

Curriculum for Managing for Development Results

Why a curriculum for managing for development results (MfDR)?

The Asian Development Bank (ADB) and the international community have agreed that **financing alone is not enough to guarantee development**. Aid has to be used in a way that makes a difference. But how do we demonstrate that ADB has contributed to development outcomes and how do we measure progress?

MfDR is a management technique that helps answer these questions. It offers practical tools for strategic planning, risk management, progress monitoring, and outcome evaluation. It can be used by Management and all staff and applies to a variety of interventions (national, sector, program, project and organizational efficiency).

ADB has stated its commitment to MfDR in various international forums. In the *ADF X Donors' Report* and *Strategy 2020*, ADB has promised to mainstream MfDR.



We will reinforce management of the ADF program through our improved results management system, supported by the results framework, and report on development effectiveness. With strong leadership by Management and the active involvement of senior staff, we will manage the necessary institutional arrangements-including changes in staff incentives-to accelerate integration of the managing for development results agenda across the organization.

H. Kuroda, ADF X Donors' Meeting, Closing Remarks, 2 May 2008, Madrid, Spain



Asian Development Bank

What exactly is MfDR?

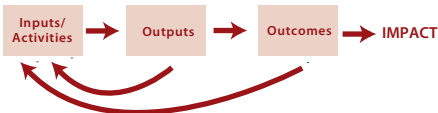
The core objective of effective aid is to produce development results. A development result is the output, outcome, or impact (intended or unintended, positive or negative) of a development intervention. **Managing for results means managing and implementing aid in a way that focuses on the desired results and uses information to improve decision making.** MfDR is a management strategy that involves evidence-based decision making and focuses on the pursuit of development outcomes. For more, see www.adb.org/MfDR/default.asp.

Results-based management: A logical model

1) Clear goal setting and planning



2) Monitoring and evaluation



3) Use of Information for a better decision

MfDR offers an excellent incentive for best practice in development effectiveness

How does MfDR figure in your work?

It applies to all phases of the development assistance cycle: strategy and planning, program and/or project implementation, and post evaluation.

- In the strategy and planning phase, expected results are discussed with countries, and likely costs and expected impact on poverty reduction and development are analyzed.
- During the project administration phase, progress is measured and monitored, and adjustments are made to achieve goals and targets.
- In the evaluation phase, benchmarking is done and reports are made on whether allocated resources are making the intended difference or not.
- The information after evaluation is used to readjust policy measures and resource allocation.

MfDR is also used to harmonize aid efforts with external stakeholders such as multilateral development banks, nongovernment organizations, and partner countries as they identify clear outcomes with indicators for results. MfDR provides countries with tools that ensure that

- all planned activities support identified outcomes;
- information on benchmarks, indicators, and targets is collected regularly;
- analysis, tracking of progress, and reporting are done; and
- actions are evaluated to determine whether long-term and planned results were achieved and sustained.

MfDR curriculum at ADB

The MFDR curriculum targets different audiences at ADB. MfDR involves rank and file staff who need to learn how to manage projects for results, staff performing country programming—the centerpiece of ADB’s MfDR action plan and broader agenda, and directors and senior managers who will mainstream MfDR and manage increasing workloads.

What is in the MfDR curriculum?

It has courses for three groups: senior staff and Management, country partnership strategy task managers, and project officers and staff.

About the Asian Development Bank

ADB's vision is an Asia and Pacific region free of poverty. Its mission is to help its developing member countries substantially reduce poverty and improve the quality of life of their people. Despite the region's many successes, it remains home to two thirds of the world's poor. Six hundred million people in the region live on \$1 a day or less. ADB is committed to reducing poverty through inclusive economic growth, environmentally sustainable growth, and regional integration.

Based in Manila, ADB is owned by 67 members, including 48 from the region. Its main instruments for helping its developing member countries are policy dialogue, loans, equity investments, guarantees, grants, and technical assistance. In 2007, it approved \$10.1 billion of loans, \$673 million of grant projects, and technical assistance amounting to \$243 million.

Results Matter

A quarterly newsletter in ADB containing ideas and experiences on MfDR.
www.adb.org/MfDR/rm/

CoP-MfDR: www.cop-mfdr.adb.org

MfDR at ADB.org

www.adb.org/mfdr
The main webpage of MfDR in ADB

Searchable Resource Center with over 400 documents both from ADB and other organizations
www.adb.org/mfdr/mfdr-resources.asp

What ADB's developing member countries are doing toward MfDR
www.adb.org/MfDR/country-capacity.asp

An Introduction to Results Management

www.adb.org/documents/guidelines/mfdr/introduction-to-results-management

MfDR Curriculum Team Leader

Patrick Safran
psafran@adb.org
Tel +63 2 632 5615

Asian Development Bank
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1550 Metro Manila, Philippines
www.adb.org
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