

reduce this risk by emphasizing demand-side accountability measures, decentralization, and participation, all of which help promote inclusion. In addition, the effort to use the Bank's knowledge assistance to help with political consensus building should, in turn, reduce confrontational politics that have in the past turned violent. Finally, should conflict break out, the Bank will use the full array of partnerships, including those with the United Nations, the AU, and other peace-building agencies, to provide assistance that is consistent with the Bank's mandate to reduce the intensity, duration, and probability of recurrence of conflict.

VII. Africa Strategy Monitoring Framework

123. The new Africa Strategy has taken into account lessons learned from previous strategies and defines a three-tier results monitoring framework that follows a logical results chain. This framework is an accountability tool for strategic management. It provides a dynamic integrated monitoring approach to track progress on selected indicators of broad development results. However, the Africa Strategy monitoring framework should not be mistaken as a tool for comprehensive reporting of sector or country-level outcomes. Rather, it includes a set of indicators to selectively monitor progress in results areas relevant to the Africa Strategy. It does not replace results monitoring of sector and country programs. It provides the overarching framework demonstrating how combinations of sector and country-level programs contribute to achieving development outcomes at the regional level.

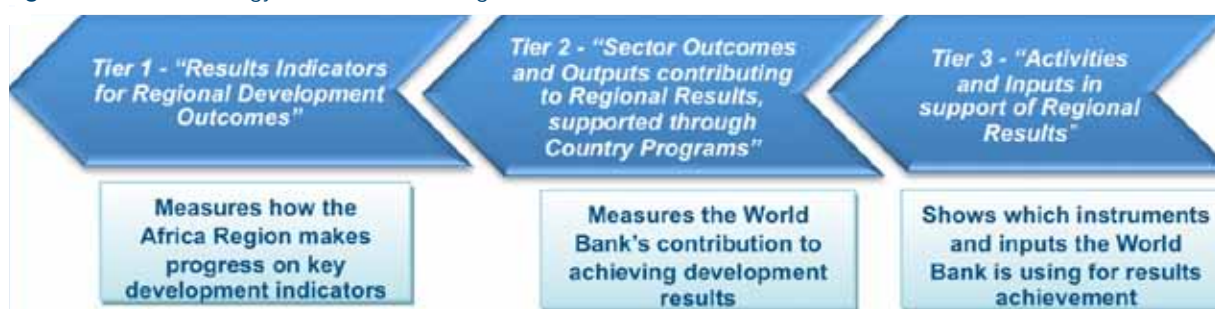
122. The third risk is that the resources available to deliver on this ambitious strategy will be inadequate. As mentioned earlier, the Gleneagles pledge of doubling aid to Africa, which underpinned the AAP, was not fulfilled, and similar commitments made recently, such as the Aquila Food Security Initiative, are having difficulty in delivery. Although the results focus of the present strategy should increase the chances that official donors will meet their commitments, the strategy is also designed to leverage the World Bank's resources to crowd in resources from other partners, including African governments' own resources, the private sector, and nontraditional development partners.

124. The new Africa Strategy lays out the vision for the next 10 years of supporting the development process in the Region. Given the heterogeneity and diverse political economies across the Region, the strategy cannot provide a detailed program of engagement. The results and monitoring framework focuses on the first five years of implementation. Annual progress reports and—most important—the midterm report from this monitoring framework will provide critical information to management for revising and refining the indicators, correcting course, and refocusing or intensifying certain areas during the second half of implementation period.

The three-tier approach

125. The results framework draws on sector and country-strategy monitoring and uses a three-tier approach. It is aligned to the IDA16 results measurement system and the global scorecard currently under development at the corporate level.

Figure 15: Africa Strategy three-tier monitoring framework



126. Tier 1: Regional progress on key development outcomes: The main instrument for implementing the strategy will be partnerships and collaborative efforts within a harmonized donor framework. In addition, the World Bank will deliver results through its other traditional instruments of finance and knowledge to inform policy dialogue and leverage other domestic resources. Therefore, development outcomes at the regional level cannot be solely attributed to the work undertaken by the World Bank. Not only is specific

attribution difficult, but also many aspects of the transformational agenda related to policy reforms, clients' national systems strengthening, institutional development, and governance improvements are by nature long term, unpredictable, and difficult to quantify or measure. Critical qualitative aspects on this transformational agenda will be captured in various country and sector reports. Therefore, tier 1 indicators measure regional development outcomes where the Bank's work contributes and has an impact but concrete

attribution cannot be identified. These tier 1 indicators are largely aligned with the Bank's corporate scorecard, which is under development, as well as the tier 1 measurements for the IDA16 Results Monitoring System. They rely heavily on data from the World Development Indicators and Africa Development Indicators.

127. Tier 2: Outputs and outcome indicators supported by Bank operations: This tier measures the Bank's contributions to results achieved at country level. The framework draws on measurable indicators from sector operations and country programs. Tier 2 indicators take into account core sector indicators, whose results are reported through Implementation Status Reports and Results Reports of operations. The Bank's support in other transformative areas, such as institutional support, knowledge, and policy work, will be assessed through tools such as the Country Program and Results Monitoring Tool. The tool mainly reports on CAS results but also includes a holistic assessment of development progress at the country level to complement the results assessment undertaken with measurable indicators. In addition, the Region will use impact evaluations as appropriate.

128. Tier 3: Activities and inputs in support of regional results: This tier monitors the alignment of country programs, investment activities, and commitments, as well as specific knowledge products in support of the Region's development outcomes. Tier 3 indicators are the final link to establish the causal logic from inputs to outputs, outcomes, and eventually the impact at the regional level.

Cross-cutting areas

129. Although results from cross-cutting areas are monitored within the three-tier system, a specific set of indicators looks at certain aspects of the effectiveness and the process of delivering these results. Cross-cutting areas are regional integration, engagement in MICs and FCSs, aid, and internal organizational effectiveness, as well as crisis response.

130. Operational effectiveness focuses on monitoring the effectiveness of the Bank's products and services to ensure that these are able to achieve the intended outputs and outcomes. For example, indicators in this section monitor quality and implementation performance.

Operationalizing the Africa Strategy monitoring framework

131. The monitoring framework for the Africa Strategy builds on existing systems and will enable automated data updates to the extent possible by leveraging links to IDA16, the corporate scorecard, and the Bank-wide core sector indicators.

132. Building and strengthening statistical and monitoring and evaluation capacity in the Africa Region is a priority that will be reinforced through this strategy. However, it is a long-term undertaking, and the Africa Region continues to face significant challenges in terms of data availability and reliability. To reduce transaction costs, the monitoring framework takes a pragmatic approach and includes only indicators where a baseline could be established and where the frequency of data collection is appropriate.

133. The Quarterly Business Review Mechanism may be used to track and review progress on strategy implementation and alignment of country and sector strategies and programs. The Region's annual strategy update to the Board will include implementation progress as well as adjustments that may be required. In addition, full annual progress reports will be disclosed to the general public through various channels, including the World Bank/Africa website or other appropriate electronic interactive means, such as specific blogs and meetings with civil society groups.

134. The annual exercise of IDA at Work results stories will show a strong link to the areas of the new Africa Strategy to complement numeric results with tangible tales of results on the ground. IDA at Work results stories are freely accessible in the public domain.