



# Third International Roundtable

Managing for Development Results

5-8 February 2007, Melia Hotel Hanoi, Vietnam



## Roundtable Themes: Drilling Down for Better Lessons for Results

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### Evaluation and Monitoring

Discussion under this theme focused broadly on the tools that are needed for MfDR and what the experience has been in using them.

#### How Can We Monitor and Evaluate?

In this session, participants agreed that capacity assessments are needed to address gaps and strengthen the implementation of M&E systems at national, regional, and local levels. Some pointed out that when data quality is an issue, use of several sources of information (triangulation) can help derive more accurate data. Using both qualitative and quantitative information can help in evaluating the achievement of results. There are many methods for evaluating programs, they agreed; the choice of method depends on the context and the purpose of the evaluation. As one participant said, "If a person is hit by a car, we don't need counterfactual evidence to show that the car caused the accident!"

#### Improving Decisionmaking for Results

The session discussed tools to promote evidence-based decisionmaking. The main conclusions: impact assessment tools are critical to ensure that major investments result in major poverty reduction. They provide the basis for evidence-based decisionmaking and for constructive stakeholder dialogue. They must address political economy issues, especially the issue of who gains and who loses from a policy change. To avoid producing too many overlapping tools, we need to better define and present the specific uses and value-added of different tools.

### Planning and Budgeting

Discussions under this theme emphasized linking planning, budgeting, reporting, and evaluating and reporting results

#### Getting Results into Public Sector Budgets

In this session, participants agreed that performance information must influence resource allocation and must be formally incorporated into budget information. They discussed the many challenges in linking planning to budgeting: misalignment between the objectives of poverty reduction strategies and medium-term expenditure frameworks (MTEFs), political influences on the budget, and the behavior of line ministries. One participant pointed out that the MTEF has not been able to improve the efficiency of expenditures. Another suggested that if evaluation is linked tightly to the budget (i.e., the budget increases if the evaluation is positive and decreases if it is negative), there could be perverse incentives.

#### Minding the Gaps: Linking Poverty Reduction Strategies and Budgets

The session reviewed the main challenges that countries have faced in linking their poverty reduction strategies with the budget. The main conclusions: it is important to strengthen and harmonize existing processes and adopt a gradual approach to reform. Success requires building support from within through high-level ownership of

### E&M Capacity Development

The session discussed partnerships and collaborative efforts to develop capacity for monitoring and evaluation. Among the efforts discussed: Vietnam leads an innovative approach to M&E capacity development, using adult learning and on-the-job training. The Inter-American Development Bank's PRODEV strengthens MfDR capacity in Latin American countries to improve development effectiveness. AfrEA promotes evaluation for sustainable development in Africa by building national and Africa-wide capacity for evaluation. Geneva Global, a professional services firm, provides independent research, advice, and grant management.

As NORAD's Poul Engberg-Pedersen pointed out, it is important to keep capacity development simple, user-led, substantive, and not too process-led.

### New Tools for Achieving Results

The session highlighted innovative ways of using information and communications technology to track development resources and results. Among the main conclusions: international commitments under the Paris Declaration require the use of sound results management and tracking systems. New tools have been designed to capture the processes of development results and impediments to achieving them. These tools include the Aid Management Platform and Free Balance, which enable national governments to track fiscal flows. Participants agreed that issues of capacities, skills, and enabling policy environment still remain to be handled by country leaderships and donor organizations.

policies and policy discussions. Incentives for integration must be fostered, and reporting targeted to decisionmaking processes. Above all, participants agreed: Keep it simple.



### Supporting Country Institution Building

Participants in this session said that capacity development includes building analytic capacity, exposing people to different experiences, deepening skills in key areas, and developing demand rather than pushing the supply. In some countries, they said, donor-driven requirements and tight deadlines can militate against developing indigenous capacity and encourage reliance on foreign consultants and technical assistance. The African Development Bank's Philibert Afrika and Charles Muthuthi made the point that it is important to address motivational issues; and Vanuatu's Odo Tevi said that skills must be transferred to local counterparts.

### Resources and Results

The session discussed a proposal to strengthen results and resources processes at the country level. Participants felt that the proposal would provide long-term aid financing and thus greater predictability. At the same time, they said it raises concerns about duplicative procedures and "raising the bar," about different levels of preparedness, and about diverting resources from civil society. Also considered were the ideas of linking aid to budget support and of possibly piloting the proposal in a few countries.

#### AGENDA: Thursday, 8 February 2007

9:00 - 10:00	10:00 - 10:30	10:30 - 12:30	12:30 - 14:00	14:00 - 16:00	19:00 - 21:00
Theme Summaries	Break	Regional Discussions	Lunch - Marketplace Awards!	Roundtable Discussion	Roundtable Closing: The Road to Ghana
Grand Ballroom			Thang Long Ballroom	Grand Ballroom	Grand Ballroom

## Mutual Accountability and Partnerships

This theme's discussions were driven by questions about the status of implementation of the Paris Declaration; how country-level initiatives could effectively hold donors to account; and how to strengthen country capacity to manage aid more effectively—which, in turn, raises questions about how to evaluate agency effectiveness.

### Holding Donors Accountable: How Can They Do Better?

Participants concluded that the adoption of the Paris Declaration represents a shift in behavior by both donors and countries. There was also agreement that Cambodia and Mozambique are useful case studies of national-level efforts to monitor the Paris Declaration: while the system of each is distinct, there were common issues—e.g., how to hold donors accountable when commitments are not kept, and the importance of integrating national monitoring into country systems. There was also recognition that behavior and behavioral change are hard to assess, although Mozambique found that ratings of individual donors had a major impact on donor behavior.

### Monitoring the Paris Declaration on Aid Effectiveness: How Do We Live Up to the Promises?

Participants centered their dialogue on two primary themes: the global approach to monitoring “Paris” (e.g., the OECD-DAC Survey on Monitoring the Paris Declaration on Aid Effectiveness) and country-level initiatives to monitor the Paris Declaration indicators as a tool for strengthening aid effectiveness. Several points surfaced from the OECD-DAC survey. On a positive note, the survey encourages dialogue and provides useful information. In terms of challenges, the survey underscores the need to improve local capacity, national statistical systems, and the flow of information. Key challenges in the effort to strengthen monitoring of the Paris indicators include integrating monitoring into national systems, refining indicator definitions to reduce confusion and ensure that the local context can be captured, and improving information management (e.g., by devising a systematized information systems for aid effectiveness monitoring).

### Assessing Agency Effectiveness: What Works, What Doesn't, and Why Does It Matter?

Although progress has been achieved in assessing donor agencies, including donors' self-assessments of their capacity to deliver results, imbalances in power still provide the difficult context for holding donors accountable. Three considerations must be kept in mind. First, we are dealing with a continuum and with the need to manage expectations—some benefit of the doubt should be given to donors for changes that have been introduced (e.g., COMPAS and other mechanisms have been strengthened over time, and DFID has set internal standards that make a contribution to results as a prerequisite for promotion). Second, quantity is not a goal: a proliferation of assessment methodologies will undermine the ability to feed results back into agencies so that they can introduce productive changes. Third, the game is played at the country level, and we need to develop means to track mutual accountability, an ability to deal with a range of countries, and effective ways to ensure that information reaches up to the management of agencies. We also need to devise incentives for deeper donor self-evaluation.

## Leadership and Accountability

This theme's discussions centered broadly on building a community of leaders, whose leadership is defined by values, vision, and accountability; and determining how civil society and the private sector can work with public administrations and institutions to produce results that matter for citizens.

### Leadership to Implement MFDR: Developing the Capacity to Lead for Results

“Leadership is cause, everything else is effect,” said Ghana's Auditor-General, Edward Dua Agyeman. In Ghana, he said, the focus is on balancing the engagement required to build consensus around a vision and ensure accountability through new institutions while managing the tension between time and the political process (as political leaders are pressured to deliver results quickly). In Morocco, said Abdellatif Benchrifa, engaging and empowering local communities in decisionmaking is the key to delivering results. So, too, in Rwanda, said Augustine Kampayana. Rwanda's “Imihigo” initiative is a social contract between mayors and their constituents and the President, which draws from traditional values and responds to the experience of genocide. The ancestral Imihigo ritual involves public commitment to specific accomplishments that test bravery. It is thus a natural way to engage district leaders publicly regarding their intended undertakings.

### Engaging Stakeholders: Results Are Everybody's Business

After a discussion of the experiences of Bangladesh, Mali, and Mozambique, three broad observations emerged. First, vision, effectiveness, and values define leadership. Second, creating trust is critical to successful engagement. This was best exemplified by the experience rural community of Dioro in the Ségou Region of Mali, whose mayor won trust through his responsiveness to citizens, the delivery of public services, and a willingness to be held accountable not just for increased expenditures but for the results of those expenditures. Public reciprocity was measurable: an increased percentage of taxes was paid. Third, the key roles played by CSOs are delivery, monitoring, and challenging; and the creation of trust through CSOs directly generates results.

## Statistics

The statistics sessions examined innovative approaches and best practices in delivering improved data and considered questions about how to accelerate progress in producing and using better data for results and how countries can move from planning to implementation.

### Building a Better Statistical System: Adding Up Numbers for Success

Session Chair Antoine Simonpriet of PARIS21 noted that national statistical systems are the foundation for the production of statistics and that strengthening countries capacity to provide data that meet the needs of their citizens and governments must be the central focus of donors. Five highlights emerged from the discussions. Full coordination of a national statistical program with the national development plan is critical. Capacity building for statistics should be integrated into the national development plan. The experience of the Health Metrics Network underscores the value of a comprehensive approach for generating good and timely sector statistics. The present moment of high demand for statistics should be seized to attract resources.

### Accelerating Progress: Why We Need Better Statistics Now

Participants agreed that weak statistics, seldom used, lead to poor decisions and poor outcomes—and to a vicious circle of limited demand, low appreciation, underperformance of statistical agencies, and poor quality of statistics. There was also consensus that National Strategies for Development of Statistics work, especially when underpinned by political support, and that donors' efforts could be better harmonized (donors have individual agendas, lack focal points in partners, and suffer from poor communications between the field and HQs). On the bright side, such country successes such as Uganda and Vietnam show that progress is attainable; progress since Marrakech calls for a scaling up of efforts and a commitment to sustained support for statistical institutions.