



# ASSESSING FOR RESULTS



Bottleneck	
INSUFFICIENT AWARENESS AND COMMITMENT FROM POLICY-MAKERS TO ADDRESS ABE ISSUES	5
UNIFIED ABE SYSTEM	5
INSUFFICIENT INSTITUTIONAL COORDINATION AND NO STANDARD	3
INSUFFICIENT METADATA & INFORMATION SYSTEM	3
LACK OF INCENTIVES FOR ABE IMPLEMENTATION	1
LIMITATION OF HUMAN RESOURCES ON ABE CAPACITY	2
NO BUDGET ALLOCATION FOR ABE	3
NO CLEAR MECHANISM FOR IMPLEMENTATION, IN PARTICULAR NO ABE UNIT IN PLACE IN EACH INSTITUTION	2

M&E Assessment Score  
May 2015

Overall Score: 1.48

Number of Items: 13

**IDEA**  
SOLUTIONS

Simplify Complex Management Processes

## IDEA-SOLUTIONS® SUITE

### WHAT IS THE IDEA-SOLUTIONS® SUITE?

A suite of management processes and computer software to facilitate the implementation of Results-Based management (RBM) in the public sector

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## ASSESSING FOR RESULTS

### WHAT IS A4R®?

A process and a software to assess the implementation of Results-Based Management.

#### A4R® process enables to:

- Conduct a rapid and participatory diagnostic of the implementation of one or more pillars of RBM
- Obtain a measurable assessment of the current status of RBM implementation for benchmarking, comparison with similar entities, and assessment of progress over time
- Identify and prioritize bottlenecks to further RBM implementation
- Elaborate a medium term action plan for further RBM implementation
- Prepare an annual work plan and budget for further RBM implementation

#### A4R® is also a state of the art Web software that:

- Offers a variety of diagnostic tools on the status of implementation of various RBM pillars for benchmarking and comparison purposes
- Facilitates the data entry and user friendly presentation of bottleneck analysis, medium term action plan, and annual work plan and budget to increase the level of RBM implementation

### WHO ARE THE USERS OF A4R®?

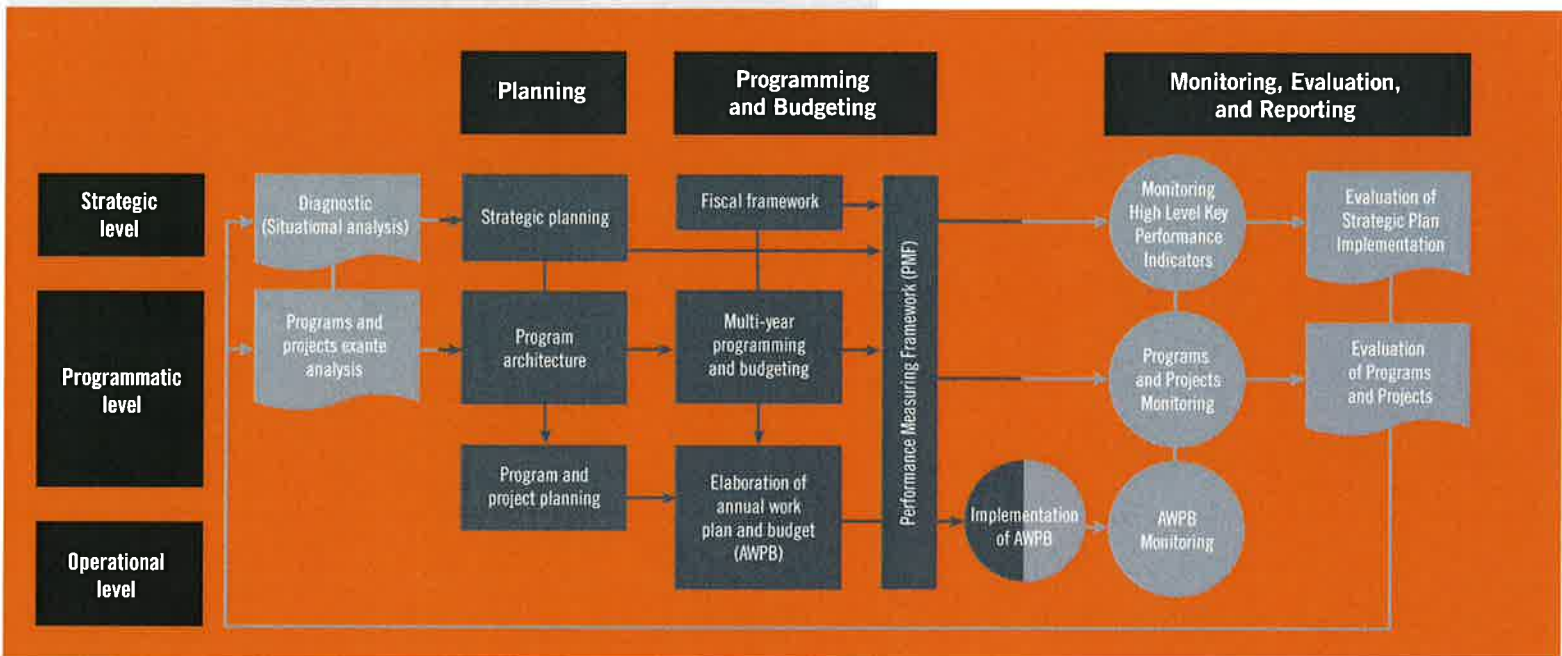
The top decision makers in the public sector and projects

Professionals involved in the implementation of Results-Based Management in the public sector for results



## POSITION OF A4R® IN THE RESULTS-BASED MANAGEMENT CYCLE

The Results-Based Management (RBM) cycle includes several phases: (i) planning, (ii) programming and budgeting, (iii) implementation, and (iv) monitoring & evaluation with a feedback loop back to the next cycle. One needs also to take into account that the RBM cycle is implemented at several levels: strategic, programmatic and operational. The figure below presents this cycle with phases in columns and levels in lines.



The A4R® process may cover any of those phases and levels.



## DOMAINS OF A4R® APPLICATION

In practice, A4R® can be used to conduct an overall assessment of the implementation of all RBM pillars or it can also be used for an in-depth assessment of a specific pillar and level.

DOMAIN/SUB-DOMAIN OF RBM IMPLEMENTATION	LEVEL				REFERENCE METHODOLOGY
	NATIONAL	SUBNATIONAL	SECTOR/ INSTITUTION	PROGRAM/ PROJECT	
Overall RBM implementation	✓	✓	✓		IDB/SEP-IDEA
Results-based Planning	✓	✓	✓	✓	IDEA
Budgeting for results	✓	✓	✓		IDEA
Procurement	✓	✓	✓		OECD/DAC
Public Financial Management	✓	✓			PEFA
Project Management	✓	✓	✓	✓	PMI/PMBOK
Public Private Partnerships	✓	✓	✓	✓	IDEA
Monitoring & Evaluation	✓	✓	✓	✓	IDEA

## A4R® GENERIC PROCESS

Once the 3-year action plan is adopted, a yearly work plan is elaborated for the first year of the action plan. It is suggested to repeat the A4R® process after three years to assess the progress made in the implementation of RBM as a result of the implementation of the action plan.

PHASES	ACTIVITIES	INDICATIVE DURATION
1. Preparatory work at a distance	<ul style="list-style-type: none"> <li>- Discussion with counterparts</li> <li>- Review of relevant documentation</li> <li>- Preparation of inception report</li> <li>- Planning the inception mission, including selection and invitation of participants to the workshop</li> </ul>	2 weeks
2. Data collection mission	<ul style="list-style-type: none"> <li>- Meetings with key stakeholders</li> <li>- Adjustment of the A4R® performance sub-indicators as necessary to fit the characteristics of the client's situation</li> <li>- 2-3 day workshop for diagnostic, bottleneck analysis, and 3-year action plan and yearly work plan elaboration</li> </ul>	2 weeks
3. Work at a distance	<ul style="list-style-type: none"> <li>- Draft report writing</li> <li>- Draft report validation</li> <li>- Finalization of the report</li> </ul>	2 weeks

## CASE STUDY OF A4R<sup>®</sup> PROCESS: SISCA IN CENTRAL AMERICA

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1. Training workshop in M&E
2. Adaptation of A4R<sup>®</sup> diagnostic indicators to local context
3. Diagnostic of the existing M&E system with the A4R<sup>®</sup> application
4. Preparation of an action plan to improve Results-based M&E of social programs in Central America



**SISCA**

SECRETARÍA DE LA INTEGRACIÓN  
SOCIAL CENTROAMERICANA



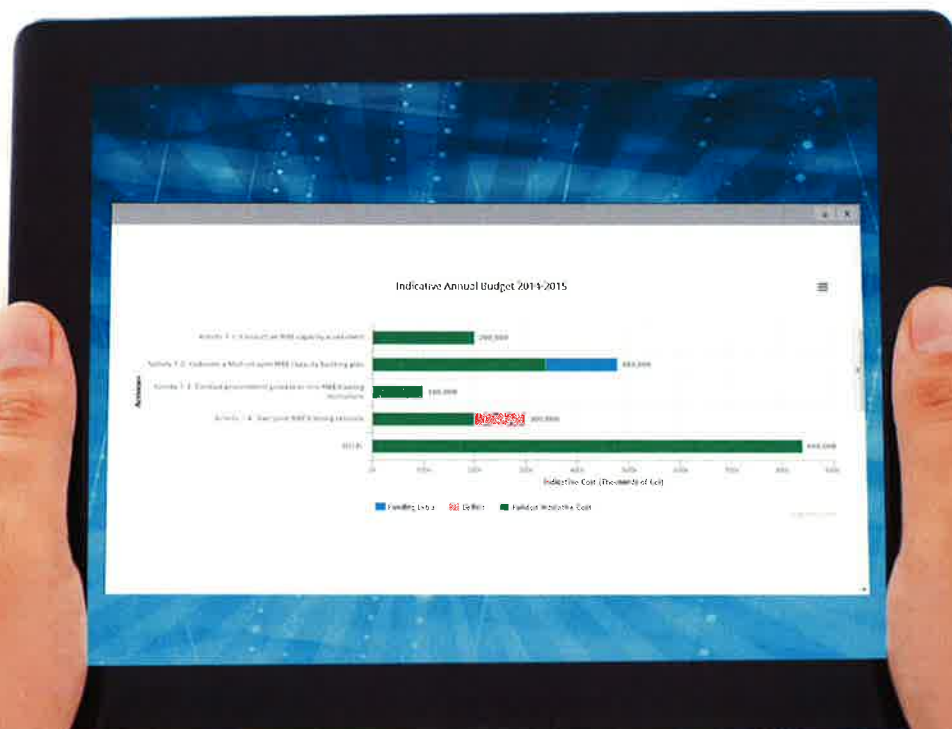




## CONCRETE ACTIONS AND ACTIVITIES FOR FURTHER RBM IMPLEMENTATION

- Medium Term Action Plan
- Annual Work Plan
- Cost and funding gap

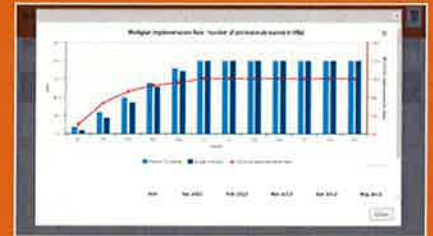
Activity	Start	End
Activity 1: [illegible]	[illegible]	[illegible]
Activity 2: [illegible]	[illegible]	[illegible]
Activity 3: [illegible]	[illegible]	[illegible]
Activity 4: [illegible]	[illegible]	[illegible]





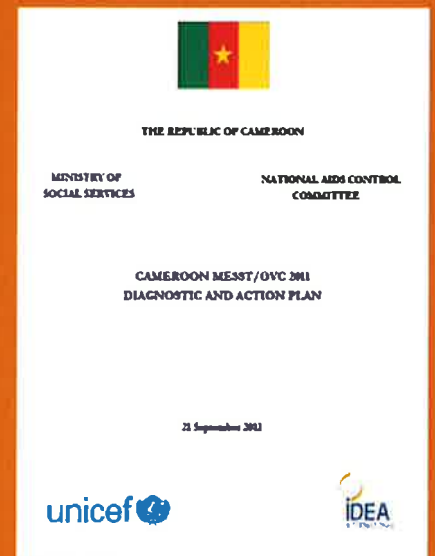
## ANNUAL WORK PLAN EXECUTION MONITORING

- Monitoring of the execution of the Annual Work Plan for further RBM Implementation



## GENERATION OF STANDARD REPORTS

- With a click, generation of draft standard reports
- Possible export to Microsoft Word
- With a click, generation of a data base
- Possible export to Microsoft Excel





## **A4R® TECHNOLOGICAL PLATFORM**

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### **THE A4R® PORTAL INCLUDES THE FOLLOWING FUNCTIONALITIES:**

- Control access for different users profiles
- Data entry to collect data (scores, justification, and support documentation)
- Data validation to freeze the data
- Store the information in a database
- File upload and document management system
- Generate reports and graphs for each dimension and its performance indicators
- Present the indicators on a customizable dashboard
- Export data to Word and Excel format

The A4R® software runs on a Microsoft.NET platform and follows a 3-tier architecture: ASP.NET for the web interface, C# for the business layer and SQL for the database layer.

The application is stored on the IDEA international server and managed by IDEA's IT team who manages access rights in close collaboration with the client.



# TESTIMONIES

« The IDEA team used a structured process called A4R® to collect and analyse the existing system of M&E in various central government agencies and line ministries in Romania. This provided for a baseline of the situation of their respective M&E systems, and benchmarking across ministries as well as the preparation of a relevant action plan for improvement of those systems over the next three years. I found the approach practical, participatory, and action oriented, which is what a country like Romania needs. »

**Catalin Pauna**

Senior Economist,  
World Bank Group Office in Romania, Europe and Central Asia

« We had the opportunity to apply the A4R® process and software to the monitoring and evaluation (M&E) system for the implementation of the National Strategic Development Plan (NSDP) 2014-2018. The process took place over six weeks and proved an efficient and structured way to conduct a participatory diagnostic of the current M&E system, and to identify priority bottlenecks and formulate actions to improve the existing M&E system. »

**Tuon Thavrak**

Secretary of State  
Ministry of Planning  
Royal Government of Cambodia

**... PRACTICAL, PARTICIPATORY,  
AND ACTION ORIENTED  
APPROACH ...**

**... AN EFFICIENT AND  
STRUCTURED WAY TO  
CONDUCT A PARTICIPATORY  
DIAGNOSTIC ...**





**SOME PEOPLE  
TALK ABOUT  
RBM**

**WE  
IMPLEMENT IT**



# IDEA

≡ SOLUTIONS

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