

Managing for Development Results (MfDR) Sri Lankan Perspective

Capacity Development for MfDR should Cascade

Capacity Building on Results should focus at the Up-Stream of the Policy Cycle and Cascade Down to National and Sub-national levels. It is necessary to ensure the “Results Framework” is integrated into the National Development Strategy and Sector Plans. The localized MDG indicators should be integrated into these plans.

As part of the efforts to institutionalize MfDR in government efforts are underway to strengthen Performance Budgeting that focuses on output and outcome indicators. The MTEFs are moving towards results with output/outcome indicators.

The Government has initiated action to introduce MfDR in the Line Ministries and Agencies. The Ministries are expected to develop Agency Results Framework with Mission, Thrust Area, Goals, and Key Performance Indicators (KPIs) and Score Card to report progress. Moreover, a Web-Platform on MfDR has been established. The need to link ‘Agency Performance’ with ‘Staff Performance’ is being addressed through the Performance Contact arrangements.

Action has been taken by the Ministry of Plan Implementation to build capacity Building to integrate Results Framework and Logical Framework into Mega/Large Development Projects and Programmes. The National electronic Project Monitoring System (e PMS) has been already developed to provide space for Results Framework based monitoring arrangements.

The Government has initiated action to strengthen the Capacity on Performance Audits. The Auditor Generals Department is in this line and the Value for Money Audit (VFM) concepts are being put into practice on a gradual basis.

Assessment of Capacity Gaps

The ADB has initiated action to place the Readiness Assessment Tool which helps to assess capacity gaps in institutions covering areas such as Operating Environment, Clarity of Results, adequacy of Resources, Management (Strategies/Policies, Structure, Systems and Processes), Value and Culture, Vision and Leadership and Monitoring Mechanisms.

Statistical Capacity and Information System

Efforts have been made to Strengthen Statistical Capacity in Department of Census and Statistics (DCS). Disaggregated data is a serious concern and is being addressed. It is necessary that MfDR training module as a mandatory training module be placed in all training institutions to build results culture.

Training Manuals, Guidelines, News Letters for Advocacy and awareness and Information Communication systems are vital to take MfDR initiatives forward. Donors need to share information on Aid flows. Multiyear funding and Predictability of aid are important for results.

Evaluation Capacity Development

It is necessary to Strengthening National Capacity on Evaluation and Institutionalize Evaluation. Government has initiated action to strengthen On-Going, Ex-post and Impact Evaluations capacities. To complement these efforts it is necessary to move from Donor-Driven-Evaluation to Joint Evaluation that helps capacity building, learning and mutual accountability. Also the MPI has taken action to strengthen the Web-based Evaluation Information System to ensure effective feedback of evaluation into Planning, Budgeting and Evidence-based Policy Making. Evaluation Synthesis has a major role to play in the feedback.

Institutionalization of MfDR needs strong Political will and Policy Environment, Leadership/Champions, Trained Human Resources, Change Agents, Mission driven culture, Statistical and Information Systems and Incentives.

Key Issues and Challenges

- Disbursement Imperatives still prevails in donor/partner countries
- Political Will, Policy Environment, Leadership/Champions, Change Agents, Information Systems and Incentives are fundamental.
- Demand for MfDR need to be created (Parliament, Cabinet, Citizens, CSOs, Media)
- Emphasize on Country Systems (not donor systems)
- Lack of knowledge, skills, experience on MfDR at national/international level.
- Reluctance to use MfDR practices – need collaborative efforts for “Results”
- Donor interest to maintain visibility and attribution
- Multiple Results Frameworks in some countries (country defined priority results)
- Donor use Partner Country System as “Default” (Trust)
- Too Many Indicators – KISS (Keep it Simple and Smart)
- Sharing of Aid Flows – Mutliyear funding and predictability
- Weak Statistical and Human Capacity
- Donor support in measuring and Communicating Results

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