



IDB GROUP
CORPORATE RESULTS FRAMEWORK
2016-2019



IDB

Inter-American
Development Bank

CONTENTS

- 3 Background
- 4 Process
- 6 Key Principles
- 8 Indicators
- 16 The CRF as a Management Tool

BACKGROUND

The Corporate Results Framework (CRF) is the keystone within the Inter-American Development Bank Group's (IDBG) managing for development results architecture. The CRF serves as the primary tool for monitoring and measuring the organization's performance and the achievement of its strategic objectives.

The CRF 2016–2019 does not set strategy, rather it monitors the implementation of the Update to the Institutional Strategy (UIS).

The CRF 2016–2019 is comprised of three levels of indicators grouped into Regional Context, Country Development Results, and IDBG Performance. The complete list of indicators is available at: www.iadb.org/CRF2016-2019-indicators.

PROCESS

The CRF 2016-2019 draws on inputs from a variety of sources:



The CRF 2016–2019 was developed following a highly collaborative process, taking into account lessons learned from the previous CRF:

Strategic engagement: The CRF was guided by the IDBG’s shareholders at the highest levels. It is based on the three challenges, the three cross-cutting issues, and six operational guiding principles of the UIS.

Institutional ownership: IDBG employees participated actively in the creation of the CRF 2016–2019. The CRF Network of Champions, a group of more than 50 senior technical specialists throughout the IDBG, was directly involved in identifying the indicators, defining them and establishing corresponding baselines and targets.

Global agenda: The work of the global development community, particularly the discussion leading to the adoption of the Sustainable Development Goals (SDGs) and the CRFs of other MDBs, were considered in the identification of indicators.

KEY PRINCIPLES

The CRF 2016-2019 was developed taking into account four principles:



Simplicity: A single tool cannot capture detailed results at all levels of the IDBG. The CRF 2016-2019 features a simplified structure and reduced number of indicators.



Accountability: The CRF serves both accountability and managerial purposes. Under the CRF 2016-2019, alignment of other corporate performance systems will be promoted to foster shared accountability for meeting institutional goals as well as to provide a consistent vision of future direction throughout the IDBG.

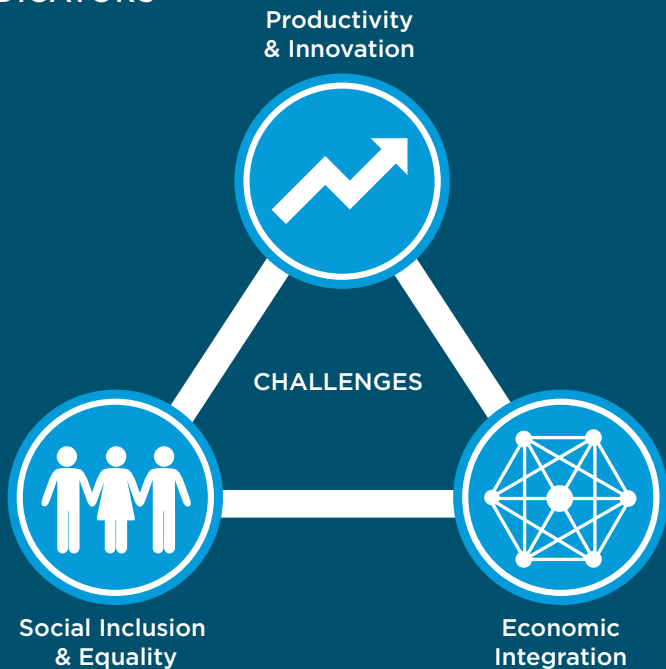


Knowledge management: Documenting processes and rationale for selecting indicators ensures institutional memory and consistency in interpreting trends. The CRF Technical Guidance provides detailed definitions and other key information for each indicator. The Bank's Business Glossary will also store all the terms and indicators of the CRF.



Flexibility: It is important to maintain flexibility to keep the CRF relevant. In 2014, the IDB Board of Governors delegated the authority to approve the update to the CRF for 2016–2019 to the Board of Executive Directors. This includes the ability to make subsequent updates or modifications to it, as warranted.

INDICATORS



Regional Context Indicators provide context into the Region's long-term development progress and are organized around the three challenges and the three cross-cutting issues of the UIS.

Information provided on indicators at this level of the CRF will help to broadly frame the progress reported in the next level: Country Development Results.

Indicators at the Regional Context level do not have targets because progress made on each indicator is the result of a combination of actions, policies, and measures implemented or funded by the countries in the Region, and therefore cannot be directly tied to IDBG support.

Online reporting on the Regional Context indicators will include links to data at the country level, where available.

**Gender Equality
& Diversity**



**Institutions &
Rule of Law**



**CROSS-CUTTING
ISSUES**

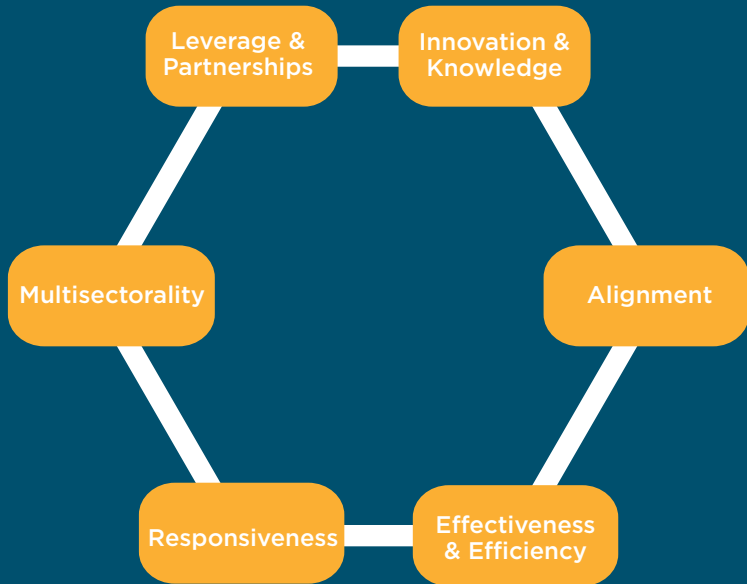


**Climate Change &
Environmental Sustainability**

Country Development Results Indicators provide aggregate data on outputs and immediate outcomes supported by IDBG-financed projects and intermediate outcomes that can be indirectly associated with more sector-specific outcomes in those countries that are supported by IDBG-funded projects.

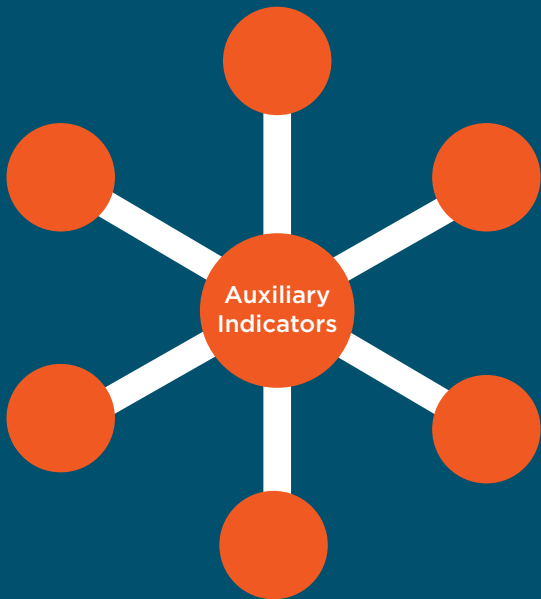
This level of the CRF seeks to answer questions about how the IDBG is contributing to development in the Region. The complete list is available at www.iadb.org/CRF2016-2019-indicators.

The indicators at this level are tied to the the three challenges and three issues of the UIS, although given the time required for a project to generate measurable results, it is expected that many of the results reported in the CRF 2016-2019 will come from projects approved prior to 2016.



IDBG Performance Indicators capture how the IDBG supports countries and clients in achieving results. These indicators are organized around the six operational guiding principles outlined in the UIS.

This level of the CRF will report on a variety of data sources, including the IDBG's key development effectiveness tools (e.g., Progress Monitoring Report (PMR)), the External Feedback System (EFS), and financial statements.



Auxiliary Indicators: The CRF also includes a set of auxiliary indicators that allows the IDBG to report on a broader range of support to its borrowing member countries and clients. The auxiliary indicators serve several purposes:

- allow for a larger set of standardized indicators that will permit the IDBG to more easily aggregate results across its portfolio.
- complement the main CRF indicators by providing additional metrics on IDBG's performance on strategic priorities outlined in the UIS and IDB-9 and allowing for continuity in reporting on indicators from the CRF 2012–2015. The complete list is available at www.iadb.org/CRF2016-2019-indicators.
- give space to experiment with new indicators without the constraint of specific targets.

THE CRF AS A MANAGEMENT TOOL

IDB-9 envisioned that the CRF would play a central role in strengthening the use of empirical evidence to manage for development results. Together with the UIS, the CRF helps set the goals and targets for the institution, which should then drive resource allocation. Through the monitoring and reporting process, it can be used to inform decisions and improve performance over time.

MANAGING FOR DEVELOPMENT RESULTS CYCLE



SETTING GOALS AND TARGETS

The CRF 2016-2019 was designed to reflect the three challenges, the three cross-cutting themes and the six guiding principles defined in the UIS.

ALLOCATING RESOURCES

Alignment with other corporate performance systems will be promoted to foster shared accountability for meeting institutional goals as well as to provide a consistent vision of future direction

MONITORING AND EVALUATION

The IDB Group has made great strides in implementing systems to capture results data. The updated process to monitor CRF indicators will make better use of these systems, increasing efficiency, improving data accuracy, and ensuring long-term knowledge management.

INFORMING DECISIONS

Under the CRF 2016-2019, it is anticipated that Senior Management and the Boards of the IDB and IIC will review the prior year's CRF results annually to analyze progress and help focus work program priorities for the subsequent year. As a result of these annual discussions, CRF indicators and targets may also be adjusted where deemed relevant by the Boards.

REPORTING ON PERFORMANCE

To increase the utility of the CRF as a management tool, CRF data will be available throughout the year on the CRF website. The website will enable a more visual and detailed presentation of CRF data, with the capacity to drill-down where disaggregated information is available (e.g., by country and gender).

Learn more at www.iadb.org/CRF



idb.org