

## MANAGING FOR DEVELOPMENT RESULTS FRAMEWORK AT CDB: PROJECT CYCLE DIMENSIONS

1. In line with its focus on Managing for Development Results, the following project cycle tools and products are intended to provide a clearer MfDR framework for CDB projects. They span the breadth of the project cycle from country strategy, to programming up to project completion. These instruments are part of a concerted Managing for Development Results (MfDR) effort to help ensure that there is credible information about the effects of country strategies, projects, project supervision, mid-term evaluation and completion reports.
2. MfDR involves making sure that throughout the project cycle the interventions have performance indicators, and targets are correctly executed, that the necessary inputs are provided in a timely manner, the process that transforms the inputs into outputs is in place, and the outputs are delivered within time and budget. In addition, it involves asking the right questions to ascertain whether the outputs have produced the desired outcomes.
3. A development results framework relies on a set of standards and performance indicators, which are the reference base for all dimensions of CDB interventions: at country, sector, and project level. This frames the CDB's work under a new logic, moving the focus from compliance activity paperwork procedures, processes, and inputs into quality of effort, outputs, informed decision-making, and accountability for outcomes.
4. With respect to the project cycle, the framework starts with a country strategy that includes a results matrix that allows Management and CDB partners to better verify the achievement of results. As the revamped country strategy framework indicates, the emphasis is on focus, relevance, coherence and impact of the priority areas and their contribution to medium-term development

outcomes (see country strategy template). Within the country strategy, emphasis is also placed on evaluating sector outcomes, for which purpose a set of performance indicators for some sectors has been prepared (see examples of sectoral indicators)

5. At the project level, attention is placed to improving the monitoring and evaluation frameworks of projects from the outset – at appraisal phase, and by introducing new quality @ entry standards and rating guidelines (see templates). The new project appraisal template for investment loans, PBLs and private sector operations shifts the attention to results by improving the content and form of the appraisal documents (see project appraisal templates). This emphasis on results carries through into the project start up (see guideline for project launch workshops) results-oriented project supervision and risk management, site inspections (see templates) and quality of supervision standards and guidelines (see PSR template and quality of supervision standards and rating guidelines), mid-term evaluation, supervision and portfolio missions (see mid-term and portfolio review templates), and culminates in the PCR (see new template) which compares results achieved with anticipated results at project design stage.

6. In addition, the new instruments include updated institutional analysis guidelines for CDB staff and a guide for assessing the monitoring and evaluation capacity of implementing agencies (see guidelines). To complement these new tools and instruments, CDB staff training is envisaged. A series of training modules on teamwork, and MfDR in the project cycle has also been developed.