TRAINING KIT

MODULE 1

Introduction to Managing for Development Results & The Africa for Results Initiative
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
MfDR – Why now? (1/2)

Net ODA received (1960 - 2012)

- Cote d'Ivoire
- Niger
MfDR – Why now? (2/2)

Net ODA as a % of GNI (1960 - 2012)

Net ODA/GNI Index (%)
### Origin and History of MfDR (1/2)

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

- Strengthen capacity for managing for results
- Improve effectiveness of development agencies
- Promote international partnerships for results
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
Managing for Development Results (MfDR) is a management strategy that focuses on development performance and on sustainable improvements in country outcomes.

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
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

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

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
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 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