



INFOCUS

Managing for Development Results

ADB manages our work to ensure that operations contribute to development and reduce poverty

Challenge

Despite rapid economic growth in Asia and the Pacific, millions remain poor. Given our limited resources, how can ADB best help reduce poverty in the region?

Strategy

ADB operates with increased focus on development results, and helps our member countries build their own capacity for gaining results.

Response

ADB comprehensively monitors delivery of our planned development results and identifies performance weaknesses and actions for improvement. We support country capacity-building and knowledge-sharing initiatives. Countries can then better manage their development programs. We are teaming with our development partners to increasingly coordinate and share knowledge about managing for results.

“Managing for development results has now become a standard approach to steering ADB and its operations toward its goal of poverty reduction.”

—Noriko Ogawa, Head, Results Management Unit

ADB’s Strategy 2020 meeting the needs of Asia and the Pacific

Strategic Direction

- Inclusive Economic Growth
- Environmentally Sustainable Growth
- Regional Integration

Drivers of Change

- Private Sector
- Good Governance
- Gender Equity
- Knowledge Solutions
- Partnerships

Read more at www.adb.org/Strategy2020/

Providing the right development aid is not only about the size of the loan or the number of roads or schools built. It is about knowing the loan is improving people’s lives. It is about ensuring that the road is designed to move people in the best direction, and that the school educates children with skills to support a country’s economic future. ADB serves people, and we need to be accountable to them by measuring and reporting our performance as promised.

Using a results framework to improve our performance

ADB, in 2008, became the first multilateral development bank to adopt a corporate-wide results management framework. The new framework, driven by our Strategy 2020, uses performance indicators and targets. These help us review the state of the region, and assess our contribution to development and operational and organizational effectiveness.

The framework allows managers to answer three key questions:

1. Are we being effective?
2. How do we know we are?
3. How do we use this information for future action?

Inspiring a results-driven culture, the framework focuses on areas ADB and our shareholders consider important. To assess and report on our performance in achieving desired corporate-wide results, ADB uses an annual performance report—the Development Effectiveness Review. The review identifies performance issues and actions for resolving them on four levels.

Level 1: What development progress is Asia and the Pacific making?

We begin by tracking progress in the region based on selected development areas. These include poverty and human development, gross domestic product per capita, regional cooperation and integration, access to basic infrastructure, governance, and environment.

Level 2: How has ADB contributed to development?

Next, we assess our contribution to country and regional development by checking if our operations have helped achieve specific development goals.

Level 3: How effectively is ADB managing its operations?

We then look at operational-effectiveness indicators, such as operational quality and portfolio

Visit ADB's Online Resource Center on Managing for Development Results (MfDR)

(www.adb.org/mfdr/resources)

The MfDR Resource Center can help you better understand managing for development results concepts and processes. There you will find examples of MfDR applications at the country, sector, institutional, and project levels. You will also find valuable MfDR tools and case studies. Plus, you may access hundreds of documents and files related to MfDR that can help in your practice.

performance, finance mobilization, strategic focus in operations, knowledge development, and partnerships.

Level 4: How is ADB improving as an organization?

Finally, we measure our progress in increasing effectiveness in three key areas: use of human resources, use of budgetary resources, and business processes and practices.

Using the results of our review

The 2010 Development Effectiveness Review found that ADB continued to improve many aspects of its operational and organizational effectiveness, successfully removing recurrent weaknesses, and was on track to deliver planned operational outputs. However, it also confirmed a declining trend in the achievement of development outcomes from our recently completed operations.

The review highlighted the improved quality of our new operations, expanded support for Strategy 2020 core areas, increased mobilization of finance for our developing member countries, improved knowledge management and partnerships, better management of human resources, and more efficient business processes.

While welcoming the improved performance in many areas, we are very concerned about the poor scores on outcome achievement and the quality of our completed operations. We are scrutinizing the problems to identify lessons and adopt corrective actions.

ADB will implement a time-bound action plan to sustain the good progress noted and resolve challenges identified.

Helping countries manage for development results

ADB helps increase country capacity for results management through its support to the Asia-Pacific

Community of Practice on Managing for Development Results (APCoP) and its country-level activities on MfDR.

Created in 2006, APCoP is the first regional developing country network on MfDR. It is comprised of senior government officials and practitioners from ADB developing member countries (DMCs) who work together to improve their capacity to mainstream results-based approaches in public sector management. At the Asia-Pacific level, APCoP:

- promotes learning and knowledge exchange on MfDR;
- helps identify change agents for promoting results based approaches in the region;
- disseminates good practices, assists with problem solving, and offers learning opportunities, products, tools, and support services on MfDR;
- trains country officials and enables their participation in international MfDR events; and
- promotes partnerships with international organizations and centers of excellence (e.g., the Asia-Pacific Finance Development Center in Shanghai, PRC, and Singapore Civil Service College) to advance country knowledge on results management.

At the country level, APCoP helps build country capacity to implement results-based approaches in public sector management areas of planning, budgeting, implementation, monitoring, and evaluation. Based on identified country needs, APCoP supports country-based CoPs through training and workshops. These CoPs, which cut across ministries, promote dialogue around results-based national public management systems and guide the development and implementation of national capacity development plans. Information about APCoP's work is available on <http://cop-mfdr.adb.org/>

INFOCUS

ADB Focal Point
Noriko Ogawa
Strategy and Policy Department

www.adb.org/MfDR/

For inquiries, contact
ADB Media Center
mediacenter@adb.org
Tel +63 2 632 5090