



## Thematic Session on Results

Fourth High-Level Forum on Aid Effectiveness  
Busan, Republic of Korea- BEXCO Centre  
29 November 2011

### I. Objectives

Managing for development results (MfDR) is at the heart of the development effectiveness agenda. Developing countries need effective public sectors to deliver results, using the full range of development resources available. Partner country-led reforms, long-term support from donors and the nurturing of change agents are key elements for ensuring a systematic results orientation in public sector management.

The purpose of the session was to reflect on the evidence from monitoring and evaluating the Paris Declaration and Accra Agenda for Action which shows insufficient progress in realising the commitments on MfDR. It provided an opportunity to reflect on lessons learned to date, with a view to identifying good practice that could be scaled up to further progress and support in the context of the Busan agenda, drawing mainly on country experience and how donors and other development partners can best support country efforts.

### II. Moderators and Participants

*Moderator:* **Stephen Groff**, Vice-President, Asian Development Bank

*Keynote speakers:*

- **Dirk Niebel**, Minister for Economic Cooperation and Development, Germany
- **Rolando Tungpalan**, Co-Chair of the WP-EFF Global Partnership on Managing for Development Results and Deputy Director General, National Economic and Development Authority, The Philippines
- **Charlotte Petri Gornitzka**, Director General and Head of the Swedish International Development Cooperation Agency

*Panellists:*

- **Karin Slowing**, Minister of Planning, Guatemala
- **Charles Machinjili**, Director, National Statistics Office, Malawi
- **Velayuthan Sivagnanasothy**, Secretary, Ministry of Traditional Industries and Small Enterprise Development, Sri Lanka
- **Richard Ssewakiryanga**, Executive Director, Uganda NGO Forum
- **Joachim von Amsberg**, Vice-President, World Bank
- **Debrework Zewdie**, Deputy Executive Director Global Fund

### III. Key issues discussed

- **Political leadership** is significant in driving the results agenda, inspiring institutions and public servants to translate political discourse and vision into specific operational practices and ensuring that financial resources follow. Experience in Guatemala suggests the need for revamping the planning function which had been dismantled following reforms during the previous decade.
- For the results agenda to be a truly country-owned initiative, governments are responsible for setting the targets and leading the overall process but need to involve all relevant stakeholders. Civil society can play a critical role in providing perspectives on possible



implications of results focus, including possible associated risks, and the need to be realistic and pragmatic.

- Defining results can neither be simplistic nor mechanistic. The focus on **development effectiveness** suggests a shift from easily measurable outcomes to the overall effectiveness of development assistance and from attribution to overall contribution.
- **Results-based public sector management** is seen as a key driver for development effectiveness. While systems exist in many instances, the challenge is to make each of the public sector management components (budgeting, planning, implementation, monitoring and evaluation) results oriented and ensure linkages to support learning and evidence-based decision making. Speakers recognised the importance of results-based public sector management systems for improved decision making. They stressed the role of Communities of Practice on MfDR in nurturing change agents to support reforms.
- Multilateral development banks have played a key role in sharing best practices on corporate results frameworks, promoting transparency and open data initiatives. Their approach to results provide tools for accountability and inform results-based dialogue with stakeholders.
- Speakers from developing countries confirmed the relevance the Seoul Statement on Results and unanimously emphasised the need for donors to pull together with them so that they can really achieve results. This requires effective use of country systems and a shift away from parallel systems for data collection and reporting. Donor-driven evaluation could shift towards more joint evaluation to encourage partner capacity development and mutual learning.
- More needs to be done to engage politicians and donors to recognise **the importance of statistics** for evidence-based policy making. Malawi emphasised the importance for statistics to be based on national development priorities. The Congo highlighted some of the challenges it is facing in implementing its national strategy for the development of statistics, including the urgency and difficulties of conducting a population census.
- Country-led **capacity development** building on existing country systems is important for countries to own results and be held accountable for bettering people's lives. Monitoring and evaluation should not be seen as an afterthought as demonstrated by the Global Fund which invests 5-10% of its funding in building systems.

#### **IV. Main conclusions**

The moderator made the following concluding remarks:

- Sustained results aimed at reducing poverty should be at the heart of aid and development effectiveness. Panel members therefore reconfirmed the relevance of MfDR. This agenda requires reinforced political commitment.
- An effective public sector is necessary to deliver results. To drive necessary reforms, partner country leadership, both at political and technical levels, is essential.
- Results at the country level should be defined by results frameworks. These frameworks should underpin national plans and drive the process for measuring, reporting and accounting for performance. The benefits of involving civil society and the private sector in developing and implementing these frameworks were highlighted as well. Transparent and relevant statistics are important to enable informed decision making.



부산 세계개발원조총회

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- Significant scope remains for development partners to better manage aid delivery. Some innovative initiatives, such as results-based financing and emerging best practices on results reporting, were presented, while the need to learn lessons and recognise the implications and limitations of these approaches was acknowledged.
- What is required going forward is a comprehensive results agenda consisting of initiatives to better deliver, measure and demonstrate results.
- The presentation on the Building Block on Results and Accountability emphasised that country agreements on results and accountability should be defined and led by partner countries and tailored to the specific country context. It should serve as a platform for jointly exploring initiatives to better manage for results, building on existing frameworks.