

Managing for Development Results in SOUTH ASIA

**Supported by DFID UK, Canada, Norway, The Netherlands*

MfDR IMPLEMENTATION STAGES
Introducing MfDR into government operations is a long-term process: requires institutional and organizational change

- STAGE ONE:**
- development of results-focused country planning and results frameworks; use of sectoral indicators
 - Focus: governance of the state
 - Critical mass to implement: relatively small

- STAGE TWO:**
- organizations' leaders/managers plan, implement, manage and monitor results – for clients and beneficiaries
 - Focus: management/leadership of organizations
 - involves the management and employees of every organization of state, and a process of organizational and behavioral change likely to run counter to the existing culture of the civil service
 - require MfDR-orientation in organizational strategy, leadership, culture, values and vision

The Road Ahead

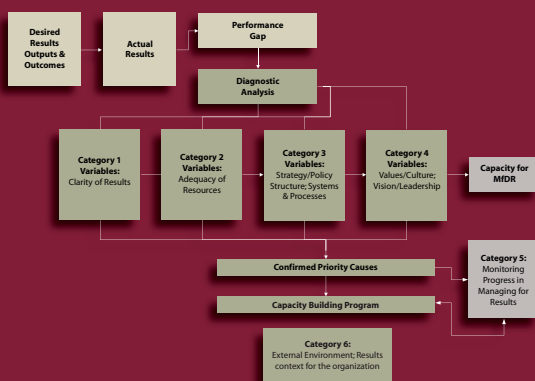
- Few developing countries have implemented Stage Two.
- Many are still planning the implementation of Stage One.
- Program's regional intervention aims to help governments successfully undertake Stage Two implementation.

Overview of the Regional Technical Assistance Program

- A collaboration between donors and regional development partners.
- The project reaches beyond the technical, aiming to achieve organizational change
- The long-term goal is to sustainably strengthen partner governments' and ADB Resident Missions' capacity to implement results-oriented approaches to poverty reduction
- Expected outcome: Bangladesh, Nepal, Pakistan and Sri Lanka move towards the adoption of MfDR as an explicit public-sector management practice

Project Highlights

- Holistic Readiness Assessments have identified critical gaps in organizations' capacity to successfully implement Stage Two.



Lessons learned for Replication/Scaling up

- Stage One readiness does not necessarily determine Stage Two progress
- MfDR implementation must be managed as a change process, using both external and internal forces
- Across countries, organizations may have more in common with one another than they do with other organizations in their home country