

Introduction to the Sourcebook

The need to better manage for results – to use information to improve decision making and steer country-led development processes toward clearly defined goals – has come to the forefront of the global development agenda since the Monterrey Conference on Financing for Development in 2002. The Monterrey Conference called for a new partnership for development in which developing countries increase their commitment to policies and actions that promote economic growth and reduce poverty, and developed countries support them through more effective aid and trade policies. In this context of shared responsibility, global attention has turned to management strategies to achieve results.

What led us to the Sourcebook?

Since Monterrey, a global agenda and community of practice on managing for development results (MfDR) has started to emerge. In the period leading up to the Marrakech International Roundtable on Results in February 2004, through discussions and exchange of views, this community defined the conceptual framework and the principles of MfDR.

Today, development agencies are undertaking major efforts to implement the results agenda. More important, many developing and transition countries are pursuing a results approach in their national strategies, public sector management, and sector programs and projects. This translates into greater demand among staff in development agencies and partner countries for greater awareness and understanding of managing for results.

To address this demand, the OECD/DAC-MDB Joint Venture on Managing for Development Results, established under the auspices of the DAC-OECD Working Party on Aid Effectiveness and Donor Practices, undertook to develop a Sourcebook on the principles and emerging good practice in MfDR.

Managing for Development Results (MfDR) is a management strategy focused on development performance and on sustainable improvements in country outcomes. It provides a coherent framework for development effectiveness in which performance information is used for improved decision making, and it includes practical tools for strategic planning, risk management, progress monitoring, and outcome evaluation. *Definition, based on agreement at the 2004 Marrakech Roundtable on Results, 2004*

What is the Sourcebook?

The Sourcebook is intended to increase understanding of the ideas behind MfDR and to show how it is being used in partner countries and international development agencies. Specifically, it

- provides an update on the global partnership to reduce poverty and to enhance development effectiveness through MfDR
- presents some important concepts behind MfDR and describes the five principles of MfDR agreed on at the 2004 Marrakech Roundtable on Results
- provides some illustrative examples of how MfDR is being used in practical ways at the country, program, project, agency, and interagency levels.

The Sourcebook is not the final word on MfDR, nor is it intended to serve as an operational manual for how to do MfDR. The principles will continue to evolve as more lessons and good practices are documented. The illustrative examples also help substantiate and better explain the principles. It is hoped that the Sourcebook can be used as a learning tool to provoke discussion and sharing around MfDR and improve it further.

Who is the Sourcebook for?

- Policy advisors and public sector managers who are working to achieve national development outcomes through government programs or projects
- Development agency staff and managers who are working within their agencies, across agencies, and with partner countries to support country development outcomes.



Organization of the Sourcebook

Part 1 of the Sourcebook presents the concepts, tools, and principles of managing for results.

Part 2 focuses on partner countries' efforts to manage for results at a national level, in their strategic planning, public expenditure management, results-based M&E systems, and statistical capacity strengthening.

Part 3 attempts to capture experience in managing for development results in sector programs and projects.

Part 4 discusses ways that development agencies are working to enhance their contribution to country outcomes by increasing their focus on results in strategies, instruments, reporting, learning and incentive structures.

Note: Harmonization matters are highlighted throughout Parts 2, 3, and 4.

Part 5 draws together some of the lessons about applying the MfDR principles that the Sourcebook cases illustrate. It also provides specific examples of the use of each of the principles in the case reports.

References and Resources – A list of general references and resources is presented at the end of the Sourcebook, just before the Acknowledgements. In addition, at the end of each of the case studies presented in Parts 2, 3 and 4 you will find a list of case-specific references.

