

## **INSTITUTIONALIZING MANAGING FOR DEVELOPMENT RESULTS WITHIN GOVERNMENT**

### **AN INITIATIVE OF THE MINISTRY OF PLAN IMPLEMENTATION**

#### **Introduction**

The Government of Sri Lanka annually allocates a large amount of funds for the implementation of its development programme. This programme includes several development projects that are implemented through various Line Ministries. In 2008, of the total budgetary allocation of Rs. 1516.3 billion, Rs. 417.6 billion was allocated for the development programme. In 2009, the sum allocated was Rs. 439.4 billion. This is a significant investment of Government financial resources.

All development projects are intended to improve the quality of the life of our people. It is therefore vital that this investment yields real results so that the full benefits will impact positively on the people of this country. It is for this reason that the Ministry of Plan Implementation (MPI) is engaged in institutionalizing a management strategy that will better ensure that the work of Government will focus on achieving real results. This strategy is called "*Managing for Development Results*" (MfDR).

Every development project is designed to achieve an ultimate benefit. This ultimate benefit or long term benefit is known as the "outcome" or the "result." Traditionally, development projects were implemented with a focus on *inputs*, *activities* and *outputs*. There was very little focus on *outcomes* and *results*. MfDR ensures very clearly that in all programmes and projects, there is a focus on results from the very initial stage of designing and planning the project, to its final completion. In essence, it steers

development efforts of the country towards clearly identified targets and goals.

The MfDR initiative of the MPI has received the endorsement of His Excellency the President and the Cabinet of Ministers pursuant to a Note to Cabinet forwarded by the Hon. Minister of Plan Implementation.

#### **Main characteristics of Managing for Development Results**

The main features of MfDR are the following:

- The goals and objectives of every Ministry/ Institution/development project, are required to be clearly defined;
- The focus on results is required to be maintained from the initial planning stage throughout until completion;
- Measurement of performance in achieving identified targets and evaluation, are essential to aid decision making;
- Key performance indicators (KPIs) are required to be used to measure performance;
- Beneficiary participation at all stages of the development process is required;
- A learning culture in the public service is promoted through performance monitoring and evaluation.

#### **Institutionalizing MfDR within Government**

MPI has commenced a number of initiatives to institutionalize MfDR within government. A Core Group has been established to provide guidance and directions for the MfDR initiatives.

The key features of MfDR have been introduced to Ministries through a phased programme. Ministries are required to formulate their own Results Framework which sets out major thrust areas, objectives in each thrust area, and annual targets for each objective for a medium term of 5 years. The progress

towards achieving identified targets is measured periodically in relation to identified key performance indicators.

Line Ministries will be awarded scores which will be based on how they have performed by the end of the year in relation to the targets identified in the results Framework. The Results Framework and the score card of each Ministry will be used in determining resource allocation in the Budget, for future years.

### **Linking Ministry Performance to Sectoral Outcomes**

Recognizing the importance of MfDR at sectoral level, MPI is currently engaged in facilitating the identification of KPIs and targets for each of the sectors. The agriculture sector which includes Agriculture, Plantation, Estate Management, Supplementary Plantation Crops Development, Fisheries, Lands and Irrigation Ministries has already completed setting of their sectoral targets which have been identified in relation to the sector objectives and the national development objectives, as set out in the Government's 10 Year Development Framework.

MPI is now facilitating the preparation of sectoral targets for Industrial, Education and Health services sectors.

### **Sri Lanka MfDR Initiative is recognized internationally as a Good Practice Model**

The measures taken by the MPI in institutionalizing MfDR have gained recognition at the international level as a Good Practice Model. The following countries and international institutions visited MPI to obtain a first hand knowledge of the work being done in Sri Lanka in this endeavor:

- (i) International Programme for Development Evaluation and Training (IPDET) and International Development Evaluation Association (IDEAS)

- (ii) Asia Pacific Community of Practice on MfDR
- (iii) Delegation from the Government of Yemen
- (iv) Delegation from the Government of Afghanistan
- (v) Delegation from the Government of Uganda
- (vi) Delegation from the Government of Bangladesh
- (vii) South Asian partner countries (Nepal, Malaysia, Maldives, Indonesia, Bhutan, Bangladesh, India, Philippine )



South Asia Regional Forum on Mainstreaming MfDR



Workshop – Training of trainers on MfDR for government officers