

Improving Project, Program & Policy Performance in Developing Countries through Managing for Development Results

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ADB

Presentation seeks to answer 5 questions

1. What is managing for development results (MfDR)?
2. What are the known conditions for adopting it?
3. Do these conditions apply in developing countries?
4. Does MfDR lead to better results?
5. What are some of the challenges?

Improving the performance of public organizations depends on finding practical approaches to managing for better results, and this cannot be done without being clear what results are required.

Scott, G. 2001. *Public Sector Management in New Zealand: Lessons and Challenges*. Canberra: Australian National University.

"Which road should I take?" Alice asked the Cheshire Cat.

"Where do you want to get to?" the cat asked helpfully.

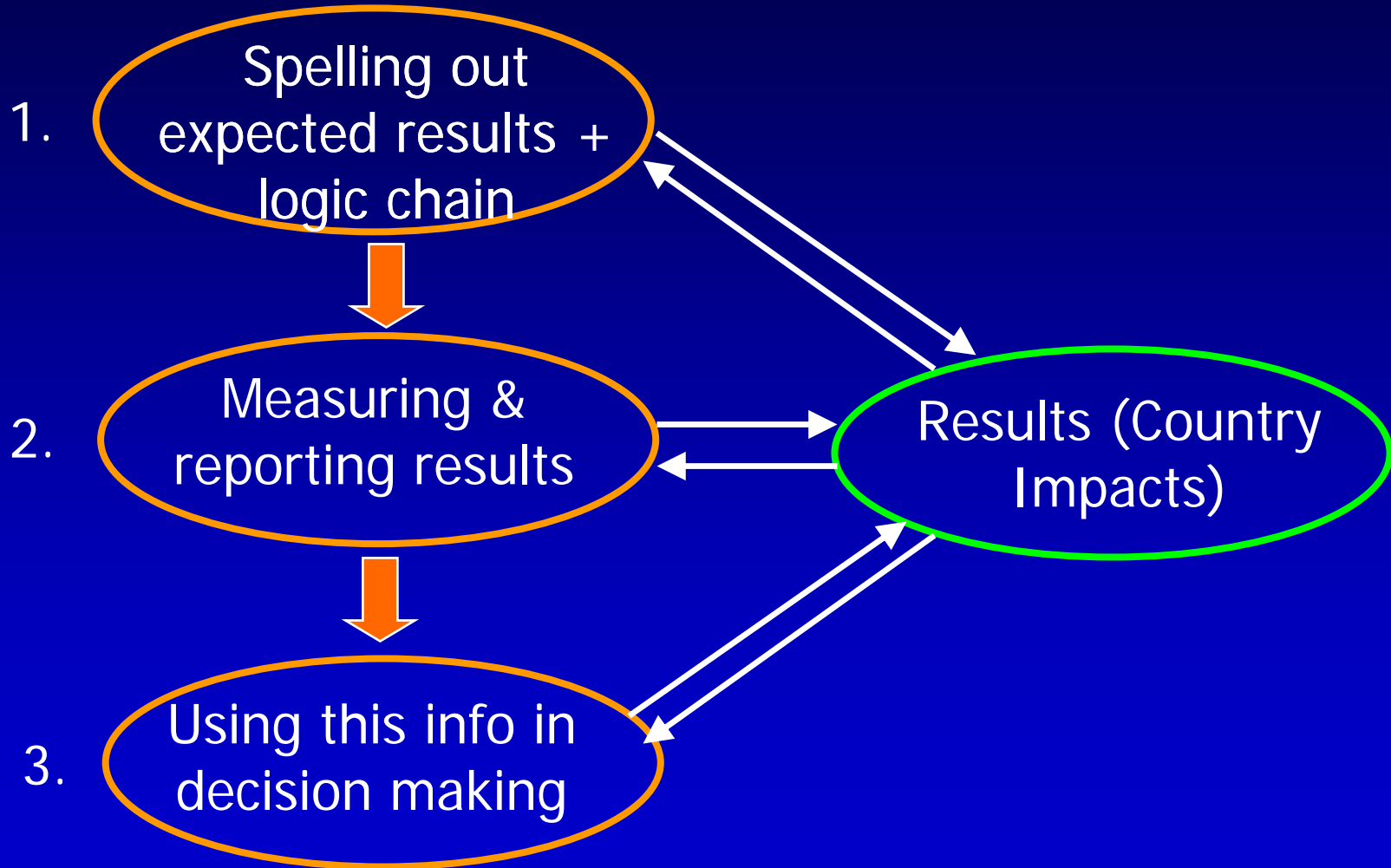
"I don't know," admitted Alice.

"Then," advised the cat, "any road will take you there."

- If you don't measure results, you can't tell success from failure.
- If you can't see success, you can't reward it.
- If you can't see success, you probably can't learn from it.
- If you can't recognize failure, you can't correct it.
- If you can demonstrate results, you can win public support.

What is MfDR?

Projects/programs



THE PROCESS OF ADOPTING MfDR

Driving Forces

Accountability & Budgetary Pressures

Internal Champions

Learning from other organizations

Organisational Response

New Policies

Support Services

Practical Tools

Information & Reporting Systems

Modernising HR Practices

Incentives

Training

Medium Term Outcomes

Cultural Changes

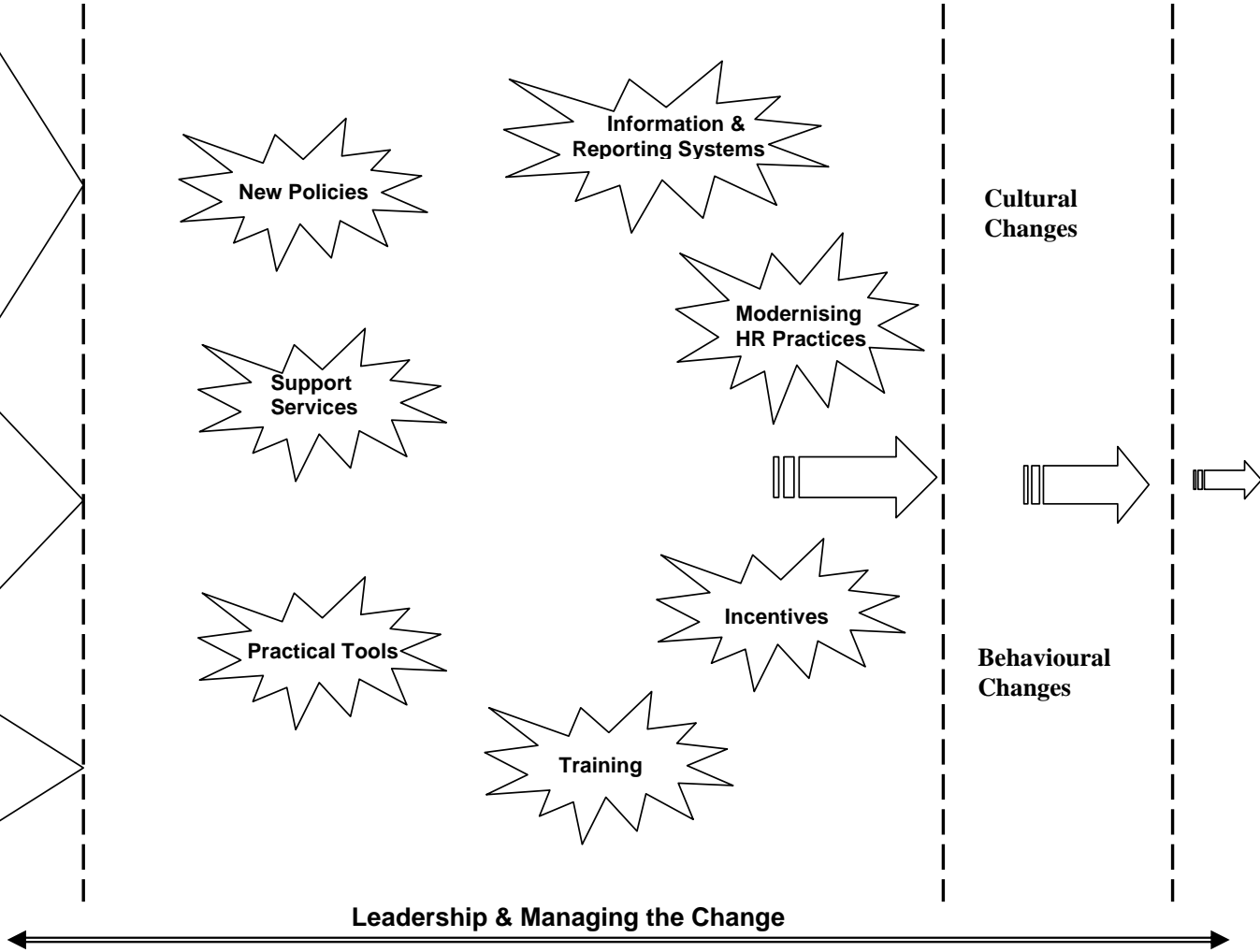
Behavioural Changes

Long Term Impacts

ENHANCED ORGANISATIONAL EFFECTIVENESS & ACCOUNTABILITY

Leadership & Managing the Change

ADB



Selected preconditions for successful adoption of MfDR (from the literature)

- Strong support from senior leadership
- An organizational culture that focuses on achieving results
- Supportive staff management practices & incentives
- Appropriate staff skills and training
- Management of the change process.

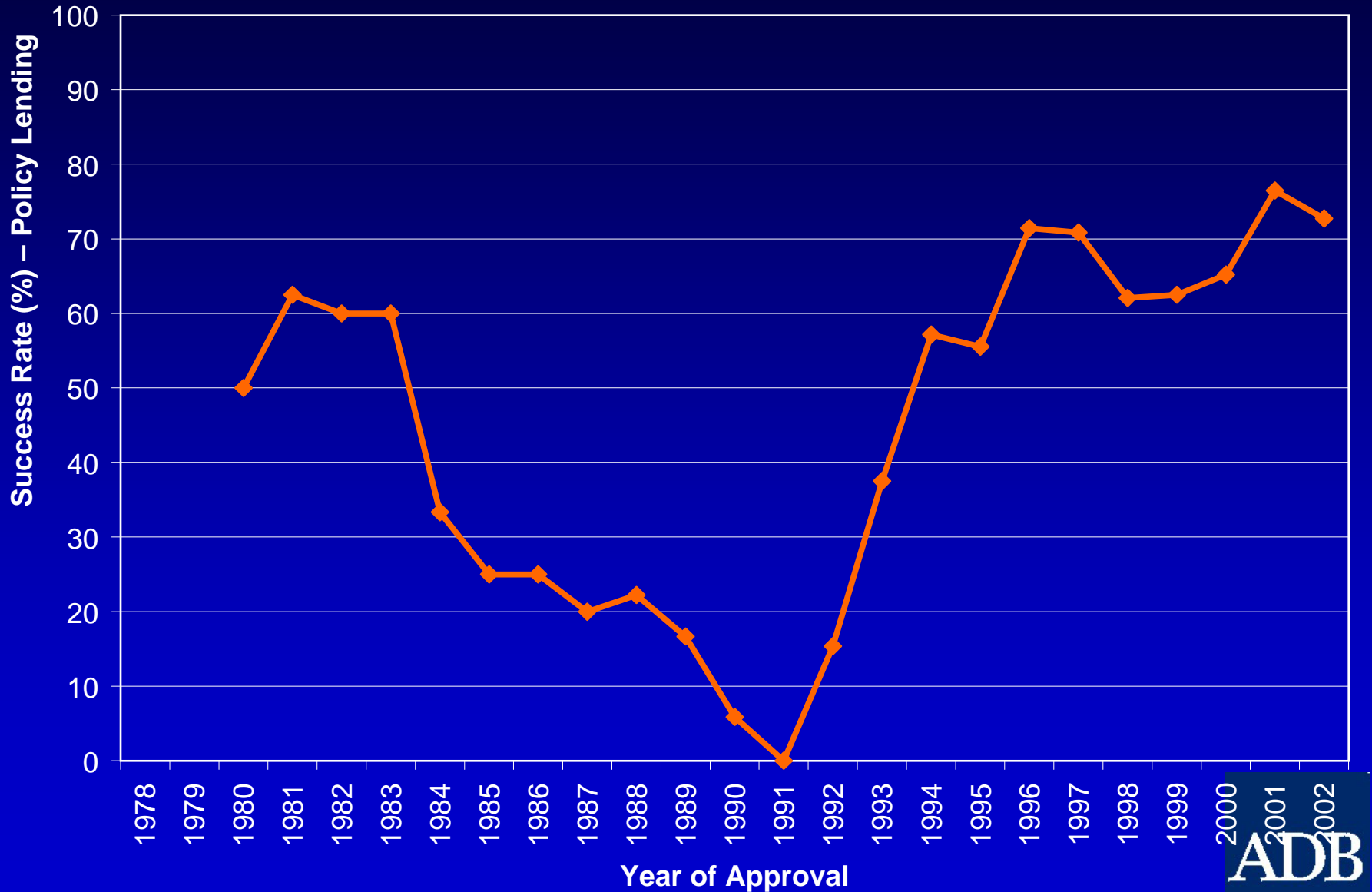
Do the “success factors” apply in developing countries?

- The evidence from decades of experience in seeking to build capacity leads to a “yes” answer
- But there are differences – preconditions less likely to be met, fewer resources, lower capacity, greater political and organizational uncertainty.

A warning!

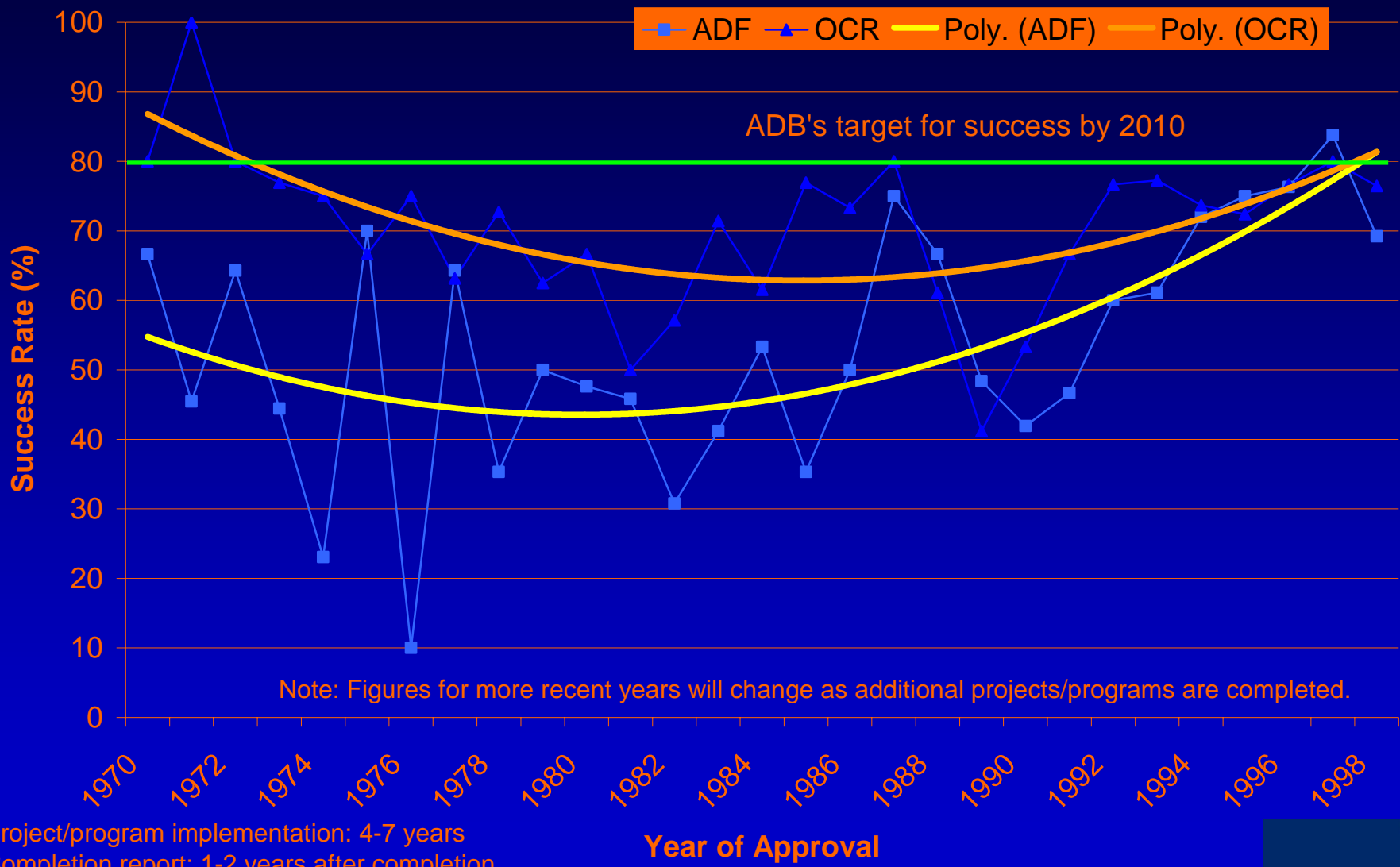
I believe there are important preconditions for successfully implementing the new public management approach. In contrast to those who take the position that managerial deficiencies should be the driving factor in determining the suitability of these types of reforms, I argue that they should be deterring factors. The greater shortcomings in a country's established management practices, the less suitable the reforms.

Does MfDR produce better results?



Source: Operations Evaluation Department database





Note: Figures for more recent years will change as additional projects/programs are completed.

Project/program implementation: 4-7 years
 Completion report: 1-2 years after completion
 Project/program evaluation: 3 years or more after completion

Source: Operations Evaluation Department database



Characteristics of successful ADB Projects

- Ability to incorporate lessons
- Flexibility to adjust in light of emerging results
- Presence of baseline information
- Avoidance of over-optimism about expected results.

Bangladesh: case example



Bridge 1:
Progress 99%
Cost 99m
\$USD

Bridge 2:
Progress 100%
Cost 100m

**One approach not
complete.
Users can not
cross the river.**

**Users can
cross river.**

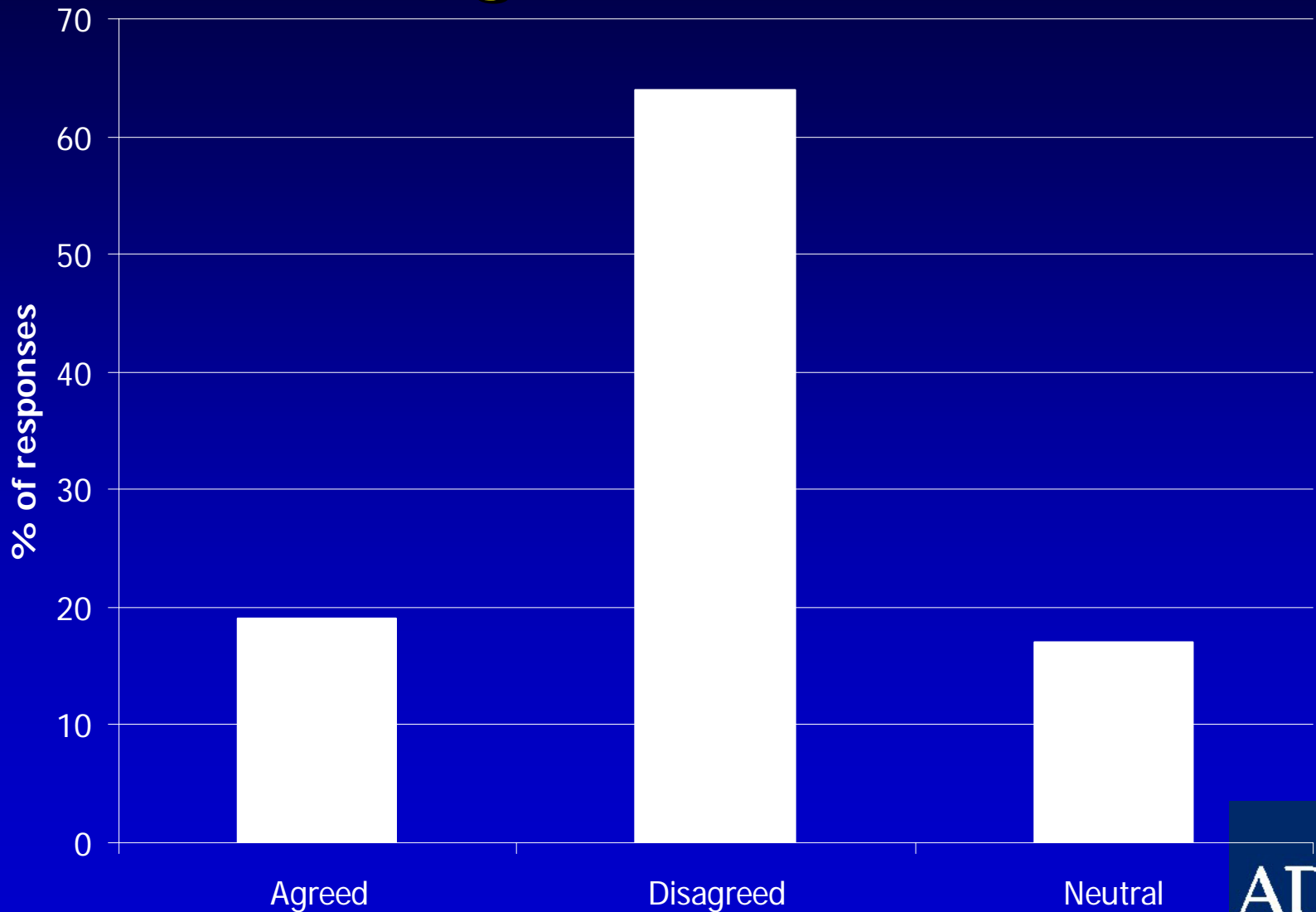
**No RESULT to
Users / Clients !**

**VERY USEFUL to
Users / Clients !**

Contemporary challenges in ADB

- Specifying and agreeing expected results is not as easy as it seems
- Measuring results during implementation is a challenge
- Organizational challenges.

Current Incentives Motivate Staff to Manage for Results



Source: ADB. 2007. Managing for Development Results in ADB: A Preliminary Assessment

Conclusions

- Application of the principles of MfDR can produce better results
- MfDR is not a panacea for poor performance/management
- Works where conditions are favorable
- Be realistic in expectations
- Development agencies should practice what they preach.

For More Information

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