

RECOMMENDATIONS OF THE 2005 UNIVERSALIA REPORT

(Universalialia, 2005, Independent Assessment of Managing for Development Results at ADB)

Recommendations	Responsibility for Action and Monitoring
1. Strategic Leadership and Managing for Development Results (MfDR) at the Asian Development Bank (ADB)	
(i) Help shape and approve a strategy and business plan to guide ADB in its implementation of MfDR in line with the Board and President's pronouncements.	Vice Presidents, Managing Director General, and Directors of the Strategy and Policy Department (SPD)
(ii) Develop processes that would show the staff of the ADB that they are the champions of this organizational change effort.	Senior Management team
(iii) Monitor both the content and process of the change effort in order to support an organizational response to MfDR, as part of the strategy and business plan.	Senior Management team
2. Organizing MfDR at the ADB	
(iv) Assess the options for bringing some of Results Management Unit's (SPRU) functions closer to Operations.	Senior Management
(v) Ensure (give guidance) that operational departments have the staff resources and expertise necessary to support developing member country capacity building for development effectiveness and that Resident Missions coordinate these efforts with the international agencies working in their country.	Operational VPs
(vi) Ensure that MfDR forms part of the Bank's future strategy as reflected in MTS-II and that the strategy itself be results-based, with outcomes, and the ability to monitor, evaluate, and link it to a broader development agenda.	SPD
(vii) Provide the reporting and data management functions that can support and improve upon reporting on Development Effectiveness.	SPD
3. MfDR and the Results Management Unit	
(viii) Restructure SPRU to better focus on the implementation, monitoring and reporting requirements associated with MfDR.	Vice Presidents, Managing Director General, and Director of SPD
(ix) Lead a coordinated effort to develop an internal communications strategy on MfDR, involving the Focal Points and the internal communications group in the Department of External Relations.	SPRU
(x) Coordinate with the Capacity Development Network and the Human Resources Division to assess needs and develop a plan for improving the capabilities of Bank staff (including SPRU) in the technical and process skills required to implement MfDR at the ADB.	SPRU
(xi) Develop its own results-based planning, monitoring and reporting system based on a three-year unit strategy that clearly articulates planned results and links to the ADB Strategy for MfDR.	SPRU