**Five Conclusions on RBM**

1. Results-based management is easier said than done, particularly for development institutions, and particularly given the new emphasis on country and global results. Institutions should not underestimate the challenge.
2. Multilateral development institutions work through and with developing country governments to realise and measure results. This presents development agencies with a double challenge: introduce RBM internally and within partner country governments. One without the other is unlikely to succeed. Greater support for the introduction of RBM in developing countries, and associated public sector reform, is essential.
3. External accountability is driving much of the recent push for RBM. This needs to be accompanied by a greater emphasis on using results information for internal management.
4. RBM in development co-operation has to face up to the challenge of attribution. For all practical purposes, development agencies have little option but to manage for outcomes in the medium- to long-term, but to manage by outputs, indicators and other measures of performance (eg. partnership, strategy and process) in the short-term.
5. Multilateral development institutions need to work to amend their internal incentive structures in favour of results. This implies working to correct the continued bias in favour of inputs and activities, as well as giving substance to results-based budgeting. Resources and recognition needs to flow to those individuals, units, sectors and countries with the best record of managing for, and delivering, results.

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