

PFTAC Steering Committee

March 28, 2018

Capacity Development: Managing for Results
PFTAC Coordinator: David Kloeden



AGENDA

MANAGING FOR RESULTS

Objectives of Results Based Management (RBM)

RBM Basics

Implementation at PFTAC

First Results

What does it mean for you?



Australian Government
Department of Foreign Affairs and Trade



The RBM project – goals

- **Support the IMF's capacity development (CD) strategy**
 - Inform prioritization through a better *understanding of where CD is most effective*
 - Enhance the conversation and collaboration with stakeholders, including donors, but particularly beneficiaries, on setting and *realizing strategic goals*
 - Improve accountability through a *sharper focus on results*
- **Develop a more rigorous system to monitor and manage CD**
 - Apply a *consistent* results framework to *all* IMF capacity development work, regardless of how it is financed (donor, IMF) or delivered (HQ, RTAC)
 - Ensure consistent *follow up on CD beyond the delivery* of top quality advice
 - Use RBM data to *inform CD evaluation*



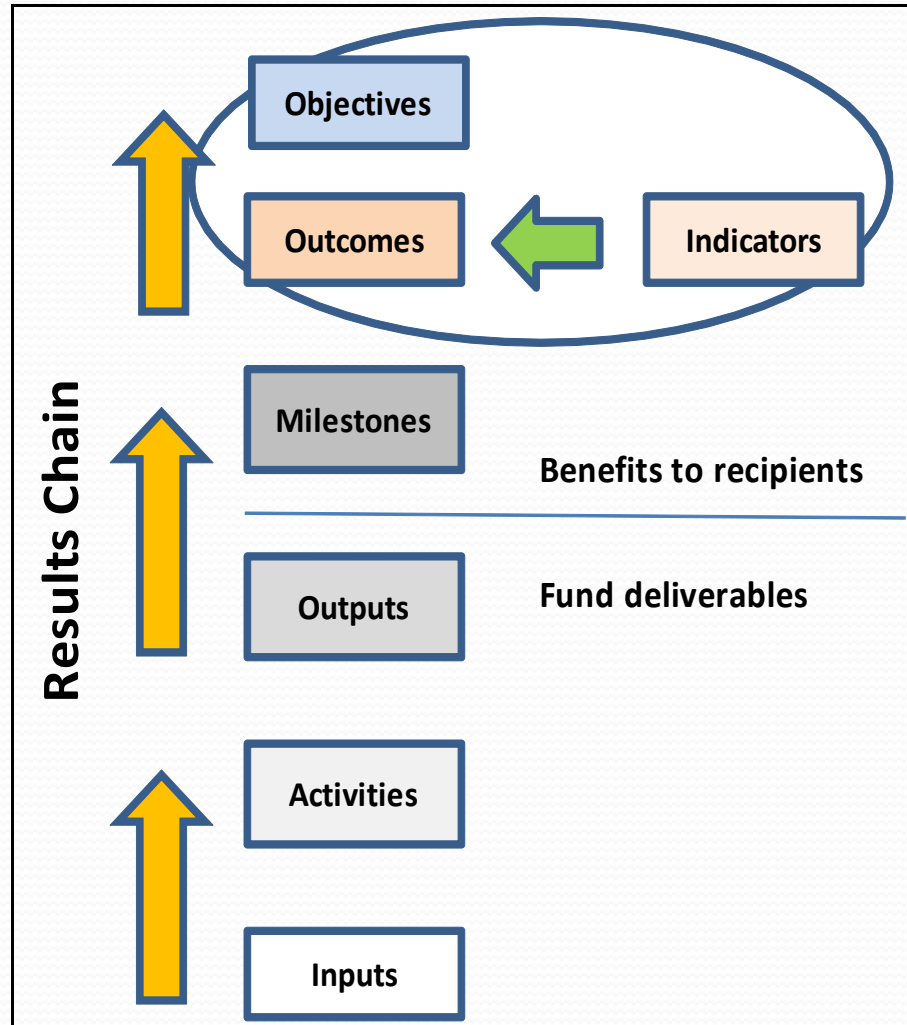
Australian Government
Department of Foreign Affairs and Trade



NEW ZEALAND
FOREIGN AFFAIRS & TRADE



RBM basics – a focus on *outcomes* at the project level



In general, TA *objectives* are synonymous with successful *outcomes*

An outcome is defined as a concrete, measurable step forward in capacity development

The Catalog – ensuring consistency

- **The catalog serves a dual purpose:**
 - Clarifies the CD core *workstreams* and topics that the IMF delivers
 - Defines the expected results structure for each workstream – objectives, outcomes, and the *indicators needed to validate success*
- **It has been created by experts in each of the Fund’s CD departments**
 - Outcomes and *indicators relate to best practices* in their respective fields
- **CD deliverers like PFTAC use the catalog to populate project logframes:**
 - Standardized entries in logframes ensure that all projects use *consistent metrics* and language to evaluate and report results
 - This will improve aggregation and comparison of results across projects/regions



Ratings – keeping track of results

- **All objectives, outcomes, and milestones are rated on a 1-4 scale**
 - Users should also weight the importance of multiple indicators supporting an outcome or multiple outcomes supporting the project's objective
- **Ratings are the basic currency for quantitative analysis and reporting of results**
 - What was *achieved*? Is the project on *track*?
 - Modalities for reporting to be agreed with consent of all stakeholders
- **But ratings are only one clue in the search for understanding**
 - *Narratives will remain key* to explaining context, reasons for success or challenges, etc.



PFTAC Strategic logframe

Tax 'Project' (program logframe)

NA 'Project' (program logframe)

Tax_Core_Functions_Fiji

Tax_Core_Functions_Vanuatu

RSS_NA_Fiji

RSS_NA_Vanuatu

CD-PORT

NEW CD-PORT TOPIC/COUNTRY LOGFRAMES

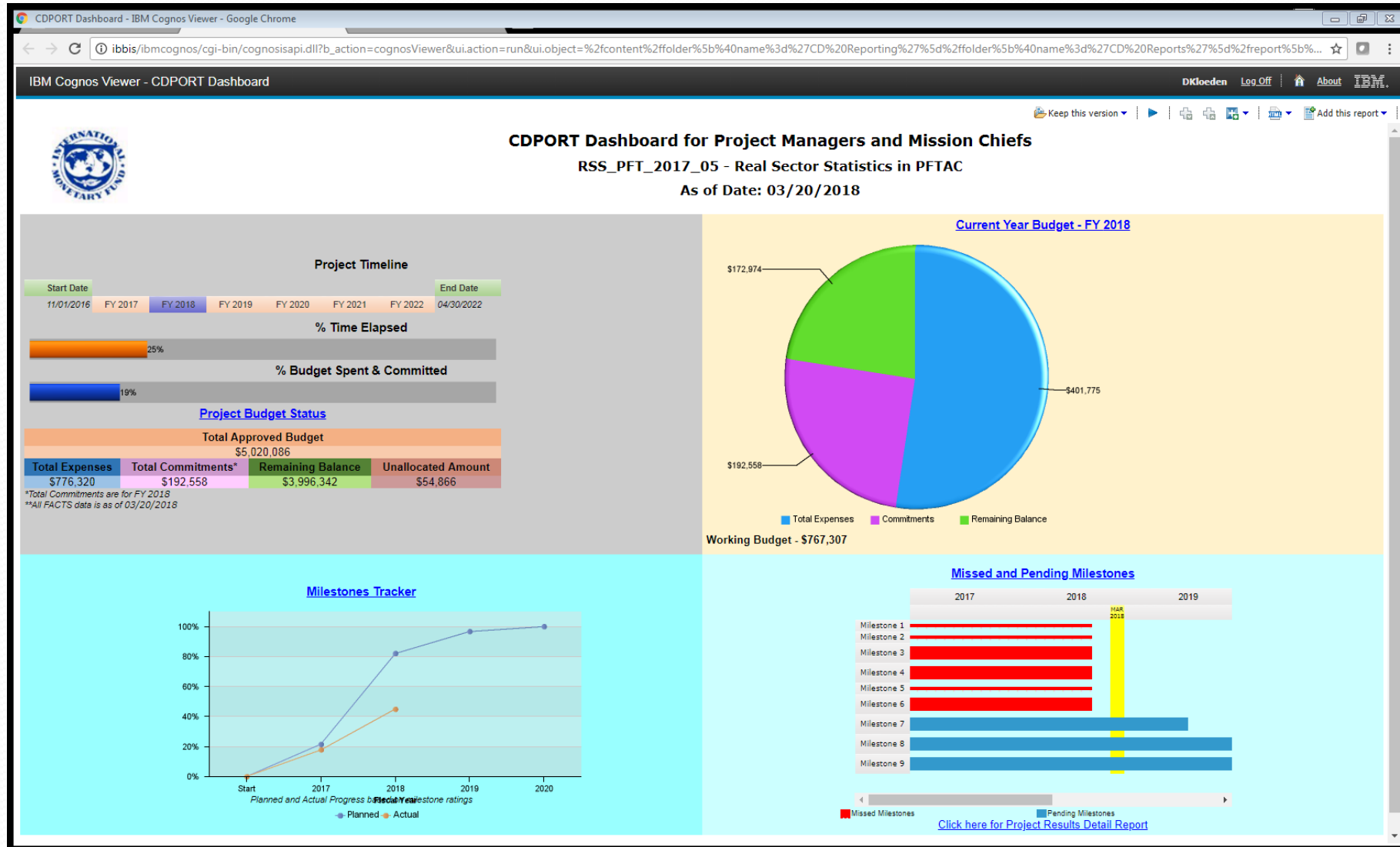
Status of RBM Implementation at PFTAC

- **Lead up to Phase V: LogFrames defined at PFTAC-level and each program**
 - Based on the RBM Outcome Catalogues
 - Missions/activities classified by objectives & outcomes, milestones stated in workplans
 - Limited tracking and reporting capability mostly of a narrative nature
- **From FY18, CD-PORT system operational to:**
 - Systematically create and track LogFrames, with monitoring and reporting features
 - System also includes and tracks financial and mission and other activity data
 - And increasingly has management tools being deployed

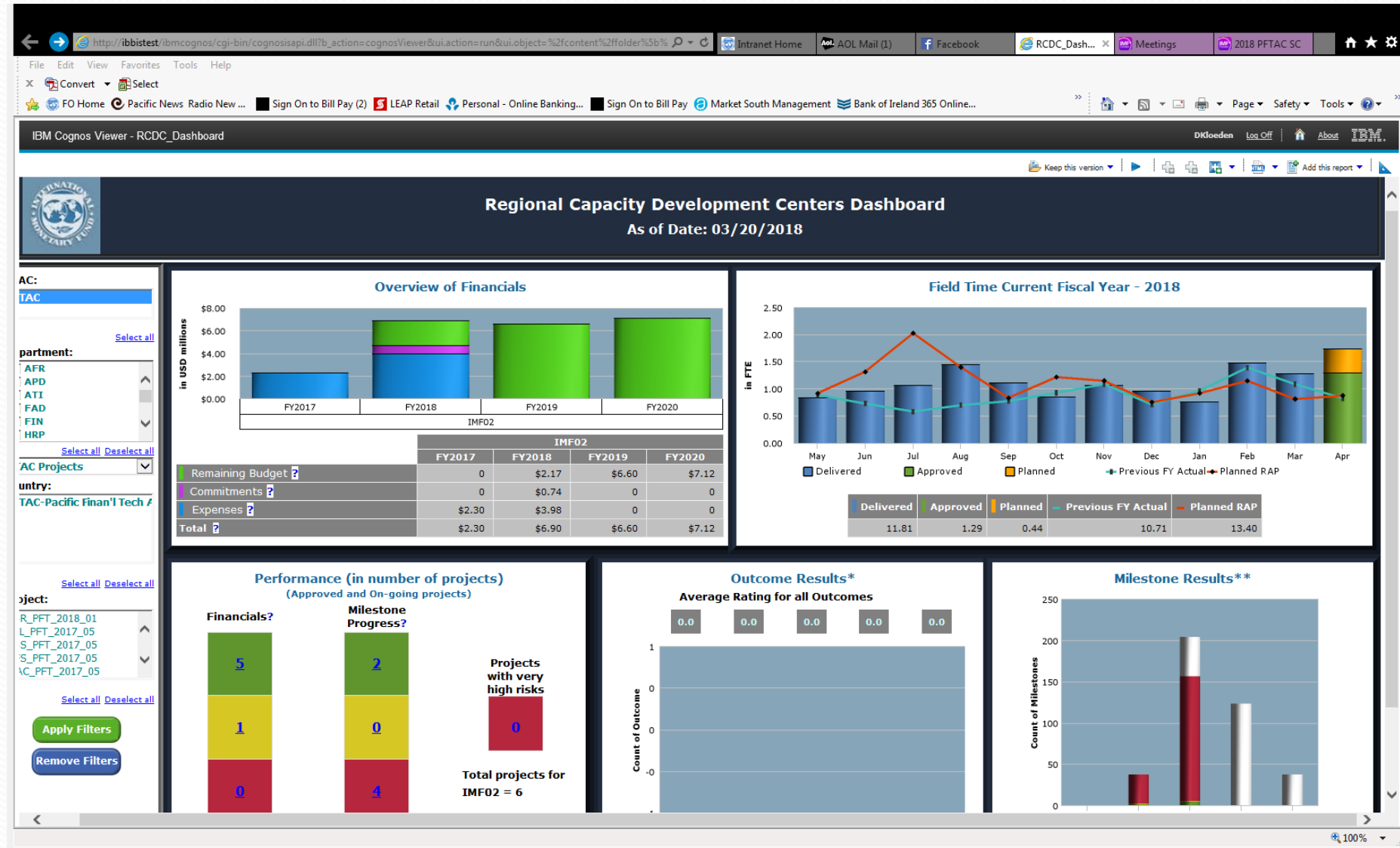
	Total Defined (so far)	Due by April 30, 2018	Due by Dec 31, 2018
Logframes	109	82	104
Milestones	447	255	355



CD-PORT: RSS Project Dashboard



CD-PORT: Prototype Center Dashboard



RBM Catalogue Objectives & Outcomes provide rigor...

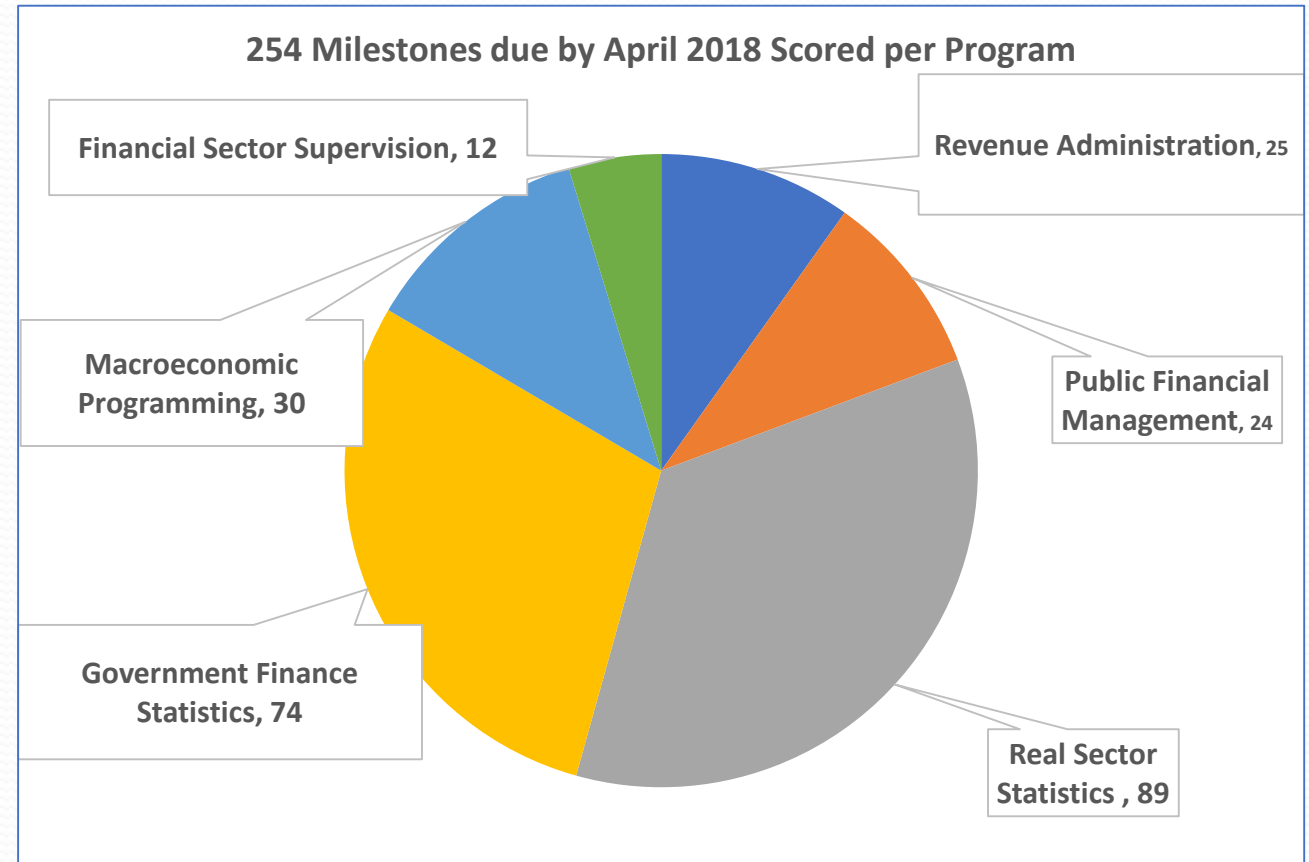
PFTAC currently uses only a small sub-set from the catalogue, such as:

- **PFM: 6 objectives & 12 outcomes**
 - Obj 2: Better budget preparation; Outcome 2.2: A more comprehensive and unified annual budget is prepared
- **Revenue: 2 objectives & 11 outcomes**
 - Obj 2: Stronger Tax Admin Core Functions; Outcome 2.1: Integrity of the taxpayer base is strengthened
- **FSS: 2 objectives & 6 outcomes**
 - Obj 1: Stronger banking regs & prudential norms; Outcome 1.1: Supervision ensures banks apply sound policies & processes to identify, measure, monitor & control their financial risks.... in relation to their risk profile
- **Statistics: 1 objective & 10 outcomes**
 - Obj 2: Stronger Macro Statistics compilation and dissemination; Outcome 1.12: Higher frequency data have been compiled and/or disseminated internally and/or to the public
- **Macro: 1 objective & 3 outcomes**
 - Obj 1: Well functioning macro policy and institutions; Outcome 1.3: Sound medium-term macro programming framework in place



....but, its all about the Milestones

- Milestones are time-bound and should be mutually agreed when the beneficiary reasonably expects its achievement
- Parsimonious, but at least one milestone per outcome per year
- *Scored at least twice annually: 4 = Fully Achieved, 3 = Largely Achieved, 2 = Partially Achieved, 1 = Not Achieved/Started*
- 254 milestones with a due date of April 30, 2018 or earlier were scored
- 355 milestones with a due date of Dec 31, 2018 or earlier, status scored as at April 30



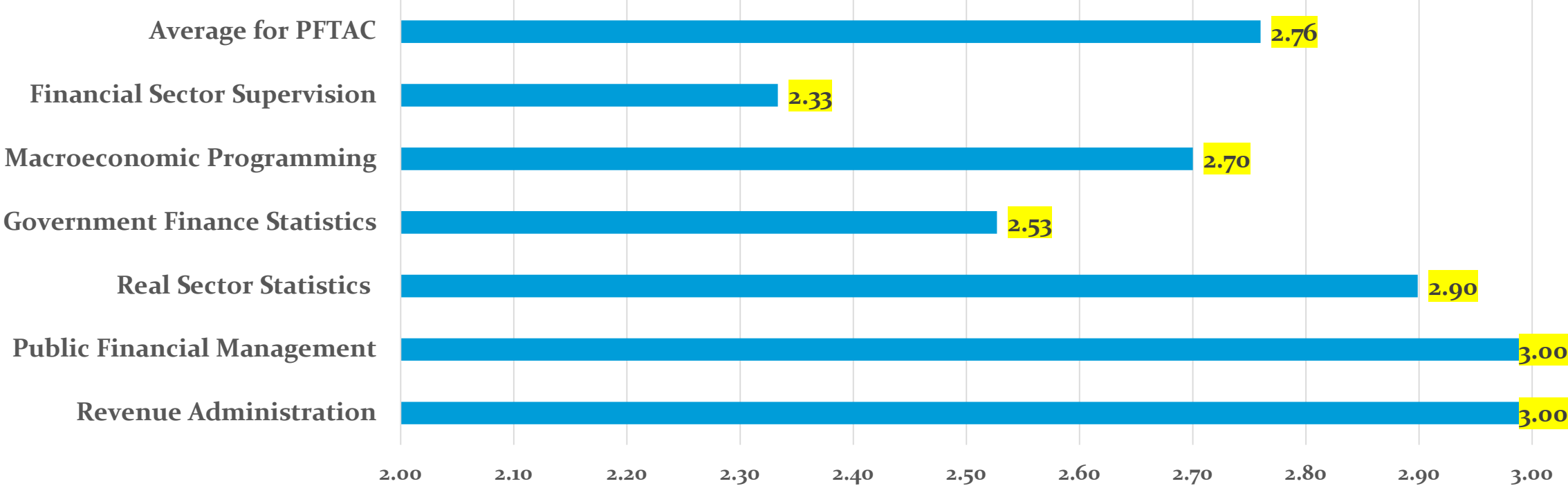
Milestones: a few Examples

Program	Country	Objective	Outcome	Milestone	Due Date	Status at 30Apr2018
PFM	Fiji	Improved coverage and quality of fiscal reporting	The chart of accounts is aligned with international financial reporting standard	Adoption of accounting and reporting policies	6/30/2017	4
PFM	Kiribati	Stronger PFM laws and institutions	The capacity of the ministry of finance to meets its PFM responsibilities is enh	PEFA Self Assessment Conducted and finalized	9/30/2018	3
PFM	Nauru	Stronger PFM laws and institutions	The capacity of the ministry of finance to meets its PFM responsibilities is enhanced	Finalization of a developed roadmap	9/30/2018	2
RSS	Niue	Strengthen compilation and dissemination of data	Staff capacity increased	New secondary compiler given GDP training	7/31/2018	3
RSS	Tonga	Strengthen compilation and dissemination of data	Source data are adequate	Review/update existing methods based on tax data	2/28/2017	3
Revenue	Marshall Islands	Stronger tax administration core functions	The integrity of the taxpayer base is strengthened	A cleansed & accurately maintained taxpayer data base;	12/31/2017	3
Revenue	Vanuatu	Stronger tax administration core functions	Higher ratio of taxpayers meet filing obligations required by law	Strategy to improve on-time filing designed	10/31/2017	3
GFS	Tuvalu	Strengthen compilation and dissemination of data	Higher frequency data	Produce basic compilation procedures	1/31/2018	2
FSS	Papua New Guinea	Implement RBS system and upgrade other supervisory processes	Strengthened institutional structure & operationa procedures for RBS implementation	IT Risk on-site examination framework established	4/30/2018	3
FSS	Cook Islands	Develop/strengthen banking regulations and prudential norms	Supervisors and regulations require banks to have robust governance policies and processes	Applicable guidelines and regulations drafted and sent for industry consultation	4/30/2018	2
Macro	Marshall Islands	Well functioning macroeconomic policy and institutions	Sound medium-term macroeconomic framework.	MI-FM is used for policy analysis plus develop a medium-term fiscal framework.	12/31/2017	3



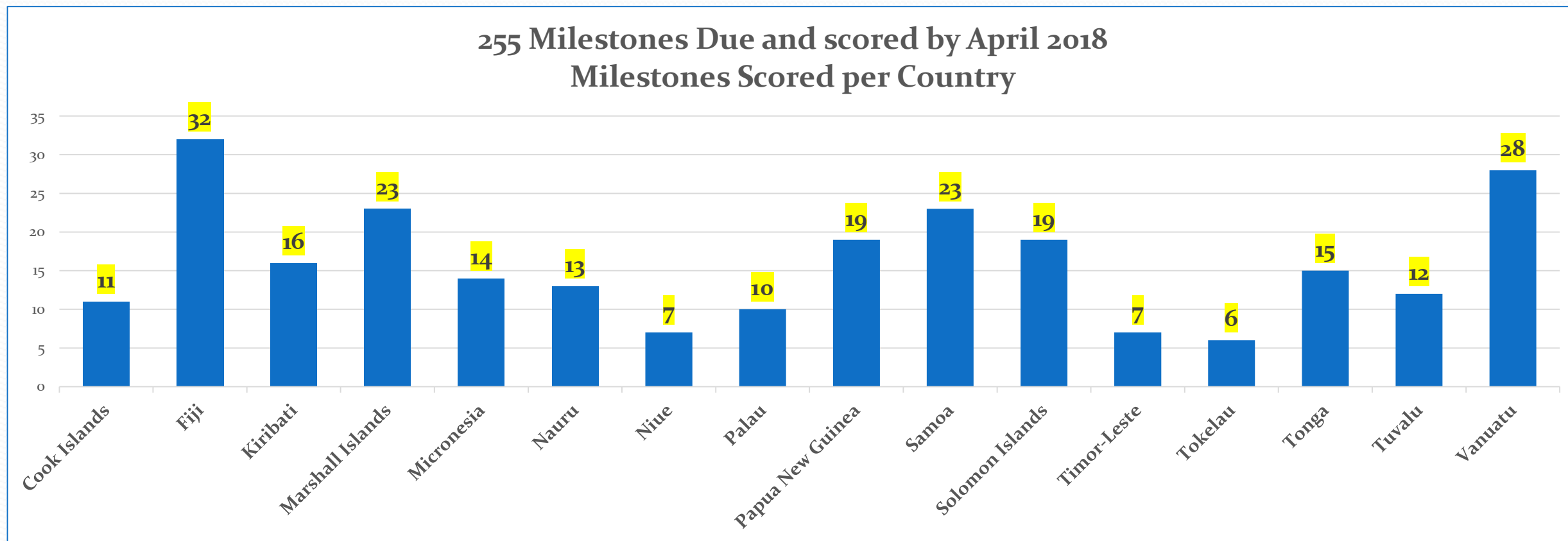
PROGRESS TOWARDS ACHIEVEMENT OF MILESTONES: BY PROGRAM

Average Program Score for 254 Milestones Due and Scored through April 2018



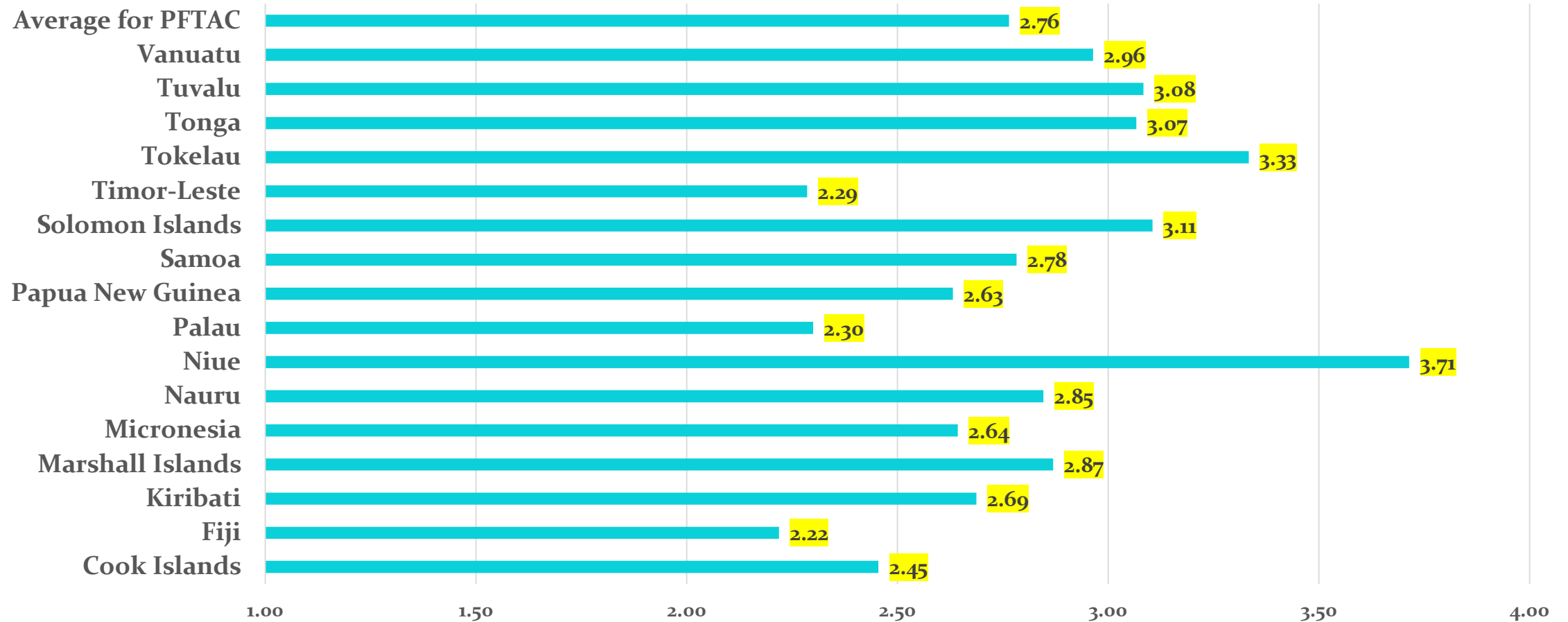
... SCORED MILESTONES PER COUNTRY...

255 Milestones Due and scored by April 2018
Milestones Scored per Country



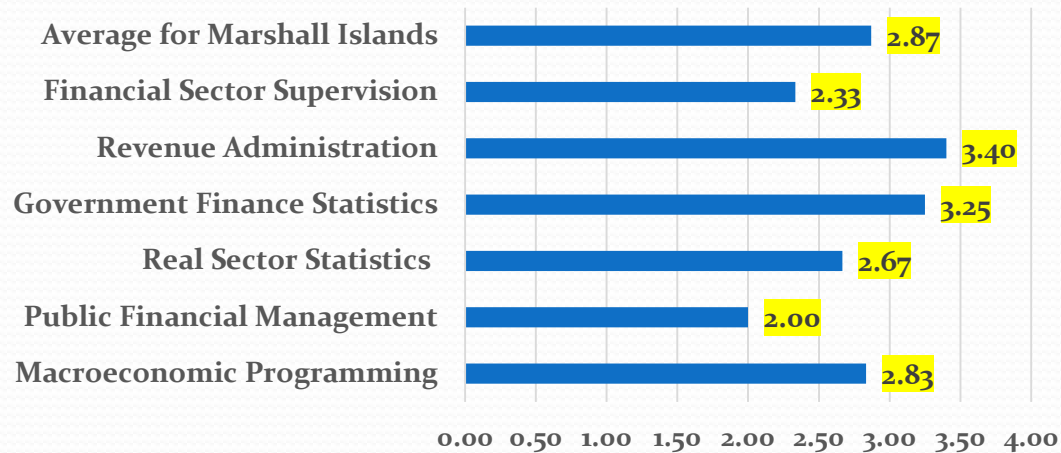
... AVERAGE PER COUNTRY...

Average Country Score for 255 Milestones Due and Scored to April 2018

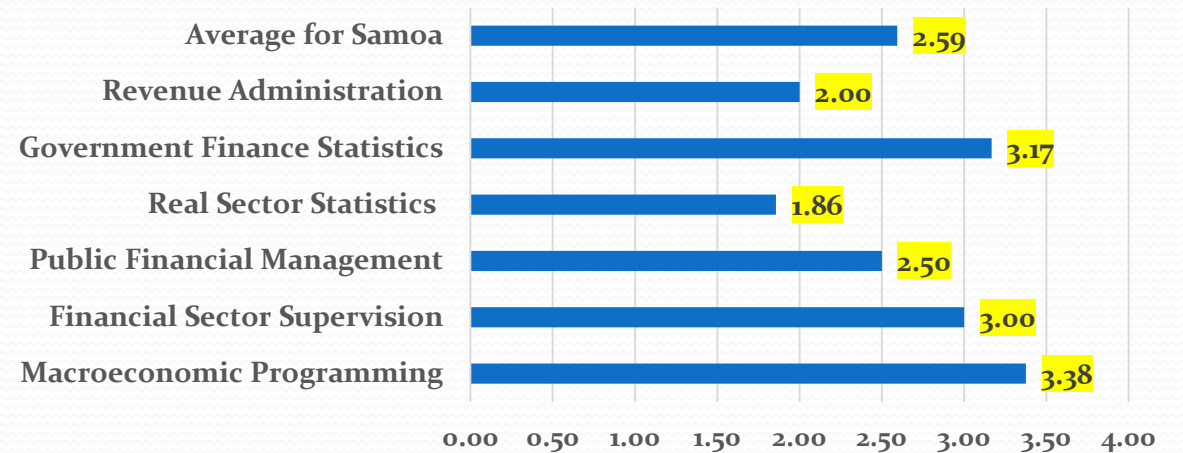


...AND SOME COUNTRY EXAMPLES

Marshall Islands: 23 Milestones Due and Scored through April 2018



Samoa: 37 Milestones Due through Dec 2018 scored April 2018



RBM – what does it all mean?

- **Rich data on inputs, outputs, and critically outcomes is emerging, that can**
 - Help us better *understand where CD is most effective*
 - Focus all stakeholders on *realizing strategic goals*
 - Improve accountability from a *sharper focus on results*
- **But, is only as good as the underlying assumptions and most importantly mutual definition and agreement on milestones:**
 - Milestones are steps to Outcomes that are *accomplishments of the beneficiary*
 - It is not just about scores but also the *narrative behind the scores*
 - It is a tool for more effective and impactful Capacity Development

