



## **ROOM DOCUMENT 8**

**DAC Network on Development Evaluation**

### THIRD INTERNATIONAL ROUNDTABLE ON MANAGING FOR DEVELOPMENT RESULTS

This note has been prepared by co-chairs of the Joint Venture on Managing for Development Results and the World Bank Results Secretariat, for presentation at the 4th meeting of the DAC Network on Development Evaluation, 30 – 31 March 2006.



**4th meeting  
30 – 31 March 2006**

**THIRD INTERNATIONAL ROUNDTABLE  
ON MANAGING FOR DEVELOPMENT RESULTS**

**NOVEMBER 2006 (TENTATIVE)**

**CONCEPT NOTE**

**WORLD BANK  
OPERATIONS POLICY AND COUNTRY SERVICES  
RESULTS SECRETARIAT**

**DRAFT  
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**THIRD INTERNATIONAL ROUNDTABLE  
ON MANAGING FOR DEVELOPMENT RESULTS  
CONCEPT NOTE**

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# THIRD INTERNATIONAL ROUNDTABLE ON MANAGING FOR DEVELOPMENT RESULTS

## CONCEPT NOTE

### I. INTRODUCTION

1. The September 2005 Development Committee meeting first discussed a proposed Third Roundtable, which would focus on the capacities needed to manage for results at the country, subnational, and donor level (the First Roundtable had focused on concepts, and the Second on principles of managing for results). After consultations with the multilateral development banks (MDBs), cosponsors of the First and Second Roundtables, the World Bank tabled the proposal at the meeting of the MDB-OECD/DAC Joint Venture on Managing for Results on October 18, 2005. The Joint Venture supported the initiative in principle and indicated that further deliberations should be based on a concept note.

2. *Purpose of the Note.* This Concept Note outlines objectives, proposed participants, notional agenda, related documentation, and tentative implementation arrangements for the proposed Third Roundtable on Managing for Development Results, tentatively planned for early November 2006, as a basis for further discussions with the MDB-OECD/DAC Joint Venture on Managing for Development Results.

### II. BACKGROUND

3. The Monterrey Consensus spurred a new partnership for development in which developing countries increase their commitment to policies and actions that promote economic growth and reduce poverty, and developed countries support them through more effective aid and trade policies. In this context of shared responsibility, the attention has turned to management strategies focused on achieving results.

4. *Managing for Development Results.* Managing for development results (MfDR) aims at achieving sustainable improvements in country outcomes by improving the performance of countries and development agencies. It promotes organizational change through learning and accountability. MfDR combines an overall framework with practical tools for strategic planning, risk management, progress monitoring, and outcome evaluation. It includes objectives that are clearly stated in terms of expected outcomes and beneficiaries, as well as intermediate and higher-order outcome indicators and targets, systematic monitoring and reporting, demand for results by both partner countries and development agencies, a dialogue on results, and strengthening of country capacity to manage for results. Actions take place in three broad areas. *Partner countries*—where results are achieved—work to strengthen planning, statistical, and monitoring and evaluation capacity to manage for results and build public demand for greater accountability for results. *Development agencies* work to strengthen the focus on results in their strategies, instruments, incentives, and in their planning, budgeting and reporting systems. *The community of development agencies* encourages a harmonized approach and better-coordinated support to countries.

## **A. The Emerging Global Agenda on MfDR**

5. In this context a global partnership on MfDR has arisen that has been changing the way countries and development agencies work together. An MDB Working Group and MDB-OECD/DAC Joint Venture on Managing for Development Results were established in late 2003 as platforms for sharing emerging practices and learning in the area of managing for results. Partly as a result of the work of these groups, a global agenda and community of practice on managing for development results have started to emerge. Through discussions and exchange of views, this community has defined the conceptual framework and the core principles of managing for results, and development agencies have converged around results agendas that share common elements and approaches, based on core principles endorsed during the Second International Roundtable.

## **B. Second Roundtable on Managing for Development Results**

6. The Second International Roundtable on Managing for Development Results, sponsored by the MDBs in collaboration with the OECD/DAC, took place on February 4-5, 2004, in Marrakech, Morocco.<sup>1</sup> It brought together more than 60 representatives from developing countries with representatives from bilateral and multilateral development agencies to discuss the challenges of managing for development results at the country level, and the ways countries and development agencies are addressing these issues on the ground.

- Participants discussed how to continue strengthening country and agency commitments to harmonize monitoring and evaluation around national strategies and systems, to provide useful reporting on results.
- They also discussed ways donors can better coordinate support to strengthen strategic planning, accountable management, statistical systems, and monitoring and evaluation capacity that countries need to manage their development processes toward better results.
- Presenters from Chile and the Philippines discussed progress in adopting results-based approaches to public sector management; Burkina Faso and Vietnam discussed implementation and monitoring of their poverty reduction strategies; and Bangladesh, Bulgaria, Timor-Leste, and Yemen shared good practice on using information to manage sector-wide programs and projects toward measurable results in the areas of reproductive health care, environmental remediation, post-conflict governance, and support for women, youth, and street children.

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<sup>1</sup> For full record of both the First and the Second Roundtables on Results, including the Joint Marrakech Memorandum, see <http://www.mfdr.org/>

7. **Outcomes.** Participants agreed on a costed and time-bound action plan for improving national and international statistics, now known as the Marrakech Action Plan for Statistics (MAPS). The MAPS provides the basis for a new global partnership aimed at helping countries improve statistical capacity, based on national statistical development plans integrated with development policy. In addition, in a Joint Memorandum, the MDB Heads and OECD-DAC Chairman endorsed a set of core principles for a harmonized approach to managing for development results, and they encouraged development agencies and partner countries to work along the same lines. These core principles provide a foundation for building a broad consensus among development agencies and developing countries on how best to support countries in managing for results and, ultimately, getting better results for sustainable improvements in the lives of poor people.

### **C. Paris Declaration: Commitments on Managing for Development Results**

8. At the 2005 Paris High-Level Forum on Aid Effectiveness, donors and partner countries recommitted themselves to improve aid delivery by systematically leveraging donor resources to help achieve concrete development results at the country level. The Paris Declaration highlighted the importance of predictable, well aligned, programmed, and coordinated aid to achieve results. The Paris Declaration provides a well-defined road map for increasing development effectiveness by enhancing partnership commitments, aligning donor support to partner countries' development strategies, harmonizing donor actions, managing and implementing aid/development resources with a focus on development results, and improving mutual accountability for development results.<sup>2</sup>

9. **Commitments on Managing for Results.** In the Paris Declaration, partner countries and donors committed to jointly manage and implement aid/resources in a way that focuses on desired results, and to use information to improve decision-making. In the MfDR area, the following are some of the main commitments partner countries and development agencies made.

#### ***Partner countries commit to:***

- Strengthen the linkages between national development strategies and annual and multi-annual budget processes.
- Endeavour to establish results-oriented reporting and assessment frameworks that monitor progress against key dimensions of national development strategies and that track a manageable number of indicators for which data are cost-effectively available.

#### ***Development agencies commit to:***

- Link country programming and resources to results and align them with effective partner country performance assessment frameworks, refraining from requesting the introduction of performance indicators that are not consistent with partners' national development strategies.

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<sup>2</sup> The full text of the Paris Declaration can be accessed at [www.aidharmonization.org](http://www.aidharmonization.org).

- Work with partner countries to rely, as far as possible, on partner countries' results-oriented reporting and monitoring frameworks.
- Harmonize their monitoring and reporting requirements and, until they can rely more extensively on partner countries' statistical, monitoring and evaluation systems, work with partner countries to the maximum extent possible on joint formats for periodic reporting.

The Paris Declaration also includes two specific indicators, with targets for 2010, by which to track progress on MfDR: reduce by one-third the number of countries that do not have transparent and monitorable performance assessment frameworks, and all partner countries will have in place systems by which to review, with donors, their mutual progress toward implementing commitments on aid effectiveness.

10. **Implementation.** The MDB Working Group and the OECD-DAC Joint Venture on Managing for Development Results have begun to define the actions needed to meet these commitments and the targets for 2010. The proposed Third Roundtable on Managing for Development Results is an important step in this process.

### **III. PROPOSED THIRD ROUNDTABLE ON MANAGING FOR DEVELOPMENT RESULTS**

#### **A. Objectives**

11. The Third Roundtable on Managing for Development Results aims to help meet partner country expectations for assistance in managing for development results by
- Assessing progress since the 2004 Second Roundtable on Results.
  - Discussing the capacities countries and donors need to manage for results and ways to assess these capacities and foster their development. [Agree on a common capacity assessment tool to be used by both partner countries and development agencies.]
  - Agreeing on how to close financing gaps and provide technical assistance to implement national statistical development plans, and how to accelerate improvements in the data needed to measure and manage for results at all levels.
  - Assessing the lessons from the Mutual Learning Initiative and agree on next steps to strengthen country-to-country learning about MfDR.
  - Committing to specific actions for the months following the Third Roundtable and follow-up actions to be taken [before the Fourth Roundtable or 2008 High-Level Forum].

The Third Roundtable is expected to help partner countries and development agencies put in place more effective institutional and countrywide systems and processes to manage for results,

leading to broader, accelerated, and more rigorous implementation of the results agenda. It will thus contribute to achieving the Paris Declaration targets (specifically those for indicators 1, 5, and 11).

## **B. Participation**

12. The third roundtable will bring together key Government officials who are responsible for implementing the MfDR agenda from about [40-50] developing countries (one or two from each country) with senior MfDR staff [and heads] of about [30] multilateral and bilateral development agencies; representatives of civil society organizations that are making a contribution to the MfDR agenda; and experts in results-based approaches, statistical capacity building, and monitoring and evaluation. The invitation list will draw in part from the list of participants in the Marrakech Roundtable, the Paris High-Level Forum, the communities of practice and regional workshops organized by MDBs, and the Mutual Learning Initiative of the Joint Venture on Managing for Development Results. A total of about [150] participants are expected to attend the Third Roundtable.

## **C. Notional Agenda**

13. The main topic of the Third Roundtable is capacity (including statistical capacity) to manage for results, and the Roundtable aims to provide concrete practical outcomes for partner countries and institutions to consider as they work to improve their capacity. Partner countries and development agencies will share experiences and challenges, and will discuss approaches to assessing and strengthening capacity in both countries and development agencies. [In the period leading to the Third Roundtable, partner countries and development agencies will work towards the development of a set of tools for assessing and strengthening capacity that could be endorsed during the Roundtable. These tools would build on the results of the Mutual Learning Initiative, the communities of practice, and the regional workshops.]

14. **General Format.** The Third Roundtable will take place over [two full days]. Although it will include some plenary sessions, the focus will be on working sessions discussing specific topics or cases, in which participants can learn from one another. [If heads of organizations, such as the MDBs and others, are to participate, their attendance could be limited to the second day, with the first day structured as concurrent technical workshops.]

15. **Agenda.** The Third Roundtable would begin with an overview of developments in managing for results since the Second Roundtable, summarizing achievements and key issues, would then turn to examples drawn from country and agency experiences, illustrating actual practice and capacity issues in managing for results at the national and subnational levels and in programs/projects. It would conclude with a discussion [and possible endorsement] of a set of practical tools for assessing and strengthening country capacity that partner countries and development agencies might use in their future work. Annex 1 presents an outline (zero-draft) of a possible agenda. The agenda will be further developed in a collaborative way, building on achievements in the current tasks of the MDB-OECD/DAC Joint Venture on Managing for Development Results (Sourcebook examples, Mutual Learning Initiative, communities of practice, regional workshops) and inviting suggestions from the Joint Venture members.

#### **D. Documentation**

16. The documentation for the Third Roundtable could include:
- Updated Sourcebook on Emerging Good Practice in Managing for Results
  - Synthesis report on the Mutual Learning Initiative
  - Summaries of regional workshops and initiatives of regional communities of practice
  - A report on progress in implementing the Marrakech Action Plan for Statistics
  - Presentations/papers

All information and documents will be made available at <http://www.mfdr.org/>.

#### **IV. TENTATIVE IMPLEMENTATION ARRANGEMENTS FOR THE THIRD ROUNDTABLE**

17. The Third Roundtable, like the Second, is expected to be cosponsored by the MDBs and the UN system in collaboration with OECD-DAC and its members. The exact role of each of the cosponsors will need to be determined. It is expected that partner countries would be involved in planning, hosting, and carrying out the Roundtable, and that the MDB Working Group on MfDR and the OECD/DAC Joint Venture on Managing for Development Results would be asked for input, comments, and guidance.

##### **A. Timing and Venue**

18. The current suggestion is to organize the Third Roundtable in early November 2006. The venue is yet to be determined: the Asian Development Bank has proposed that the venue be in Asia (Vietnam).

##### **B. Preparation Steps and Timeline**

19. The preparation of the Third Roundtable will involve a lot of coordination to ensure that the best examples are selected for presentation, the content of the sessions is carefully prepared, and the logistics are handled properly and on time. Annex 2 contains a checklist of key steps grouped in five phases.

##### **C. Budget and Cofinancing Arrangements**

20. The cost of the Third Roundtable (excluding development agencies' participation) is estimated at [US\$418,000] (an early budget estimate by cost items is presented in Annex 3). The cosponsors and the host country will need to agree on cofinancing arrangements.

## **V. CONSULTATIONS AND NEXT STEPS**

21. This proposal will be discussed with the MDB-OECD/DAC Working Party on Aid Effectiveness, and implementation modalities will be decided at the April 2006 meeting of the MDB-OECD/DAC Joint Venture on Managing for Results.

**ANNEX 1. ZERO-DRAFT AGENDA**

**Third International Roundtable on  
Managing for Development Results**

**Day One**

**Opening Remarks**

MDB President, Roundtable Host, OECD/DAC Chairman  
Overview of achievements since Marrakech

**Managing for Results: Country Experiences (presented by partner countries)**

Country outcomes and results-oriented poverty reduction strategies  
Improving statistical capacity to measure and manage for results  
Results-based approaches to public sector management  
Sector outcomes and sector-wide approaches  
Getting results in the project context  
Civil society's role in managing for results

**Supporting Country Results: Experience of Development Agencies**

Results-based country programming  
Results reporting systems  
Approaches and tools for strengthening capacity to manage for results  
Common challenges and lessons

**Summary of Day One**

**Dinner and Keynote Speaker**

**Day Two**

**Introductory Remarks**

**Global Partnership on Managing for Results**

Implementation of the Paris Declaration  
Harmonization of results reporting  
Coordinated support to strengthen country capacity to manage for results  
Strengthening statistical capacity  
Innovations in evaluation

**Break-out Groups: Discussion of Approaches and Tools for Capacity Strengthening (TBD)**

National level  
Sector level  
Project level

**Report to Plenary on Break-out Group Discussions**

**Conclusion**

Summary of Day Two

Concluding remarks

## **ANNEX 2. PREPARATION CHECKLIST**

### **Phase 1: November – December 2005**

- Consultations on concept note
- Approval of concept note
- Forming of Roundtable Committee (WB, MDBs, bilaterals) and Secretariat

### **Phase 2: January – March 2006**

- Agreeing on a venue and approaching the respective Government
- Developing draft agenda
- Consultation on draft agenda, including suggestions for cases/speakers
- Assigning responsibilities for individual sessions
- Identifying and contacting core speakers, chairs/facilitators/rapporteurs
- Identifying and reserving facilities (check hotel, plenary room, break out rooms, interpretation, videoconferencing, support on logistics)
- Issuing first newsletter
- Progress report on status of preparation

### **Phase 3: April – June 2006**

- Agreeing on an invitation letter and invitation list
- Sending invitations
- Parallel work on papers/tools/action plan (?)
- Issuing second newsletter
- Progress report on status of preparation

### **Phase 4: July – September 2006**

- Follow up to confirm participants
- Travel arrangements for partner country participants
- Preparation of package of documents (agenda, key documents)
- Venue preparation (banners, posters, etc.)
- Preparation of detailed outline of sessions for/with chairs
- Drafting of a concluding document (memorandum endorsing action plan and tools?)
- Progress report on status of preparation

### **Phase 5: October – November 2006**

- Arrangements for meeting and briefing key participants
- Issuing third newsletter after first day of Roundtable
- Preparation of summary report

**ANNEX 3. PRELIMINARY BUDGET**

<b>Cost Items</b>	<b>US \$</b>
Partner country participants: airfare (economy), subsistence, hotel (80 participants @ US \$3,500)	280,000
Conference Facilities	20,000
Secretariat (logistical support)	15,000
Consultant/rapporteur	20,000
Interpretation	15,000
Printing/copying of documents	25,000
Venue preparation (banner, posters, etc.)	5,000
Contingency (10 %)	38,000
<b>TOTAL*</b>	<b>418,000</b>

*\* Cost of development agencies' participation not included*