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## Working Party on Aid Effectiveness and Donor Practices

### CONCEPT NOTE FOR THE THIRD INTERNATIONAL ROUNDTABLE ON MANAGING FOR DEVELOPMENT RESULTS

To be held on 4-7 February 2007 in Vietnam

*This note is FOR CONSIDERATION AND DISCUSSION at the the partner country caucus (5 July 2006) and the eighth meeting of the Working Party on Aid Effectiveness (5-7 July 2006).*

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**DRAFT**

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

**February 2007**

**CONCEPT NOTE**

**World Bank**

**Operations Policy and Country Services**

**Results Secretariat**

**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 AND BACKGROUND

1. This Concept Note, which builds on initial discussions with the Multilateral Development Banks (MDBs) and the MDB-OECD/DAC Joint Venture on Managing for Results, outlines objectives, proposed participants, notional agenda, related documentation, and tentative implementation arrangements for the proposed Third Roundtable on Managing for Development Results, planned for February 2007, as a basis for further discussions with the prospective stakeholders of the Roundtable.

2. 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. Managing for development results (MfDR) was born of the need to improve the performance of development interventions. This general concept was endorsed in the Second Roundtable in Marrakech and in the Paris High-Level Forum on Aid Effectiveness.

3. *The Emerging Global Agenda on MfDR.* A global partnership on MfDR has been changing the way partner countries and development agencies work together. An MDB Working Group and the MDB-OECD/DAC Joint Venture on Managing for Development Results were established in late 2003 as platforms for sharing emerging practices and learning on MfDR. Partly as a result of the work of these groups, a global agenda and community of practice on MfDR have begun to emerge.

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

4. 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 more than 60 representatives from partner countries together with representatives from bilateral and multilateral development agencies to discuss the challenges of managing for development results at the country level and examine the ways partner countries and development agencies are addressing these issues on the ground.

5. *Outcomes.* In a Joint Memorandum, the MDB Heads and OECD-DAC Chairman endorsed a set of core principles for a harmonized approach to MfDR, 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 on how best to support partner countries' efforts to manage for results and, ultimately, get better results for sustainable improvements in the lives of poor people. In addition, 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 provided the basis for a new global partnership to help countries improve their statistical capacity using national statistical development plans integrated with their development policy.

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

## **B. Paris Declaration**

6. At the 2005 Paris High-Level Forum on Aid Effectiveness, development agencies and partner countries recommitted themselves to improve development results at the country level by working toward more predictable and better aligned, programmed, and coordinated aid. 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>

7. **Commitments on Managing for Results.** In committing to jointly manage and implement aid/resources in a way that focuses on desired results, and to use information to improve decision-making, partner countries and development agencies made the following commitments.

### ***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.
- 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.

8. To help in meeting these commitments, the MDB Working Group and the MDB-OECD/DAC Joint Venture on Managing for Development Results have begun to define the global actions needed to support partner countries in their efforts to better manage for results. The proposed Third Roundtable on Managing for Development Results is an important step in this process.

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

9. The Third Roundtable on Managing for Development Results will focus on building countries' capacity (including statistical capacity) to manage for results. The Roundtable will review strategies and practical applications to strengthen the MfDR agenda, and will provide an opportunity for peer-based dialogue and exchange of experiences on MfDR-related topics such as planning, programming, budgeting, statistics, monitoring and evaluation, and accountability to citizens. The specific objectives of the Roundtable are to:

- Assess progress since the 2004 Second Roundtable on Results, linking the results agenda with the Paris Declaration.
- Discuss and agree on the core set of capacities that partner countries and development agencies need to manage for results, and on ways to foster dialogue on MfDR capacity in partner countries.

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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) and [www.oecd.org/dac/effectiveness/parisdeclaration](http://www.oecd.org/dac/effectiveness/parisdeclaration)

- Agree on tools that partner countries and development agencies can use to assess their capacity to manage for development results.
- Agree ways to implement national statistical development plans and accelerate the improvements in collecting and processing the data needed to measure and manage for results at all levels.
- Agree on and launch funding mechanisms to help build country capacity (including statistical capacity) to manage for development results.

10. By helping partner countries and development agencies put in place more effective systems and processes to manage for results, the Third Roundtable will lead 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).

#### **A. Participation**

11. The Third Roundtable will bring together approximately 250 participants: key government officials who are responsible for implementing the MfDR agenda from about 35 developing countries<sup>3</sup> (two to four from each country); senior MfDR staff [and heads] of multilateral and bilateral development agencies; representatives of civil society and private sector organizations and foundations 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 regional workshops of the Joint Venture's Mutual Learning Initiative.

#### **B. Notional Agenda**

12. At the Third Roundtable, partner countries and development agencies will share experiences and challenges, and will discuss approaches to assessing and strengthening their capacity. In the period leading to the Third Roundtable, partner countries and development agencies will draw on the results of the Mutual Learning Initiatives workshops and the work of the Communities of Practice to begin developing of a set of tools for assessing and strengthening capacity that could be endorsed during the Roundtable.

13. **General Format.** The Third Roundtable will take place over three and one-half days. On the first day a series of concurrent technical assistance clinics and/or field visits hosted by partner agencies, institutions, civil society, and the private sector will engage partners with specific areas of expertise and provide participants with clear skills, tools, and strategies to implement MfDR programs. The second and third days will have a mix of formats, with plenary sessions focusing on specific topics or cases, and small group sessions in which participants can learn from one another. Heads of agencies will be invited to attend on the third day to participate in some of the discussion and in a plenary session, and to announce tools, mechanisms, and funding facilities. The fourth (half) day will focus on action planning and next steps. Topics could include such key issues as the following:

- Case studies and lessons from the Mutual Learning Initiative
- Case studies from countries that have adopted a results-driven public administration. (Australia, Ireland, Israel, New Zealand, etc.)
- Balanced scorecard

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<sup>3</sup> An indicative list: Bangladesh, Benin, Brazil, Burkina Faso, Cambodia, China, Colombia, Costa Rica, El Salvador, Ethiopia, Ghana, Guatemala, India, Indonesia, Jamaica, Kenya, Lao PDR, Malaysia, Mali, Mongolia, Mozambique, Nepal, Niger, Pakistan, Peru, Philippines, Rwanda, Senegal, Singapore, Tajikistan, Tanzania, Thailand, Uganda, Uruguay, Vietnam, and Zambia.

- Country-to-country learning about MfDR
- Incentives to manage for development results
- Effective impact assessments
- Building and maintaining a Community of Practice
- The second edition of the Sourcebook and other tools for MfDR
- Creating demand for MfDR
- Performance contracting
- The role of civil society, interagency exchange
- Private sector investment and MfDR

14. **Agenda.** Annex 1 presents an outline of a possible agenda (which will be further developed in the coming weeks). Following the day of clinics, the program could look as follows:

- **Day 2.** The second full day of the Roundtable will be organized around the themes of demand and supply. The program will include the official opening, an overview of key themes, and a summary of progress—both achievements and key issues—in managing for results since the Second Roundtable, summarizing achievements and key issues. The day will also include a series of sessions highlighting examples drawn from country and agency experiences, illustrating actual practice and capacity issues in managing for results at the national, subnational, and sectoral levels and in programs/projects.
- **Day 3.** The third day will focus on challenges of leadership, incentives, key policy issues, announcements, the high-level event, initiative for a global Community of Practice, statistics trust fund, and donors as facilitators not leaders. The day will 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.
- **Day 4.** The final half-day will be specifically for action planning, offering additional assistance with implementing a toolkit (road map), linking Communities of Practice, financing (budgeting the plans), country team and regional action planning, next steps, agreeing on the JV-MfDR workplan, and discussing and agreeing on budget requirements.

**C. Documentation**

15. The documentation for the Third Roundtable could include the following:

- Analytic papers summarizing MfDR experience in various contexts, including low- and middle-income countries.
- 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
- 2005 COMPAS Report
- Presentations/papers

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



### **III. TENTATIVE IMPLEMENTATION ARRANGEMENTS**

17. The Third Roundtable will be held February 4-7, 2007, in Hanoi, Vietnam. Like the Second, it 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 co-sponsors will be determined in the coming months. 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.

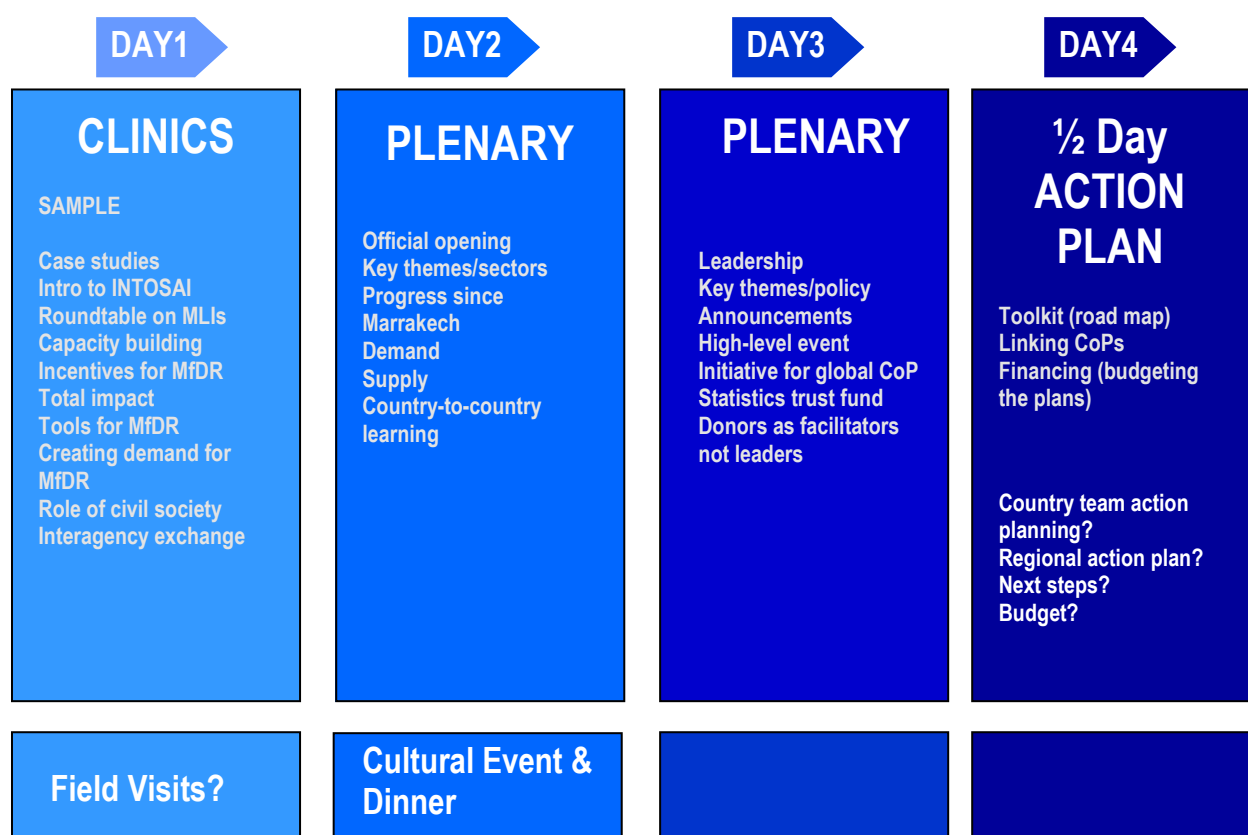
### **IV. CONSULTATIONS AND NEXT STEPS**

18. This proposal will be discussed with the MDB-OECD/DAC Working Party on Aid Effectiveness. Once the Concept Note is endorsed, implementation modalities will be agreed.

**ANNEX 1. DRAFT AGENDA**

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

**Agenda Format**



**(The format of the agenda is agreed – the content is being drafted)**

## ANNEX 2. PREPARATION CHECKLIST

### Third Roundtable Calendar of Actions MDB Working Group June 5, 2006

Date	Action	Person/Organization
June 5, 2006	Confirm action plan <ul style="list-style-type: none"> <li>• Decide on heads of agencies</li> <li>• Confirm agenda format</li> <li>• Agree on concept note for the RT3</li> <li>• Agree on concept note for assessment tool</li> <li>• Agree on distribution of responsibilities</li> <li>• Agree on hiring of conference logistics firm?</li> </ul>	
June 30	Develop call for proposals for plenary and clinics, with a due date of September 15 <ul style="list-style-type: none"> <li>• Define parameters</li> <li>• Determine clinic format</li> <li>• Define selection process</li> </ul>	
June 30	Confirm website and address for all information	
July 15	Print and distribute first Conference Newsletter <ul style="list-style-type: none"> <li>• September 15: second edition</li> </ul>	
September 1	Confirm country team in Vietnam	
September 1	Confirm budget contributions from MDBs and bilaterals	
September 1	TOR for Country Capacity Funding Facility agreed and ready for distribution	
September 1	Assessment tool designed and ready for consultations	
September 15	Due date for proposals on content to be delivered – screening by Organizing Committee	
September 30	First-cut proposals delivered to Steering Committee for review	
October 30	Agreement and notification of organizations submitting proposals	
December 1	All materials being printed to be submitted (printing takes approximately 6 weeks—will be done as much as possible in Vietnam)	
February 4 – 7 (VIETNAM)	Proposed conference dates	