

Stage 1 → Stage 2

- Development Economist
- Governance of the State
- Small critical mass
- Small, knowledgeable team
- Central control

- ✓ Leadership and management
- ✓ Employee involvement
- ✓ Larger critical mass
- ✓ Diffuse control
- ✓ Communication and feedback
- ✓ Complex results agenda
- ✓ Organizational and behavioral change

Few countries have made the jump

RETA 6306 Regional Forum on Mainstreaming Managing for Development Results (MfDR)

13-14 November 2007, Bangkok

This Presentation Includes:

- A brief summary of background to, and progress made by the RETA 6306.

Ziba Farhadian-Lorie
Principal Economist and Project Leader
South Asia Department
Asian Development Bank



RETA 6306: Mainstreaming MfDR

- **Background:**

- Approved in Jan 2006--\$1.8 million
 - Funded by DFID
 - For PAK, NEP, BAN
 - Termination: December 2007
- Expanded in Dec 2006--\$0.5 million
 - Funded by NOR, NETH, CAN
 - For SLK
 - Termination: December 2008



Philosophy of the RETA

- The introduction of MfDR into the government is a long term, two-stage process of managed change.
- It requires change at both the institutional and organizational levels.
- However, the second area of MfDR remains less developed. The RETA acts at this level.



Philosophy of the RETA

- **Stage One** of the process of managed change is the introduction of a results-focus into country planning and the creation of logframes and indicators at the sectoral level.
- **Stage Two** cascades the philosophy and practices down to the organizations of Government responsible for delivering the planned sectoral results.



Why MfDR at Organization Level

- The purpose of MfDR at the national level is different from a results-focus at organization level.
 - For example, sectoral indicators have little impact upon performance in the main sectoral agency.
- Assistance in the past has focused upon high level MfDR as a tool.
 - Little attempt to understand and manage the implications of MfDR upon organizations.
 - Little attempt to align internal organization with external objectives.



Focus on organization results

- Important to note

ALL organizations are already results-focused.

- Organizations evolve cultures and behaviors in order to deliver a set of current results:
 - These ‘results’ may now be thought obsolete
 - The issue is not the introduction of a results focus into an organization devoid of results, it is the realignment of an entire way of working towards a *new set of results*: **a much more difficult task**
- Task is to **realign** internal with new external



RETA 6306: Mainstreaming MfDR

- **Focus:**

- Develop a tool for assessing capacity of a public sector organization to adopt MfDR as a management strategy
 - Technical and managerial capacity
- Pilot test the tool
- Identify capacity gaps
- Design steps to address the gaps
- Build capacity in the RM and in local consultants
- Build and pilot approaches to the implementation of MfDR at the level of the organization
- Share lessons and disseminate information

Stage 1 → Stage 2

- Development Economist
- Governance of the State
- Small critical mass
- Small, knowledgeable team
- Central control

- ✓ Leadership and management
- ✓ Employee involvement
- ✓ Larger critical mass
- ✓ Diffuse control
- ✓ Communication and feedback
- ✓ Complex results agenda
- ✓ Organizational and behavioral change

Few countries have made the jump

Progress Made So Far

- 1. MfDR-Specific Capacity Assessment Tool has been developed.**
 - Main Points of Departure From Existing Tools
 - MfDR cannot be implemented at the whole-of-government level unless it is cascaded down to organizations level.
 - Responding to a need for a rigorous management-based analysis of organizational readiness which emphasizes a process of discussion and investigation.
 - MfDR is a change process; not a collection of technical steps and infrastructure.
 - Changing the way an organization works (toward MfDR) involves changing priorities, activities, allocation of resources, culture, norms, values, ..

Stage 1 → Stage 2

- Development Economist
- Governance of the State
- Small critical mass
- Small, knowledgeable team
- Central control

- ✓ Leadership and management
- ✓ Employee involvement
- ✓ Larger critical mass
- ✓ Diffuse control
- ✓ Communication and feedback
- ✓ Complex results agenda
- ✓ Organizational and behavioral change

Few countries have made the jump

A Rigorous Management Process

Step 1: Identifying Performance Gaps

Step 2: Analysis of the Sources of the Gaps

Category A: The Operating Environment

Category B: Clarity of Results, Mandate and Organization Purpose

Category C: Adequacy of Resources

Category D: Management

Category E: Values and Culture

Category F: Vision and Leadership

Category G: Attitude Towards Change

Category H: Monitoring Mechanisms

Step 3: Identifying the State of Readiness of Each Category

Step 4: An Overview of Category Development Level and State of Readiness

Step 5: Building a Plan for Change



Progress Made So Far

2. Pilot testing of Capacity Assessment Tool has been done:

- **Bangladesh:**

- Local Government Division
- Local Government Engineering Department
- Ministry of Primary and Mass Education
- Directorate of Primary Education

- **Nepal:**

- Ministry of Education and Sports (Ministry Level)
- Ministry of Physical Planning and Works (Ministry Level)
- Department of Water Supply and Sewerage (Department Level)
- District Development Committee Dhanusha



Progress Made So Far

2. Pilot testing of Capacity Assessment Tool has been done:

- **Pakistan:**
 - Projects Wing of the Planning Commission
- **Sri Lanka (initial workshops have been conducted and Readiness Assessments are underway):**
 - Ministry of Plan Implementation (MPI)
 - Ministry of Highways (MoH)
 - Ministry of Agriculture (MoA)
 - National Water Supply and Drainage Board (NWSDB)



Progress Made So Far

3. Capacity gaps were jointly identified with the senior management of the pilot organizations

- Senior management retreats were held in all three countries
- Capacity gaps were discussed and practicality of various options were discussed

4. Steps were jointly designed (Action Plans) to address the identified capacity gaps.

- Actions to be taken in the short-run by the organization
- Actions to be taken within the budget of the RETA in the short-run
- Actions to be taken within medium- to long-run for which support and resources need to be sought from development partners



Progress Made So Far

5. Capacity has strengthened in the RMs and in local consultants

- Local consultants were subject of intensive training by international consultants.
- Local consultants contributed about 40 percent of their time to MfDR-related tasks of their respective RMs.
- In each RM liaison persons were identified in order to ensure continuity of knowledge within the RM.



Progress Made So Far

6. Approach to mainstreaming MfDR at the organization level were developed and piloted.

- Change plans and results frameworks have been developed for the implementation plans to ensure that the intended results are delivered.
- A change model has been developed and implemented in the pilots.



Progress Made So Far

7. Information sharing and dissemination of lessons learned

- Brown-Bag Seminar was held in ADB HQ in early 2007.
- Documents were posted on ADB's CoP website and SARD's website.
- Presentation was made at a meeting of OECD-DAC Joint Venture on MfDR.
- Web-based version of the assessment tool for sharing on the web.
- Currently the assessment tool developed by RETA is contributing to the development of a good practice model being developed by a committee of OECD-DAC JV for sharing in HLF in Ghana (2008)
- A Forum is planned to take place in Bangkok (November 13-14) in which lessons learned will be shared with the development community.



... after December 2007

- DFID has informed ADB of cessation of all TA activity by end-2007.
- Activities for Bangladesh, Nepal, Pakistan will come to a close.
- Activities in Sri-Lanka, supported by Norway, Netherlands, and Canada will continue to end-2008.
- SARD, CWRD, other ADB departments, other donors may wish to consider opportunities for continuing activities.