

RESULTS MATTER

IDEAS AND EXPERIENCES ON MANAGING FOR DEVELOPMENT RESULTS



February 2007

MfDR Initiatives in SARD

By Kunio Senga, Director General, South Asia Department

The South Asia Department (SARD) is trying to take a comprehensive view of managing for development results (MfDR) and applying it to its entire range of operations, internal structure, and internal procedures and accountabilities. In particular, some specific aspects of SARD's experience in implementing MfDR include: monitoring and reporting to manage better for results, moving from measuring to managing for results, investing in internal capacities, and finding better ways of building the capacities of developing member countries (DMCs) to manage for development results.

Better monitoring and reporting

This allows for better decision making. Given the breadth of information needed for assessing the effectiveness of the Asian Development Bank (ADB)'s operations, there is a need to generate a detailed and comprehensive picture of how ADB operations contribute to the national development objectives of DMCs. This comprehensive picture includes monitoring results at the country, sector, and project levels. Currently, results monitoring at the sectoral level is not done; SARD is therefore focusing on preparing Sector Result Profiles (SRPs) as a key complement to its existing monitoring and reporting systems and procedures.

Better managing for results

SARD's experience is that "managing" for better results (i.e., operationalizing MfDR) is a major challenge that goes far beyond simple concepts of indicators and measurements. SARD has set up a Working Group on MfDR comprising all sector directors and country directors with the Results and Portfolio Management Unit (RPMU) at its core to address all technical issues

relating to MfDR and to propose decisions relating to its mainstreaming. The RPMU comprises senior-level and experienced staff. In addition are MfDR focal persons in each sector division and resident mission.

A bottom-up approach

A bottom-up approach to MfDR is being used by collating information from the design and monitoring frameworks (DMFs) of the whole project range and preparing SRPs and eventually linking up with results at the country level (i.e., with the country results framework). In this structure, MfDR concepts and operational issues encompassing planning, design, implementing, monitoring, and results are debated and discussed, and decisions are taken jointly. This is proving to be an effective approach to

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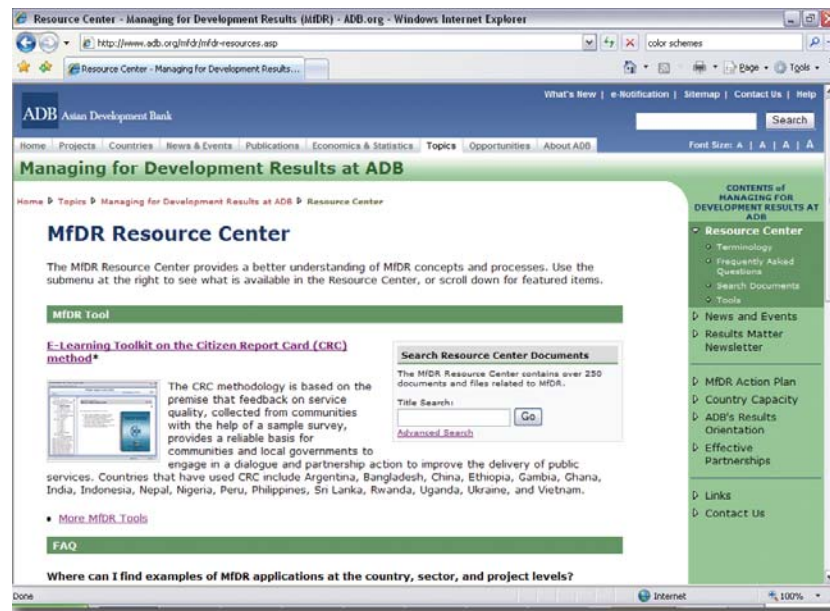
Kunio Senga, Director General, SARD

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Learn More About MfDR: Visit ADB's Online Resource Center

www.adb.org/mfdr/resources



- Experiences

- Answers

- Explanations

- Ideas

Towards a better understanding of the principles and applications of managing for development results

To develop internal capacity on MfDR, ADB disseminates guidelines, tools and other publications on MfDR to its managers and staff. These can be found in the MfDR Tools section of the Resource Center. Visitors will also find FAQs, a glossary of MfDR terms, links to country cases submitted by members of the Community of Practice on MfDR, and a search facility. The MfDR Resource Center contains over 250 documents and files related to MfDR. Users can search for particular documents by title, subject, country, source, document type, and/or year.

MfDR Initiatives in SARD *(continued from page 1)*

building internal capacity. It also allows us to go beyond simply measuring and monitoring, toward *better managing* for results.

Internal capacities

Tackling this complicated agenda requires specialized expertise in addition to intensive training of staff. Along with other departments, SARD staff has participated in a wide range of training opportunities provided by the Human Resources Division and the Results Management Unit. However, at least a few staff with more expertise and knowledge of the technical and change management aspects of MfDR are needed to advise on the process.

DMC capacities

Successful capacity development initiatives in our DMCs cannot be achieved with short-lived, one-shot interventions on MfDR. Given the depth and breadth of issues involved, there is high value in longer-term, sustainable approaches to DMC capacity building in MfDR. SARD is currently experimenting with developing such an approach in four DMCs, with support from the Department For International Development (UK), Canada, the Netherlands, and Norway. SARD's work on MfDR is still in its early stage. The best approach is to share the experience gained so far, and to seek views on the issues and on how to strengthen its MfDR work. ■

MfDR Learning and Development Curriculum

By Yong Ye, Training Specialist

The Asian Development Bank (ADB) developed and piloted in 2006 a Managing for Development Results (MfDR) learning and development curriculum to support implementing the MfDR agenda.

The learning and development curriculum has served its purposes in provoking a shift in mindset, introducing skills and tools for MfDR implementation, collecting feedback and inputs for taking MfDR forward in ADB, exchanging lessons and experiences in ADB and with other development partners, and enhancing the results orientation of ADB's operations.

Achievements in 2006

About 250 participants attended the programs and workshops in 2006. Participants found the curriculum relevant and useful for mainstreaming MfDR in their work and provided very constructive recommendations on results culture, framework, tools, systems, and institutional and capacity aspects for implementing MfDR. Their recommendations have been reported to the Management and forwarded to relevant departments.

Response to Feedback

In response to the feedback and requests from the participants, Human Resources Division and the Results Management Unit—in collaboration with regional departments, the Regional and Sustainable Development Department, the Department of External Relations, the Economics and Research Department, and the Central Operations Services Office—are strengthening the curriculum to make it more comprehensive and responsive to country-specific situations.

VP Jin addresses participants at the Workshop on the Preparation of Country Partnership Strategies.



The MfDR curriculum includes the following programs and workshops:

- Colloquium on MfDR in ADB for Vice Presidents
- MfDR for Directors
- Preparation of Country Partnership Strategies (CPS)
- Sector Road Map for CPS
- Results-based Country Portfolio Management and Review
- Project Performance Management System (PPMS)—Design and Monitoring Framework (DMF)
- PPMS—DMF for Program Lending
- Working with nongovernment organizations/civil society organizations: Strengthening Partnerships for Development Results

Further details on the MfDR curriculum may be found at: <http://bphr.asiandevbank.org/newld/programbycurriculum.php?curlD=3>

2007 Program

The following programs are expected to be added to the curriculum in 2007:

- Project Performance Management System (PPMS)—indicators and performance targets for different sectors
- Country-tailored Country Partnership Strategy Workshop—developed in consultation with the concerned country team leader and conducted in conjunction with the country team retreat. ■

International Roundtable on MfDR in Hanoi

By Per Bastoe, Principal Results Management Specialist

Hanoi is the venue for the Third International Roundtable on Managing for Development Results (MfDR) to be held on 5–8 February 2007. More than 400 participants representing developing countries, donors, civil society, and the private sector are expected. Seventeen of the 40 participating developing countries are ADB members.

Building on the success of the Second Roundtable on MfDR (Marrakech, 2004) and the High-Level Forum in 2005 that endorsed the Paris Declaration on Aid Effectiveness, the Third International Roundtable will focus on building countries' capacity to manage for results and develop country-level action plans. The Roundtable will provide an opportunity for peer-based dialogue and exchange of ex-

periences on managing for results. Key themes will include leadership and accountability, evaluation and monitoring, mutual accountability and partnerships, planning and budgeting, and statistics.

President Haruhiko Kuroda is heading the Asian Development Bank (ADB) delegates, which will include Vice President C. Lawrence Greenwood, Jr. as well as representatives from regional departments, the Strategy and Policy Department, the Regional and Sustainable Development Department, the Central Operations Services Office, and the Viet Nam Resident Mission.

The Roundtable will be hosted by the Government of Vietnam and sponsored by the African Development Bank, ADB, Inter-American Development Bank, the Development Assistance Committee of the Organisation for Economic Co-operation and Development and its members, the United Nations Development Programme, and World Bank.

Xu Lin, Director General of Monetary and Financial Department of the People's Republic of China's National Development and Reform Commission, will give the keynote speech on "Managing for Development Results: Leadership and Politics." ■

Developing member countries participating at the Roundtable

- Afghanistan
- Bangladesh
- Cambodia
- Fiji Islands
- India
- Indonesia
- Lao PDR
- Malaysia
- Mongolia
- Nepal
- Pakistan
- Philippines
- PRC
- Singapore
- Tajikistan
- Thailand
- Viet Nam

AGENDA HIGHLIGHTS

Day 1:

Results Marketplace/ Country Exchanges

9.00 Breakfast hosted by the "Friends of the Roundtable" and overview of the Third International Roundtable

10.30 Launch of Results Marketplace

11.00 Community of Practice: Asia

12.45 Community of Practice: Africa

14.00 Marketplace country presentations

16.30 COMPAS

Day 2: The Big Picture

9.00 Official opening

9.30 Keynote speech—"MfDR: Leadership and Politics"

11.00 Current trends in building country capacity in MfDR

14.30 Big picture breakout sessions

- Leadership and Accountability
- Evaluation and Monitoring
- Mutual Accountability and Partnerships
- Planning and Budgeting
- Statistics

16.30 Sourcebook consultation/Meeting of rapporteurs

Day 3:

Results in Practice

9.00 Concurrent breakout sessions on practical tools and methods:

- Leadership and Accountability
- Evaluation and Monitoring
- Mutual Accountability and Partnerships
- Planning and Budgeting
- Statistics

14.30 Guidance for MfDR country action planning exercise

15.00 Working sessions for country delegations/donors and other organizations

Day 4: Taking Action

9.00 Theme leader summaries

10.30 Regional groups' discussion of results of MfDR country action planning exercise

14:00 Roundtable dialogue with partners and donors on development of Strategic National Action Plans to MfDR

16.00 Roundtable closing: The Road to Ghana

For more information, visit: www.mfdr.org

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