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Emerging Good Practice of Managing for Development Results in Civil Society & the Private Sector

Civil society's involvement in MfDR encourages transparency in the public sector by stimulating a demand for public sector results from civil society who often at least claim to embody citizen voice. NGOs, CBO, and the private sector are all partners in international development and have a strong role to play in Aid Effectiveness and MfDR. Civil society stimulates and triggers civic engagement, and can catalyze a culture of results within the country's populations at large. They also represent development partners using MfDR in their work on development projects and programs.

Interestingly, managing for development results finds its origins in the private sector: "While MfDR is a new concept in the development community, the core concept is well established and has been applied in many public and private organizations in the last two decades. These other organizations have used terms such as 'results-based management' 'performance management', and 'managing for outcomes'. The core of these diverse concepts is basically the same... Results management has its roots in business management theories, applied social research, program evaluation, and expenditure management. The approach, initially applied in private sector organizations, moved quickly to the public sector as part of reform efforts in the 1980s and 1990s."¹

Often, however, the civil society group is not actively considered in discussions on MfDR. They tend to be limited to the public section. This section highlights some of the ongoing work of civil

¹ Asian Development Bank. *Introduction to Results Management: Principles, Implications, and Applications*. ADB: 2006,

society and the private sector in MfDR. It provides examples of where civil society and the private sector are actively engaged in creating culture of managing for development results and/or are implementing MfDR techniques through their work in international development. Specifically, the cases demonstrate that:

- Civil society & the private sector are important partners in international development and have a strong role to play in Aid Effectiveness and MfDR

Furthermore, “an outcome approach [results approach] requires a strategic focus central to the *raison d’être* of government and directly connected to something that matters to the citizenry, such as a focus on poverty reduction or democracy.”²

At the Third International Roundtable on Managing for Development Results in Hanoi, Vietnam, Kumi Naidoo, Secretary General of CIVICUS, stated:

“Successful management of aid resources for development results requires that civil society not be merely a mobilizer of local groups and individuals, nor even a “watchdog” on outcomes, but that it also play an integral part in decision making at all levels. Civil society must go beyond acting as a catalyst of change at the local level to include pressing for change in power structures to enable marginalized groups to play a greater role in influencing decisions that affect their lives.”

In Mongolia, for example, the Open Society Forum created a “National Development Dialogue” where experts discuss and contribute to the evaluation of national economic policies.

² Perrin, Bruce. *Moving from Outputs to Outcomes: Practical Advice from Governments Around the World*. Based upon the Roundtable “Moving from Outputs to Outcomes: Implications for Public Sector Management” December 15–16, 2004. Sponsored by The World Bank and the IBM Center for The Business of Government.

Mongolians of different age groups also used the National Development Dialogue to share scenarios and spark debate on Mongolia's future.

Local Ecuadorian civil society, in collaboration with Geneva Global and USAID, used a simplified MfDR framework, in their efforts to reduce human trafficking. And two years since the deadly tsunami, communities are using MfDR in their based reconstruction projects. These cases demonstrate the expansion of MfDR beyond the public sector, and how civil society and the private sector are playing a key role in building a MfDR culture.

Furthermore, companies like Pfizer are using results based management to improve the free distribution of Diflucan in Tanzania and Zambia. By using a results approach, Pfizer and its partner, Interchurch Medical Assistance, have seen an increase in reporting on the use of Diflucan; improved country wide product deliver; and expanded product access.

The Aceh & Nias case of community reconstruction after the Tsunami demonstrates how vital the role of civil society can be, especially when government is overwhelmed by the magnitude of such a disaster. The NGOs played a crucial role in delivering outputs that made a difference in the daily lives of people struggling to rebuild their homes and find an economic livelihood again.