Central Asia Regional Economic Cooperation Program:
Results Framework Progress Update

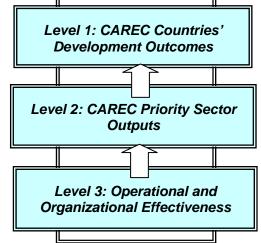**October 2009–April 2010**

**Senior Officials' Meeting on
Central Asia Regional Economic Cooperation
16 – 17 April 2010
Manila, Philippines**

SUMMARY HIGHLIGHTS

- The results framework is a performance monitoring mechanism that enables the CAREC Program to present to its stakeholders the benefits of project-based regional economic cooperation. It will be used as the basis of a CAREC development effectiveness review.

- Significant progress has been made in identifying sets of performance indicators, definitions, and data collection mechanisms at all three levels of the results framework (see Appendix 1).

- The results framework is structured around three levels:

  (i) **Level 1** tracks broad development outcomes of the eight partner countries toward (i) poverty reduction; and (ii) gross domestic product, trade and business environment, and infrastructure development.

  (ii) The goal of **Level 2** is to present an overview of the effectiveness of CAREC's project-based operations and activities and assess how they contribute to (i) the goals of the CAREC program, and (ii) the broader desired development outcomes of the CAREC region. This will be achieved by aggregating outputs delivered through CAREC projects and activities in the priority sectors of transport, trade facilitation, trade policy and energy.

  (iii) **Level 3** indicators assess CAREC's operational and organizational effectiveness through (i) CAREC-related project performance, (ii) finance mobilization, and (iii) knowledge management.

- For Levels 1 and 3 indicators, the CAREC Secretariat will collect data from identified sources, while Level 2 indicators will be supplied by the sector coordinating committees.

- CAREC senior officials are requested to endorse the proposed indicators at Levels 1, 2 and 3. Support from CAREC country and multilateral institution partners is requested, in particular during data collection.

I. INTRODUCTION

1.   In October 2009, the 8th Ministerial Conference of the Central Asia Regional Economic Cooperation (CAREC) Program endorsed adoption of the CAREC results framework. The results framework is a performance monitoring mechanism that enables CAREC to present to its stakeholders the benefits of project-based regional economic cooperation.[1] The results framework will be used as the basis of an annual CAREC development effectiveness review.

2.   Operating over three levels, the results framework indicators will track (i) CAREC partner countries' development outcomes, (ii) CAREC priority sector outputs and their contribution to country development outcomes, and (iii) operational and organizational effectiveness of CAREC partners. Quantifiable data from various sources will be collected, analyzed, aggregated, and fed into the results framework. The completed results framework will be presented on an annual basis to the CAREC Ministerial Conference and will reflect data from the previous calendar year.

3.   In response to the recommendations of the Ministerial Conference, significant progress has been made in identifying sets of performance indicators, definitions, and data collection mechanisms at all three levels of the results framework. The CAREC Unit has identified indicators and definitions for Levels 1 and 3. Sector coordinating committees (SCCs) are considering proposed indicators for Level 2 (priority sector outputs) and will finalize the choice of indicators, definitions and data collection mechanisms. The SCCs are also considering future indicators for the results framework and more qualitative information for inclusion in the CAREC development effectiveness review.

4.   The CAREC Unit has produced supporting documentation for the priority sectors to assist the SCCs in identifying suitable Level 2 indicators. A database has been developed to track the CAREC portfolio of investment and technical assistance projects across all country and multilateral institution (MI) partners. Regional Country Cooperation Reports are under development to assist preparation of the development effectiveness review.

II. IDENTIFIED RESULTS FRAMEWORK INDICATORS

5.   Potential indicators have been identified at all levels of the results framework; these indicators have been agreed at Levels 1 and 3, and SCCs are currently reviewing the relevant Level 2 indicators to track ongoing operations. In line with CAREC's mission of regional cooperation, and to demonstrate how partnership can impact results positively, all data will be aggregated in the results framework. Where data constraints prevent all eight country partners submitting results, this will be noted and weighted accordingly.

6.   The complete results framework showing proposed indicators, definitions, and sources is presented in Appendix 1.

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[1]   *CAREC Results Framework: Concept Paper*. 2009. Manila.

A.   Level 1: CAREC Countries' Development Outcomes

7.   Level 1 of the results framework tracks broad development outcomes of the eight partner countries toward (i) poverty reduction; and (ii) gross domestic product, trade and business environment, and infrastructure development. The identified country-level objectives reflected in Level 1 indicators correspond to CAREC's stated goal of accelerated economic growth and poverty reduction through economic cooperation.[2]

8.   The following indicators will be monitored at Level 1 of the results framework:

> (i)   Population living below $2/day
> (ii)   Human Development Index
> (iii)   Gender-Related Development Index
> (iv)   GDP per capita PPP ($)
> (v)   Employment to population ratio (%)
> (vi)   Women employed in non-agricultural sector (%)
> (vii)   Real growth in trade of goods and services (%)
> (viii) Intraregional energy exports ($)
> (ix)   GDP per unit of energy use (2005 PPP $ per kilogram of oil equivalent)
> (x)   Foreign direct investment, net inflows (% GDP)

9.   Data will be collected from established international databases that reflect the latest available results. CAREC partner MIs produce several of these databases and have advised in the selection of indicators at Level 1. Progress is monitored against the baseline year for each indicator. The CAREC Unit will be responsible for data collection at Level 1.

B.   Level 2: CAREC Priority Sector Outputs

10.   The goal of Level 2 is to present an overview of the effectiveness of CAREC's project-based operations and activities and assess how they contribute to (i) the goals of the CAREC program, and (ii) the broader desired development outcomes of the CAREC region (Level 1). This will be achieved by aggregating outputs delivered through CAREC projects and activities in the priority sectors of transport, trade facilitation, trade policy, and energy.

11.   Data for Level 2 indicators will be collected through appropriate mechanisms identified by SCCs and with the support of the CAREC National Focal Point Advisor teams in each partner country. The SCCs will be responsible for approving the results for each indicator and forwarding the data to the CAREC Unit for analysis and aggregation.

12.   CAREC sector coordinating committees are reviewing the following proposed indicators and have undertaken to reach consensus on the indicators, definitions, and data collection mechanisms.

1.   Transport Sector

> (i)   Expressways or national highways built or upgraded (km)
> (ii)   Proportion of total CAREC road corridor built or upgraded (%)

13.   Transport sector investment underpins CAREC's primary goal of development through cooperation. CAREC's vision of seamless connectivity relies upon improved physical

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[2]   *Central Asia Regional Economic Cooperation: Comprehensive Action Plan.* 2006. Manila.

infrastructure, enhanced management, and effective use of technology along the six identified road and railway corridors. In line with the priorities identified in the Transport and Trade Facilitation (TTF) Strategy, the proposed indicators will measure achievements in (i) establishing competitive corridors across the CAREC region; (ii) facilitating efficient movement of people and goods through the CAREC corridors; and (iii) developing sustainable, safe, user-friendly transport networks.

14.   Measuring the number of kilometers built or upgraded (indicator 1) will provide the most tangible evidence of progress; and can be applied to the majority of CAREC-related projects, which all produce outputs in kilometer of road built or improved. Moreover, this is a standard indicator and should not require significant additional base-level monitoring. Measuring a percentage of the total CAREC corridors completed (indicator 2) will record progress toward a quantifiable target, clearly presenting annual achievement of infrastructure projects, as well as highlighting delays or stalling of operations.

2.   Trade Facilitation Sector

(i)   Time taken to clear border crossing (minutes)
(ii)   Costs incurred at border crossing clearance ($)
(iii)   Average Speed to travel corridor section (kilometers per hour)
(iv)   Costs incurred to travel corridor section ($)

15.   These indicators were confirmed for inclusion in the results framework by the Regional Joint Transport and Trade Facilitation Committee (RJC), at their inaugural meeting in Tashkent, February 2010.

16.   Trade facilitation comprises a vital step in optimizing the connectivity benefits of CAREC's road and rail transport corridors. The rationale for the proposed indicators is drawn from the TTF Strategy, the Corridor Performance Measuring and Monitoring (CPMM) Program and supporting documentation that identify the primary challenge to effective progress in trade facilitation as delays and high costs incurred at border crossing points (BCPs).

17.   In line with TTF Strategy identified priorities, the proposed indicators will measure successes in (i) reducing transaction costs and time, and simplifying, standardizing and harmonizing trade procedures; (ii) encouraging the free movement of goods and business people; and (iii) enhancing the transparency of laws, regulations, procedures, and forms, and the sharing of information. Measuring the time and costs involved for border crossing clearance (indicators 1 and 2) will clearly track progress made. They will also indicate when progress is delayed or stalled.

18.   Monitoring the transit time and costs along the physical corridors will demonstrate how trade facilitation and transport operate effectively together throughout the CAREC region (indicators 3 and 4). Considering factors such as speed, stops made, costs (official and unofficial) enables assessment of (i) the physical infrastructure (through, for example, the quality of rehabilitated road as measured by the International Roughness Index and International Friction Index), and (ii) the effectiveness of transit facilitation procedures.

3.   Trade Policy Sector

(i)   CAREC trade liberalization index

19.   Work is ongoing with the International Monetary Fund (IMF) to develop a practical proxy indicator that monitors progress toward WTO accession for the CAREC countries that are not yet members. As a first step, a composite indicator, based on the Trade Policy Strategic Action Plan of 2008, is being developed to track progress toward trade liberalization. Consensus will be sought in advance of the Trade Policy Coordinating Committee meeting in April 2010, so that one fixed indicator can be presented for approval at the SOM.

4.   Energy Sector

(i)   Transmission lines installed or upgraded (km)
(ii)   Increased energy generation capacity (MW)

20.   The Strategy for Regional Cooperation in the Energy Strategy of CAREC Countries (Energy Strategy) refers to energy infrastructure as 'vital in ensuring overall economic growth and prosperity;[3] and the CAREC Energy Action Plan Framework 2010-2013 (Action Plan), endorsed at the 2009 CAREC Ministerial Conference, prioritizes the expansion of integrated transmission and generation infrastructure as a means to increase energy security, energy efficiency, and trade. The Action Plan identifies the Central Asia corridor as the focus for the first phase of project implementation. The Action Plan aims to deliver investments, knowledge and capacity building, and policy advice in three strategic areas: (i) energy demand-supply balance and infrastructure constraints; (ii) regional dispatch and regulatory development; and (iii) analysis of energy-water linkages.

21.   Selected energy sector indicators will monitor and measure progress within these strategic parameters for the initial phase of the results framework. Accordingly, the proposed quantitative indicators 'transmission lines installed or upgraded (kms)' (indicator 1) and 'increased energy generation capacity (MW)' (indicator 2) seek to capture how CAREC's physical infrastructure rehabilitation operations contribute to energy security and efficiency. These indicators have been discussed at the Energy Sector Coordinating Committee (ESCC) Meeting on 25-26 March 2010 held in Almaty, Kazakhstan, and will be further fine-tuned for final adoption in the ESCC Meeting scheduled for July 2010.

C.   Level 3: Operational and Organizational Effectiveness

22.   Level 3 indicators aim to track progress of operational and organizational effectiveness through (i) CAREC project performance, (ii) finance mobilization, and (iii) knowledge management.

23.   The following indicators will be monitored at Level 3 of the results framework:

(i)   CAREC-related projects, approved (loans and grants, annual number)
(ii)   Volume of approved CAREC-related projects (loans and grants, $ million)
(iii)   Completed CAREC-related projects (number)
(iv)   Overall new (approved) funding for CAREC-related projects (loans and grants, $ million)
(v)   CAREC technical assistance financing gap ($, '000)
(vi)   Ratings of CAREC-related technical assistance projects completed (% successful)

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[3] *Strategy for Regional Cooperation in the Energy Sector of CAREC Countries.*

    (vii)   [Knowledge production/dissemination and external perception: work-in-progress]

    (viii)   Participants in CAREC-supported training programs (number person days/number of courses or seminars held)

24.   The results framework will initially monitor a limited range of Level 3 results through the CAREC project portfolio database, maintained by the CAREC Unit. This database gathers project-based documentation from public sources for all projects jointly implemented by the country and MI partners along the identified CAREC corridors. It is aligned with project details published on the CAREC website. CAREC MIs will be requested to assist the CAREC Unit in keeping the portfolio database up-to-date and alerting the Unit to pipeline and approved projects, as appropriate.

25.   The CAREC Institute will provide data for knowledge management and training program indicators.

III.   WORK PLAN FOR CAREC RESULTS FRAMEWORK (2010-2011)

26.   The CAREC results framework will continually assess the relevance and practicality of its selected indicators. Adjustments will be made as necessary to reflect the greatest accuracy possible, within practical and achievable parameters. Data collection mechanisms will be reviewed to ensure optimal efficiency and lack of additional reporting burden for country and MI partners. Training needs will be assessed and implemented. A detailed work plan is presented in Appendix 2.

27.   Primary deliverables for the period 2010-2011 include:

	Deliverables	Target Date
1	CAREC results framework 2009	Oct 2010
2	CAREC development effectiveness review 2009	Oct 2010
3	Portfolio database 2009	Oct 2010
4	Country regional cooperation reports 2009	Oct 2010
5	CAREC results framework 2010	Nov 2011
6	CAREC development effectiveness review 2010	Nov 2011
7	Portfolio database 2010	Nov 2011
8	Country regional cooperation reports 2010	Nov 2011

IV.   KEY ISSUES FOR DISCUSSION

28.   **April SOM: Consensus and approval on Levels 1-3 indicators, definitions, sources and/or data collection mechanisms**. Approval is sought for those indicators that have been agreed upon at the time of April SOM, together with definitions and data collection mechanisms. The CAREC Secretariat will continue to support adoption of indicators pending further discussion at SCCs.

29.   **9th CAREC MC: Presentation of CAREC results framework and development effectiveness review**. Once all indicators are formally adopted, the CAREC Secretariat will prepare the first completed results framework and development effectiveness review for ministerial consideration.

APPENDIX 1: CAREC RESULTS FRAMEWORK

Table A1.1: Level 1 – CAREC Country Development Outcomes

Indicator	Definition/Source
Poverty Reduction	
Population living below $2/day	**Definition:** Percentage of the population living on less than $2 a day measured at 2005 international prices adjusted for purchasing power parity (PPP). The $2 a day poverty line is compared to consumption or income per person and includes consumption from own production and income in kind. **Source:** ADB-UNESCAP databases.
Human Development Index	**Definition:** Composite index measuring average achievement in three basic dimensions of human development—a long and healthy life (life expectancy at birth); knowledge (adult literacy rate, and gross enrolment ratio [GER]); and a decent standard of living (GDP per capita [PPP US$]). The first Human Development Report (1990) introduced a new way of measuring development by combining indicators of life expectancy, educational attainment and income into a composite human development index, the HDI. The breakthrough for the HDI was the creation of a single statistic which was to serve as a frame of reference for both social and economic development. The HDI sets a minimum and a maximum for each dimension, called goalposts, and then shows where each country stands in relation to these goalposts, expressed as a value between 0 and 1. **Source:** United Nations Development Programme (UNDP). Human Development Reports (HDR).
Gender-Related Development Index	**Definition:** Composite measure of gender development—the HDI adjusted for gender inequality. This index measures achievement in the same basic capabilities as the HDI, but takes note of inequality in achievement between women and men. It measures average achievement in the three basic dimensions captured in the HDI—a long and healthy life (life expectancy at birth); knowledge (adult literacy rate); and a decent standard of living (estimated earned income). The methodology used imposes a penalty for inequality, such that the GDI falls when the achievement levels of both women and men in a country go down or when the disparity between their achievements increases. The greater the gender disparity in basic capabilities, the lower a country's GDI compared with its HDI. The GDI is simply the HDI discounted, or adjusted downwards, for gender inequality. **Source:** UNDP. HDR.
GDP, Trade and Business, and Infrastructure Development	
GDP per capita PPP ($)	**Definition:** Sum of gross value added by all resident producers in the economy plus any product taxes and minus any subsidies not included in the value of the products, divided by population. It is calculated without deductions for depreciation of fabricated assets or for depletion and degradation of natural resources and at market prices based on constant local currency. **Source:** Asian Development Bank (ADB). Statistical Database System (SDBS) Online.

Indicator	Definition/Source
GDP, Trade and Business, and Infrastructure Development (cont'd)	
Employment to population ratio (%)	**Definition:** Number of employed persons, calculated as a percentage of the working-age population. This percentage can be further disaggregated by sex. **Source:** ADB. SDBS.
Women employed in non-agricultural sector (%)	**Definition:** Share of female workers in non-agricultural sector expressed as a percentage of total employment in the sector. Non-agricultural sector includes industry and services. Following the International Standard Industrial Classification of All Economic Activities, "industry" includes mining and quarrying (including oil production), manufacturing, construction, electricity, gas and water. "Services" includes wholesale and retail trade; restaurants and hotels; transport, storage and communications; financing, insurance, real estate and business services; and community, social and personal services. **Source:** ADB. SDBS. Millennium Development Goals Parameters.
Real growth in trade of goods and services (%)	**Definition:** Average annual growth rate of total exports and imports in goods and services (Balance of Payments), deflated by import and export prices maintained by DECPG 2000. This indicator reflects the trade expansion of a country over the period. WTI also reports on disagg-ed growth rates for exports and imports, which are further disagg-ed into merchandise and services. Data is available from 1995-2008. As stated, the ultimate source is World Bank DECPG. **Source:** World Bank. World Trade Indicators.
[Intraregional energy exports ($): work-in-progress]	**Definition:** *Work in progress* **Source:** Energy Sector Coordinating Committee.
GDP per unit of energy use (2005 PPP $ per kilogram of oil equivalent)	**Definition:** The ratio of GDP to energy use indicates energy efficiency. GDP per unit of energy use is the ratio of gross domestic product per kilogram of oil equivalent of energy use, with GDP converted to 2005 constant international dollars using power purchasing parity (PPP) rates. An international dollar has the same purchasing power over GDP that a US dollar has in the United States. Energy use refers to the use of primary energy before transmission to other end-use fuel, which is indigenous production plus imports and stock changes minus exports and fuel supplied to ships and aircraft engaged in international transport. (World Bank, *WDI*.) **Source:** World Bank. World Development Indicators Online.
Foreign direct investment, net inflows (% GDP)	**Definition:** International investment that obtains a lasting interest (at least 10%) in an enterprise resident in another economy. The components of FDI are equity capital, reinvested earnings and other capital (mainly intra-company loans). *As countries do not always collect data for each of those components, reported data on FDI are not fully comparable across countries. In particular, data on reinvested earnings, the collection of which depends on company surveys, are often unreported by many countries.* **Source:** World Investment Report

Table A1.2: Level 2 – CAREC Priority Sector Outputs

Indicator	Definition [a]
Transport and Trade Facilitation Sector	
Expressways or national highways built or upgraded (km)	**Definition:** Length of expressways (i.e. fully access controlled highways) built or upgraded, expressed in km. Access control means no direct crossings. 'Expressways' can include roads that in certain countries are called highways if they have full access control. 'Upgrading' includes all activity to restore a degraded road to originally intended design capacity (repair/rehabilitation) and to improve on its design capacity (eg by widening). 'Upgrading' cannot be applied in cases where only road signage is improved.
Proportion of total CAREC road corridor built or upgraded (%)	**Definition:** Percentage total of all CAREC road corridors built or upgraded through CAREC investment activities, that meet appropriate international roughness index standards. Road should be open to public use.
Time taken to clear border crossing (minutes)	**Definition:** The average duration (in minutes) taken to move cargo from an exit point of a country to the entry point of another country. The entry and exit points are typically a primary control center where customs, immigration and quarantine (CIQ) are done. Besides the standard formalities to clear CIQ, this measurement also includes waiting time, unloading and loading time, change of rail gauges etc, to capture both complexity and inefficiencies inherent in the border crossing process. This indicator is normalized at 500 km as a basis of unit, so that duration between long and short corridors is comparable.
Costs incurred at border crossing clearance ($)	**Definition:** The average of total expenses (in US Dollars) to move cargo from an exit point of a country to the entry point of another country. The entry and exit points are typically a primary control center where customs, immigration and quarantine (CIQ) are done. Both official and unofficial payments are included. This indicator is normalized at 500 km as a basis of unit, so that average cost between long and short corridors are comparable.
Average Speed to travel corridor section (kilometers per hour)	**Definition:** The average speed for a unit of cargo to travel within the country and across borders. A unit of cargo refers to a cargo truck with 20 tons of goods (for road transport) or a rail wagon with 1 TEU* (for rail transport). It is calculated by taking the total distance travelled divided by the total time taken, both the distance and time include border crossings.
Costs incurred to travel corridor section($)	**Definition:** The average of total costs incurred for a unit of cargo to travel within the country and across borders. A unit of cargo refers to a cargo truck with 20 tons of goods (for road transport) or a rail wagon with 1 TEU (for rail transport). Both official and unofficial payments are included. *(TEU= twenty-foot equivalent unit)
Trade Policy Sector	
CAREC trade liberalization index	**Definition:** Composite indicator measuring achievement in prioritized actions leading toward effective trade liberalization. Progress is monitored in the following areas: (i) tarification of quantitative restrictions, (ii) tariff simplification, and (iii) reduction of impediments to transit trade. Data will be extracted from an annual IMF-conducted questionnaire survey of all eight CAREC partners. Indicative targets are set for 2012.

Indicator	Definition [a]
Energy Sector	
Transmission lines installed or upgraded (km)	**Definition:** Transmission lines installed or upgraded is the aggregate of the following three categories: (i) km of electrical transmission line installed or upgraded (generally at 110Kv or higher); (ii) km of gas transmission line installed or upgraded; (iii) km of oil transmission line installed or upgraded. Methodology: Upgrade of power transmission line should include an increase in voltage level; power transmission in distance; reported distance of double circuit lines needs to be halved.
Increased energy generation capacity (MW)	**Definition:** Increased energy generation capacity (expressed in megawatts) is incremental capacity created by the project, and the aggregate of the following categories: (i) MW capacity of new power plant projects; (ii) incremental MW as the result of rehabilitation project; (iii) MW-equivalent capacity of heating supply added; (iv) MW-equivalent of natural gas/oil production capacity added. Methodology: Gross capacity addition will be measured. Conversion to MW equivalent based on heating value and standard factor of 3,600 MJ/h (or 860 Mcal/h, 85.98 kg of oil equivalent/h, 122.8kg of coal equivalent/h). Where net dependable capacity and gross installed/increased capacity are reported, take the gross amount ot mean the actual energy installed capacity. Extra-regional energy export is excluded from Level 2 measurement as it does not add to the energy resources of a CAREC country. In the CAREC results framework, intraregional energy export is at least partly captured in the Level 1 indicator 'intraregional energy exports'.

[a]   The sector coordinating committees are responsible for identifying appropriate sources for data collection for Level 2 indicators.

Table A1.3: Level 3 – Operational and Organizational Effectiveness

Indicator	Definition [a]
Operations Growth	
CAREC-related projects, approved (loans and grants, annual #)	**Definition:** Number of CAREC-related MI/country government projects (loans and grants) approved during 12-month period under review.
Volume of approved CAREC-related projects (loans and grants, $ million)	**Definition:** Total volume of CAREC-related MI/country government projects (loans and grants) approved during 12-month period under review. NB: overall volume (ie, 2001-present) to be reflected in DEfR.
Completed CAREC-related projects (#)	**Definition:** Number of MI-validated CAREC-related project completion reports, rating projects "successful or better" in the past three years as percentage of total number of CAREC loan projects. Projects rated "partly successful" to be documented in DEfR.
Finance Mobilization	
Overall new (approved) funding for CAREC-related projects (loans and grants, $ million)	**Definition:** Total volume of CAREC-related projects (loans and grants) from all CAREC partner MIs/country governments, approved during 12-month period under review.
CAREC technical assistance financing gap ($, '000)	**Definition:** Outstanding funding gap for proposed/approved priority sector technical assistance projects, forecast for current 12-month period.
Knowledge Management	
Ratings of CAREC-related technical assistance projects completed (% successful)	**Definition:** Number of completion reports prepared for CAREC TAs in the last three years with "successful or better" ratings as a percentage of total TA completion reports circulated in those years.
[Knowledge sharing and dissemination: work-in-progress]	**Definition:** *Work-in-progress:* currently identifying a regional dimension indicator that reflects work of CAREC Institute and knowledge dissemination within the CAREC partner countries.
Participants in CAREC-supported training programs (# person days)	**Definition:** Total count of individuals successfully completing CAREC-sponsored training programs during 12-month period under review. Also track: percentage of women over total individuals successfully completing CAREC-sponsored training programs during the 12-month period under review.

[a]   The CAREC Unit will initially collect data for Level 3 indicators through its CAREC-related project portfolio database. Country government and multilateral institution partners will be requested to assist the CAREC Unit by supplying information to keep the portfolio database up-to-date.

APPENDIX 2: INDICATIVE WORK PLAN 2009 – 2011

	Action	Responsibility	Timeline	Status
1.	Circulate draft Results Framework to MIs, NFPs and chairs of sector coordinating committees, including proposed indicators; request comments/suggestions; adjust.	CAREC Unit	Mid-September 2009	Completed
2.	Request SOM approval of framework concept.	CAREC Unit	Mid-October 2009	Completed
3.	Request MC endorsement of Results Framework concept.	CAREC Unit	Mid-October 2009	Completed
4.	Identify indicator sets, definitions, baselines, targets, and mechanisms for data collections.	Sector coordinating committees; MIs; NFPs; CAREC Unit	Q4 2009–Q1 2010	Ongoing. Indicators and data collection mechanisms already identified.
5. 6.	Review and adjust CAREC Country Report template.	CAREC Unit	Q4 2009	Completed
7.	Consolidate data from 2007-2008 for CAREC Results Framework.	CAREC Unit; MIs	Q4 2009–Q1 2010	Completed
8. 9.	Request SOM approval of finalized indicators and identified baselines and targets.	CAREC Unit	April 2010	
10.	Design, coordinate and hold training in results management, Results Framework implementation, and standardized data collection for NFPs and other identified players.	CAREC Unit; NFPs	Feb-June 2010	Videocon among MIs on the indicators on 25 Feb. Awareness workshops in the field by May 2010.
11.	Compile 2009 data for Levels 1 and 2 (and as much of Level 3 as possible).	Project staff; sector coordinating committees; NFPs; Mis; CAREC Unit	April-June 2010	
12.	Analyze and aggregate data, compile first CAREC Results Framework and DEfR.	CAREC Unit	June-August 2010	
13.	Circulate Results Framework to CAREC partners for SOM approval.	CAREC Unit	September 2010	
14.	Present first CAREC Results Framework and DEfR at MC 2010	CAREC Unit	October 2010	
15.	Expand and adjust CAREC Results Framework as required: indicator definitions, baseline values, data collection methodologies	All relevant entities	Q4 2010–Q1 2011	
16.	Identify ongoing training requirements and implement.	CAREC Unit	Q4 2010	