



# ASSESSING FOR RESULTS



**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.

IDEA-Solutions® and A4R® are registered trademarks of IDEA International, Canada.



## ASSESSING FOR RESULTS

### WHAT IS A4R®?

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

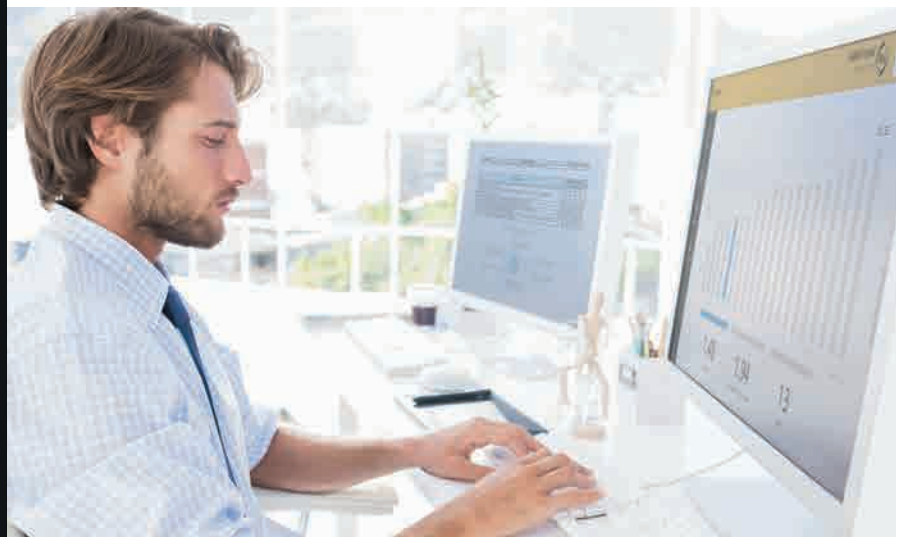
### A4R® ENABLES TO:

- Guide a structured, rapid and participatory diagnostic of the current status of RBM implementation for benchmarking, comparison with similar entities, and assessment of progress over time (Version A)
- Facilitate the evaluation of programs and projects (Version B)
- Facilitate the identification and prioritization of bottlenecks
- Facilitate the elaboration of an action plan to address those priority bottlenecks

### WHO ARE THE USERS OF A4R®?

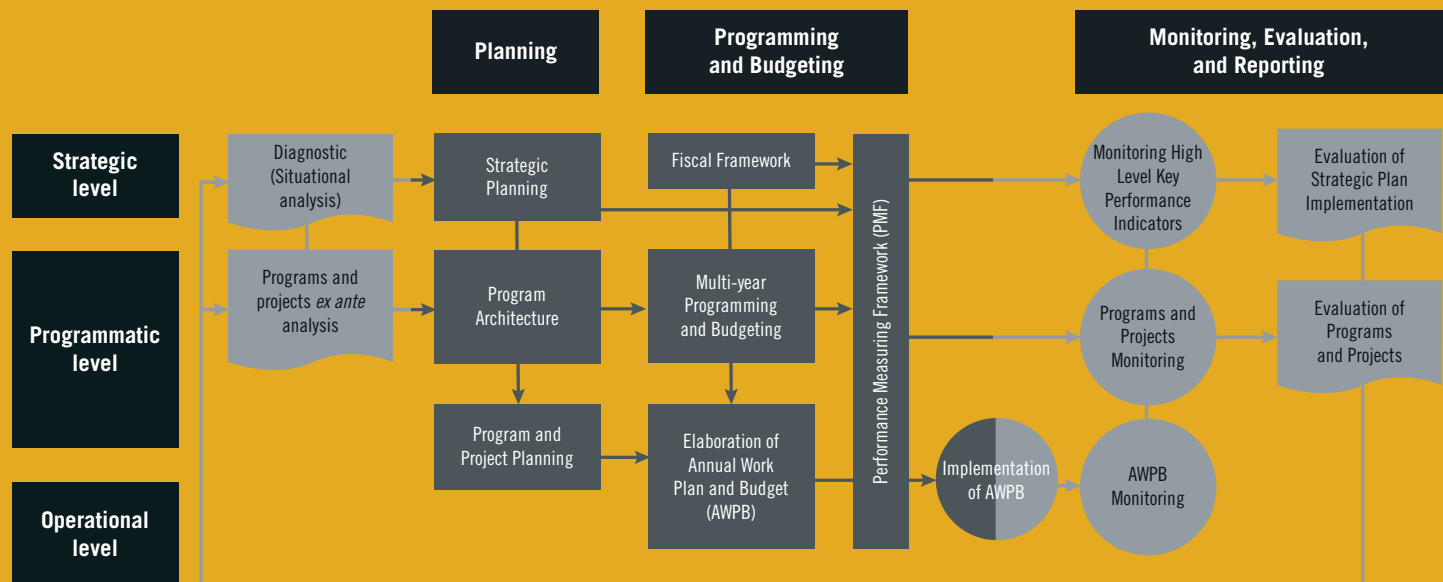
For high-level officials in the public sector who need up-to-date and accurate information for decision making and accountability.

For managers and professionals to better plan, budget, and monitor the implementation of programs and projects.



## POSITION OF A4R<sup>®</sup> 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 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 rows.



The A4R<sup>®</sup> process may cover any of those phases and levels.



## 4

# DOMAINS OF A4R® APPLICATION

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

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

# A4R® GENERIC PROCESS

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>- 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® diagnostic performance sub-indicators as necessary to fit the characteristics of the client's situation</li> <li>- Pre-filling of the A4R® diagnostic by the IDEA team</li> <li>- 2-3 day workshop for diagnostic, bottleneck analysis, and elaboration of action plan</li> </ul>	2 weeks
3. Work at a distance	<ul style="list-style-type: none"> <li>- Report writing</li> <li>- Draft report validation</li> <li>- Report finalization</li> </ul>	2 weeks

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

1. Training workshop in M&E
2. Adaptation of A4R<sup>®</sup> performance sub-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



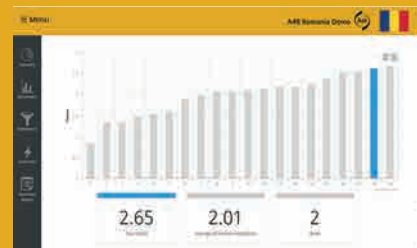
# DIAGNOSTIC OF RBM PILLARS IMPLEMENTATION

- Quantitative measurement of the implementation of various RBM pillars dimensions
- Possibility of adjusting performance sub-indicators within each dimension to reflect local context
- RBM implementation benchmarking and comparison with similar entities



## PROGRAMS AND PROJECTS EVALUATION

- Structured, rapid and participatory approach
- Elaboration of adapted questionnaires to different data collection methods (In-depth interviews, online surveys, workshops, etc.)
- Immediate production of the ex post evaluation results tables
- Generation of preliminary reports



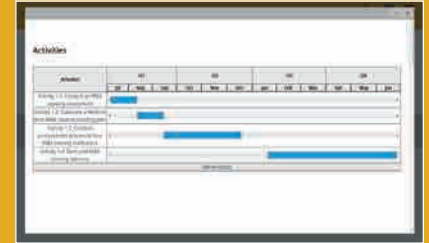
## ANALYSIS OF BOTTLENECKS AND CHALLENGES

- SWOT analysis
- Bottleneck identification
- Bottleneck prioritization

System	Priority	Score
Management Information System (MIS)	5	4
Financial Management Information System (FMIS)	4	3
Human Resource Management Information System (HRMIS)	3	2
Customer Relationship Management (CRM)	2	1
Enterprise Resource Planning (ERP)	1	0

## — ✓ CONCRETE ACTIONS — ✓ AND ACTIVITIES FOR FURTHER RBM

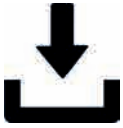
- Medium Term Action Plan
- Annual Work Plan
- Cost and funding gap



## ANNUAL WORK PLAN EXECUTION MONITORING

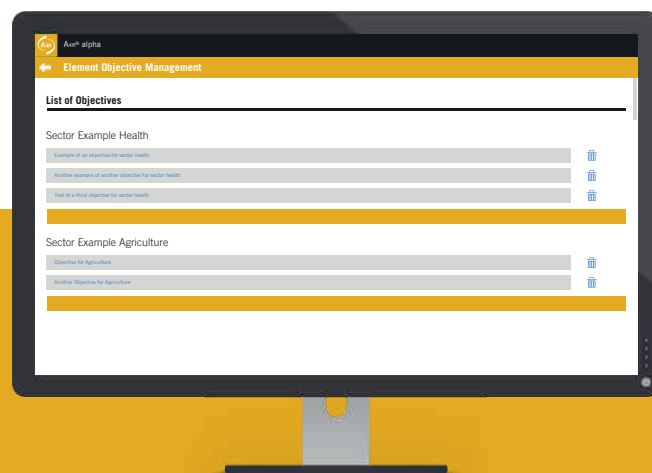
- Monitoring of the execution of the Annual Work Plan for further RBM Implementation





## GENERATION OF STANDARD REPORTS

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





# A4R<sup>®</sup> TECHNOLOGICAL PLATFORM

---

The A4R<sup>®</sup> generic 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. A4R<sup>®</sup> runs on Microsoft Server and MS SQL Server version 2014 or newer.

Generally, A4R<sup>®</sup> is hosted on IDEA server.

Access rights and security standards can be adjusted and are defined by default according to the good practices in this field and adopted as standards by the Federal Government of Canada.



# 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 the 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  
Romania, Europe and Central Asia

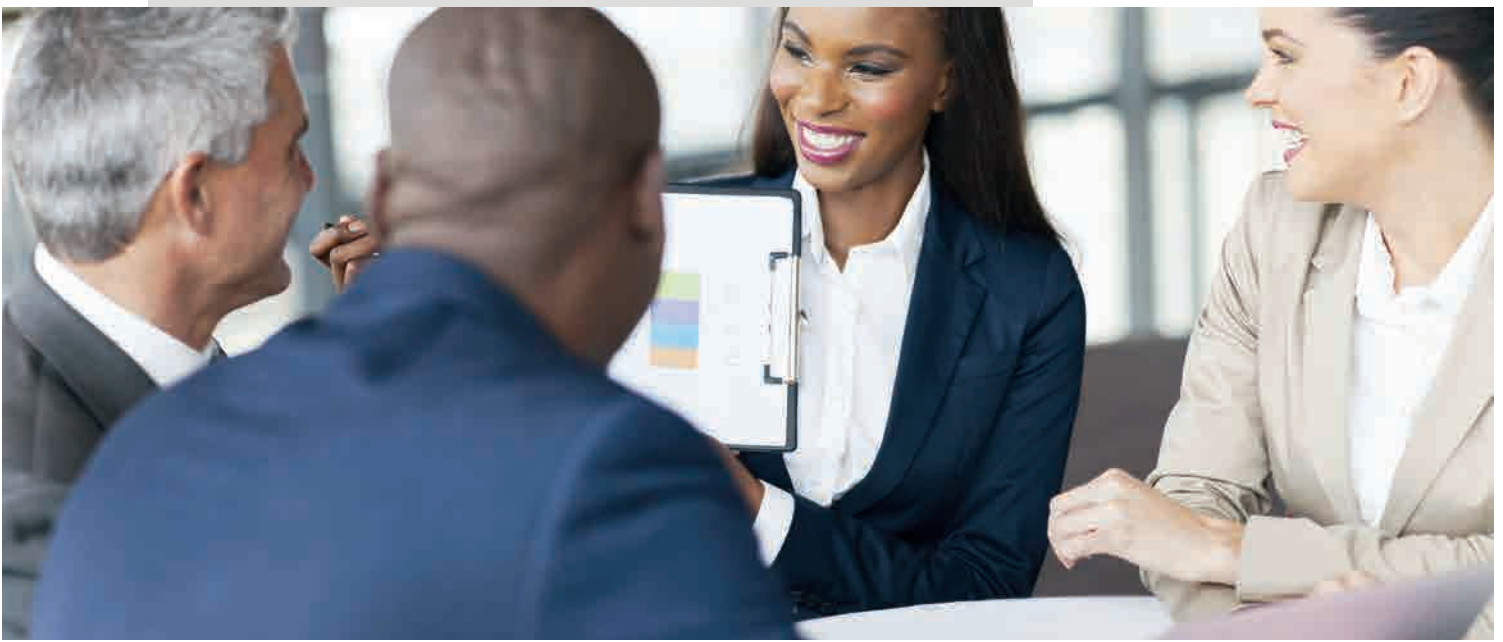
« We had the opportunity to apply the A4R® process and software to the monitoring and evaluation (M&E) system for the implementation of the National Strategic Development Plan (NSDP) 2014-2018. The process took place over six weeks and proved an efficient and structured way to conduct a participatory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

IDEA SOLUTIONS®

964, MAINGUY

QUEBEC CITY (QUEBEC)

G1V 3S4 CANADA

T: +1 418 266-1223

[info@ideasolutionsonline.com](mailto:info@ideasolutionsonline.com)

[IDEASOLUTIONSONLINE.COM](http://IDEASOLUTIONSONLINE.COM)

