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**Managing for  
Development  
Results  
(MfDR)**

**Key Features**

- Clarity of goals and objectives
- Results linked to planning and resource allocation
- Key Performance Indicators to focus on results
- Beneficiary participation
- A system for measuring performance and results
- Promoting a learning culture

## Results and Resources

### Aligning Resources to Results

Managing for Development Results is about making organizations more results oriented rather than being focused on activities and outputs.

A focus on results is achieved through identifying performance indicators, setting targets and through periodic monitoring to ascertain if targets are being achieved.

In August, line Ministries were actively engaged in identifying five or six performance indicators under two or three selected areas for submission with their budget estimates for 2010.

*The MfDR framework as a platform on which to strengthen national ownership and alignment*

This follows instructions issued with the Budget Call by the Secretary to the Treasury requesting each Ministry to submit a set of output and outcome indicators along with their requests for funds.

This is a first step in linking resource allocation to results— referred to as “Performance-based Budgeting” which has been recognized as an important change management initiative of the government.

In collaboration with the Department of National Budget, the Ministry of Plan Implementation (MPI) helped individual Ministries identify suitable indicators to be linked to resources when submitting their budget estimates.

MPI will also help Ministries which have already developed results frameworks and score cards to refine their indicators and measure how they have

performed against the targets set for 2009.

Data gathering and measurement may prove to be a challenge. MPI is ready to guide Line Ministries in this task while continuing to align Ministry level indicators to the Ten Year National Development Framework and sector plans.

The institutionalizing of MfDR in the whole of government enabled the creation of a platform upon which to build a link between results and resources. This in turn helped to integrate the planning, budgeting, monitoring and evaluation components of development programmes being implemented at different levels align with the Ten Year National Development Framework.



A meeting in progress at the MPI for formulating strategic indicators for the Budget Call 2010, for the Ministry of Vocational and Technical Training.

# Aid Transparency :

## Standardization across borders?

Can an Aid Information Management System be developed that could record aid transactions in different countries in the same region, using standard definitions and codes that are acceptable to all stakeholders?

This was the question discussed at a UNDP led regional learning exchange held in Bangkok at the end of August 2009.

The regional gathering was a follow up to the International Aid Transparency Initiative (IATI) launched in Accra, Ghana in September 2008 for the purpose of enhancing Aid Information Management Systems

The discussions and exchange of ideas focussed on strengthening country level and international efforts for aid transparency, accountability and effectiveness.

Discussions centred around how improvements could be made in recording and disseminating aid information to highlight the impact of aid towards meeting key development outcomes in various sectors and how to fulfil the information and reporting requirements of governments, donors and other stakeholders.

It was also recognized that where and when aid flows are linked to specific indicators, a gap analysis can highlight areas for focussing future investments and also help to identify improved modalities of aid delivery.

Participants at the regional meeting discussed procedures, processes and methodologies to be addressed for reaching consensus in defining, developing and setting a standard and a code of conduct to develop an Aid Infor-

mation Management System acceptable to all countries, donors, civil society and other relevant stakeholders.

In developing an IATI standard, participants noted the importance of an in-depth study of the data/ information needs of different stakeholders as well as definitions nomenclature and attributes across stakeholder groups to ensure that the standards would serve as a good practice model which would help strengthen individual coun-

-try systems.

Seventeen member countries of the Asia Pacific region, including Sri Lanka participated in this meeting. The country delegations comprised of representatives of Parliaments, government institutions, civil society and major donors.



## Cascading MfDR: TOT

A training of trainers for enhancing training and coaching skills in results based management was held in Kandy in August, sponsored by the Asian Development Bank under its Regional Technical Assistance (RETA) project for the institutionalization of Managing for

The five day residential course and Agrarian Services and the included components in results Water Supply and Drainage management, theory and practice, training approaches, methods and techniques and a Board. The resource persons were Liam McMillan, RETA Team Leader, Bernard Woods, MfDR expert, V. Sivagnanasothy, DG, FABM, Prasantha Abeykoon, RETA Consultant (Sri Lanka) and Allison Friedmann, Training Consultant.

In addition to participants from the Ministry of Plan Implementation and the Department of Foreign Aid and Budget Monitoring, there were officials from the Ministries of Highways, Irrigation and Agriculture

-roduced to several Ministries over the last two years by MPI.

The next step in the institutionalizing process is to conduct training for staff in key projects coming under the Ministries implementing results based management.

MPI has already commenced work on a training manual for this purpose. The resource persons will be drawn from among the participants of this training of trainers workshop.

The programme, was intended to strengthen the institutionalization of MfDR which has been introdu-

# Working Together for Greater Aid Effectiveness

Aid plays a significant role in national development and the Government is committed to make it more effective.

In this regard, a meeting has been scheduled in October between Sri Lanka’s major donors/development partners and the major aid utilizing agencies of the Government.

This meeting, facilitated by the MPI is expected to generate discussions of issues and concerns related to aid and will lead eventually to formulating a country based strategy and action plan to make aid more effective.

While the Paris Declaration and the Accra Agenda for Action have identified key areas for improving aid effectiveness globally, broad consultations with development partners/ donors, government and civil society is the way to develop a realistic and practical set of actions at the country level.

A key to such a plan is good data to understand which proportion of aid is aligned with national goals or how much aid passes through the national systems and is not tied to the donor country. The predictability of aid, the status of conditionalities and the establishment of parallel im-

plementing units also impact on the effectiveness of aid.

Attending the meeting on the government side will be officials from the major aid utilizing Ministries, External Resources Department, Department of National Budget, the Central Bank, the Auditor General and the Ministry of Plan Implementation (MPI).

The meeting will focus on outlining the present context of aid flows and sources, discuss current strategies and interventions for aid effectiveness and describe the perspectives of development partners and donors. This will be followed by a structured brainstorming to identify broad themes for more

focused discussions.

MPI hopes that the collaboration will lead to fully exploring the space in the Paris Declaration for greater ownership of the national development agenda by the national partners, increased alignment of aid flows with national systems and processes, harmonization among donors of monitoring and reporting requirements and mutual accountability for aid effectiveness.

Managing for Development Results is the area in which most progress has so far been made.

The monitoring exercise planned by MPI, will provide accurate and timely data that will inform future programmes for improving aid effectiveness.

Committed Undisbursed Balance of Foreign Financing  
By sector as at 31<sup>st</sup> Dec. 2007)

Sector	US\$ million	%
Roads, and Transport	929.1	18.5
Ports	738.0	14.7
Water Supply & Sanitation	464.2	9.3
Tsunami Rehabilitation	775.2	15.5
Health, Education & Vocational Training	366.6	7.3
Power & Energy	587.9	11.7
Private Sector Development	156.2	3.1
Agriculture, Fisheries and Irrigation	234.1	4.7
Conflict Affected Areas Rehabilitation	165.8	3.3
Rural Development	91.3	1.8
Environment & Natural Resources	90.4	1.8
IT, Science & Technology	83.8	1.7
Housing & Urban Development	64.9	1.3
Other	267.9	5.3
<b>Total</b>	<b>5,015.4</b>	

Source: Department of External Resources

## WHAT GETS RESULTS

- Well designed programmes and projects that contribute benefits to the people
- Policy frameworks and institutional structures that serve to facilitate, not undermine results achievement and sustainability
- Ensuring that required resources, human, technology and finances are available when they are needed
- Sound action plans designed to deliver outputs which in turn are used to reach intended outcomes
- Effective monitoring of progress and acting on information
- Effective management actions including creative problem solving and decision making
- Leadership which promotes strategic partnerships, teamwork and collaboration
- Good communication and engagement of stakeholders inside and outside the project or programme

## Sector Indicators

### Ministry of Plan Implementation

Central Bank Building  
Tower 5, Level 12  
Janadhipathi Mawatha  
Colombo 1  
Sri Lanka

Phone: 94 11 2477998  
Fax: 94 11 2477950

Website:  
<http://www.mpi.gov.lk/>

The Ministry of Plan Implementation is in the process of developing sector indicators and clustering Ministries under each sector.

This exercise has been undertaken with a view to develop Key Performance Indicators (KPI) to monitor the contribution of each Ministry towards achieving development goals envisaged in the Ten Year National Development Framework (2006-2016).

Once the sector indicators are finalized, Line Ministries will be able to evaluate development projects and programmes within their purview to ascertain the relevance and contribution to national development objectives. This will facilitate introducing remedial actions to improve performance, effi-

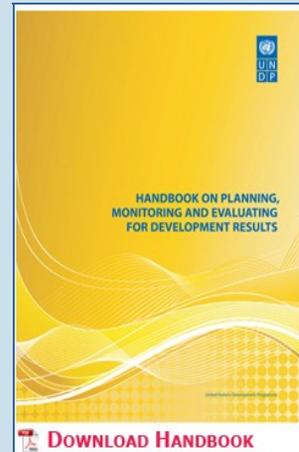
-ciency and effectiveness.

In consultation with the Department of National Budget and the Line Ministries, MPI has developed six KPI's for each Ministry linking the performance to expenditure in two strategic thrust areas.

In the coming years, this initial exercise will be further strengthened to mainstream results within the budget process.

To work, Managing for Development Results requires not only continuous outcome monitoring but also the application of corrective measures to ensure that the desired results are achieved.

## Resources



This *Handbook on Planning, Monitoring and Evaluating for Development Results* seeks to address new directions in planning, monitoring and evaluation in the context of the United Nations Development Programme (UNDP) corporate strategic plan.

The handbook may be useful to individual evaluators as well as members of the evaluation community engaged at the national level.

Lanka Stats Interactive Database System incorporates several databases providing data relating to the 18 MDG indicators and the Basic Needs Indicators (GN level). Compiled and maintained by the Department of Census and Statistics, the databases is still being piloted. User comments are encouraged.



### Our Mission

*“To function as the National Focal Point for monitoring and evaluation of all government development programmes, projects and policies to ensure results and achievement of development objectives”*



A group of participants in the 5-day Training of Trainers programme held in Kandy in August 2009.

To join the MfDR (Sri Lanka) Community of Practice (CoP)  
Please visit the MPI website at  
<http://www.mpi.gov.lk/CoP-MfDR.html>