

**MANAGING FOR DEVELOPMENT RESULTS  
IN THE WORLD BANK**

**PROGRESS REPORT**

**OPERATIONS POLICY AND COUNTRY SERVICES  
RESULTS SECRETARIAT**

**FEBRUARY 2004**

## ABBREVIATIONS AND ACRONYMS

CAS	Country Assistance Strategy
ESW	Economic and Sector Work
HIPC	Heavily Indebted Poor Country
IDA	International Development Association
LICUS	Low Income Countries Under Stress
M&E	Monitoring and evaluation
MDB	Multilateral Development Bank
MDG	Millennium Development Goals
OECD/DAC	Development Assistance Committee of the Organization for Economic Co-operation and Development
OED	Operations Evaluation Department
OPCS	Operations Policy and Country Services
PAD	Project Appraisal Document
PCN	Project Concept Note
PRSP	Poverty Reduction Strategy Paper
StatCap	Statistical Capacity

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PROGRESS REPORT  
MARRAKECH ROUNDTABLE ON MANAGING FOR DEVELOPMENT RESULTS**

**FEBRUARY 4-6, 2004**

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# MANAGING FOR DEVELOPMENT RESULTS IN THE WORLD BANK: PROGRESS REPORT

## MARRAKECH ROUNDTABLE ON MANAGING FOR DEVELOPMENT RESULTS

FEBRUARY 4-6, 2004

### I. INTRODUCTION AND BACKGROUND

1. This progress report represents a stocktaking of World Bank actions toward better measuring, monitoring, and managing for development results.

#### A. Overall Approach and Genesis of Results Initiatives

2. The World Bank's agenda on managing for development results originated in the establishment of the country program approach in the mid-1990s. The country program approach recognized that the country program cycle has replaced the project cycle as the Bank's most important business model. It is an iterative four-step approach to Bank support for country development that starts with the country's vision and agenda, applies diagnostic tools to determine appropriate level and mix of Bank support, and uses information on progress toward results to guide future strategy and implementation.<sup>1</sup> It acknowledges the centrality of the country, compared with the historical approach of supporting individual projects, and confirms the Bank's role as a supporter for policy and institutional change, together with other development partners, within a country-owned and country-led development vision. As part of this shift toward greater development effectiveness, the World Bank undertook an extensive effort to improve the operational quality of Bank-supported operations, and increased its attention to performance in countries and to results on the ground.

3. **Monterrey Consensus.** The Monterrey Consensus provided an important external impetus and framework for the World Bank's agenda for better measuring, monitoring, and managing for development results.<sup>2</sup> As part of the agreed global response to the challenges in financing for development, the Monterrey Consensus called for increasing the effective use of financial resources through development partnerships between donors and recipients of financial support, based on national leadership and ownership of development plans, and sound policies and good governance at all levels. To enhance the effectiveness of development assistance, the multilateral and bilateral financial and development institutions undertook to harmonize their operational procedures to reduce transaction costs; enhance recipient countries' absorptive capacity and financial management in using assistance; use development frameworks that are owned and driven

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<sup>1</sup> See *Supporting Country Development: World Bank Role and Instruments in Low- and Middle-Income Countries*, September 8, 2000, DC/2000-19

<sup>2</sup> See Final Outcome of the International Conference on Financing for Development (Monterrey Consensus), March 2002, Monterrey, paragraphs 39-46: <http://www.un.org/esa/ffd/aac257L13-E.doc>

by developing countries and that embody national strategies as vehicles for aid delivery; and improve targeting to the poor, coordination of assistance, and measurement of results. The conceptual framework of the commitment to an increased focus on results was laid out in a joint Statement of the Heads of Multilateral Development Banks (MDB) at Monterrey.<sup>3</sup> The statement underscored the centrality of the country context; positioning of the agencies' country strategies within the countries' priorities and constraints, based on principles of country ownership, partnership, and results; scaling up of work on measuring, monitoring, and managing for results; and strengthening support for country capacity building in public sector management, including monitoring and evaluation systems and statistical development to enhance transparency and mutual accountability for development work.

4. **First Roundtable.** The First International Roundtable on Results,<sup>4</sup> jointly sponsored by the multilateral development banks in collaboration with the Development Assistance Committee of the Organization for Economic Co-operation and Development (OECD/DAC), confirmed the understanding of results at the country level as a product of collective action under the leadership of developing countries in country-driven performance partnerships. It advanced the collective thinking of a shift toward working together in terms of country-level frameworks as the essence of the development results approach.<sup>5</sup>

## **B. World Bank Conceptual Framework on Managing for Development Results**

5. The World Bank's agenda on managing for development results is outlined in a paper that the Bank's Development Committee discussed in September 2002.<sup>6</sup> The conceptual framework underpinning the agenda brings together country-led development and partnership, management for results, and development effectiveness. It builds on the idea that development results can be improved through enhanced management focus on them. The results agenda recognizes the need to focus on results at all phases—strategic planning, implementation, and completion.

6. **Implementation Action Plan.** The conceptual framework on managing for development results was translated into specific implementation steps in the Implementation Action Plan, discussed with the Executive Board's Committee on

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<sup>3</sup> See Statement of Heads of Multilateral Development Banks on Better Measuring, Monitoring, and Managing for Development Results, March 2002, Monterrey:

<http://lnweb18.worldbank.org/MIP/BMMMDR.nsf/0/88AF18B30D7BC6EC85256BE800668014/>

<sup>4</sup> See proceeds of the International Roundtable on *Better Measuring, Monitoring, and Managing for Development Results*, June 5-6, 2002, Washington:

<http://lnweb18.worldbank.org/MIP/BMMMDR.nsf/A5A7142D30C484CB85256BE7005E3538/85256BDC004BF6E185256BDA00530E74?OpenDocument>

<sup>5</sup> See Concluding Remarks of Richard Carey, Deputy Director, Development Cooperation Directorate, OECD, at the Roundtable on results, June 6, 2002:

<sup>6</sup> See *Better Measuring, Monitoring, and Managing for Development Results*, September 18, 2002: [http://wbln0018.worldbank.org/DCS/DevCom.nsf/6e6adfa3de034a3a852567eb005b448a/fd9722b5598a821385256c380004e5bc/\\$FILE/DC2002-0019\(E\)-Results.pdf](http://wbln0018.worldbank.org/DCS/DevCom.nsf/6e6adfa3de034a3a852567eb005b448a/fd9722b5598a821385256c380004e5bc/$FILE/DC2002-0019(E)-Results.pdf) (DC2002-0019)

Development Effectiveness in December 2002 and finalized in January 2003.<sup>7</sup> The Implementation Action Plan is part of the Bank's overall effort to increase the impact of development assistance and achieve results on the ground by building on country systems. It calls for actions at three levels:

- *at the country level*, to strengthen capacity to manage for, and achieve, development results;
- *at the agency level*, to more effectively support countries in achieving results through assistance programs; and
- *across development agencies*, to harmonize policies and reporting requirements among development agencies and coordinate support for country capacity.

Implementation of the agenda on managing for development results has started on all fronts. The next sections of this progress report describe early wins and ongoing actions. It focuses on reporting against actions taken and the key challenge going forward in each area.

### **C. Organizational Context within the World Bank**

7. To catalyze and coordinate the implementation of the agenda on managing for development results, the Results Secretariat was established within the Operations Policy and Country Services (OPCS) Vice Presidency of the World Bank in February 2003. The Results Secretariat focuses on (a) developing and disseminating lessons from international experience to Bank staff and partners on how to strengthen country capacity to manage for development results, and assisting teams in institutional and capacity-building efforts; (b) strengthening the Bank's ability to deliver more relevant and results-focused development assistance by addressing the incentive environment for results, modifying the results reporting systems, developing results-based capacity-building programs, and strengthening instruments and processes for better results-based design, management, and evaluation in World Bank's operations; and (c) fostering global partnerships with development agencies and other stakeholders on managing for results in client countries. To facilitate the implementation of the agenda on managing for results throughout the World Bank, focal persons and working groups were appointed. The focal persons in each Regional and Network have primary responsibility for coordinating the implementation of the results agenda in their vice presidency and representing the unit on a Bankwide Advisory Group on results.

## **II. EARLY PROGRESS AND NEXT STEPS**

8. Notable progress has been achieved at all three levels of the agenda for managing for results: at the country level, at the agency level, and across development agencies.

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<sup>7</sup> See *Better Measuring, Monitoring, and Managing for Development Results: Implementation Action Plan*, January 22, 2003 (SecM2003-0038)

## A. Support for National Strategies and Capacity for Managing for Results

9. Country ownership and capacity to manage for results is of primary importance for the success of the results agenda. Interest, motivation, and capacity for managing for results vary among client countries and among institutions within countries. In many cases, capacity is a major constraint on good monitoring and evaluation. In general, capacity to monitor inputs and implementation activities seems more readily available than capacity to assess outcomes and impacts. At the same time, the quality and reliability of the Bank's measuring, monitoring, and managing of results depend on the capacity of countries themselves to measure and monitor progress toward development outcomes as defined in national strategies. This will remain a long-term challenge and a key area of work for the Bank, cooperating and coordinating with other development agencies, in supporting the capacity-building efforts. The World Bank Implementation Action Plan sets out two areas in which the Bank can support country capacity building: national strategy development and public sector management.

### *1. Support for National Strategies and Policy Formulation*

10. The World Bank has strengthened its support for results-focused Poverty Reduction Strategy Papers (PRSPs). As a recent *PRSP Progress Report* indicated,<sup>8</sup> technical assistance to governments by the Bank and partners have contributed to higher ownership of PRSPs by client countries and better alignment of external assistance, and have improved PRSPs' coverage of MDG indicators and attention to questions of data availability and quality. Examples of supporting tools are a *revised PRSP Sourcebook*,<sup>9</sup> with new chapters on target-setting, monitoring and evaluation systems, and civil society participation, and *Guidelines for Joint (World Bank and IMF) Staff Assessment Reports*,<sup>10</sup> focused on target-setting and monitoring results. Support for results-focused national strategies continues to be a key priority for the World Bank. Ongoing actions toward this priority include the following:

- strengthening M&E frameworks for PRSPs so that they contain intermediate outcomes and indicators;
- ensuring that Joint Staff Assessment Reports provide feedback on appropriateness of indicators, baseline data needed to monitor outcomes, and institutional arrangements to track the implementation of public programs; and
- increasing client capacity to prepare and monitor results-focused PRSPs through a revised training program.

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<sup>8</sup> See *Poverty Reduction Strategy Papers – Progress in Implementation*, September 12, 2003, available at <http://worldbank.org/poverty/strategies/>

<sup>9</sup> See *Poverty Reduction Strategy Sourcebook*, <http://worldbank.org/poverty/strategies/sourcons.htm>

<sup>10</sup> See *Guidelines for Joint (Bank and Fund) Staff Assessment of a Poverty Reduction Strategy Paper*, <http://poverty.worldbank.org/files/jsa%20guidelines.pdf>

## 2. Support for Public Sector Management

11. World Bank support for strengthening country capacity for managing for results includes sharpened analytical work (such as Public Expenditure Reviews) and support for public sector reform, where much work is being undertaken in public expenditure management and agency performance. Recently, the Bank started focusing on the role of results-based M&E as a key aspect of good governance both for planning and managing for results and for improving government accountability and transparency. Through the M&E Improvement Program, the Bank piloted a diagnostic instrument that examines the institutional setting, incentives, and capacity of governments to derive and use M&E information in decisionmaking (policy, programming, project). Findings from the diagnosis are used to inform strategies for capacity building, which are integrated and phased into public sector reform efforts. The piloting resulted in increasing the knowledge base on different country conditions for moving to a results-based approach, and determining synergies and efficiency gains with other analytical work, lending, and portfolio management for future mainstreaming. Ongoing actions and next steps include the following:

- refining and mainstreaming the readiness assessment tool to gauge country capacity and design better support strategies;
- expanding and adapting the readiness assessment tool for sector-specific applications;
- developing a “menu” of services available for building client capacity in results-based approaches and a mechanism for better coordination; and
- better integrating into the CAS support for building client capacity to manage for results.

12. **Support for Statistical Capacity.** The World Bank is helping countries build statistical institutions and methods to measure and track results through its Statistical Capacity Program (StatCap). One facet of this program is the *Trust Fund for Statistical Capacity Building*,<sup>11</sup> managed by the Development Data Group of the World Bank, which aims to strengthen the capacity of statistical systems in developing countries and to support statistical master-planning linked to measurement of country outcomes. It provides a global facility, administered by the World Bank on behalf of donors, to make investments at the national, regional, and global levels to improve the collection, processing, analysis, storage, dissemination, and use of timely, good-quality statistics to support poverty reduction and economic and social development. The *StatCap umbrella lending program* was developed to support a multidonor, sectorwide approach to statistical capacity building.<sup>12</sup> It supports improvements in statistical policies and the regulatory and institutional framework, development of statistical infrastructure,

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<sup>11</sup> <http://web.worldbank.org/WBSITE/EXTERNAL/DATASTATISTICS/SCBEXTERNAL/0,,contentMDK:20100547~menuPK:244204~pagePK:229544~piPK:229605~theSitePK:239427,00.html>

<sup>12</sup> See *Statistical Capacity Building Program* website: <http://web.worldbank.org/WBSITE/EXTERNAL/DATASTATISTICS/SCBEXTERNAL/0,,contentMDK:20100816~menuPK:244195~pagePK:229544~piPK:229605~theSitePK:239427,00.html>

upgrading and developing statistical operations and procedures, and investments in physical infrastructure and equipment. An interagency workshop on *Strengthening Statistics to Measure Development Outcomes* took place in June 2003.

13. **Knowledge Activities.** The World Bank supports countries' achievement of development results through research and knowledge sharing. The Development Economics Group has prepared country profiles of MDG indicators. In collaboration with Eurostat, the Bank has sponsored six case studies on country processes for defining outcomes and targets.

14. **Ongoing actions.** In supporting public sector management, the Bank will continue to provide incremental support for preparation of StatCap programs and discuss in the CAS national statistical capacity to monitor results.

## **B. World Bank Strategies, Instruments, Incentives and Reporting**

15. In 2003, the World Bank introduced and piloted a new “results-based Country Assistance Strategy.” In addition, it has enhanced the results focus of other strategies and instruments.

16. **Results-Based Country Assistance Strategies.** While recent CASs have been aligned to national goals, the results-based CAS goes a step further by asking clients and country teams to be more explicit about the outcomes that Bank-supported activities will influence. In addition, the results-based CAS involves better monitoring and evaluation and greater emphasis on strengthening country capacity to manage for results. It creates an outcome-focused management system that can be used to steer toward results during the CAS period and better evaluate success toward the end. Interim guidelines on results-based CASs have been issued,<sup>13</sup> and a pilot phase of preparing results-based CASs has been launched with OPCS support to country teams. Five results-based CAS were presented to the Board in 2003—Sri Lanka, Cameroon, Mozambique, Ukraine, and Brazil. Five more pilots are under preparation, and other country teams are already adopting the approach (see Box 1). Part of the results-based CAS is the CAS Completion Report, which is a self-assessment of progress on the previous CAS toward outcomes and is reviewed by OED. The Bank has issued preliminary guidelines on the preparation of CAS Completion Reports. Ongoing and planned work includes the following:

- develop regional plans to support country teams in preparation of results-based CASs;
- evaluate the pilot phase for results-based CASs;
- issue a revised operational policy and a good practice note for results-based CASs;
- mainstream results-based CAS in FY05; and

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<sup>13</sup> See <http://opcs/CAS/cs-g.html>

- issue guidance on results-based strategies in Low-Income Countries under Stress.

**Box 1. Lessons learned from pilots in results-based CASs**

Piloting of the results-based CAS has provided these key lessons:

- CASs should be prepared after development of national strategies so as to focus them on country priorities.
- The CAS Completion Report should be used to understand how the ongoing portfolio is contributing to outcomes and how the portfolio can be leveraged through additional lending or nonlending assistance to achieve greater impact.
- A CAS based on results takes time to prepare. However, the approach engenders teamwork and participation.
- Failure is likely to be more visible, because the results-based CAS better defines the results to be achieved. However, results-based CASs increase the likelihood of success by allowing better monitoring of whether implementation is on track, thus facilitating adjustments as needed.
- The country and government team should be engaged in discussions of CAS implementation and monitoring.
- The focus on outcomes should not stop after the CAS is presented to the Board.

*Source:* “Developing a Results-Based CAS”, January 7, 2004 (Tall, White, Rodriguez-Garcia, Zutt).

17. ***Sector Strategy Papers.*** The Bank has been working to strengthen the logical links in Sector Strategy Papers between definition of strategy and expected achievement of sectoral outcomes. Results frameworks have been developed for strategies in eight sectors and themes, including core outcome indicators for annual monitoring. The Bank has prepared a stocktaking report on Sector Strategy Papers, which highlights good practice in monitoring and evaluation and introduces the Sector Strategy Implementation Update as a vehicle for annual progress monitoring and outcome evaluation. The framework for monitoring outcomes of the Bank’s sector strategies and programs is still evolving. The ability to track and report on results across sectors and themes is a management tool for implementation of sector strategies. One of the most important roles of sector strategies is to inform the CAS of key issues in the sectors. It is consistent with reporting on MDGs and is a further development of the work undertaken for the IDA results measurement system. For eight sectors and themes results frameworks have been prepared on the basis of existing sector strategies, and core outcome indicators identified for sectorwide monitoring. This work will be expanded in the future as an input for the annual Sector Strategy Implementation Update and as the foundation for results reporting by sectors and themes. Ongoing actions and next steps include the following:

- prepare additional sector and theme results frameworks based on Sector Strategy Papers and endorsed by Sector Boards;
- prepare and present to the Board the first annual Sector Strategy Implementation Update;

- develop and test a menu of possible indicators to measure progress in private sector development and governance, to be monitored by governmental and nongovernmental agencies; and
- design a common format for monitoring and evaluating global programs.

18. ***Lending and Nonlending Instruments.*** The results-based CAS provides a natural starting point for integrating the focus on outcomes through the various lending products and analytic services the Bank offers. The World Bank has a well-established monitoring framework for projects, but there remain two main areas of weakness: establishing outcome indicators, and monitoring and reporting on achieving outcomes. These weaknesses are being addressed in work to streamline and strengthen results-based monitoring and evaluation of lending products and analytic services.

- ***Investment lending.*** A revised Project Concept Note (PCN) and Project Appraisal Document (PAD) were introduced as of July 1, 2003, to facilitate the selection of useful outcome-oriented objectives and the definition of relevant indicators for managing operations toward outcomes. They foster a deeper treatment of the institutional setting for M&E in the project. The new Project Status Report (PSR), now under preparation and scheduled for adoption in FY04, will be equally outcome-oriented, following the results framework established in the PAD. Various initiatives have been launched to enhance the results focus of Country Portfolio Reviews.
- ***Policy-Based lending.*** The Operational Policy on adjustment lending is being amended to include outcome-oriented objectives and assessment of the link between fulfillment of agreed policy measures and expected outcomes.
- ***Economic and sector work (ESW).*** ESW should have monitorable indicators and action plans. The Quality Assurance Group (QAG) has carried out pilot countrywide ESW assessments and preliminary assessment of the results focus of ESW.

Together with the development of the results-based CAS, these improvements will serve as the foundation for results reporting within country programs. This reporting will be an important management tool country teams and countries can use to help steer toward better results.

19. ***Ongoing Actions.*** The World Bank will continue enhancing the results focus of its strategies and instruments in the following ways:

- prepare regional plans to support task teams in designing and supervising outcome-oriented operations;
- revise project supervision processes and documents for simplified and useful progress monitoring and outcome evaluation;
- issue operational policy on policy-based lending and good practice guidelines to support results-oriented development policy operations;

- prepare good practice guidelines for monitorable action plans in different types of diagnostic ESW and begin mainstreaming; and
- draft operational policy on monitoring and evaluation.

20. **Results Reporting.** An enhanced IDA results measurement system, rooted in the PRSP process and linked to the MDGs, has been developed. IDA borrowers have been consulted, and a broad agreement with IDA donors and borrowers has been reached on the system for IDA14. Pilot monitoring of aggregate country outcomes has been launched in advance of IDA14, and work is under way to improve the availability of data for core outcome indicators. Progress notes on data and measurement issues were issued in April and November 2003 for the IDA Mid-term Review. The IDA results measurement system will be a part of a Bankwide reporting system that will draw on country, global, and cross-cutting sector programs as information sources. The system will build on and improve existing reporting mechanisms to enable capturing results in a more consistent way. However, because this system will need to build on the accumulation of results-based CASs and projects and programs with stronger results orientation, it will not achieve its full potential at least until the completion of a full CAS cycle and the accumulation of a significant number of completion reports on results-based CASs accumulate—probably four to five years. Meanwhile, the Bank will continue its work in this area through the following actions:

- improve the measurability of core outcome indicators and explore alternative indicators, as requested by IDA Deputies and borrowers;
- prepare report on results monitoring under the enhanced results measurement system for the Spring 2004 IDA meeting, and hold borrower consultations; and
- present results monitoring under the enhanced IDA Results Measurement System to the IDA Donors and Borrowers at the Spring 2004 meeting.

21. **Skills Learning and Incentives.** Capacity-building programs should have sufficient specialist staff to support countries and country teams. Expertise on results-based approaches in the Bank is at present inadequate to meet the demands of managing for results. To address this problem, the Bank is both staffing with results-based specialists and providing staff learning opportunities. Further, there is a perception that M&E is not a “career-maker.” However, there is a growing understanding that an internal culture and incentives to manage for results is necessary for transforming people’s skills into results on the ground. Therefore, The World Bank is developing a long-term staff and management learning strategy on results-based approaches. This strategy will cover the three components of the results agenda and will be the basis for a learning “roadmap,” which will include multiple learning opportunities and other knowledge dissemination tools for staff. (Box 4 shows a recent example of efforts to raise the profile of managing for results in the Bank.) In addition, the Bank is working to design a core curriculum on results-based M&E to include a focus on specific strategies and instruments.

**Box 2. Raising the Profile of Managing for Results in the World Bank**

On January 7, 2004, World Bank staff had the opportunity to hear information and engage in discussion on the results agenda through a one-day “event” at the Bank’s Washington headquarters. The event aimed to raise the profile of the results agenda in the Bank’s work, and to provide operations staff with advice on practical ways to help countries achieve development results.

President Wolfensohn opened the event, followed by seminars through the day — presented by senior Bank managers and a range of country directors and other Bank staff — along with displays in the Bank’s main entrance area on managing for results. Seminar topics included:

- improving the results focus of country programs
- strengthening country capacity to manage for results
- IDA results measurement
- achieving rapid results
- results in post-conflict countries
- aligning sectoral goals with country priorities

The various seminars and displays were well attended, and feedback from staff was positive. The event will be followed up by further active communication of the results agenda as it evolves, including intensive learning programs.

**C. Partnership on Managing for Results**

22. The World Bank works closely with the regional development banks, bilateral donors, and other stakeholders in the context of country-led development partnerships. It actively promotes the *harmonization of operational policies* and procedures among development partners and the *coordination of support to countries* to manage for development results. The Bank aims at supporting programs that are a coherent package, involving all partners and adding up to more than the sum of individual operations. This is the basis for a more disciplined, strategically selective, and systemic approach to the World Bank’s work, within a coherent and cost-effective framework for development assistance.

23. **International Fora.** The World Bank has facilitated and participated in a series of international fora focused on harmonizing the approach to managing for results. The *First Roundtable on Results* in June 2002 was an initial opportunity for representatives of the MDBs, OECD/DAC, and the United Nations to exchange information on results-based approaches to development, and establish a community of practice dedicated to harmonizing and coordinating support to countries in their quest for development results. *International consultations on the IDA results measurement system* and continued work on MDG monitoring brought critical measurement and reporting issues to the fore. These issues were the focus of a two-day *conference on Improving Statistics for Measuring Development Outcomes*, which helped move toward more systematic identification of core data gaps, clarification of reporting accountabilities, and coordinated international support for statistical capacity building. The outcome of this conference was an important input for the *Second Roundtable on Managing for Development Results* in February 2004. The recently established DAC/MDB Joint Venture on managing for development results provides a forum for participants to share emerging practices and

learn from each other, as well as from partner countries, as the basis for harmonization of operational policies and procedures and coordination of support for country capacity building.

### **III. GOING FORWARD**

24. The World Bank is fully committed to implementing its agenda on managing for development results in all of its aspects. Progress to date is encouraging, but significant implementation work remains. It will take three to five years to implement the results agenda within the Bank.

25. ***Stakeholder Expectations.*** The continued and strong demand by outside stakeholders maintains the pressure on countries, the World Bank, and donor agencies to demonstrate the results of development assistance. The Comprehensive Development Framework, the Highly Indebted Poor Countries (HIPC) initiative, the IDA13 Replenishment Agreement, and the PRSPs seek to associate development assistance flows more directly with demonstrable results. External demand is both a challenge and a significant stimulus for the World Bank in its efforts to demonstrate value-added and strengthen the focus on results in managing its development work.

26. ***Behavior Change.*** Becoming a more results-oriented agency requires a further change in corporate behavior so that management systems are embedded in an overall environment that encourages and requires appropriate actions to attain desired outcomes. The strong appreciation at the corporate level of the centrality of achieving country outcomes as a measure of success is being translated into relevant policies, business processes, and capacity building for staff and countries. This is coupled with increased managerial attention and recognition that a focus on results requires a change in the way the Bank does business, not just in the technical dimensions of measurement and reporting.

27. ***Partnerships.*** Developing partnerships with other development agencies is an important priority in the World Bank's agenda on managing for results. There is a wide recognition that assistance programs are more effective when they are designed and implemented using common approaches, and with full knowledge of partners' plans and programs. Recent progress in intensifying the dialogue on matters of common interest is encouraging. The World Bank will continue to work with the other MDBs and with the recently established DAC/MDB Joint Venture on managing for development results.