



AfriK4R

AFRICA FOR RESULTS

TRAINING KIT

MODULE 1

**Introduction to Managing for
Development Results &
The Africa for Results Initiative**

Putting
results first
in **Africa**



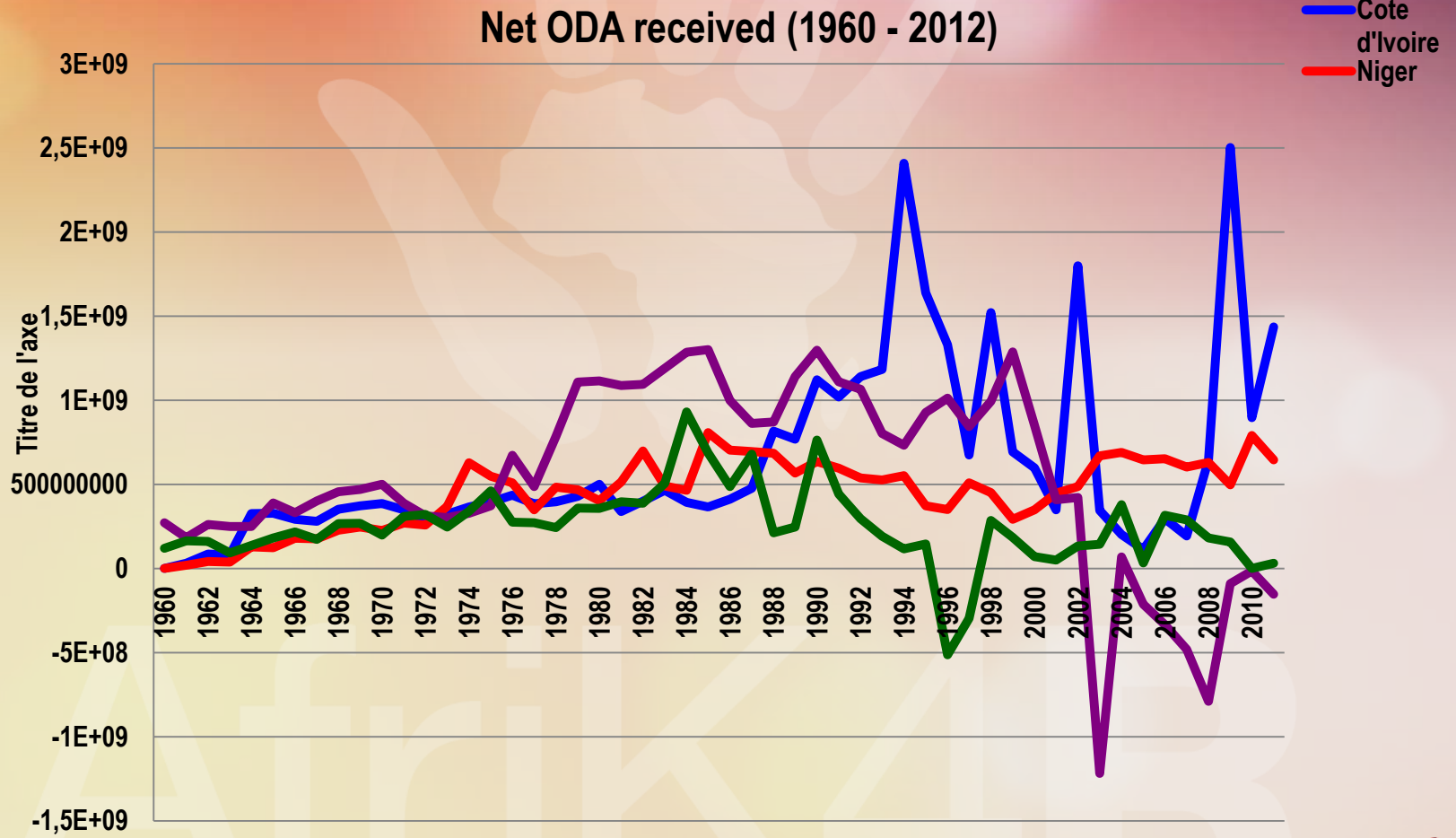
AfriK4R

Summary

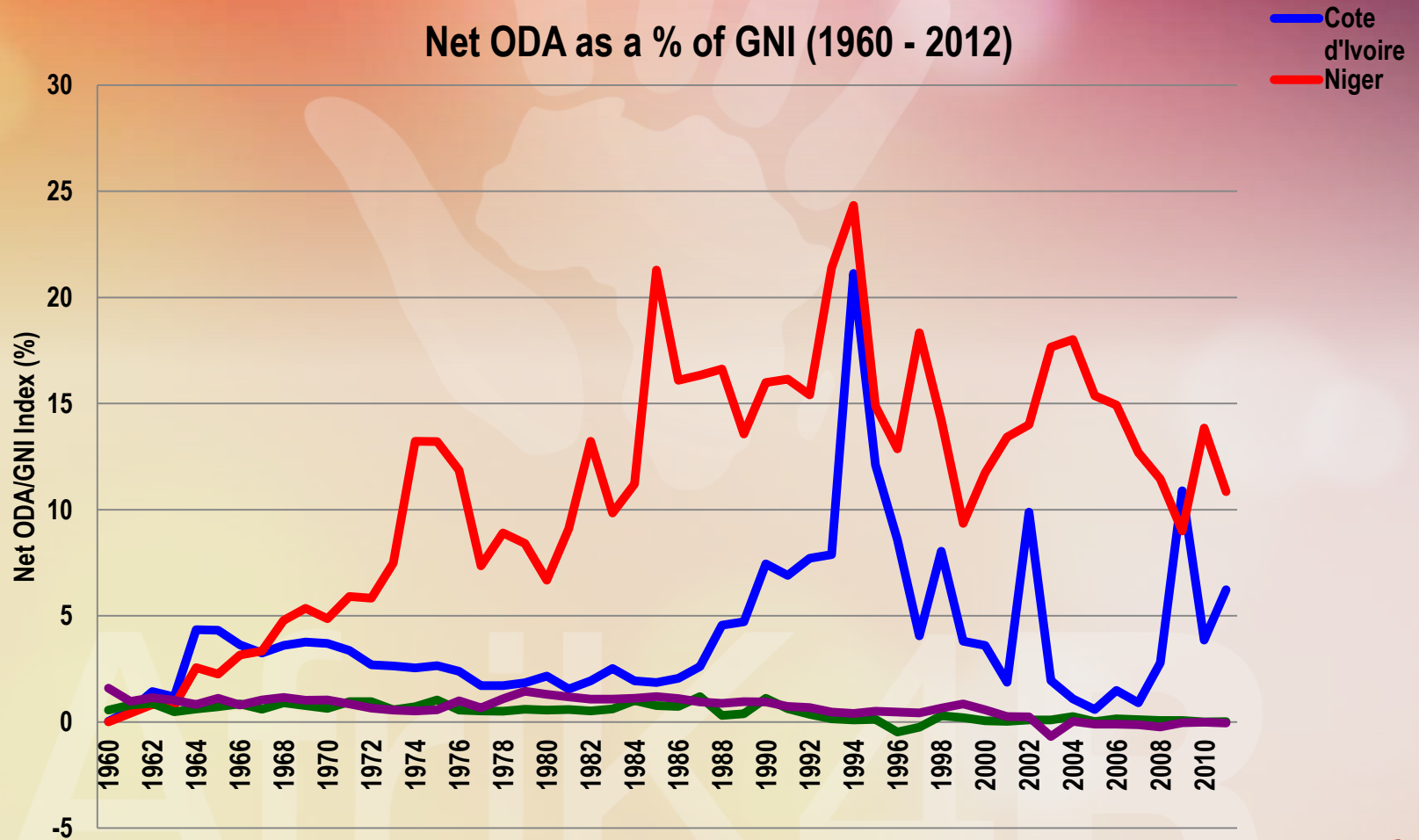
- **MfDR – Why now?**
- **Origin and History of MfDR**
- **MfDR and AfriK4R: A common space**
- **MfDR tools, concepts and principles**
- **Implementing MfDR: Results-Based Management**

AfriK4R

MfDR – Why now? (1/2)



MfDR – Why now? (2/2)



Origin and History of MfDR (1/2)

- 1990:** End of Cold War → Need for reforms in the international aid system for development
- 1990-95:** At least 10 international meetings on the new international aid for development system
- 1995-99:** Numerous OECD meetings → International development objectives – 6 became MDGs
- 2000:** Millenium Declaration adopted by the UN
- 2001:** Formulation of Millenium Development Goals
- 2002:** Monterrey Conference on Financing for Development. → *Monterrey Consensus on Financing for Development*
- 2002:** 1st Roundtable on Development Results in Washington
- 2003:** 1st High Level Forum on Development Effectiveness → *Rome Declaration on Harmonisation*
- 2004:** 2nd Roundtable on Development Results in Marrakech → *Agreement on the 5 MfDR principles*
- 2005:** 2nd High Level Forum on Development Effectiveness → *Paris Declaration on Development Effectiveness*



Origin and History of MfDR (2/2)

- 2007:** 3rd Roundtable on Development Results in Hanoi → *Identification of 5 MfDR pillars*
- 2008:** 2nd High Level Forum on Development Effectiveness + 4th Roundtable on Development Results in Accra → *Accra Agenda for Action*
- 2008:** Doha Conference on Financing for Development → *Doha Declaration on Financing for Development*
- 2011:** 4th High Level Forum on Development Effectiveness → *Busan Partnership for Effective Development Cooperation*

All these events, since the Monterrey Conference, have helped raise important questions, such as:

- *How will development initiatives be financed?*
- *How will development actors harmonise procedures?*
- *How will development actors cooperate?*
- *How will development actors use MfDR?*



International Results Agenda (1/2)

MfDR

**Strengthen
capacity for
managing for
results**

**Improve
effectiveness
of development
agencies**

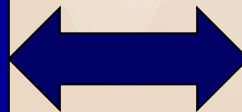
**Promote
international
partnerships
for results**

International Results Agenda (2/2)

Strategy for building a results culture

**Action Plan for Quality
and Results...**

... for a significant
contribution to
development results



**Results Measurement
Framework (RMF) ...**

... for showing
Achieved results

MfDR: General Framework

Managing for Development Results (MfDR) is a management strategy that focuses on development performance and on sustainable improvements in country outcomes.

(OECD Policy Brief, March 2009)

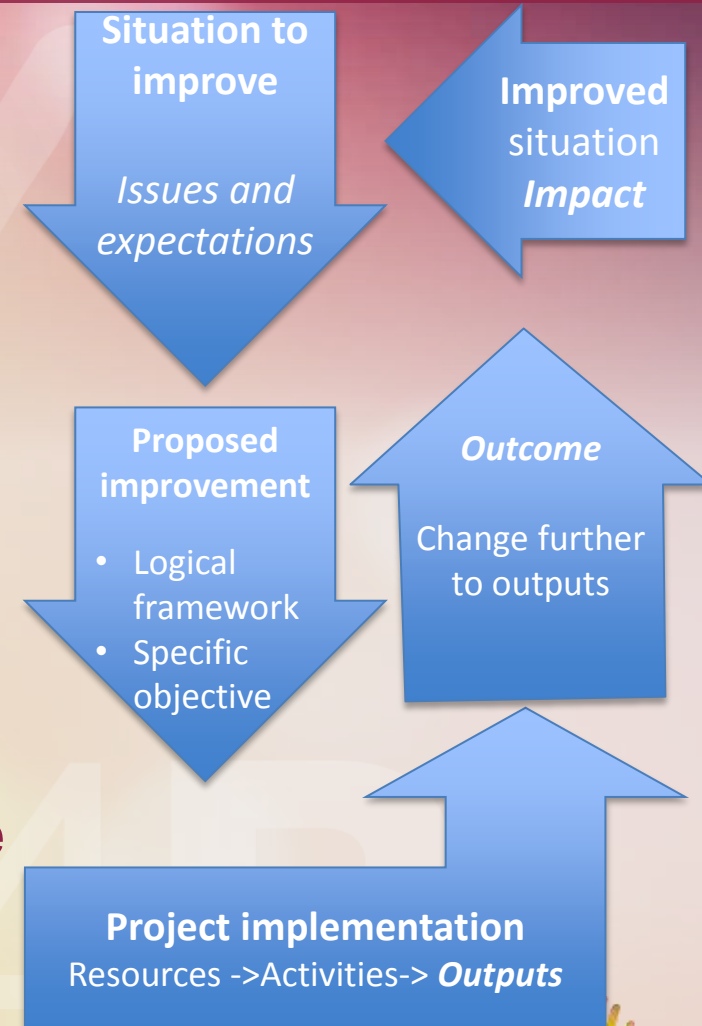
MfDR = a framework for development effectiveness (i.e. performance information aimed at better decision-making) which includes practical tools for:

- **strategic planning and budgeting**
- **risk management**
- **monitoring progress**
- **outcome evaluation**



Underlying Assumptions of MfDR

- The **ultimate goal** of development = **improve quality of life in a sustainable manner.**
- In each development initiative, partners start by identifying an **obstacle** (a specific gap or problem) that they consider **important to solve.**
- Partners then define **realistic results based on country context, partner capacity and available resources.**
- Partners collect and analyse data, examine **possible solutions** and determine **the best solution.**



MfDR: General Concepts

1. Harmonisation and Alignment

Development partners must harmonise their operational procedures and align their support with country priorities/strategies.

2. Country Ownership

Countries must own the goals and objectives of all development programmes and processes.

3. Results-Based Management

As a change management process, this is an important aspect and a prerequisite for enhancing aid effectiveness.

4. Partnership

The best avenue for improving development efficiency and effectiveness

5. Capacity Building

Need for investing individual/institutional capacity building

6. Learning and Decision-Making

Learning and feedback are powerful management tools with the potential to improve the public intervention performance for development.



MfDR: Key Tools

1. Results-Based Management

- *RBM provides a management framework and tools for strategic planning, risk management, and performance monitoring and evaluation.*

2. Logical Models

- *A logical model is a technical tool which summarises all the relevant information related to aid for development, in a programme/project. It is usually presented in a matrix, such as a Logical Framework Matrix.*

3. Results-Based Monitoring and Evaluation (M&E)

- *M&E = a systematic collection of performance information on progress towards results, which could later be used in taking management decisions. It is an indispensable tool for increasing development effectiveness.*



MfDR Principles

Principle 1 – At each stage of the process – from strategic planning to execution, and even after – focus the dialogue on results for country partners, development organisations and so on.

Principle 2 – Align concrete activities to programming, monitoring and evaluation of achieved results.

Principle 3 – Make sure that the results reporting system is as simple, beneficial and user-friendly as possible.

Principle 4 – Focus management on obtaining results, rather than on managing results, or assign needed resources to attain anticipated results .

Principle 5 – Use information on results for learning and management-related decision-making, and also for reporting and empowerment.

ATTENTION: Performance information can fuel resistance and risk-averse behaviours on the part of certain actors



MfDR and AfriK4R: Common Space



6 Pillars of AfriK4R

1. Leadership for Results
2. Planning for Results
3. Results-Based Budgeting
4. Institutional Capacity for the delivery of Goods & Services
5. Information Systems, Statistical Capacity, and M&E
6. Accountability for Results

5 Pillars of MfDR

1. Leadership
2. Monitoring & Evaluation
3. Accountability & Partnership
4. Planning & Budgeting
5. Statistics



AfriK4R Pillars: A Brief Presentation (1/3)

AfriK4R Pillar 1 – Leadership for Results

At the **national level**, this pillar evaluates the level of **engagement** of political leaders, **openness** and **transparency** in **decision-making** and **reforms** for **positive change**.

At the **regional integration level**, it evaluates the **degree of conformity** of **interventions** taken under the framework of **ratified protocols** and **treaties**.

AfriK4R Pillar 2 – Planning for Results

At the **national level**, this pillar analyses the extent to which planning involves the three essential criteria for achieving results: a plan which is (i) **strategic** (ii) **operational** et (iii) **participatory**.

At the **regional integration level**, this pillar evaluates the extent to which the **national planning system** integrates a **regional dimension**.



AfriK4R Pillars: A Brief Presentation (2/3)

AfriK4R Pillar 3 – Results-Based Budgeting

This pillar analyses the **capacity for formulating budgets** which reflect **national priorities** and which are **implemented in a transparent manner** which reinforces budget legitimacy in such a way that it **convinces citizens** that **taxes** are being **used for public good**.

It evaluates elements which must be included in the **budget** in order to **enable institutions** to **achieve results** identified in the strategic plan.

AfriK4R Pillar 4 – Institutional Capacity for delivering Goods & Services

Linking planning and budgeting with the provision of goods and services, this pillar evaluates the **planning capacity of sectors/departments** by measuring if each of these levels is equipped with a **programme/project action plan**, and examines if these **projects** have **objectives/indicators** that are aligned with the **national development plan**.

AfriK4R Pillars: A Brief Presentation (3/3)

AfriK4R Pillar 5 – Information Systems, Statistical Capacity, and M&E

At the **national level**, this pillar examines the existence of prerequisites for ensuring that the **outcome and impacts** of government action on **societies** are measured (national M&E institution, methodology, regulatory framework, statistical information systems, legal and organisational frameworks). At the **regional integration level**, it examines the **existence of M&E mechanisms** with a **regional dimension**.

AfriK4R Pillar 6 – Accountability for Results

This pillar examines the extent to which **institutions** are **accountable**, the **participation of non-state actors** in the **development process**, **feedback for decision-making**, **partner coordination** in **national planning** and the existence of **accountability mechanisms** which promote **regional integration**.



Thanks for your attention.

AfCoP Web Site: <http://copmfdrafrica.ning.com>



AfriK4R