

Results-Based Management Reporting in the ICA - Discussion Phase

Ashley Schofield

November 2010

Project Objective

- Refine existing KPIs as contained in the SBP Business Plan 2010- 2012
- Develop some baseline data to support the KPIs
- Assist the ICA with monitoring of the KPIs over the life of the SBP.

What issues did we identify?

- **Outcomes:** The outcomes of the current SBP tend to be objectives rather than outcomes.
- **Attribution:** The current goal of the ICA is pitched at a high level and identifying the efforts of the ICA to the overarching goal can be problematic.
- **Too many indicators for reporting to members:** The myriad of output based indicators adds to the workload of the Secretariat but not to the linking of activity to outcomes.
- Hence, our project focus changed ...

For example...the current Logframe

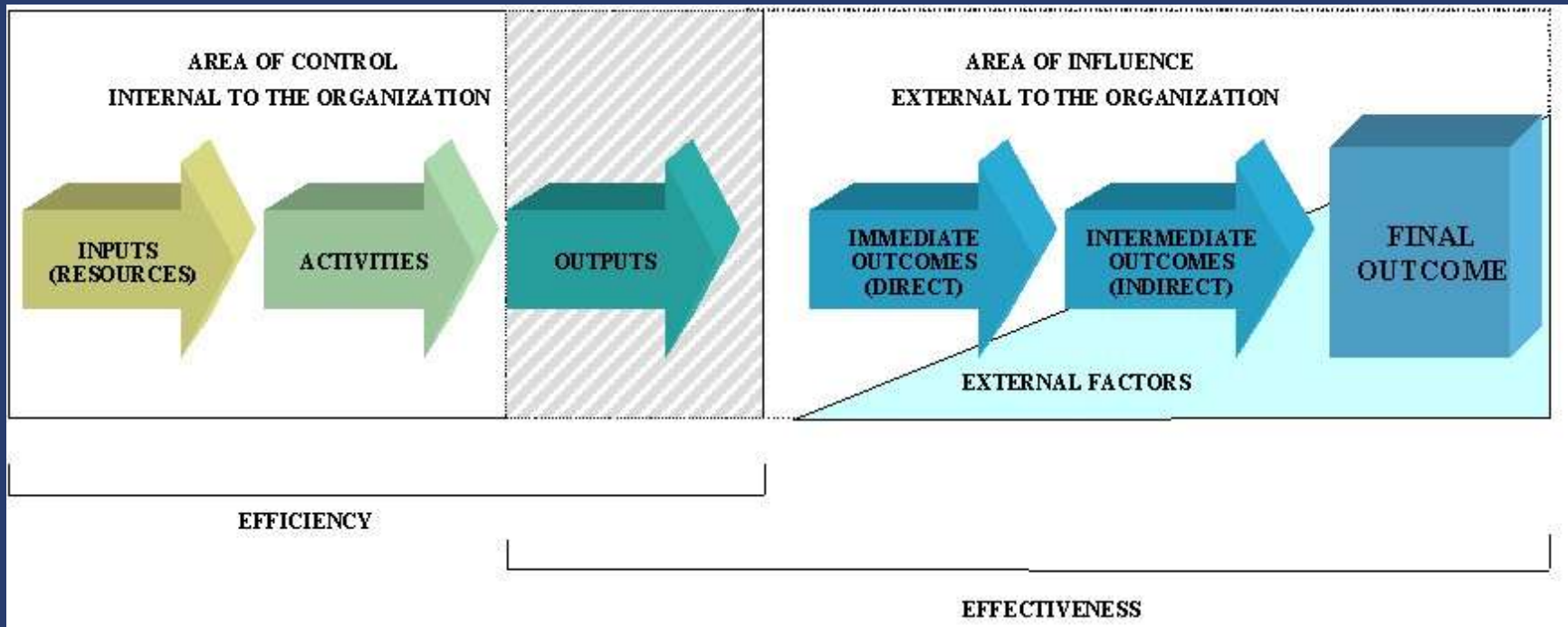
Outcome 1	Enhanced Coordination
Outcome 2	Facilitation of Regional Infrastructure Programmes
Outcome 3	Increased Knowledge & Information
Cross- Cutting	ICA Communications Strategy in Support of the SBP

What do we mean by results based management?



- It is simply a structured approach to demonstrating outcomes, improvements and sustainable change.
- RBMS helps demonstrate to our clients, the recipient countries and the donors, the good work that the ICA is doing!
- We would suggest that in terms of reporting, the members are interested in the big picture, that is, at the outcome level?

Results Based Management (RBM)



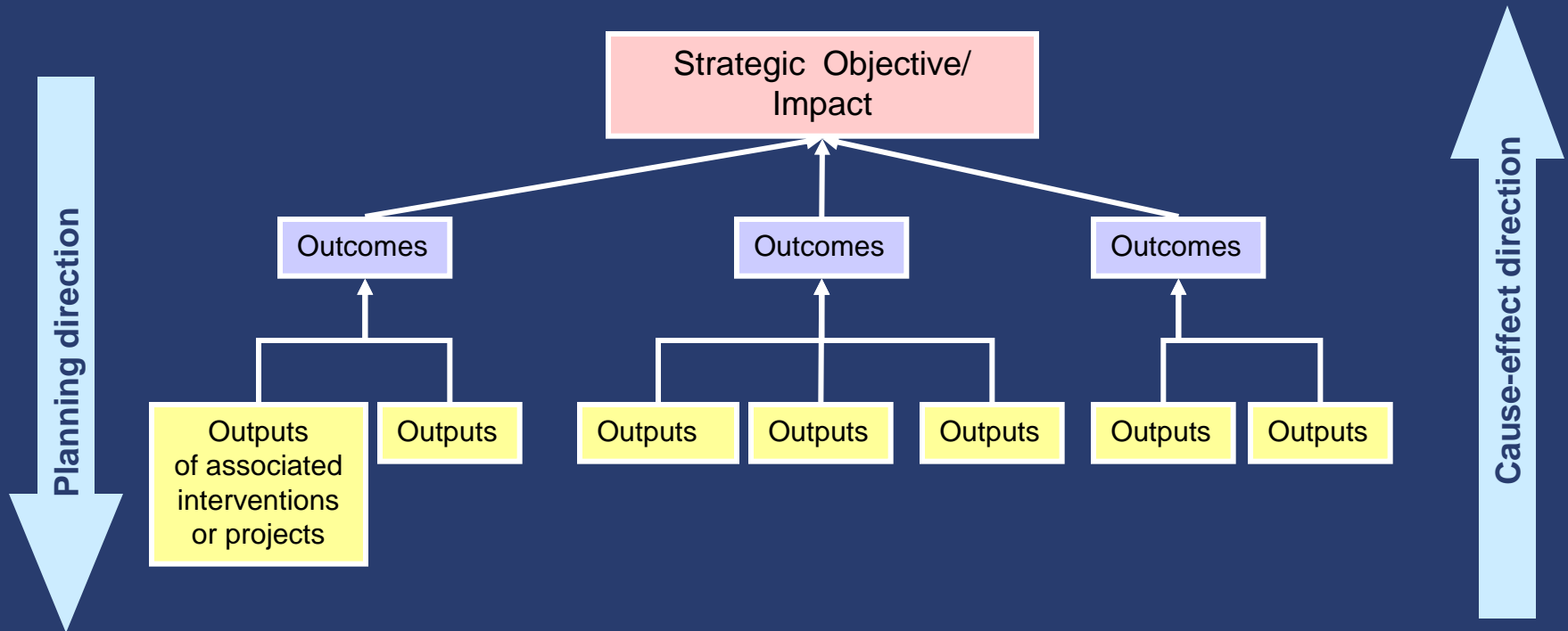
Source: Treasury Board of Canada Secretariat, Results-Based Management Lexicon

Results Based Management (RBM)



- Inputs (resources)
- Activities
- Outputs
- Immediate/ intermediate outcomes (direct and indirect)- *this is the level that we are suggesting that the ICA report at.*
- Final Outcome (impact)- *Attribution issue*
- External factors

The Results Hierarchy



+ Critical assumptions that must hold for the results to be achieved

Consider...

Outcome 1	Stakeholders use the ICA to coordinate Africa's Infrastructure development
Outcome 2	The ICA contributes to the streamlining of technical and policy processes to support regional infrastructure programmes
Outcome 3	The ICA is recognised as a Centre of Excellence for Infrastructure knowledge and analytical tools to support sustainable infrastructure development in Africa

A “framework for the revised log frame”?



- Meets donor expectations and supports their reporting needs
- Reporting is at the outcome level for the members and at the output level for internal management purposes.
- Where possible, utilises existing systems and data sources
- Verifiable
- Doesn't significantly increase workload on the Secretariat

A example of a proposed Format

GOAL	Increase finance for sustainable infrastructure in Africa from public, private and public-private sources		Sustainable infrastructure development finance increases over the period 2010 to 2012 (Strategic Business Plan)	Financial Commitments to infrastructure projects by ICA members and target stakeholders	Financial Commitments increase in real terms by X percent per annum.		Financial commitments impose a timing issue which needs to be considered in any result.	2010 Commitments	AICD and ICA Annual Report
Narrative	Narrative of activity to support the overall ICA goal for the reporting period including successes, risks and other issues, lessons learnt.								
Planning Level	Objectives	Results Level	Results Focused (Direct) Outcomes	Verifiable Indicator(s)	Target	Result	Assumptions	Baseline	Source
PURPOSE	Place the ICA on a firm foundation to advocate successfully for sustainable infrastructure development and finance in Africa	Strategic Outcome/ Impact	The ICA is the primary point of reference (or Centre of Excellence?) for all stakeholders on the development of sustainable infrastructure in Africa	P1. New members/ attendees to the AGM	At least one new private sector financier, regional or country representative (and NGO/ SOE?)	Narrative of new members/ attendees	ICA to define a new member/ attendee and private sector/ NGO/ SOE - AGM is of relevance to Private Sector, Regional and Country reps.	Annual General Meeting attendees 2010	Annual Report and Annual General Meeting attendance
				P2. Follow up with new and past members/ attendees after AGM	All New members/ attendees to the AGM	Narrative of aggregated interest with specific examples. Narrative on why attendee did not subsequently attend other meetings	ICA to follow up within a defined period, say perhaps three months and those questioned respond	Annual General Meeting attendees 2011	Internal management reports and meeting schedules
				P3. Number of references to the ICA in media and professional publications and websites	ICA is referenced in at least three professional and media sources in the reporting period external the Africa.	Narrative and References	ICA to define references and to consider whether 'positive' only or include 'negative'.	Number of references in 2010	Professional and media sources references
Objective 1	To coordinate Africa's Infrastructure development to lead to more effective interventions by all stakeholders.	Outcome 1	Stakeholders use the ICA to coordinate Africa's Infrastructure development	1.1. Number of sector platforms which direct ICA member's engagement with African Key Stakeholders and private sector	Three sector platforms operational during the SBP period	Sector platform(s) utilised and narrative	ICA to define the term 'direct' and engagement; members to report on this at AGM.	2010 results	Annual Report, internal meeting notes and Annual General Meeting minutes
				1.2 ICA meetings with target stakeholders including China, India, Gulf States and with Private Sector consortiums	At least one side meeting with target stakeholders during the reporting period in addition to the AGM	Number of meetings and with who.	ICA to define Stakeholders	Annual General Meeting attendees	Internal management reports and meeting schedules, basic annual customer satisfaction survey
Objective 2	To bring stakeholders together both to work jointly on the identification, the removal of key technical and policy blockages and the financing of regional infrastructure programmes	Outcome 2	The ICA contributes to the streamlining of technical and policy processes to support regional infrastructure programmes	2.1 ICA Experts are engaged with stakeholders to review and streamline infrastructure technical and policy processes	WAPP, Horn of Africa, North South Corridor, East Africa Corridors Yes/ no	Narrative	ICA to define Stakeholders	2010 presentations at AGM	Internal management reports and meeting schedules, basic annual customer satisfaction survey
				2.2 Number and \$ Value of regional infrastructure programmes approved during reporting period	At least one Regional project with value of over US\$100 million reached financial close on each of the four priority regional programmes which ICA has been involved in.	Which programme(s) and \$\$	Agree term financial close	2010 Brokering Study	ICA Secretariat
Objective 3	To develop knowledge and analytical tools to match the demand for infrastructure (PIDA, AICD) with the supply (what financiers do and would likely do)	Outcome 3	The ICA is recognised as a Centre of Excellence for Infrastructure knowledge and analytical tools to support sustainable infrastructure development in Africa	3.1 Completion of technical guides and analytical tools to support infrastructure development	Two technical guides and/ or analytical tools published and disseminated	Narrative and ISBN reference(s)		Number of publications in 2010	Website and publications

Recommendations

- That the outcomes are revised to reflect the expected result or changed state.
- The reporting is pitched at the outcome level for members. The KPIs that are reported would also be at the outcome level.
- Management reporting to the members is a combination of narrative and indicators.
- The narrative report from the Secretariat would focus on activity to support the overall ICA goal for the reporting period including successes, risks, other issues and lessons learnt.

Summary

- Imperative to focus on “simple and robust”
– few but meaningful results
- Implementation requires members to lead
the change