

# III

## Emerging Good Practice of Managing for Development Results for Technical Practitioners

Managing for Development Results requires the involvement and commitment of technical practitioners. “Strong support from top political or administrative levels is essential to provide legitimacy and priority... but unless there is also support through the system, particularly at the middle management level – an outcome focus runs the risk of becoming a mere administrative exercise rather than representing an actual change in thinking or managerial mindset... In particular, an outcome – oriented approach is more likely to be relevant and to be perceived as useful when there is sufficient flexibility such that program areas can develop an approach that is meaningful for their own context and when all staff are actively involved in the development of the process.”<sup>1</sup>

Managing for Development Results includes a shift in organizational culture and an orientation towards results, as well as an interest in using results for decision making by both politicians and civil society. Implementing Managing for Development Results also requires techniques and tools.

This section intends to provide MfDR practitioners with emerging good practices in terms of tools, techniques and methodologies in MfDR. Specifically,

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<sup>1</sup> 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.

- Results in Action: Moving from policy objectives to programmes
- How to MfDR in a sector (health, environment, education) or in a central ministry (finance, budget, planning)
- Reaching beyond the capital city (how to move MfDR from national level to the regions/provinces)
- What are some practical tools, methods, approaches for MfDR?

The cases in this section rely on references to specific tools and direct readers to those tools. Readers should be able to draw on these cases and apply them in their specific technical scenarios.

For instance, in Chile, the government seeks to support and strengthen its Management Improvement Program by evaluating the impact on public institutions of implementing independent external certification of the program's compliance with the International Organization for Standardization (ISO).

Malaysia's Integrated Results based management (RBM) is at the forefront of modern public sector administration under which strong incentives – both positive (by way of financial rewards for good performance) and negative (by way of penalties and sanctions) help drive public sector efficiency. Clear M&E systems lie at the heart of Malaysia's sophisticated public administration tracking system.

The Rwanda performance-based contracting in health is aimed at improving overall health insurance. It is an excellent example of the same principles, but now applied at the sector level. Preliminary evidence shows the PBC in Rwanda has made significant improvements to health service delivery in key districts in and around Kigali.

In Burkina Faso, the Government's Community-Based Rural Development Project – Phase 2 (PNGT2) demonstrates efforts made in implementing monitoring and evaluation systems at the local level. This program has national coverage and highlights a strong willingness to place monitoring and evaluation of development programs in the hands of those who benefit from the program's activities. The outcomes achieved from the program are rolled up from the community level, making an impact on national policies and decision-making processes.

Responding to an increase in environmental and political pressures, technical practitioners implemented results based management practices at Benin's Ministry of Habitat, Environment, and Urbanism (MEHU). Due to this shift, the MEHU clearly articulates funding needs and priorities to the central government, has been rewarded with a budget increase, and better responds to the needs of the constituents it serves.

Technical practitioners do not operate in isolation. Their task is to implement the policies that are adopted by their leadership. Thus, the visionary approach endorsed by political leaders and senior management can only be effective, if the technical systems underpinning these policies are designed and implemented soundly. This requires good tracking of information and a willingness to make mid-course correction or adjustments where necessary. The Malaysia RBM is a good example of how mid-course adjustments are indeed made, as the budget information is correlated closely with the expenditure tracking system. The same applies in the China and Vietnam cases.