

Managing for Development Results

- I. Managing for development results (MfDR) is a complex process that involves culture change for both partner countries and donors.
 - The process may be difficult, and it involves high transaction and transition costs that donors should be prepared to support.
 - It must begin with strategic planning and must be linked to the budget process, to project management, and to monitoring and evaluation.
 - It is a political process that requires strong, committed leadership. It must also be inclusive and participatory. It requires accountability by both partners and donors.
 - There is a great demand in Latin America for progress in the institutionalization of MfDR. There has been some progress in many countries in the region, but there is still a long way to go.

- II. MfDR requires a focus on outcomes, not inputs, outputs, and disbursements.
 - The quality of the indicators is paramount: they must be relevant and easy to understand by all stakeholders.
 - The information must be used in decisionmaking.
 - Concerns: difficulty of attribution; use of indicators for political purposes, not linked to strategic objectives.

- III. Institutional and human capacity in MfDR needs to be strengthened in both partner countries and donors
 - Donors should focus on supporting countries in strengthening their national systems—avoiding fragmenting the provision of resources—to accelerate the adoption and institutionalization of MfDR and ensure its sustainability.
 - Good quality assurance systems reinforce institutional capacity by achieving the results that citizens expect.
 - It is vital to build the capacity of people involved at all stages—formulating strategy, designing projects, creating indicators, implementing programs, evaluating and analyzing results.
 - It is also important to foster demand for results—e.g., by congress/parliament and civil society.
 - Donors should strengthen, expand, and finance initiatives to introduce MfDR (such as the Inter-American Development Bank's PRODEV).
 - It is necessary for both partner countries and donors to put in place appropriate incentives to motivate staff and managers to participate in MfDR.

- IV. Communication plays an important role.
- Transparent communication of the MfDR process, including the information it yields and the use of that information, builds confidence in the public and in donors.
 - South-South cooperation in MfDR, exchange of experience, and peer-to-peer learning are promising approaches.

What isn't measured can't be improved.