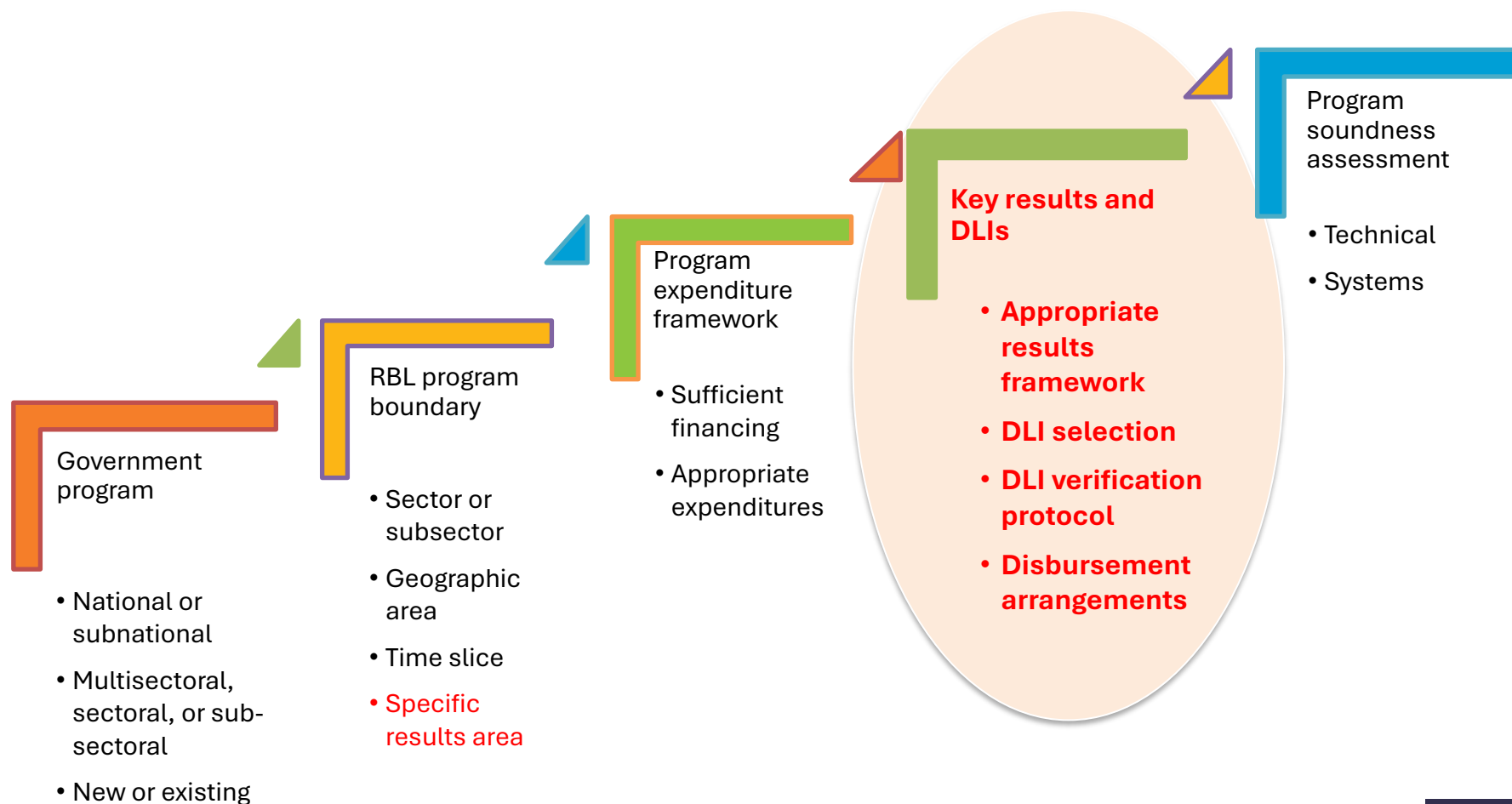Session 3

Developing Results Frameworks

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Focusing on Results Frameworks

Government program

- National or subnational
- Multisectoral, sectoral, or sub-sectoral
- New or existing

RBL program boundary

- Sector or subsector
- Geographic area
- Time slice
- Specific results area

Program expenditure framework

- Sufficient financing
- Appropriate expenditures

Key results and DLIs

- Appropriate results framework
- DLI selection
- DLI verification protocol
- Disbursement arrangements

Program soundness assessment

- Technical
- Systems

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Disbursement-Linked Indicators (DLIs)

DLIs: Subset of program results indicators; basis for disbursement

Depending on the RBL program DLIs can be:

actions/ processes	outputs	outcomes

DLIs should be:

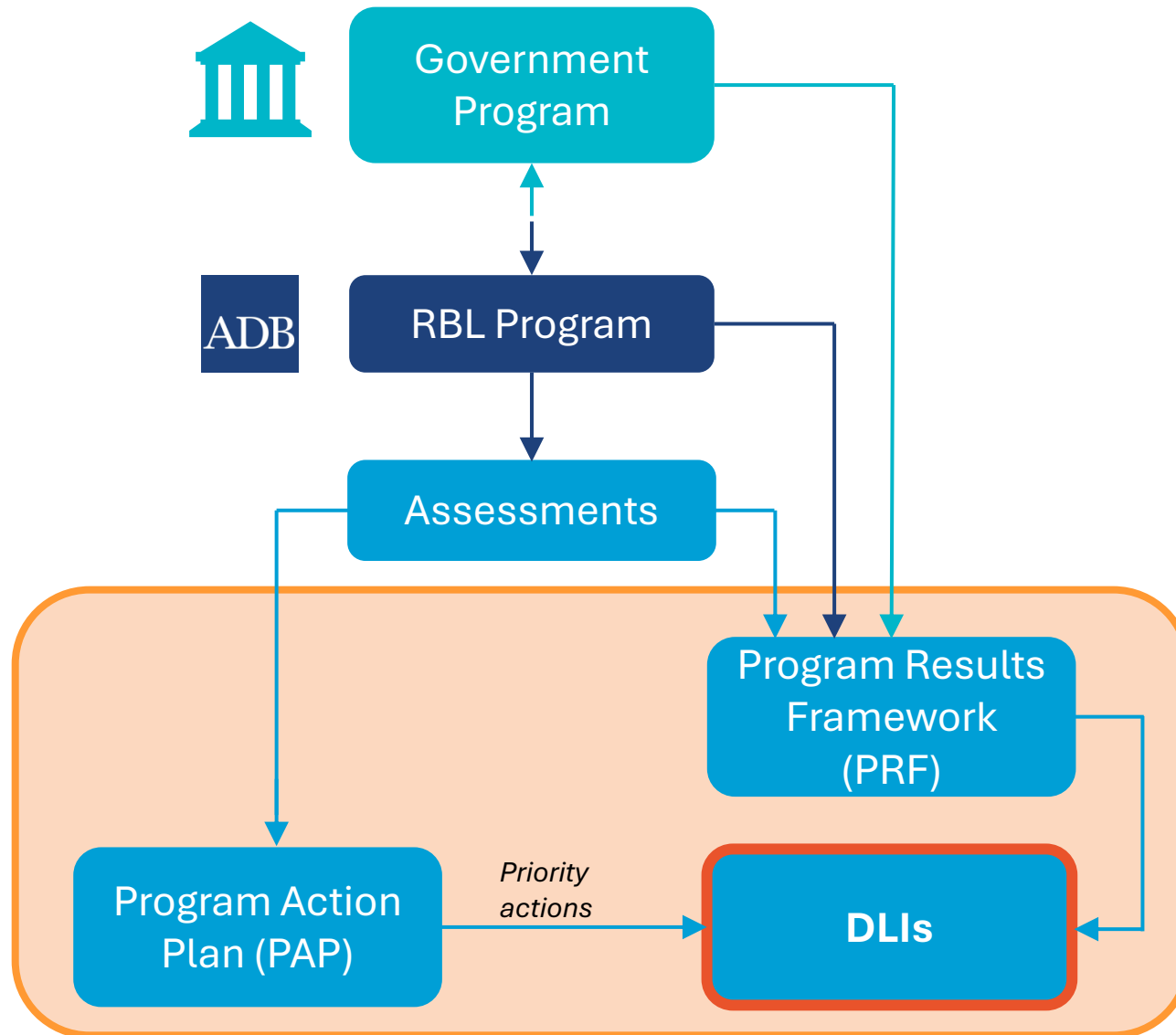| Tangible	Verifiable	Transparent	Under control of government

Verification protocol includes:

- DLI definition and what constitutes achievement
- Whether disbursements can be partial and how that would be done
- Expected timing of verification
- Data for measuring achievements, including reporting frequency; and
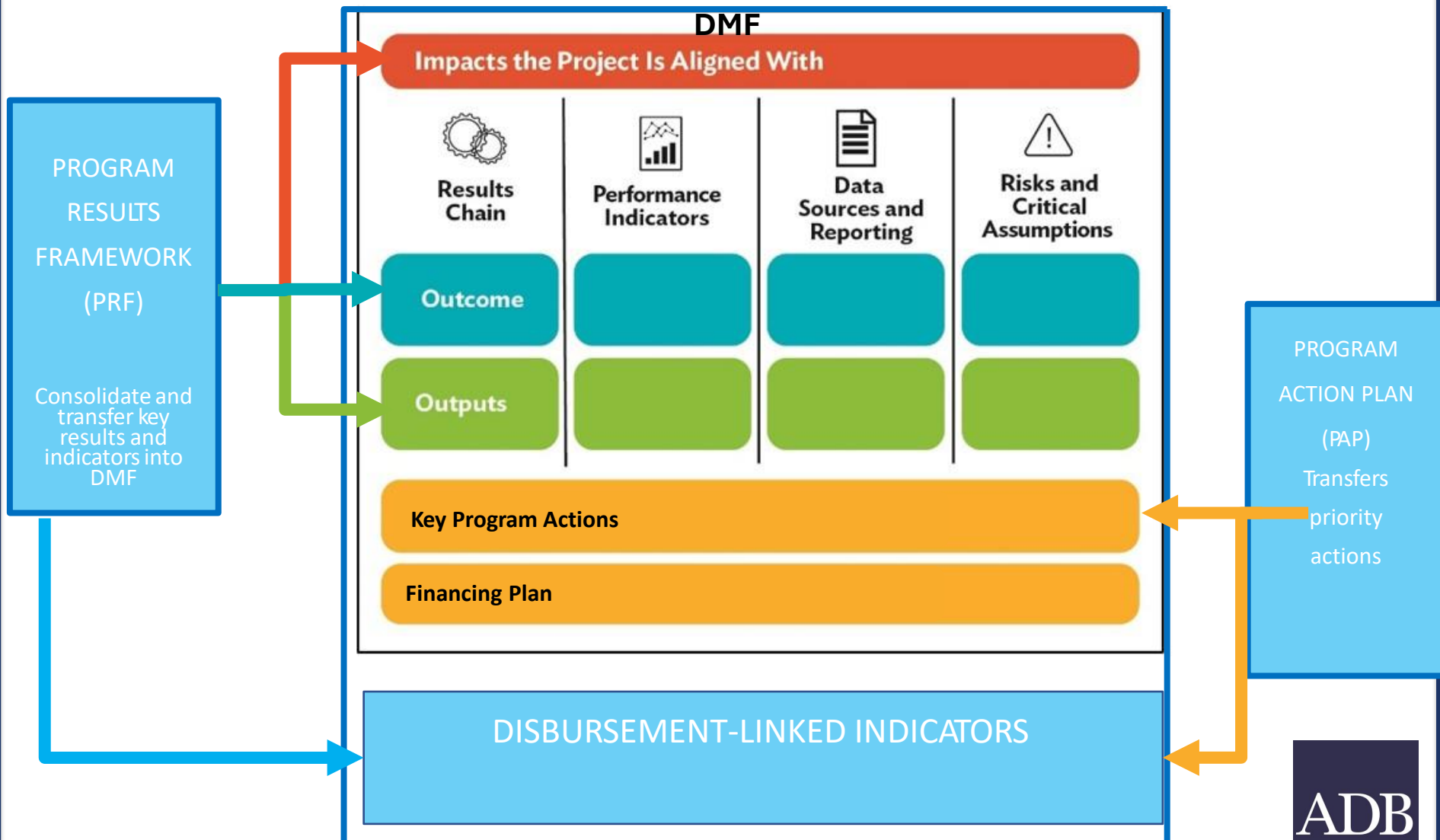- Entities responsible for verification

The DLI verification protocol provides assurance that disbursements will be made based on credible results

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Where do DLIs come from?

Government Program

ADB RBL Program

Assessments

Program Action Plan (PAP)

Priority actions

Program Results Framework (PRF)

DLIs

PRF covers all or part of the overall government-owned sector program and contains a results chain, indicators, and targets.

Program Results, PAP, DLIs & DMF

DMF

Impacts the Project Is Aligned With

Results Chain	Performance Indicators	Data Sources and Reporting	Risks and Critical Assumptions
Outcome			
Outputs			

Key Program Actions

Financing Plan

PROGRAM RESULTS FRAMEWORK (PRF)

Consolidate and transfer key results and indicators into DMF

PROGRAM ACTION PLAN (PAP) Transfers priority actions

DISBURSEMENT-LINKED INDICATORS

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Results Chain

A series of expected achievements, or positive changes, linked by causality

Impact

Long-term or broader development benefits

higher-level country, sector, or thematic results to which the project contributes

Example: Workforce skills and productivity increased

Results Chain

Outcome

Immediate and direct benefit of using the outputs

represent the purpose of the project

Example: Quality of technical and vocational education and training (TVET) delivery enhanced

Outputs

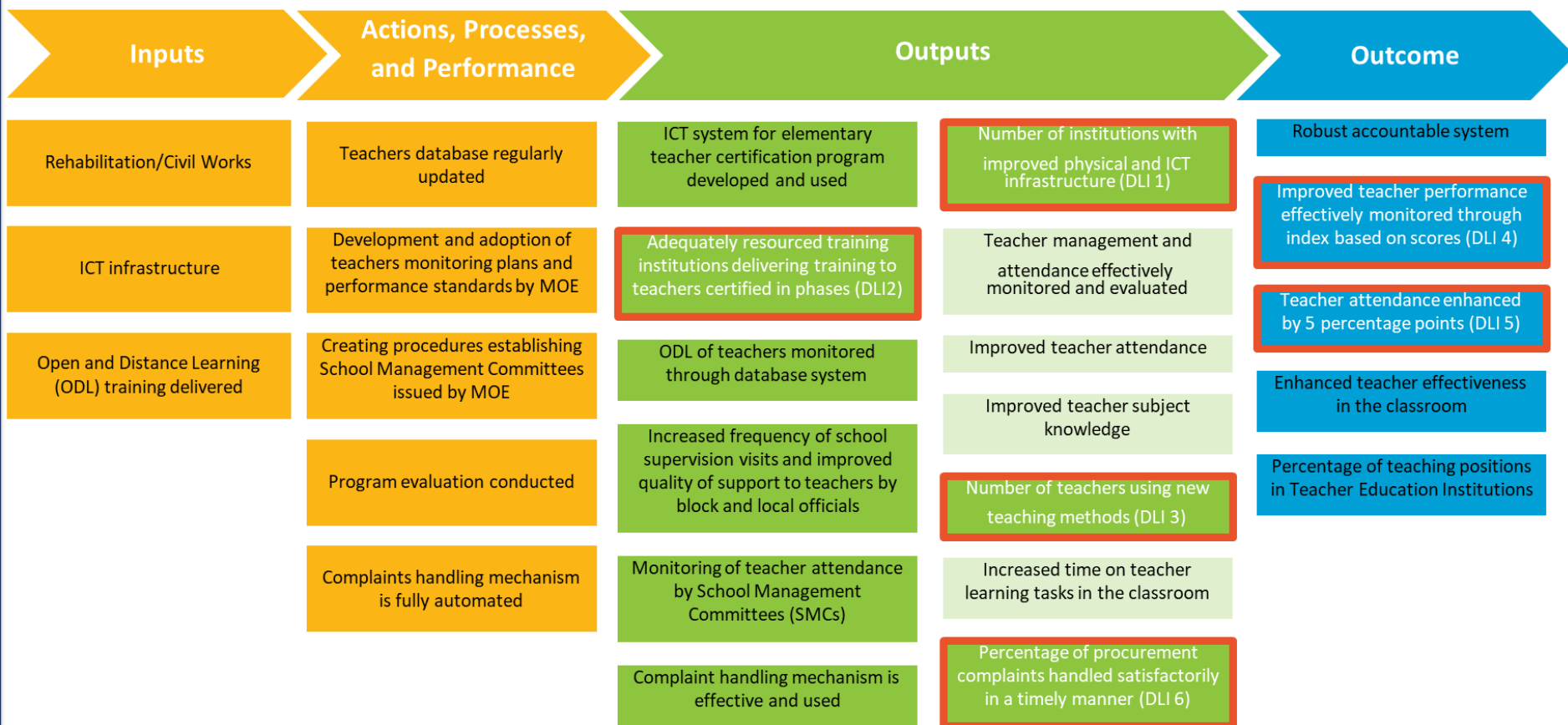## Products and services delivered by the project

Example: (i) Quality and relevance of TVET curriculum improved; (ii) Technical training institutes upgraded

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Output, Outcome and Impact

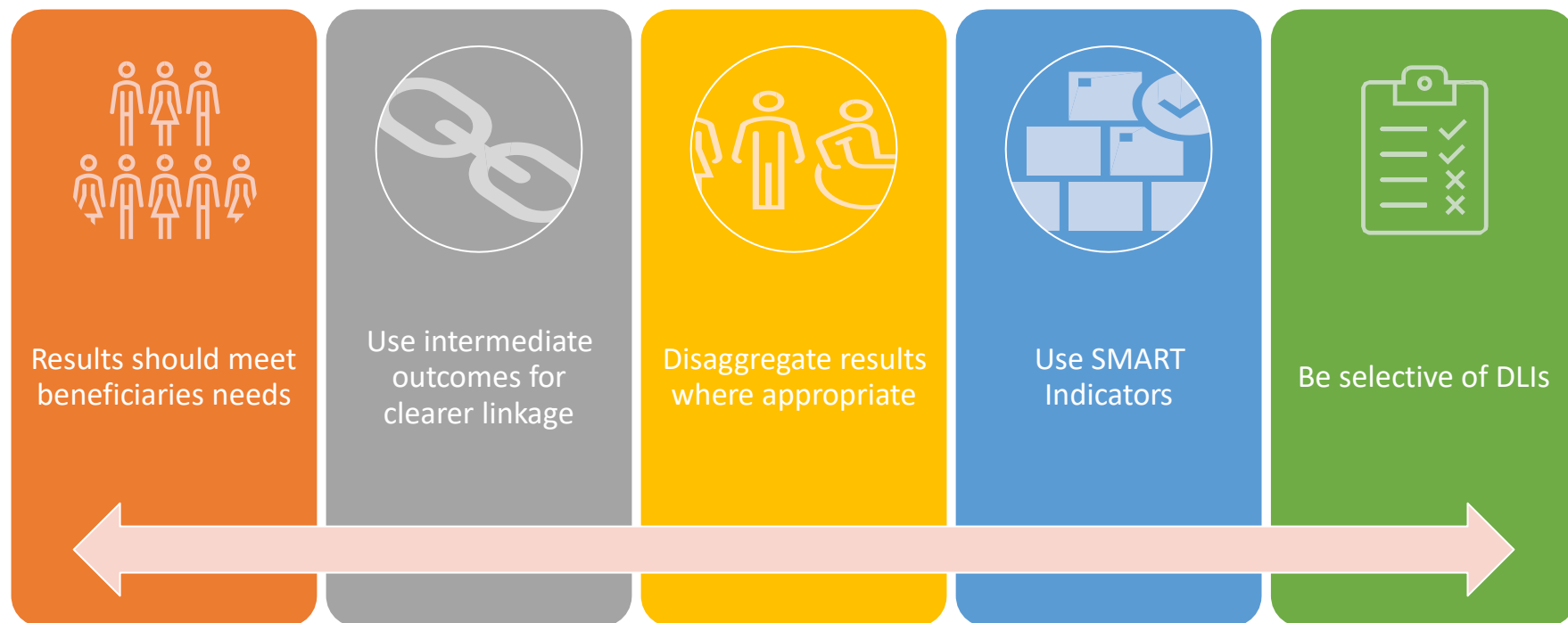|	Source	Timing	Control and Accountability
Impact	Government strategy or plan	Usually post project	Outside project or beneficiary control No direct project accountability
Outcome	Needs of beneficiaries	By end of first full year of operation	Within control of beneficiaries Project is accountable for outcome achievement
Output	Project deliverables	By physical completion	Within control of project Project is accountable for outputs

*Results achievement is measured through **performance indicators**, which include targets to define success → provide a measurable basis*

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Carving out DLIs

Inputs	Actions, Processes, and Performance	Outputs	Outcome
Rehabilitation/Civil Works	Teachers database regularly updated	ICT system for elementary teacher certification program developed and used	Robust accountable system
ICT infrastructure	Development and adoption of teachers monitoring plans and performance standards by MOE	Adequately resourced training institutions delivering training to teachers certified in phases (DLI2)	Improved teacher performance effectively monitored through index based on scores (DLI 4)
Open and Distance Learning (ODL) training delivered	Creating procedures establishing School Management Committees issued by MOE	ODL of teachers monitored through database system	Teacher attendance enhanced by 5 percentage points (DLI 5)
	Program evaluation conducted	Increased frequency of school supervision visits and improved quality of support to teachers by block and local officials	Enhanced teacher effectiveness in the classroom
	Complaints handling mechanism is fully automated	Monitoring of teacher attendance by School Management Committees (SMCs)	Percentage of teaching positions in Teacher Education Institutions
		Complaint handling mechanism is effective and used	

Outputs (second column):

- Number of institutions with improved physical and ICT infrastructure (DLI 1)
- Teacher management and attendance effectively monitored and evaluated
- Improved teacher attendance
- Improved teacher subject knowledge
- Number of teachers using new teaching methods (DLI 3)
- Increased time on teacher learning tasks in the classroom
- Percentage of procurement complaints handled satisfactorily in a timely manner (DLI 6)

- *Select critical results, outputs and outcome indicators from the PRF*
- *DLIs should incentivize achievement*
- *Consistent with government capacity*
- *SMART*

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Results Framework Good Practices

Results should meet beneficiaries needs

Use intermediate outcomes for clearer linkage

Disaggregate results where appropriate

Use SMART Indicators

Be selective of DLIs

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Designing [SMART] DLIs

- **Specific**—details the outputs or outcome the project seeks to achieve by specifying dimensions, such as who, where, when, quality, quantity, and cost.

- **Measurable**—stated in quantifiable terms (e.g., percentage of children) and feasible to collect data in time
    - Specify indicators quantitatively, even if measuring qualitative dimensions

- **Achievable**—realistic about what is to be achieved; Choose a target that is ambitious, yet realistic.

- **Relevant**—appropriate to the results statement it measures and useful for management information purposes.

- **Time-bound**—stated with a target and baseline, both with dates

- reflect a <u>balance</u> between outcome, outputs, and other results such as institutional and system improvements

- *Examples*

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Examples

Table 2: Disbursement-Linked Indicators

DLIs	Baseline Value	Baseline Year	Target Values				
			2024	**2025**	**2026**	**2027**	**2028**
Outcome							
DLI 1. By 2028, the percentage of men and women with high cardiovascular risk or diabetes whose LDL levels are checked at least once a year increased to at least 90%	No baseline data available as reporting system not yet in place	2025	-	Baseline data available Service package expanded to include LDL monitoring for populations at risk	≥70%	≥80%	≥90%
DLI 2. By 2028, the STEMI cases among men and women who received timely reperfusion therapy increased to at least 20% relative to baseline	No baseline data available as reporting system not yet in place	2025	-	Baseline data available	≥10% relative to baseline	≥15% relative to baseline	≥20% relative to baseline
Outputs							
DLI 3. By 2028, at least 24 HCFs are rehabilitated or constructed and equipped, meeting criteria for climate change mitigation and adaptation, inclusive design and gender responsiveness	0	2023	Facility design standards integrate criteria for climate change mitigation and adaptation, inclusive design and gender responsiveness	≥5 HCFs rehabilitated or constructed and equipped meeting established criteria	≥10 HCFs rehabilitated or constructed and equipped meeting established criteria	≥20 HCFs rehabilitated or constructed and equipped meeting established criteria	≥24 HCFs rehabilitated or constructed and equipped meeting established criteria

HCF = health care facilities; LDL = low density Lipoprotein, STEMI = ST-segment elevation myocardial infarction

Verification Protocols

- Definition and Description of Achievement
  - a. Indicator calculation
  - b. Definition of terms
  - c. Disaggregation: by gender
  - d. Baseline and target values
  - e. Partial achievement
- Information Source and Frequency
- Verification Agency and Procedure
- Verification Time Frame

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