

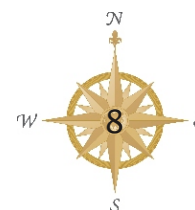
## II. 2006 COMPAS Matrix of Categories and Indicators

### CATEGORY 1: COUNTRY CAPACITY TO MANAGE FOR DEVELOPMENT RESULTS (MfDR)

Subcategory  
1a  
ASSESSING  
COUNTRY  
CAPACITY TO  
MfDR<sup>2</sup>

MDB	(i) Number (%) of countries whose capacity to MfDR has been assessed in the previous 2 years	(ii) Brief description of the tools used to assess capacity to MfDR
AsDB	10 results-based country strategies and programs out of the 38 countries or 26% have been prepared and endorsed by the AsDB from January 2005 to November 2006. 70% or 7 of the 10 included an assessment of the country's capacity to MfDR and is approximately 18% of the total number of borrowing countries.	Country capacity to MfDR is assessed in the context of the Country Partnership Strategy (CPS) process. A toolkit entitled " <b>Capacity for Results Management A Guide for Conducting a Rapid Assessment of the Capacity of Developing Member Countries to Manage for Results</b> " describes an approach for rapid assessment of a country's capacity for results management. It is constructed on 5 building blocks: (i) commitment, norms and values for results management; (ii) clarity of expected results, i.e. setting objectives; (iii) making results happen by linking objectives and planning; (iv) determining contributions to results through monitoring and evaluation; and (v) making results matter by providing feedback to decision making. In addition a " <b>Sector Road Map/Sector Assessment</b> " is carried out during CSP preparation to assess aspects including institutional aspects. It is based on detailed and systematic analyses of a sector, identification of key binding constraints to performance and development opportunities in the sector, including detailed assessment of the government's capacity to manage for results.
AfDB	Country Strategy Paper was prepared for 27 Regional Member Countries (RMC) in 2005 and 2006. This represents 61% of the RMCs for which a CSP could be prepared. CSPs always include an assessment of country capacity to MfDR.	Country capacity to MfDR is assessed during the preparation of the Country Strategy Paper. Also, all lending and non-lending operations that focus on strengthening country capacity to MfDR include an assessment of the country's capacity to MfDR. This assessment is carried out drawing from a variety of currently available tools such as: (i) the Country Governance Profile, prepared by the AfDB in collaboration with other development partners and, (ii) the Country Financial Accountability Assessment, and (iii) the Country Procurement Assessment Report. The WB leads the preparation of CFAAs and CPARs. The assessment included in the AfDB Country Governance profile is structured around the concepts of transparency, accountability, combating corruption, participation, and legal and judicial reforms.
EBRD	N.A.	N.A.
IADB	As of December 31, 2006, the "Program to Implement the External Pillar of the MTAP for Development Effectiveness at the IADB" (PRODEV) has carried out preliminary country capacity diagnostics in 18 out of 26 countries (69%). Most of these activities are focused on the capacity to manage for development results in the public sector at the national level.	The IADB's PRODEV uses and applies MfDR concepts and tools: (i) management as an institutional priority; (ii) clearly defined objectives and targets; (iii) flexibility and accountability in program management; and (iv) design and monitoring of real-time performance indicators and standards, and outcome indicators. PRODEV is carrying out its activities in partnership with other organizations: with the WB, it has launched an informal monitoring and evaluation network; with the OECD, it has conducted a survey on agencies responsible for the preparation of national budgets; and with the Latin American Center for Development Administration (CLAD), it is now completing a study on the methodological aspects of national MfDR systems.

<sup>2</sup>Country capacity to MfDR is related to at least 5 separate but closely linked functions: strategic planning and public policy; results-oriented budget; public financial management; programs and projects; and monitoring, evaluation and information systems. Some MDBs assess and help strengthen country capacity to MfDR during country strategy formulation and/or preparation of lending operations. Others have created a separate umbrella framework in this regard.

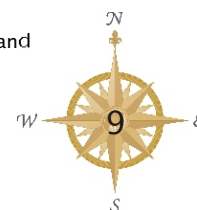


Subcategory  
1b  
STRENGTHENING  
COUNTRY  
CAPACITY TO  
MfDR

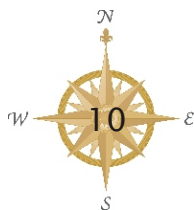
WB	<p>The WB does not currently have a specific instrument to carry out diagnostics of country capacity to manage for results. However, Results Based CASs are based on considerable diagnostic and analytic work, including reviews of public sector management, public expenditure reviews and country financial management assessments. In addition, IDA tracks an indicator of Statistical Capacity<sup>3</sup> and encourages all Country Teams to monitor and invest in country capacity to manage for results, including statistical capacity wherever possible. In addition, the Marrakech Action Plan for statistics (MAPs) provides the basic framework for the WB's program for assessing and improving national statistical systems. Through the MAPs, the WB has completed diagnostics in 30 countries by supporting National Statistical Development Strategies. Another 26 are under preparation.</p>	<p>The WB uses a variety of tools to assess capacity to MfDR but there is not a specific diagnostic tool for MfDR. At the national level, WB has assessed the quality and impact of several country monitoring systems, supported the PRS process, and helped partner countries gather national and sub-national data for monitoring progress toward their Poverty Reduction Strategy (PRS) goals. Senior country officials are increasingly using data for planning, monitoring, and policymaking. Analytic work such as the public expenditure reviews assess a country's capacity on achieving operational efficiency, service delivery, and outcomes. The PEFA framework is used to assess the quality of public finance systems which are seen as key for getting results on the ground and for assuring that aid resources are being used prudently. The WB CPIA which examines country policies and institutions is also a diagnostic tool for assessing MfDR in economic management and public sector management and institutions (as discussed in a later section). Data on CPIA clusters is collected for all WB clients, IBRD and IDA on an annual basis. The WB sponsored Doing Business (DB) and Investment Climate Surveys and Assessments (ICS) are tools for assessing country capacity and willingness to support private sector development. ICS captures business perceptions on the biggest obstacles to enterprise growth, and DB indicators comprise detailed, objective measures of the time and cost of strict compliance with government regulations affecting private business across 10 topic areas. The WB works with the United Nations Development Group and other development partners on a new planning instrument, the transitional results matrix (TRM) which helps low-capacity countries going through a post-conflict or political transition to identify and monitor the key results they need to keep that transition on track.</p>
MDB	<p><b>(i) Number (%) of countries whose MfDR capacity was strengthened with T.A. and/or lending projects in the previous 2 years<sup>4</sup></b></p>	<p><b>(ii) Brief description of T.A. and/or lending projects in (i)</b></p>
AsDB	<p>Approximately 15 (39%) out of the 38 development partner countries received TA to strengthen their capacity to MfDR. Among them were: the Kyrgyz Republic, Lao People's Democratic Republic, Nepal, People's Republic of China, the Philippines, and Viet Nam. There were also 3 Regional TA projects aimed at: mainstreaming MfDR in Support of Poverty Reduction in South Asia; preparation and pilot of the Community of Practice on MfDR; and results-focused project design and management.</p>	<p>The general objective of these TA operations approved is to develop and/or the monitoring and evaluation capacity of development partner countries.</p>

<sup>3</sup> IDA has committed to play a leading role in coordinating efforts to strengthen the capacity to compile and use statistics in IDA countries. Working with international partners, the WB is compiling information on the statistical systems of IDA and other developing countries, including indicators of their statistical capacity. IDA is also working with development partners to monitor statistical capacity building activities undertaken in borrowing countries and to prepare an annual note describing and tracking the progress of efforts to improve statistical capacity. The first note "Statistical Capacity Improvement in IDA countries" was produced in May of 2006 ([Global Data Monitoring Information System](#))

<sup>4</sup> These efforts refer to the core set of capacities that countries need to put in place in order to have more effective systems and processes to manage for development results. The activities reported here are lending and technical assistance operations whose principal focus is on strengthening some or all of the above-mentioned 5 MfDR functions they do not include the capacity building components that are present in many operations for the purpose of helping implement the operation.



AfDB	<p>21 out of 27 countries (78%) received assistance. In addition, at a regional level, the AfDB helped strengthen the capacity of the Common Market for Eastern and Southern Africa (COMESA, an economic grouping, of 20 Regional Member Countries), to support procurement reform in its member countries.</p> <p>The AfDB is also leading the implementation of the International Comparison Project for Africa. The ICP Africa aims at providing assistance to RMCs (i) in the collection of socio-economic statistics for generating purchasing power parities necessary for cross-country economic comparison; (ii) in improving RMC's statistical capacity through training and technical assistance so as to meet the urgent demand for reliable and timely data to support monitoring of progress on the MDGs, PRSPs, the NEPAD Initiative and satisfying the Results-Based management and evaluation system for development effectiveness; and (iii) in the development of national accounts data.</p>	<p>TA and lending operations focused on strengthening country capacity to MfDR include the provision of training, advice on institutional development, and legal and judicial reforms in the various areas of MfDR.</p>
EBRD	<p>18 countries (out of 30) received TA for the Legal Transition Program.</p>	<p>The Legal Transition Program supports transition by developing legal rules and legal institutions.</p>
IADB	<p>In 2004 and 2005, the IADB financed many projects aimed at strengthening the Managing-for-Development-Results capacity of 22 out of 26 (85%) borrowing member countries. The relevant countries were: Argentina, Barbados, Bolivia, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Paraguay, Peru, Suriname, Uruguay and Venezuela.</p>	<p>The relevant projects cover a wide range of activities aimed at strengthening the capacity and quality of: economic and public sector investment decision-making bodies, planning/programming/monitoring systems, public sector management systems, public expenditure quality improvement systems; fiscal management, results-based budgeting, tax collection mechanisms, public financial management systems; and information strategies and systems, and national statistics systems, including census.</p>



<p><b>WB</b></p>	<p>The WB supports country capacity to manage for results through investments in public sector governance, which includes the following themes: administrative and civil service reform, decentralization, public expenditure, financial management, and procurement, tax policy and administration, other accountability/anti-corruption, other public sector governance topics. Starting in 2006, an additional code for support to Managing for Development Results was included in our data systems. In FY06, the WB was supervising Public Sector Governance (PSG) operations in 110 countries with total commitments of US\$8.1 billion.</p>	<p>Support ranges from strengthening budgets (primarily through DPLs), to strengthening capacities in sector ministries for example, support to annual school census in education projects, support in sectoral projects to information management systems, and training and laboratory testing in Avian flu projects. Another example of the support to a sector and sub-national level is the development of toolkits for tracking key performance indicators in the water sector at sub-national level. Project-level support helps countries to use the toolkits and develop the requisite data. The WB has worked on this in the Africa, Europe/Central Asia, Asia, and Latin America regions.</p>
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