

**Strengthening and Improvement of GFDRR's Results Based Management System:
*Proposed Approach and Plans for Incorporation of a Results Monitoring and Evaluation
System***

Introduction

1. The GFDRR Partnership Strategy (GPS) 2009-12 outlines the medium-term strategic framework for the Global Facility for Disaster Reduction and Recovery (GFDRR). This framework has been developed in accordance with the GFDRR Partnership Charter in response to the outcomes identified at the 4th Consultative Group (CG) meeting in April 2008, and also reflects subsequent discussions at the 5th and 6th CG meetings in Copenhagen (Nov 2008) and Geneva (June 2009) respectively. The GPS provides the overall strategic underpinnings that are guiding the implementation of the current program. The GPS is driven by GFDRR's longer term vision of contributing towards "increasing human security and prosperity through comprehensive national disaster risk reduction programs".
2. Soon after its inception, GFDRR developed a web-based Results Based Management System (RBMS) to measure its contribution towards mainstreaming disaster risk reduction in national development efforts. This web-based system allows for an interactive, up-to-date monitoring of GFDRR financed projects. The RBMS has proven successful in capturing essential descriptive information related to GFDRR activities in its client countries, such as on individual project objectives and planned activities. The RBMS also monitors and reports on the financial and physical progress of GFDRR interventions. Currently, the RBMS offers periodic reporting (bi-annually) on project progress in meeting largely output-based targets. However the RBMS, as it currently stands, does not satisfy the need for results-based monitoring and evaluation of GFDRR's performance in meeting its medium-term goals and objectives. Current RBMS monitoring and reporting is restricted to deliverables or outputs only and does not capture information on project outcomes, impacts and results.
3. This note proposes an approach, methodology and operationalization strategy for incorporating a results-based M&E system into the RBMS. The proposed system will enable a more efficient and effective monitoring and management of GFDRR's strategic progress towards achieving the longer term goals, medium term objectives and intermediate results set out under the GPS.

Need for Results-Based and Outcome-Focused Monitoring and Evaluation of GFDRR Performance

4. The GFDRR's Independent Evaluation¹ published in January 2010 assessed the efficiency of GFDRR performance management and reporting systems and identified key opportunities of improvement in monitoring and evaluation, including: (a) greater and more consistent use of core outcome/impact indicators beyond measuring and reporting on basic output performance; (b) strengthening and development of longer term evaluation plans and tools; (c) development of standardized and results-based reporting templates, and; (d) development and circulation of more formalized selection standards for portfolio expansion and program allocations consistent with the hierarchy of goals and strategic objectives that GFDRR has set out for itself.

¹ Evaluation of the World Bank GFDRR – By Universal Management Group, January 2010

5. The GFDRR Consultative Group and Results Management Council have also emphasized the need for strengthening and streamlining of the GFDRR's results management regime. The GFDRR is making strenuous efforts towards making its results management system more focused and capable of demonstrating and attributing actual impacts being created through the global range of GFDRR sponsored programs and activities.

The Proposed Approach for GFDRR Results Management

6. The proposed approach for GFDRR results management is premised on the development and operationalization of a central 'Results Framework (RF)' that strategically harmonizes and integrates all three Tracks² of GFDRR operations. The proposed RF is based on the strategic goals/objectives set out in the GPS 2009-12.
7. The proposed RF is based on the latest results-oriented management approach currently used by the World Bank and other agencies for the monitoring and evaluation of developmental operations and programs. This RF is an improvement over conventional input- and output-based management in the following ways:
8. **Outcomes over Outputs:** It establishes a more streamlined results chain by focusing on key results/outcomes and by measuring intermediate outcomes instead of outputs. Experience in monitoring and evaluation of development projects has proved that outputs do not necessarily measure progress made towards achievement of the desired outcomes. Intermediate outcomes are hence carefully designed in this system to capture and track the intended changes as they begin to unfold or otherwise. For example, the measurement of GFDRR's contribution towards the integration of DRR into the developmental policies of priority countries would include intermediate outcome indicators that begin to capture both the widening and deepening of the impact being created. Thus, "Widening" and "Deepening" of impact in this case would be measured by indicators such as "% of GFDRR Priority Countries that have integrated DRR in their national development and poverty reduction policies", and "% of GFDRR Priority Countries that have integrated DRR in the developmental strategies of key sectors". Intermediate outcomes thus provide the tools for not only monitoring and evaluation, but importantly for controlling the process and pace of progress of achieving the desired results. These in turn would inculcate a greater results focus among GFDRR tasks teams and provide a tool for strategic introspection and problem detection by the various task teams.
9. **Outcomes for Strategic Planning and Reducing Redundancy:** The system provides pre-determined analysis plans for the use of outcome and intermediate outcome information generated through the results monitoring system. This helps in the initial selection and rationalization of outcome indicators and subsequently ensures that the information generated does not burden the results monitoring system with surplus data, as even collecting credible, sustainable data on a few key outcomes can be a challenging task. -Such systematized analysis plans for incoming outcome information will help task teams with affecting periodic course corrections in implementation and even in bringing about major strategic shifts where required.

² Track I: The Global and Regional Cooperation Program; Track II: The Disaster Risk Reduction Mainstreaming Program; Track III: The Sustainable Recovery Program

10. **Treatment of Externalities:** While maintaining close strategic alignment with higher level goals, the RF will not directly incorporate goals, conditions and externalities that are beyond the control of the GFDRR. While this ensures that GFDRR remains responsible for achieving results within its designed means, it also conversely allows greater and more accurate attribution of outcomes and impacts generated by GFDRR interventions. Thus the RF initially will focus on measuring and delineating GFDRR performance and contributions towards the DRR agenda, and not necessarily of overall country performance on the same.
11. **Linking Country programs with GFDRR Secretariat:** The central RF will provide an umbrella framework and tools for greater oversight over, and provision of guidance to regional and country DRR programs sponsored by GFDRR. This will ensure greater synchronization and strategic consistency within and across such programs and countries. At the same time, the RF will progressively build an interface that will systematically link country-level results frameworks with the central framework. Although this will be a challenging proposition and require considerable capacity building at the country level, such an interface has the potential of providing the meeting grounds/mid-way solution between the performance parameters requirements set out by the GPS and demand-driven country level DRR programs and interventions.
12. **Transparency:** The RF emphasizes and introduces greater qualitative measurements of results, and the subsequent operationalization of qualitative indicators in many cases will require independent/ and semi-independent assessments of results that will add to the credibility and transparency of the results system.

The Proposed Methodology and the Results Framework

13. **Process:** The GFDRR Team has developed a preliminary RF (Annex-1) based on the approach explained above. The RF is currently undergoing a process of refinement and rationalization in consultation with the relevant stakeholders, by taking into account factors such as the availability of data and the relative ease of operationalizing a reliable and sustainable data supply mechanism for the respective indicators. The RF currently provides a framework of ‘program outcome indicators’ at the central GFDRR level and at the level of the three Tracks. These program level indicators are linked with a number of ‘intermediate outcome indicators’ that are informed by the strategic plans and considerations laid out under the GPS. Together these program and intermediate outcome indicators form a well-deliberated ‘causal results chain’ under which intermediate outcome indicators will primarily be used for regular monitoring of strategic progress being made towards the achievement of the eventual program outcomes. The program outcome indicators shall primarily, but not necessarily, be used for the periodic program evaluations planned under the proposed results management regime. In some cases, it is likely that program outcome indicators may also be used for monitoring and control of strategic progress being made by various program interventions.
14. **Indicators:** The program and intermediate outcome indicators have been designed to measure the GFDRR’s program performance in terms of its relevance, efficiency, effectiveness and medium to long term strategic contributions towards the goals and objectives set out in the GPS. At the highest, macro level, the RF will also enable measurement of GFDRR’s contribution to country progress towards: (a) meeting HFA

priority areas for DRR; (b) DRR-related poverty and vulnerability reduction³, and; (c) DRR-related climate sensitization and adaptation.

15. **Linkages between Outcomes and Outputs:** The selected program outcome indicators are mostly qualitative in nature, while the intermediate outcome indicators are also served by quantitative process and progress related parameters. In accordance with the contemporary results management methodology being used for Bank Operations, the GFDRR RF does not directly contain outputs since RBMS and other mechanisms are already in place to track financial and physical progress. Output data available through the RBMS and other sources will be linked to intermediate and program outcomes in cases where such outcomes are designed to be systematic aggregations of such outputs or sets of outputs. Outcomes of more qualitative nature, on the other hand, will rely more on periodic qualitative assessments.
16. **Beneficiaries:** The RF sets out and differentiates between GFDRR program beneficiaries at various outcome and track levels, in terms of: (a) priority countries, overall client countries, and post-disaster countries, and; (b) regions and regional and international institutions.
17. **Results Monitoring System:** The RF will be operationalized through the setting up of a systematic Results Monitoring System (RMS) (Draft Template Attached in Annex-2). The RMS will lay out and specify the monitoring and evaluation plans, data collection instruments, and indicator value-determination methodologies for all outcomes and intermediate outcomes. Once fully developed, the RMS will also provide an overall medium term monitoring and evaluation plan, the need for which has also been emphasized by the GFDRR Independent Evaluation Report. This plan will specify the frequency, requirements and means for monitoring, evaluating and reporting, both at the broader level and for each of the selected outcomes. The RMS will also provide present-day present-day (2010) indicator values or baselines and will also set medium term target values for program level outcomes. Whereas most program level outcomes will contain mid and end-term target values, it will be possible to measure intermediate outcome indicators at an yearly or biannual level.
18. **Monitoring and Evaluation Timelines:** The RMS is being designed to provide baseline indicator values for most outcomes for the year 2009, when implementation of the GPS began. This may also prove helpful in measuring GFDRR performance and contributions upto the year 2009 for some of the selected outcomes. However, in the case of a few indicators, different baseline years may have to be used in the interim, owing to lack of data availability.

Complementarities and Links with Independent Evaluation Report (IER) 2010

19. The proposed results monitoring and evaluation system does not overlap with the IER, which covers the period from GFDRR inception to operations ending June 30, 2009, and is a formative evaluation of progress, given GFDRR's rapid development and growth as a facility. Moreover, the IER largely draws from testimonial data collected through semi-structured interviews sample document review for Track I, II and III Projects, on-site field mission and virtual field missions. On the other hand, the proposed RF will measure performance for the 2009-12 and onwards based on the goals and objectives set out in the GPS. Further the RF will galvanize into a longer term system for systematic data-based monitoring, evaluation and reporting that will draw from, and link up with various information sources.

³ Also in relation to, and alignment with, the MDGs

Complementarities and Links with UN ISDR Proposed Methodology for Measurement of HFA Results

20. The further development and operationalization of the GFDRR RF will draw upon the key principles and methodological guidance provided in UN ISDR's 'Indicators of Progress: Guidance on Measuring the Reduction of Disaster Risks and the Implementation of the HFA'. The proposed results management approach is consistent with the broad principles of ISDR Guide, particularly at the level of measuring overall GFDRR performance in directly contributing towards the achievement of HFA priority areas. However lower level program and intermediate outcomes currently capture GFDRR's own performance against the GPS 2009-12 objectives which are of course fully aligned with HFA priority areas. Subsequently however, it is planned that countries will be provided assistance towards setting up and operationalizing country-level results management frameworks and systems based on the ISDR Guide. These country frameworks and systems will be duly aligned and where possible, linked with the proposed central GFDRR results management system.

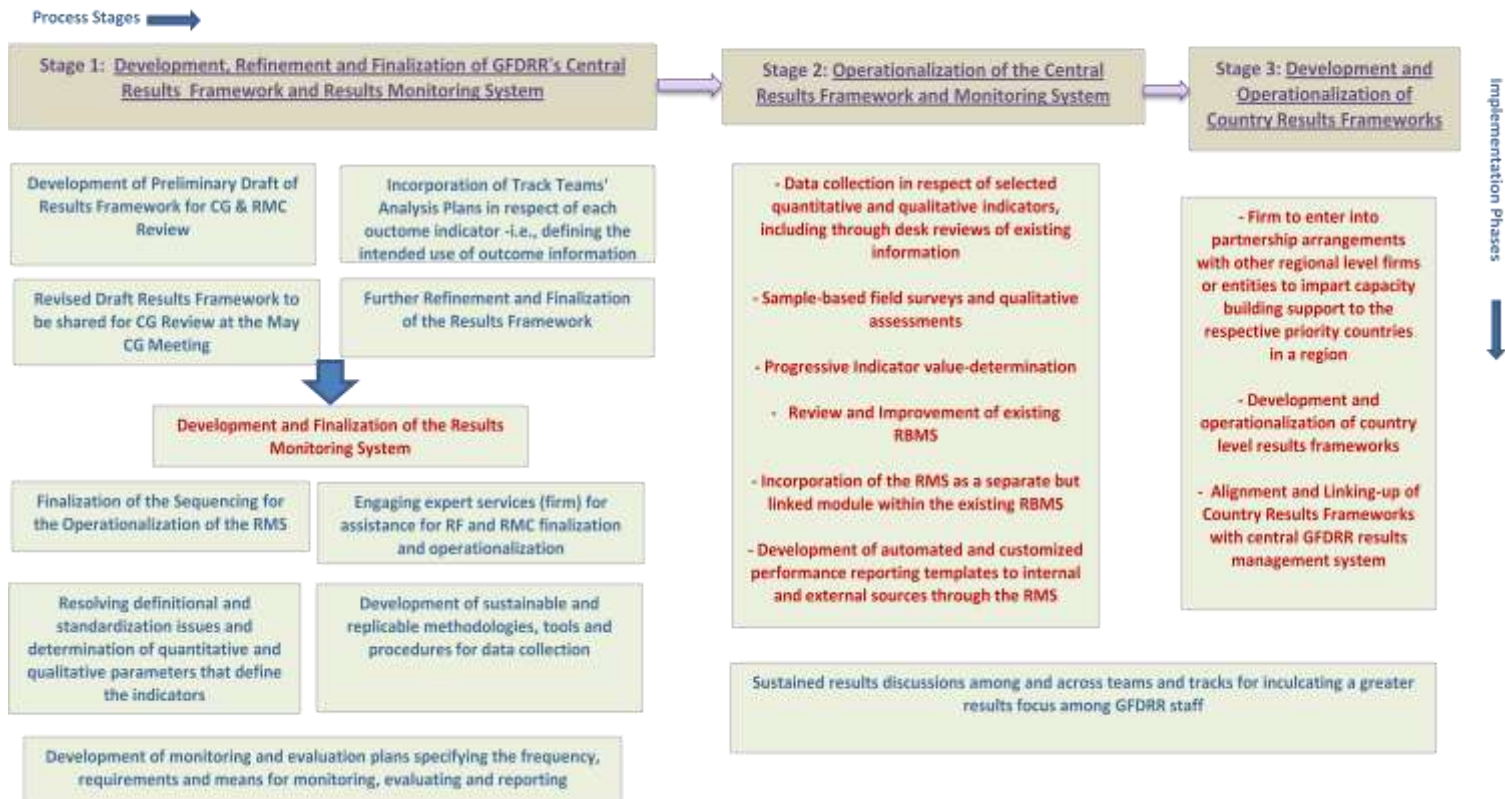
Plans and Next Steps for Operationalization of GFDRR Results M&E System

21. The GFDRR teams have already developed a preliminary draft of the RF, which is based on extensive 'results discussions' within and across the Track Teams, management and other stakeholders. A further refinement and rationalization of the RF is underway, including finalization of analysis plans⁴ in respect of various outcomes. In parallel, work has also commenced on the initial and partial operationalization of the RMS, i.e., populating the RMS with existing outcome information. An initial exercise on sequencing the full operationalization of the selected outcome indicators has been completed. This exercise has also helped in differentiating between indicators that could be populated in-house by the GFDRR Track Teams and/or by Country Teams, and those that will require specialized assistance of external firm/s that have relevant results monitoring and evaluation experience.
22. Based on the above, the procurement process for initially engaging a firm has been initiated. The firm will help the GFDRR in: (a) progressive refinement of the RF; (b) operationalization of the RMS, including development of sustainable and replicable methodologies, tools and procedures for data collection, indicator value-determination, including resolving definitional and standardization issues and determination of quantitative and qualitative parameters that define a certain indicator; (c) development of monitoring and evaluation plans specifying the frequency, requirements and means for monitoring, evaluating and reporting, both at the broader level and for each of the selected outcomes; (d) a review of the strengths, weaknesses and gaps of the existing RBMS to improve the efficiency and effectiveness of its physical and financial progress monitoring and reporting; (e) incorporation of the RMS as a separate but linked module within the existing RBMS, (f) development of automated and customized performance reporting templates to internal and external sources ; (g) data collection in respect of selected quantitative and qualitative indicators, including through desk reviews of existing information, as well as sample-based field surveys and qualitative assessments. At a later stage, the firm may be required to enter into partnership arrangements with other regional level firms or entities to impart capacity building support to the respective priority countries in a region, towards the operationalization of country level results frameworks.

⁴ Refer to the third column of the attached RF: Proposed Use of Outcome Information

23. The GFDRR plans to further develop and operationalize the new Results M&E System in two stages as shown in the chart below. However some activities of Stage 2 are likely to commence simultaneously with Stage 1 activities – such as the general improvement of the RBMS. A possible third stage that is being considered by the GFDRR would entail providing assistance to priority countries towards setting up and operationalizing country-level results management frameworks and systems based on the ISDR Guide. These country frameworks and systems will be duly aligned and where possible, linked with the proposed central GFDRR results management system.

Strategic Roadmap for Operationalization of Proposed GFDRR Results Framework



Stage 1: Development, Refinement and Finalization of GFDRR's Central Results Framework and Results Monitoring System

- Development of Preliminary Draft of Results Framework for CG & RMC Review
- Incorporation of Track Teams' Analysis Plans in respect of each outcome indicator -i.e., defining the intended use of outcome information
- Revised Draft Results Framework to be shared for CG Review at the May CG Meeting
- Further Refinement and Finalization of the Results Framework
- Development and Finalization of the Results Monitoring System**
- Finalization of the Sequencing for the Operationalization of the RMS
- Engaging expert services (firm) for assistance for RF and RMC finalization and operationalization
- Resolving definitional and standardization issues and determination of quantitative and qualitative parameters that define the indicators
- Development of sustainable and replicable methodologies, tools and procedures for data collection
- Development of monitoring and evaluation plans specifying the frequency, requirements and means for monitoring, evaluating and reporting

Stage 2: Operationalization of the Central Results Framework and Monitoring System

- Data collection in respect of selected quantitative and qualitative indicators, including through desk reviews of existing information
- Sample-based field surveys and qualitative assessments
- Progressive Indicator value-determination
- Review and Improvement of existing RBMS
- Incorporation of the RMS as a separate but linked module within the existing RBMS
- Development of automated and customized performance reporting templates to internal and external sources through the RMS
- Sustained results discussions among and across teams and tracks for inculcating a greater results focus among GFDRR staff

Stage 3: Development and Operationalization of Country Results Frameworks

- Firm to enter into partnership arrangements with other regional level firms or entities to impart capacity building support to the respective priority countries in a region
- Development and operationalization of country level results frameworks
- Alignment and Linking-up of Country Results Frameworks with central GFDRR results management system

Annex-1: GFDRR Results⁵ Framework
Based on GFDRR Partnership Strategy 2009-12
(Preliminary Draft)

Developmental Goal [2009-12]	Program Outcome Indicators	Use of Outcome Information
Make substantial strategic progress/contributions towards increasing human security and prosperity through comprehensive national disaster risk reduction programs in client countries.	<ul style="list-style-type: none"> • Qualitative Evidence of GFDRR’s Substantial Strategic Progress/contributions towards longer-term disaster risk reduction in priority countries through independent evaluations of: <ul style="list-style-type: none"> ○ <u>Track I</u>: Expanded and Strengthened Partnerships ○ <u>Track II</u>: Mainstreaming of Disaster Risk Reduction ○ <u>Track III</u>: Efficient, effective and resilient disaster recovery 	
	<ul style="list-style-type: none"> • Qualitative Evidence of Contribution of GFDRR supported DRR-related policy development and program implementation that target poverty and vulnerability reduction (across regions and overall client countries) 	
	<ul style="list-style-type: none"> • Qualitative Evidence of Contribution of GFDRR supported DRR-related policy development and program implementation that promote climate sensitization and adaptation (across regions and overall client countries) 	
	<ul style="list-style-type: none"> • % Priority Countries successfully implementing/completing comprehensive national DRR programs that adequately address all five HFA priority areas – <i>measured through independent measurements of GFDRR’s contribution to country progress towards meeting HFA priorities</i> 	
	<ul style="list-style-type: none"> • % Priority Countries successfully implementing/completing comprehensive national DRR programs that adequately address at least three HFA priority areas 	
Track I: The Global and Regional Cooperation Program		
Developmental Objective	Program Outcome Indicators	Use of Outcome Information
Expand, strengthen and deepen global and regional partnerships for supporting national disaster risk reduction.	1. x’ number/percent of countries or regions where GFDRR partnerships have contributed significantly towards strengthened/expanded DRR (could be recovery-led DRR also)	
	2. x’ number/percent of countries/regions where sustainable and gainful mechanisms for enhanced DRR aid coordination established	
	3. Level of satisfaction of targeted (selected) regions and countries vis-à-vis GFDRR supported alignment and coordination of international aid for DRR	
	4. Evidence of GFDRR sponsored expansion/strengthening of regional networks of DRR actors	

⁵ The major intended beneficiaries of GFDRR results include overall client countries, priority countries and post-disaster countries, apart from international and regional bodies and institutions.

	(such as through qualitative assessments, e.g., constituting of indicators that measure development and operationalization of cooperation and coordination protocols and forums)	
	5. % increase in development and dissemination of innovative and ready-to-use technologies for DRR by private sector entrepreneurs (that combine local know-how with global knowledge)	
Intermediate Outcomes	Intermediate Outcome Indicators	Use of Intermediate Outcome Monitoring
1. Stronger and inclusive partnerships between donors, , UN agencies, EC, MDBs, IFRC and other stakeholders for DRR	a. Formalized Understanding or Agreements reached between GFDRR and 'x %' of key partners for DRR cooperation and synergization	
	b. Partnership arrangements between GFDRR and partners are leading to enhanced frequency of interaction and visible cooperation on key DRR issues at all levels	
	c. Visible and measurable overall expansion and improvement in the efficacy/productivity of regional and sub-regional cooperation mechanisms sponsored by GFDRR (through qualitative measurements)	
2. Enhanced aid effectiveness and coordination for DRR	a. Extent to which GFDRR governance structure has been broadened (% progress made towards broadening targets)	
	b. Extent to which GFDRR partnership expanded to a diverse group of countries	
	c. Evidence of more coordinated donor contributions towards DRR as a result of GFDRR efforts (such as % increase in number of jointly funded programs; measures of success/performance of such joint programs, etc.)	
3. Expanded and strengthened regional and sub-regional cooperation for DRR	a. GFDRR supported expansion of regional networks of DRR actors (increase in numbers or % increase)	
	b. GFDRR sponsored increase in capacities of regional intergovernmental organizations for disaster risk assessments, financing and adaptation (e.g., % increase in number of regional organizations with such improved capacities)	
	c. GFDRR sponsored increased dialogue among countries on DRR	
	d. GFDRR supported development of partnership and coordination mechanisms across overall client countries for management and mitigation of trans-boundary disaster risks	
4. Enhanced partnerships with private sector and enhanced role of private sector in DRR and DRR innovation	a. Progress towards development of a business case for DRR through the collaboration of World Bank, UNISDR, IFC and private partners	
	b. Progress towards development of an innovation program to encourage entrepreneurs to develop and disseminate innovative technologies for DRR	
	c. Number/% increase in partnership arrangements formalized by GFDRR with/between research institutions and private	

	sector representatives from the North and South	
Track II: The Disaster Risk Reduction Mainstreaming Program		
Developmental Objective	Program Outcome Indicators	Use of Outcome Information
Significantly and visibly contribute towards mainstreaming disaster risk reduction as a key element of sustainable development in priority countries.	1. % Average Increase in DRR allocations/spending over medium term development budgets in priority/overall client countries --- or ---- % Priority Countries with 'x' % increase in DRM spending over medium term	
	2. % of priority countries which have strong coordination mechanisms for mainstreaming critical DRR investments	
	3. Evidence of use of GFDRR sponsored analytical tools and knowledge products for DRR policy development and financing, in 'x' % priority countries	
	4. % of Priority Countries where active government dialogue has led to some form of risk transfer mechanism being put in place	
	5. % of Priority Countries that implement DRM-inclusive urban development plans; % of Priority Countries that implement community based DRR programs	
	6. % of Priority Countries that adequately address gender aspects in the implementation of community based DRR programs	
	7. % GFDRR priority countries which take firm steps towards enforcement of improved building codes; % GFDRR priority countries that institutionalize safer school and hospital designs and operations	
	8. % GFDRR Priority Countries that have activated integrated climate change adaptation and DRR approaches	
Intermediate Outcomes	Intermediate Outcome Indicators	Use of Intermediate Outcome Monitoring
1. Tangible progress towards Greater integration of disaster risk reduction in developmental policies and poverty reduction strategies in priority countries.	a. % of GFDRR Priority Countries that have integrated DRR in their national development policies	
	b. % of GFDRR's non-core client Countries that have integrated DRR in their national development policies	
	c. % of GFDRR Priority Countries that have integrated DRR in developmental strategies of key sectors (TBD)	
2. Enhancement of national capacities for disaster risk reduction in priority countries	a. % of GFDRR Priority Countries that have strengthened legislation for increased DRR	
	b. % of GFDRR non-core Client Countries that have strengthened legislation for increased DRR	
	c. % of GFDRR Priority Countries which have been imparted DRM training/capacity building programs supported by GFDRR	
	d. % of GFDRR Priority Countries that have enhanced systems and capacities for early warning and emergency preparedness through GFDRR support	
3. Provision of enabling	a. % Client Countries where dialogue on DRR	

analytical tools and environment for countries to develop policies and investments for disaster risk reduction	prioritization and financing is initiated based on specific economic evidence. (including through post-disaster assessments)	
	b. % of GFDRR Priority Countries that have institutionalized and utilized disaster risk assessments	
4. Advancement of risk financing mechanisms	a. Promotion of innovative work/knowledge products in the area of risk financing	
	b. % of Priority Countries where active government dialogue has been initiated over risk financing mechanisms	
	c. % of core and donor earmarked countries which benefit from innovative risk financing in insurance tools	
5. Tangible contributions towards reducing the vulnerability of cities and communities in priority and post-disaster countries	a. % of Priority Countries that have integrated DRM in urban development planning of one or more cities	
	b. % GFDRR sponsored community vulnerability reduction programs and analytical work that either specifically incorporate or target gender aspects	
	c. % of priority countries which have developed a comprehensive multihazard risk assessments based on probabilistic modeling for their core cities	
6. Tangible contributions towards enhancing the hazard resilience of critical infrastructure in priority (and post recovery) countries	a. % GFDRR Priority countries where GFDRR sponsors improvement of building codes and engages in active dialogue for enforcement	
	b. % GFDRR Priority countries where GFDRR sponsors school and hospital safety programs	
7. Initial build-up of adaptive capacities for climate change through disaster risk reduction programs	a. % of GFDRR Priority Countries that have included climate change adaptation in their DRR strategies	
	b. % of non-core countries that have included climate change adaptation in their DRR strategies	
Track III: The Sustainable Recovery Program		
Developmental Objective	Program Outcome Indicators	Use of Outcome Information
Assist post-disaster countries in achieving efficient, effective and resilient disaster recovery, while promoting and leveraging greater disaster risk reduction.	1. % post-disaster countries which are satisfied with GFDRR's ⁶ contributions towards the achievement of efficient and effective disaster recovery; % disaster-hit countries per calendar year that request GFDRR support for recovery	
	2. GFDRR sponsored recovery guidance tools and knowledge products gain widespread acceptability, adoption and utility	
	3. % post-disaster countries supported by GFDRR that displayed improved disaster response capacities and levels of preparedness in a subsequent disaster	
	4. GFDRR able to leverage 'x' % increase in	

⁶ including the GFDRR and Bank's regional and country support mechanisms

	sustainable and predictable ex ante disaster response funding including through national and international mechanisms and instruments	
	5. % post-disaster countries supported by GFDRR where recovery programs led to greater, visible and sustained DRM mainstreaming efforts	
Intermediate Outcomes	Intermediate Outcome Indicators	Use of Intermediate Outcome Monitoring
1. Strengthened and coordinated disaster recovery planning	a. % post-disaster countries supported by GFDRR where PDNAs/DALAs and recovery planning and prioritization are completed in agreement with key stakeholders within the targeted timeframe	
	b. % post-disaster countries supported by GFDRR where PDNAs/DALAs are adopted as the common (national) strategic and financing platform across multiple sectors and stakeholders for subsequent disaster recovery	
	c. % post-disaster countries where actual costs of recovery remain consistent with PDNA estimates of needs – and where PDNA-proposed reconstruction strategies are continually owned by client governments	
2. Systematization of disaster recovery experiences into knowledge products and tools	a. GFDRR sponsors and offers an increasing and diverse range of recovery guidance skills, tools and knowledge products to client countries (i.e., number and diversity of knowledge products and range of technical/advisory services)	
	b. GFDRR's knowledge products undergo rigorous consultative processes and independent quality reviews and are widely disseminated	
	c. GFDRR's knowledge products provide universally/regionally replicable and scalable models for recovery assessments, planning and implementation across countries (and are not locally-oriented as would be evidenced by their demand and use in subsequent recovery operations across the world)	
3. Enhanced and strengthened in-country capacities in recovery preparedness and response	a. % post-disaster countries supported by GFDRR where recovery programs led to the creation or strengthening of dedicated disaster management institutions	
	b. % post-disaster countries supported by GFDRR where recovery programs led to (efforts for) strengthened recovery preparedness and response (such as emergency operations centers, SOPs and protocols for emergency response, etc.)	
	c. % post-disaster countries that institutionalize Damage, Needs and Loss Assessment methodology	
4. Accelerated, sustainable and more predictable recovery financing	a. GFDRR supported PDNAs and recovery plans form the basis of national and international recovery financing in % of post-disaster countries	
	b. Initial pledges/commitments meet at least 50-70% of the overall recovery requirements	
	c. Client countries agree to finance 30-50% of overall recovery requirements (depending on	

	economic conditions and resources available to individual countries)	
	d. % countries where GFDRR is able to introduce ex-ante national disaster response funds	
	e. GFDRR is able to leverage greater ex-ante international disaster response funding such as the IDA Crisis Response Window(CRW)	
5. Promotion of greater disaster risk reduction	a. % post disaster countries supported by GFDRR which adequately addressed DRR in their disaster recovery strategies	
	b. % post disaster countries that allocated more than 20% of their overall recovery cost estimates to DRR	

Annex-2: GFDRR Results Monitoring System
for Operationalization of Revised GFDRR Results Framework (2009-12)

Program Outcome Indicators	Quantitative and Qualitative Parameters	Reporting Frequency	Data Collection Instrument & Responsibility	Baseline 2009	2010 Indicator Value	Mid-term Target Value (June 2011)
Track I: The Global and Regional Cooperation Program						
Program Outcome Indicators	Quantitative and Qualitative Parameters	Reporting Frequency	Data Collection Instrument & Responsibility	Baseline 2009	2010 Indicator Value	Mid-term Target Value (June 2011)
Intermediate Outcome Indicators	Quantitative and Qualitative Parameters	Reporting Frequency	Data Collection Instrument & Responsibility	Baseline 2009	2010 Indicator Value	Mid-term Target Value (June 2011)
Track II: The Disaster Risk Reduction Mainstreaming Program						
Program Outcome Indicators	Quantitative and Qualitative Parameters	Reporting Frequency	Data Collection Instrument & Responsibility	Baseline 2009	2010 Indicator Value	Mid-term Target Value (June 2011)
Intermediate Outcome Indicators	Quantitative and Qualitative Parameters	Reporting Frequency	Data Collection Instrument & Responsibility	Baseline 2009	2010 Indicator Value	Mid-term Target Value (June 2011)
Track III: The Sustainable Recovery Program						
Program Outcome Indicators	Quantitative and Qualitative Parameters	Reporting Frequency	Data Collection Instrument & Responsibility	Baseline 2009	2010 Indicator Value	Mid-term Target Value (June 2011)
Intermediate Outcome Indicators	Quantitative and Qualitative Parameters	Reporting Frequency	Data Collection Instrument & Responsibility	Baseline 2009	2010 Indicator Value	Mid-term Target Value (June 2011)