

## Concept note on JV MfDR Workshop on Results Reporting by Donor Agencies

### 1. Background

The JV MfDR wants to support both partner countries and donor agencies in their quest for emerging good practice on “how to actually manage for development results”. Practically all donor agencies and a large number of partner countries have committed themselves in the Paris Declaration to apply the principles of MfDR. At the same time it is widely acknowledged that all are in a “learning mode”. The JV therefore considers the enhancement of *mutual learning* in the various aspects of MfDR as an appropriate course of action to support partners and donors in their efforts to fulfil their “Paris Commitments”.

One area where there is clearly scope for mutual learning is the way in which information on the results obtained can be reported – by donors and partners – to the stakeholders in the development process.

Results monitoring and reporting by partner countries is the subject of the (ongoing) task C in the JV work program. On the other hand, reporting of results by donor agencies to Parliaments and civil society at large, or to e.g. the Boards etc. of the MDB’s and other international development agencies is drawing increasing attention. “How can relevant results information be derived from statistics and monitoring mechanisms and be organized and communicated in a way that meets the demand from those stakeholders?”

The OECD/DAC – MDB’s Joint Venture on Managing for Development Results proposes to convene a workshop on this subject, on 11 and 12 April 2006. The Netherlands DGIS<sup>1</sup> has offered to host this workshop in The Hague.

### 2. Expected outcomes of the Workshop on donor agencies’ Results reporting

The expected outcomes of the proposed workshop are:

- An exchange of information and emerging valuable practice on how several bilateral and multilateral members are coping with the demand for information about the results of the aid they provide
- Shared understanding on how results (-reporting) from bilateral and multilateral agencies can be combined or “dove-tailed”
- Possibly identification of specific areas for cooperation – notably with regard to the reporting of - output/outcome - results at the country and sector level.
- Possibly the meeting can come to recommendations on the ways country results monitoring systems can be reinforced

The outcomes of the workshop will be summarized in a JV report.

### 3. Results information - conceptual approach

“Information about results” yet is a very broad concept and it seems useful to break down the various demands for various – but possibly overlapping – kinds of results information. It seems useful to make a distinction between reporting on *agency performance* and on *development performance*.

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<sup>1</sup> Directorate General International Cooperation of the Ministry of Foreign Affairs

(a) The first is related to the question on how effective (and efficient) a donor agency is or has been in attaining the results-goals that it has set for itself. Many agencies increasingly move towards (MfDR-kind of) management systems that are guided by outcome-results, next to input and output results. Outcome and impact information may be part of the monitoring by the agency of its performance but it would be quite exceptional if a (single) agency could make itself responsible and accountable for the realization of outcome/impact type of results. These normally will require the combined (harmonized and aligned!!) efforts of a larger number of institutions, both at the donor-side and at the side of the partner countries concerned. Often it also involves others outside the public sector, including private sector firms, NGO's, and individuals as well. Therefore, to the extent that agencies set outcome targets for themselves, it necessarily will be in terms of "aiming to contribute in a substantial way" to these outcome results.

(b) Development performance, on the other hand, refers to the progress towards set development objectives in a (group of) country (countries). These objectives may be set in a (short to medium term) development strategy such as sectoral development plans, the PRS, or a similar documents, and they are often further elaborated in a "results framework". The strategic, short to medium-term targets that are set in such planning documents may include sectoral annual performance indicators at input and output level and MDG-type of outcome-results, but also other (outcome-) results.

Monitoring of these indicators is in principle done by the country concerned. Many development agencies use this type of information for development performance assessment, which in turn is then linked to the dialogue with partner countries and strategic decisions on funding.

No strict distinction between the two types of performance (monitoring) can be made, probably. On the one hand, as mentioned above, agencies increasingly want to include outcome-type of results in their own organizational planning cycle, and will want to include outcome indicators in their performance assessment framework. On the other hand, assessment of development performance at the country level will most likely not be limited to statistical monitoring on MDG's and similar indicators; also more operational, short term *and institution specific* indicators are likely to be used. In a PRS/results framework it may be specified which institutions (country + donors) will be involved in specific (sectoral, thematic, regional) results areas. Monitoring of progress then will also address the mutual accountability questions on whether each stakeholder has been performing as anticipated in the plan.

For the purpose of focusing the upcoming workshop on Results Reporting it is useful to consider on which of the above mentioned elements work has been done already in the JV, and on which elements the mutual learning now should concentrate.

#### **4. Past work by the JV on results reporting**

- (i) In February 2004 Denmark hosted a JV workshop which focused very much on the tools that agencies are developing to assess their own performance. Presentations were made by Denmark (performance assessment), by the World Bank (the full architecture in the Bank ranging from quality control "at entry" by QAG, via results monitoring tools introduced by OPCS, to ex-post evaluation by OED), by the African Development Bank (a fully developed Balanced Scorecard system in place)
- (ii) In May, AFD hosted a workshop which focused on the tools that (bilateral) agencies are developing to assess the agency performance (or conditions for agency performance) of multilateral and international institutions that they are funding. The tools presented and discussed included MOPAN and the MEFF. (AFD also presented its work on bench-marking its own performance against that of some other agencies including KfW and the World Bank). Work in these tools is continuing, through cooperation by a group of JV members. At the same time the MDB's indicated (in the October JV meeting) that they together have developed a performance

(self-) assessment tool (“COMPAS”) that in their view could substitute for the MEFF-type of instruments and thus lower transaction costs in this area substantially.

- (iii) One of the current tasks in the JV work program is “Task C”, a study on “Harmonization around results monitoring and reporting” in 4 African countries (Uganda, Mozambique, Tanzania and Madagascar). The study wants “to shed light on the inter-relationship between external reporting needs for donors and development of country capacity to manage for results and report domestically”. The report from the Task C task-team is in its final stage and will focus on the factors (and actions) needed to make harmonization around results reporting work in practice<sup>2</sup>.

## 5. Focus (-questions) for the upcoming workshop on Results Reporting

The Results Reporting workshop in The Hague will focus on the ways in which (bilateral and multilateral) donors report *externally* on results of their aid. Demand for this kind of reporting may come from Parliaments, from the media and the general public. The results to be reported may be related to direct bilateral aid to partner countries, but also to results from aid via other (multilateral, international, possibly also NGO and private) channels.

Results Reporting in this sense is a relatively new but fast growing activity, and there is a clear interest among JV members to invest in mutual learning here.

The primary focus is on the agencies’ contribution to development performance in concrete (e.g. country, sector, region-specific) terms.

Subjects that may be addressed specifically by the workshop include:

- a. Conceptual questions. Examples of these are: the attribution/contribution issue, and the question of what do we consider to be “results”(agency performance vs. development results, “process-results”, creation of conditions for results through capacity building TA, outcomes at the project level, etc).
- b. Given the fact that many outcome results at the country level are the effect of joint (country, multiple donors, others) efforts towards agreed objectives: what is the scope and what are the limits to cooperation in Results Reporting.
- c. What opportunities do results monitoring systems in partner countries offer? What are implications for results monitoring systems in partner countries – which are in most cases still in early stages of development? What capacities are needed to develop these systems, what support can donors provide to that?
- d. Given the expectation that (strong) local results monitoring and reporting systems will take time to develop, what intermediate solutions can be suggested?
- e. How can results reporting by multilaterals and by bilaterals be complementary to each other. What demands does that pose to monitoring systems? How can initiatives like COMPAS and MEFF be made instrumental to the joint desire to report on development results in a meaningful way?

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<sup>2</sup> The work of the task C team attracted the interest from the group of donor agencies’ Heads of Information (HoI’s). These HoI’s face the formidable task to organize to communicate convincingly to civil society at large in donor countries what has been the impact (results) of the Aid that they provide.

6. **Proposed agenda (1.5 days)**

<b>Tentative programme for workshop on results reporting by donor agencies</b> (April 11-12 2006, The Hague)		
<b>Tuesday April 11</b>		
9:30	Opening	Director General for International Cooperation (to be confirmed)
9:45	Introductions	Maarten Brouwer/Margreet Moolhuizen
10:00	Background and overview	Herman Specker
10:30	DFID resultsreporting Q&A	Mrs. Wedgewood
11:00	DGIS resultsreporting Q&A	Pim van der Male
<b>11:30 Tea/Cofee</b>		
12:00	WB Global Monitoring Report Q&A	Susan Stout
12:30	The results matrix Q&A	DAC secretariat
<b>13:00 Lunch</b>		
14:30	Plenary discussion what results do we want to report ? This refers to subject a in the conceptnote	Facilitator(s)
15:30	Group work: Collaborative results, collaborative reporting? This refers to subjects b, c, and d as indicated in conceptnote	Participants
17:00	Reporting back to plenary	Participants, Facilitator (s)
<b>19:30 Dinner</b>		
<b>Wednesday April 12</b>		
8:30	Recap day one	Facilitator(s)
8:45	Introduction to Including multilateral performance in resultsreporting?	Herman Specker
9:00	COMPAS	ADB
9:30	Plenary discussion. This refers to subject d as indicated in concept note	Facilitator(s)
<b>10:45 Tea/Cofee</b>		
11:00	Conclusions: Recap of various sessions with main findings en formulation of next steps	Facilitator(s)
12:30	Closure	To be confirmed

## 7. Participation

Next to the JV members, other invited participants include:

- two or three representatives of the HoI group;
- representatives from the OECD/DAC evaluation network;
- representatives from Paris 21,
- as well as someone from DCD/STAT.

You are requested to indicate your intention to participate in the workshop by **Friday 10 March** ([kjerstin.andreasen@oecd.org](mailto:kjerstin.andreasen@oecd.org)). Given the expected interest in attending the workshop, we propose to limit the number of participants from each member agency to two.

For accommodation, the following hotels near the Ministry of Foreign Affairs can be recommended:

Sofitel Babylon  
Koningin Julianaplein 35  
2595 AA Den Haag  
Tel: 070 - 3814901  
E-mail: H0755@accor.com

NH Den Haag  
Prinses Margrietplantsoen 100  
2595 BR Den Haag  
Tel: 070 - 3812345

Mercure Den Haag Centraal  
Spui 180  
2511 BW Den Haag  
Tel: 070 - 3636700  
E-mail: H1317@accor.com

## 8. Questionnaire

To facilitate the discussions an inventory of current results reporting initiatives will be made prior to the workshop. For this purpose a short questionnaire will be sent to you. More details will be provided at a later stage.