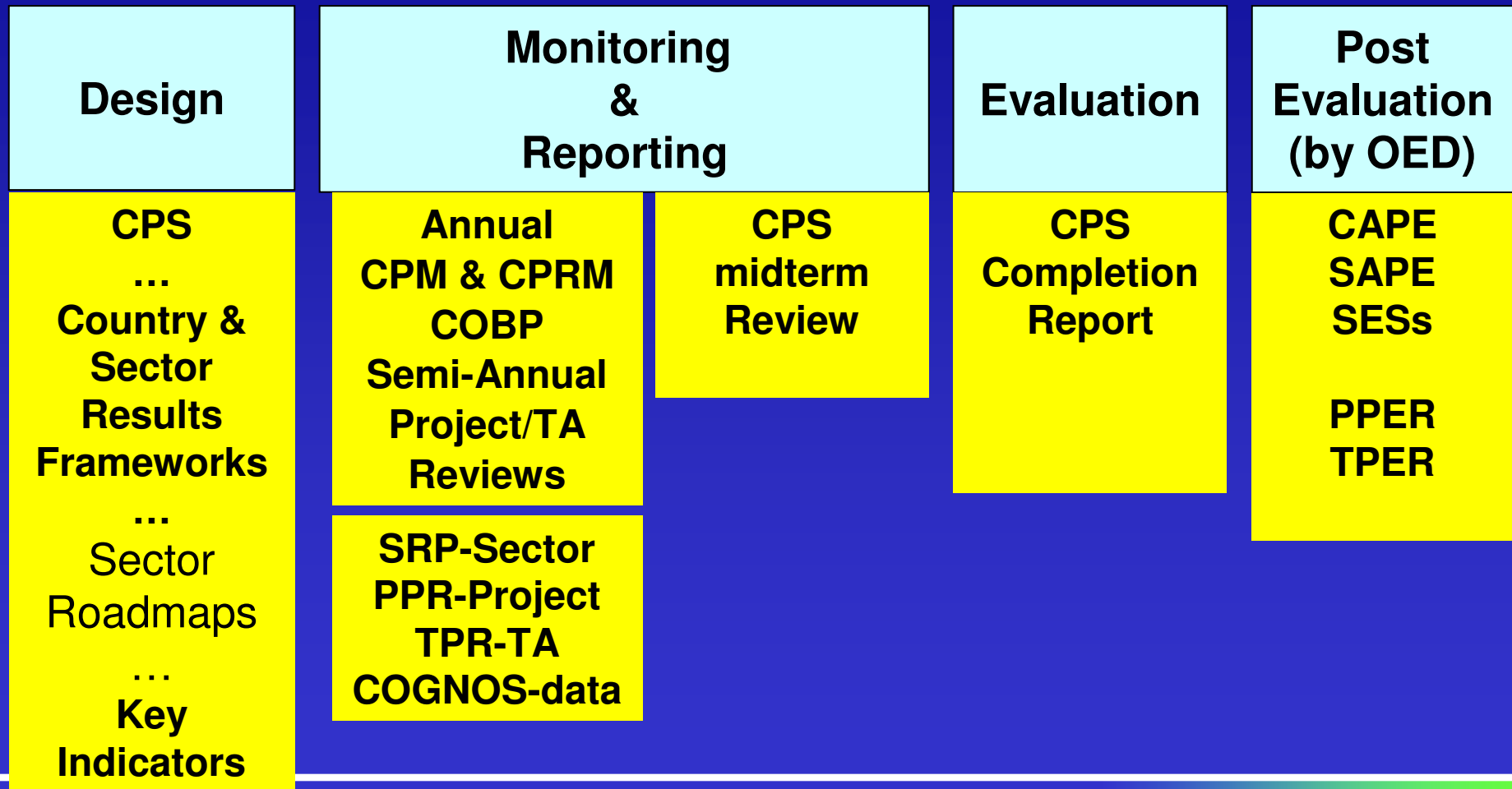
Medium term results in the sector, directly influenced by the project by its outputs

Products, services, goods produced and delivered by the project, to external beneficiaries / clients

Activities and processes undertaken internally by the project, to produce the outputs

Finances, information, goods, services, etc provided to the project in order for it to undertake activities

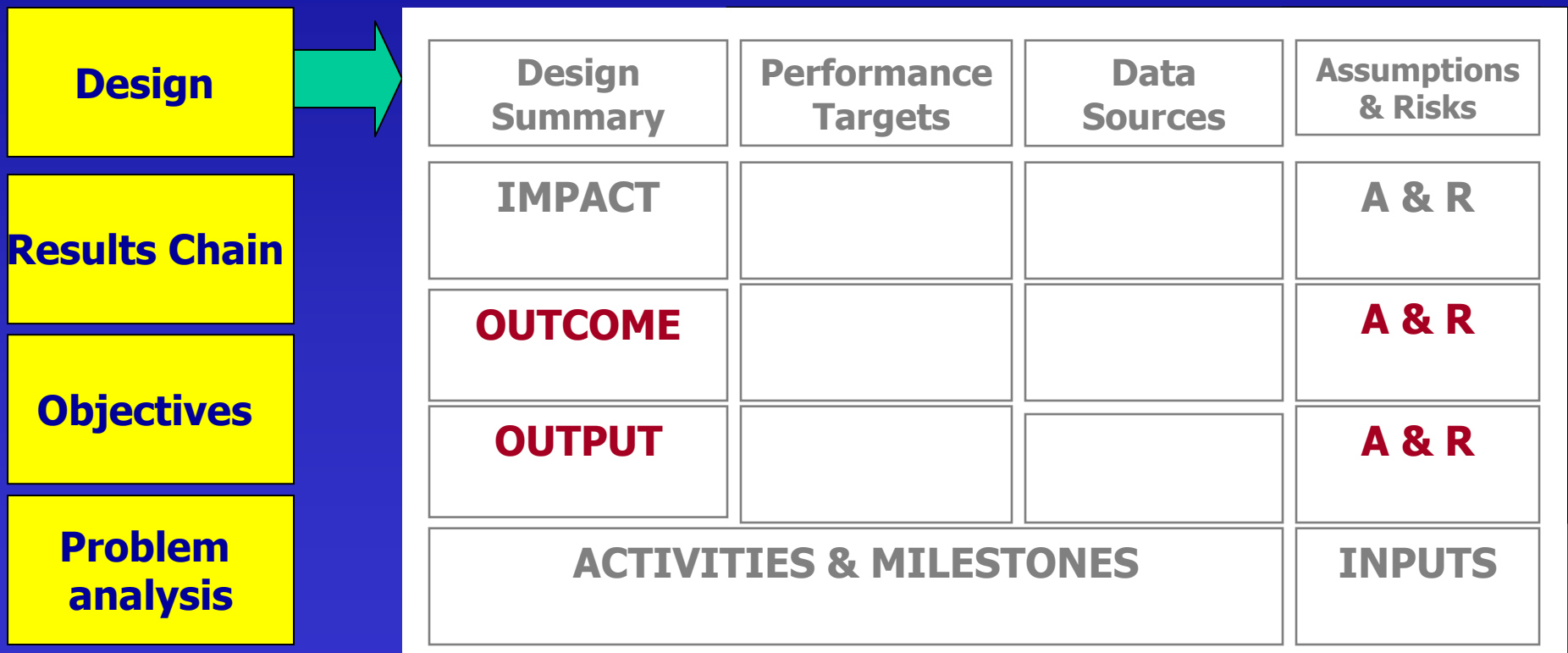
# Components of CPS Monitoring Framework:



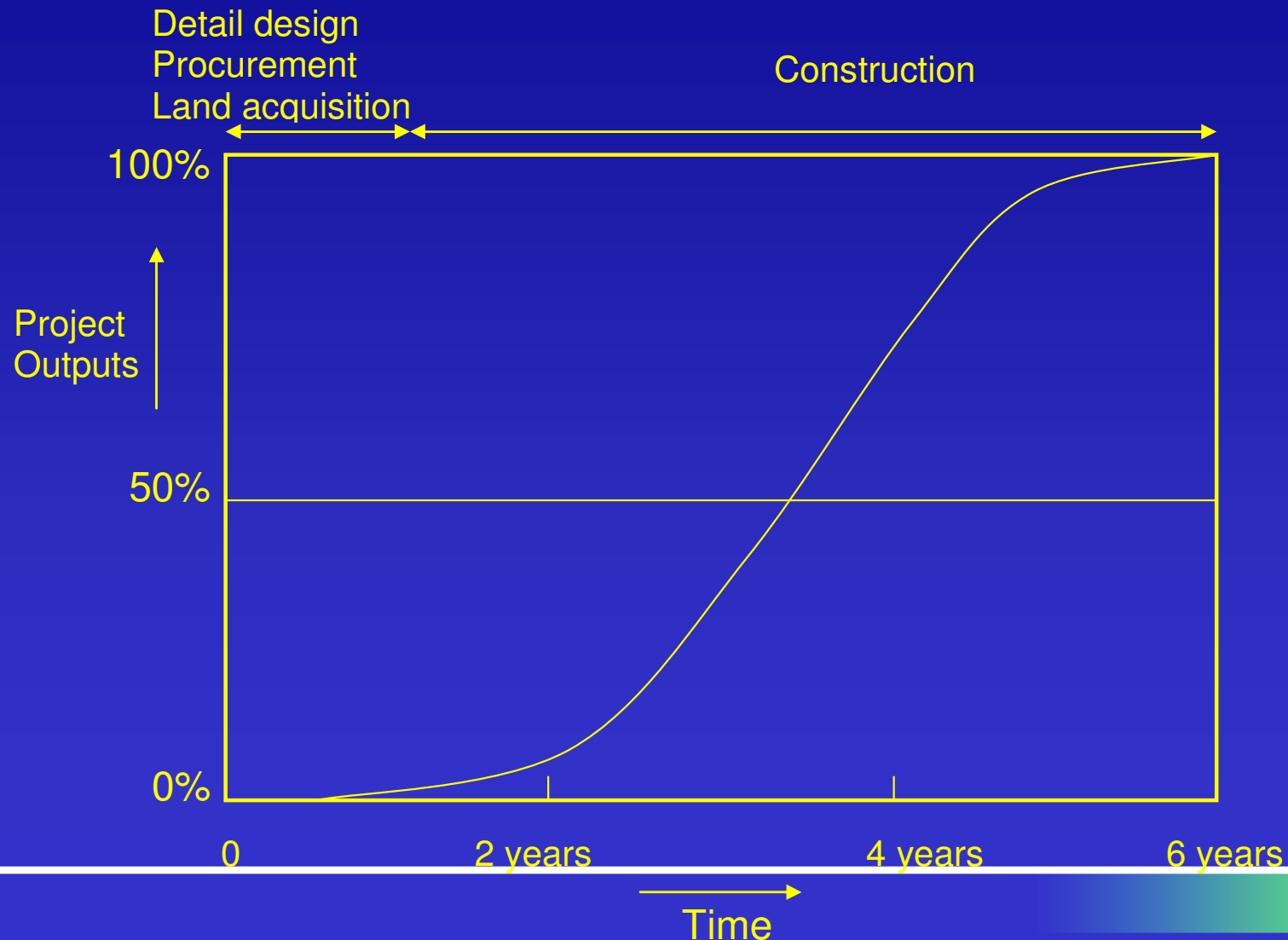


# Project Level Results

## Design and Monitoring Framework



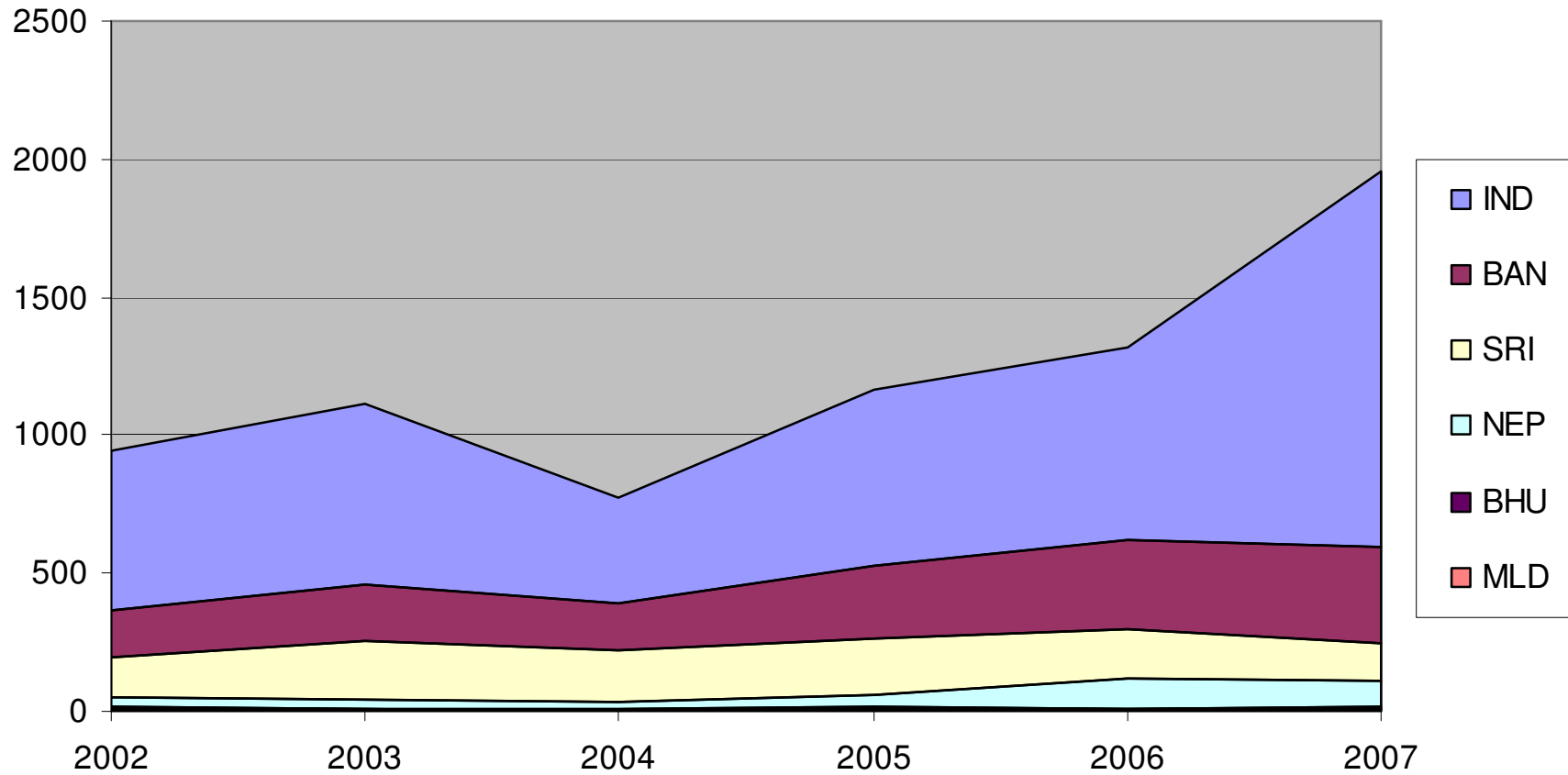
# Typical S-curve for Infrastructure Project



# Sector & Project Level Monitoring:

- **Inputs**
  - Fund Flow – Disbursement (% , amount, and S-curve)
- **Activities and Milestones – Progress in relation to:**
  - DMF(s), Program/Project Impl. Plan(s), Schedule & Budget
- **Progress of Outputs, such as:**
  - Capacity Development
  - Policy Changes or Reform Milestones
  - Physical Outputs (% , km, nos., etc.)
- **Progress towards Outcomes, such as:**
  - Access to Infrastructure

## Actual Disbursements by DMC (2002-2007) (\$ million)



**SOUTH ASIA DEPARTMENT**  
**Portfolio Performance & Indicators**

		<b>2002-2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008*</b>
<b>Active Loan Portfolio</b>	(No.)	137	155	156	165	161
	(\$ mn)	10,049.9	10,914.3	11,834.7	13,180.5	13,347.1
<b>Contract/Commitment</b>	(\$ mn)	1,140.6	1,690.9	2,339.4	2,105.7	1,213.3
<b>Contract/Commitment Ratio</b>	(%)	16.9	23.7	33.3	30.4	21.0
<b>Disbursement</b>	(\$ mn)	945.7	1,165.7	1,321.1	1,958.2	903.6
<b>Disbursement Ratio</b>	(%)	15.7	15.5	17.0	21.0	11.1
<b>Net Resource Transfer</b>	(\$ mn)	(599.0)	672.3	504.9	1,264.5	541.5
<b>Projects at Risk</b>	(No.)	18	23	19	16	11
<b>% of active loan portfolio</b>		13.1	14.8	12.2	9.7	6.8

\* as of 30 June 2008

## Actual Disbursements by DMC-Total Contract Awards-Loan Approvals

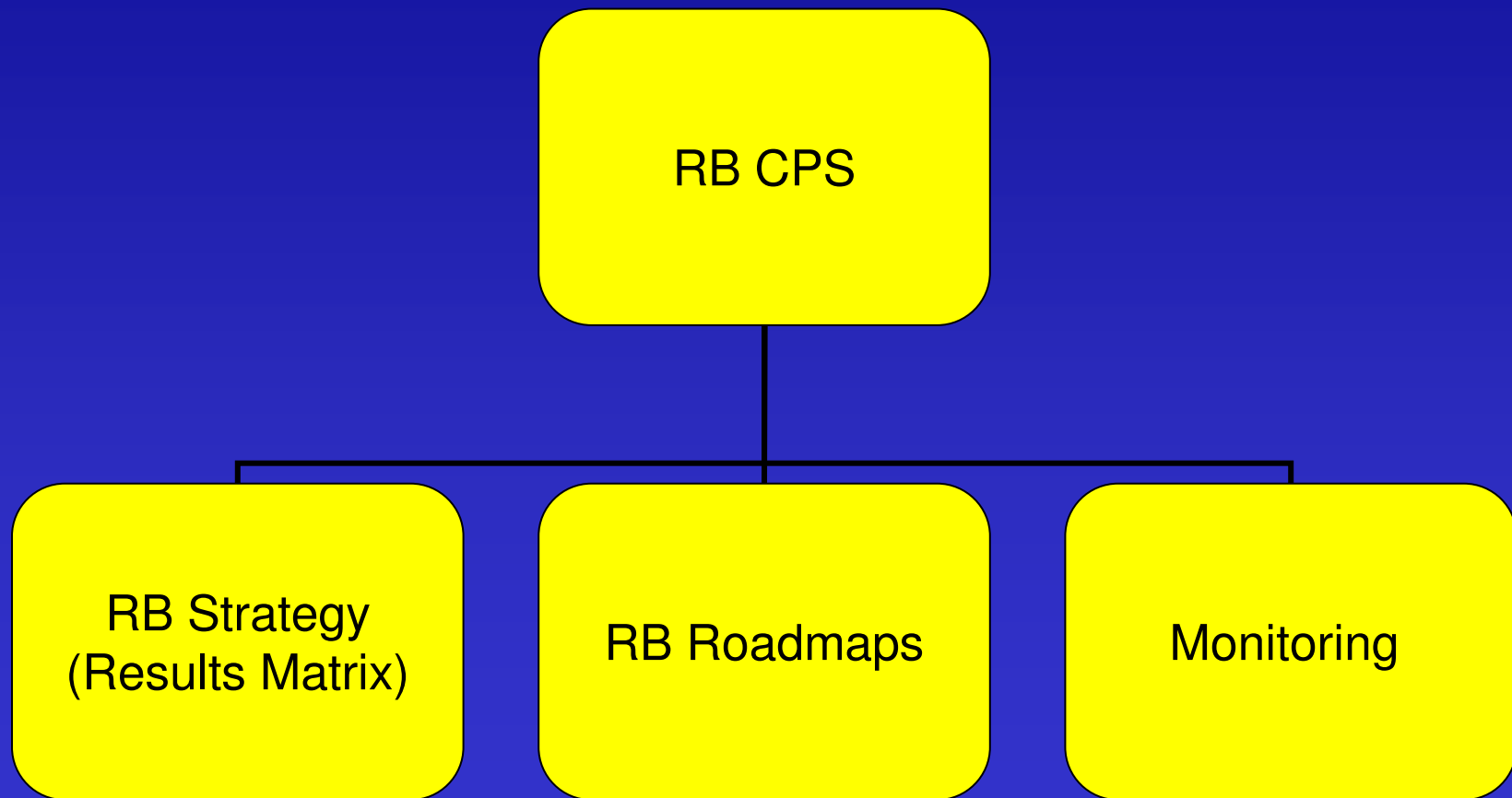
(in \$ million)

	2002	2003	2004	2005	2006	2007	2008*
BAN	171.1	201.7	176.8	257.6	321.7	346.1	209.0
BHU	13.9	4.7	7.0	12.5	4.6	8.9	1.0
IND	576.5	658.2	381.3	641.0	701.4	1,363.5	533.8
MLD	6.3	4.9	2.2	4.9	4.9	5.1	1.8
NEP	28.2	33.6	22.0	43.7	108.0	96.8	25.1
SRI	149.0	213.8	185.7	206.0	180.4	137.8	132.8
<b>Total Disbursements</b>	<b>945.0</b>	<b>1,116.9</b>	<b>775.0</b>	<b>1,165.7</b>	<b>1,321.0</b>	<b>1,958.2</b>	<b>903.6</b>
<b>Total Contr. Awards</b>	<b>1,188.3</b>	<b>1,245.6</b>	<b>988.3</b>	<b>1,690.9</b>	<b>2,339.3</b>	<b>2,105.6</b>	<b>1,213.3</b>
<b>Total Loan Approvals</b>	<b>1,764.9</b>	<b>2,326.7</b>	<b>1,714.5</b>	<b>1,358.8</b>	<b>1,782.6</b>	<b>2,618.1</b>	<b>805.2</b>

\*as of 30 June 2008

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# What is new with RB CPS ?



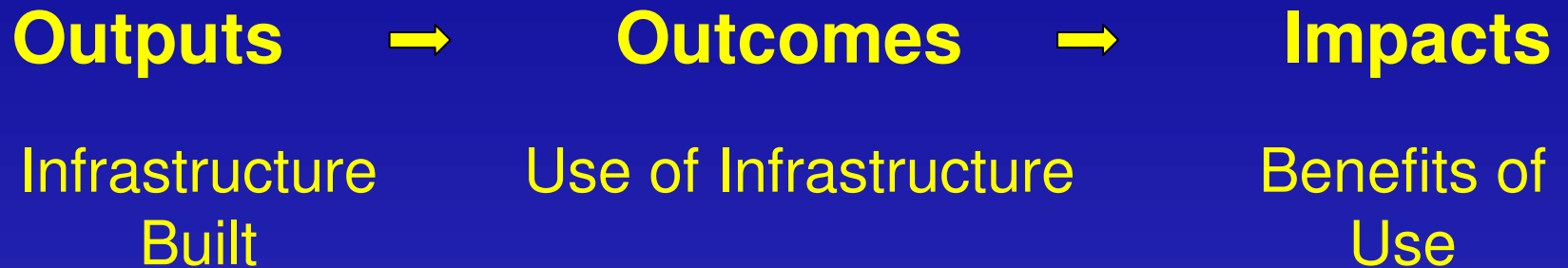
# CPS Results Framework

Country Development Goals		CPS Outcomes		Key Areas of ADB's Intervention	[Country] Risks
	Key Constraints	CPS Outcomes	Outcome Indicators		
The country goals from National Dev. Plan relevant to ADB's focus	Key dev. challenges / issues that need to be addressed to achieve country dev. goals	Country-level effects of sector achievements that ADB makes some contribution to	Means of measuring the status of CPS outcomes	Ongoing and future key actions, processes, dev. policy changes, and dev. interventions that ADB will support to make some contribution to CPS Outcomes	Factors that could negatively affect achievement of results, that may or may not happen, and how ADB & Gov will manage them

# CPS: Example of Priority Outcomes that ADB is trying to influence:

- Increase in access to quality health-care
- Greater targeting of expenditure to poor areas,
- Lower cost to start-up business
- Improvements in primary school scores
- Increase access to markets by road
- Increase access to electrification

# Infrastructure



## Example Roads:



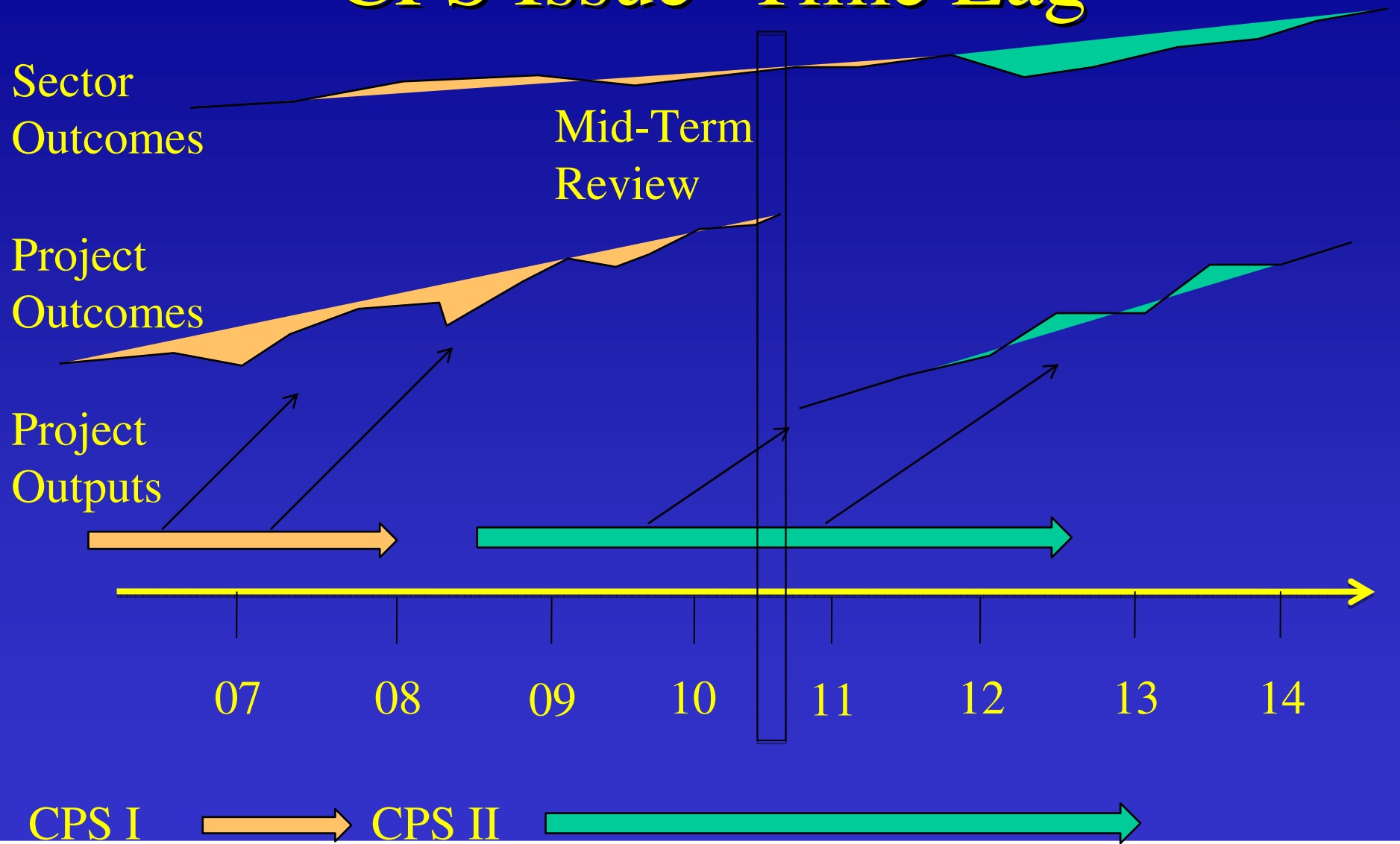
# Examples: Outputs and Outcomes

Outcomes	Outputs
<p><b>Energy</b></p> <ul style="list-style-type: none"> <li>• Access to Electricity/Coverage (rural, urban)</li> <li>• Increase in per Capita Generation</li> <li>• Increased Connectivity</li> <li>• System Loss Reduction</li> <li>• Reduced Tariffs</li> <li>• Improved Cost Recovery</li> <li>• Increased Production</li> </ul>	<p><b>Energy</b></p> <ul style="list-style-type: none"> <li>• Functioning of Regulatory Commission</li> <li>• Power Sector Restructuring</li> <li>• Corporatization</li> <li>• Electricity Generation</li> <li>• Distribution &amp; Transmission Expansion</li> <li>• System Loss Reduction Measures</li> <li>• Strengthened Financial Accounting Systems</li> </ul>
<p><b>Transport</b></p> <ul style="list-style-type: none"> <li>• Cargo #, Passengers #</li> <li>• Decreased Travel time; Container Waiting Time</li> <li>• Reduced Cost of Business</li> <li>• Improved Connectivity</li> <li>• Increased Trading Activity</li> <li>• Improved Safety</li> </ul>	<p><b>Transport</b></p> <ul style="list-style-type: none"> <li>• Multimodal Transport Policy</li> <li>• New/Rehabilitated Roads</li> <li>• Expanded Harbor Facilities</li> <li>• Strengthened Maintenance Systems</li> <li>• Establishment of Road Fund</li> <li>• Improved Port Management Systems</li> <li>• Increased Private Sector Funding</li> </ul>

# CPS - Periodic M&E

- **Continuous**
  - Project Level Monitoring – PPR/TPR, Progress Reports, etc.
- **Annual**
  - Sector Level Monitoring
  - Country Portfolio Review Missions (CPRMs)
  - Country Programming Mission
- **Mid-Term**
  - CPS Mid-Term Review (if needed)
- **End**
  - CPS Completion Report
  - Country Assistance Program Evaluation (CAPE)

# CPS Issue - Time Lag



## RB Country Portfolio Review to Assess Progress of Implementation of RB CPS:

- Old CPRMs focused on inputs and activities but not enough on outputs and progress towards outcomes (or milestones)
- CPRM could be made more strategic and used to assess progress on CPS results
- Piloting of RB CPRMs in BAN & NEP during 2006-08
- RB CPRM planned for SRI (Nov-2008)
- Move towards RB TPRMs in India

# What's new and different with RB CPRM ?

## Enhanced Results Focus and Scope:

- Project Implementation and Portfolio Issues → Inputs, Activities
- **Progress on Sector & Country Results in relation to CPS Results Frameworks**
  - Outputs-Outcomes
- **Progress on Implementation of the Paris Declaration**

# Process/Steps – RB CPRM

1. CPRM Issues Papers prepared by RM and circulated
2. SRPs updated by RM with help of SDs
3. Background Paper prepared and sent to the Government
4. Expanded RMT Meeting and video conference to discuss Issues Paper
5. Guidance given by DG and RD Management Team
6. Conduct of CPRM with Government and key ministries and agencies – Sectoral Meetings
7. Roundtable Discussion on Issues, Results and Progress (with Joint CPS Partners, if any)
8. Aide Memoire/MOU prepared and sent to the Government
9. AM/MOU discussed with the Government
10. Guidance given by DG on CPRM Back-to-Office Report
11. Continued monitoring of CPS Results Framework & Indicators and CPRM Action Plan

## **Progress on Implementation of the Paris Declaration:**

- Reporting on the progress of implementation of the Paris Declaration (PD) and its 11 indicators (drawing upon conducted survey coordinated by OECD-DAC)
- Highlighting of significant progress/results in implementation of the PD
- Highlighting the need for continued monitoring and action by GOB and ADB in implementation of the PD

# Sector Results Profile (SRP) to Assess Progress in Sector/Subsector:

- **Key Sector Outcomes** that should be supported through SARD operations: and their linkage to macro and thematic outcomes;
- **Key Sector Outputs** which will emerge from the current portfolio and which are presumably justified in the context of the Sector Outcomes to be achieved.
- **A Summary of Loans, TAs and ESW** which are considered sector inputs to support achievement of targeted outputs and outcomes.

# Sector Results Profile

Sector Outcomes	
<b>Outcome Targets:</b> <ul style="list-style-type: none"> <li>• National</li> <li>• ADB Projects</li> </ul>	<b>Progress (as of 30 June-2008):</b>
Sector Outputs	
<b>Output Targets:</b> <ul style="list-style-type: none"> <li>• Policy and Institutional Reforms</li> <li>• Service Improvements</li> <li>• Infrastructure and Systems Created</li> <li>• Others</li> </ul>	<b>Progress (as of 30 June 2008):</b>
Sector Inputs	
<b>TA and Loan Program:</b>  Loan XXXX Loan YYYY  TA ZZZZ TA ...	<b>Financial Disbursement(as of 30 June-08):</b>  \$15 million disbursed \$8 million disbursed  Etc.

# Benefits and Use of SRP

- Provides an overview of the progress towards sector outcomes and outputs in a sector/subsector
- Provides the basis for correction or change, if needed
- Supports sector policy dialogue with the Government
- Can help refine ADB's relationship with other development partners working in the sector
- Encourages ADB to work systematically towards sustained reform and change in key sectors in DMCs

Results?



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## Examples of Other Measures to Monitor Progress:

- Random spot checks and inspections (EA, ADB & project consultants) to verify quality of works and progress toward outputs (and outcomes)
- Review of photos and video clips of impl. progress
- Special audits (procurement, financial, performance, etc. )
- Surveys (upon project completion to assess impact on beneficiaries and outcomes)
- Special Studies (TAs/RETAs)



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# Examples of Monitoring Tools:

- **COGNOS & EXCEL**

- Extracting and analyzing portfolio data

- **Sector Roadmaps (CPSs) and SRPs (CPRMs)**

- **SARD Guidelines, Procedures & Instructions**

- RB Management, Reporting & Monitoring

- RB-CPRM (process & scope)

- Sector Road Maps & SRPs

- **Project Readiness Criteria**

- (instruction and signed checklist before board

- circulation & Appendix in RRP)

# Examples of Monitoring Tools cont'd:

- **Project Administration Review Plans (PARPs)** – Reviewed, monitored and discussed during the year
- **Strengthened PPR/TPR reporting**
- **Weekly monitoring of SARD's loan portfolio** using COGNOS
- **New SARD Intrasite for Portfolio Management and MfDR**

Thank You