



Third International Roundtable

Managing for Development Results

5-8 February 2007, Melia Hotel Hanoi, Vietnam



MfDR Marketplace!

TUESDAY • 6 FEBRUARY 2007



Vietnam's Vice Minister of Planning and Investment, Cao Viet Sinh, welcomes participants; World Bank Vice President James Adams (r) and SAP Vice President Mike Mayer cut ribbon to open Results Marketplace.



*Roundtable
participants
visit Results
Marketplace.*



Communities of Practice: Connecting Practitioners, Collecting Ideas, Cultivating Innovation

Since the international community adopted the Millennium Development Goals (MDGs) in 2000, important progress has been made in managing for development results (MfDR). But practitioners continue to yearn for sustainable, practical, and innovative approaches that can enhance their work.

Last year, in response to such concerns, 50 MfDR practitioners from 12 developing nations in Asia launched Asia's first Community of Practice on Managing for Development Results (CoP-MfDR)—an informal mechanism that would operate mainly through a virtual learning network and provide a vehicle for peer-to-peer learning among working-level MfDR practitioners.

Today this CoP comprises some 50 members from 13 countries and their development partners, as well as 100 "peripheral" groups. Its virtual learning network (<https://cop-mfdr.adb.org>) has conducted expert-led online discussions on such subjects as MfDR readiness assessments; linking planning and budgeting, establishing results-based M&E systems, and MfDR in the Asian context. Well-known international experts have contributed to these discussions by providing papers, leading discussions, stimulating debate, and responding to questions.

At a review of the first six months of operation, while CoP members noted some issues that still need to be addressed, including language and digital divide barriers, they identified substantive advantages and said they want to scale up the CoP-MfDR and ensure its continuity. In response to their request, the Asian Development Bank will continue its financial and facilitation support to help this CoP-MfDR grow; develop an active and sustained online discussion forum; establish country and subregional CoPs; publish research papers, tools, and good practices; sponsor MfDR training hubs in the Asia-Pacific region; and forge links with sister CoP-MfDRs in other regions.

Following in the footsteps of the successful Asia-Pacific CoP-MfDR, and inspired by the exchanges in the Mutual Learning workshops of 2006, representatives of 10 African countries have come together to create their own CoP. In January the CoP-MfDR launched English and Francophone electronic discussion groups, and messages of support and commitment were posted from across Africa within the first 24 hours. A charter laying out the direction of this CoP has been drafted, and an Interim Management Team is taking the lead in firmly establishing the African CoP-MfDR. Plans for the future include face-to-face meetings, expert-led mentorships, and training opportunities.

AGENDA: Tuesday 6 February 2007

9:00 - 10:30	10:30 - 11:00	11:00 - 13:00	13:00 - 14:30	14:30 - 16:30	16:30 - 18:00	18:30	19:00 - 21:00
Official Opening and Keynote Speech	Break	Current Trends in Building Country Capacity	Lunch	Breakout sessions	Informal networking	Buses depart hotels	Reception and Dinner
Grand Ballroom	Grand Ballroom	Grand Ballroom	Melia Restaurants				International Convention Center

COMPAS: Steering toward Results

In 2005 five multilateral development banks (MDBs)—the African Development Bank, Asian Development Bank, European Bank for Reconstruction and Development, Inter-American Development Bank, and World Bank—established a Common Performance Assessment System (COMPAS) to provide information on their own performance—that is, on what each of them is doing to increase the likelihood that its activities will lead to relevant development results at the country level.

The COMPAS focuses on agency effectiveness—activities that are by and large under the control of each MDB and for which it can and should be accountable. It does not focus on development effectiveness—the actual results obtained at the country level. It attempts to provide credible and reliable information about MDB performance, not to encourage inter-MDB comparisons but rather to allow each MDB to monitor its own performance over time.

The COMPAS's main performance indicators cover contributions to country capacity to manage for development results; country assistance strategies; allocation of concessional resources; efforts to monitor the quality of project design, supervision, and completion; systems to promote institutional learning from operational experience; human resources management; and harmonization with other development agencies. The MDBs continue to improve and clarify the definitions of the performance indicators to increase the objectivity and credibility of the COMPAS.

The results of the COMPAS are reported as a stand-alone note prepared by the MDBs and summarized in the World Bank/IMF Global Monitoring Report (GMR). The 2006 GMR reported that there has been progress in shifting the emphasis of MDBs and their country programs toward results management—managing for outcomes rather than managing inputs to the production process—but that this shift requires a longer-term vision, more resources, and support for capacity strengthening in partner countries.

Over time, the MDBs expect that the COMPAS may make it unnecessary for bilateral aid agencies to conduct separate assessments of MDB performance, and may even encourage bilateral aid agencies to assess their own performance through similar exercises.

Max Pulgar-Vidal, Inter-American Development Bank

A Word from a Sponsor: Challenges for the ICT/Development Nexus

SAP, the world's third-largest independent software company, is pleased to be the corporate sponsor of the Marketplace at the Third International Roundtable on Managing for Development Results.

Information and communication technology (ICT) is critical to meeting the challenges of development—not simply because it helps public administrations increase their efficiency and effectiveness, but also because it fosters greater transparency and opens wider the door of public participation in the public's business.

Both private sector entities and public administrations face two fundamental challenges in using ICT: (a) how to quantify inputs, outputs, outcomes, and risk, and how to combine these values into some metric or analytical framework; and (b) how to test the association between inputs and perceived risk, on the one hand, and outputs and outcomes, on the other. Private sector methodologies—which usually relate income to cost and apply proven return-on-investment measures—are not always suitable for the public sector, whose missions extend well beyond the bottom-line profit-and-loss indicators of a commercial enterprise. The particular challenges for public sector methodologies are that it is difficult to quantify social and political value, to merge these values into one metric, and to prove the relationship between inputs, outputs, outcomes and risks; and there is a constant trade-off between flexibility (i.e., what is practical/suitable) and standardization (i.e., ensuring comparability).

SAP is working with both developed and developing country governments to help them address these kinds of issues. SAP representatives will be stationed at a Marketplace booth, where they look forward to meeting participants for a fruitful exchange of ideas and experiences on managing for development results.

Mike Mayer, Vice President, SAP



Role of Civil Society Organizations in MfDR

In the discourse on managing for development results, the emphasis has been on the roles and responsibilities of governments—of both recipient and donor countries—as the primary actors in managing development aid. However, there has been an increasing realization that the state alone cannot cope with development demands, with calls for “rolling back the state” to make space for private and voluntary initiatives. There have also been shifts away from attempting to address development demands purely through economic reforms, financial stabilization, and structural adjustment, toward the inclusion of issues of governance. Today, there is a general consensus that states, markets, and civil society all have roles to play.

For civil society, the key challenge is to help redress the imbalances in the global economic system between rich and poor, both at the level of nations and at the level of individuals. The question is how best to support the emancipation of the poor when the injustices of the global economic order call for immediate action.

By nature, civil society organisations (CSOs) are generally closer to the poor and the marginalized than most other kinds of institutions. They originate from a pressing—sometimes desperate—desire among the poor and marginalized for better lives. CSOs exist because their members often have no other meaningful options than to come together and collectively consult, plan, and act, if they are to have any chance of addressing concrete, specific needs or influencing decisions that affect their lives. In today's world, where decisions that affect people in their everyday lives are increasingly made far away from home, the role of CSOs in amplifying the voices of the poor and marginalized is more important than ever before.

Successful management of aid resources for development results requires that civil society not be merely a mobilizer of local groups and individuals, nor even a “watchdog” on outcomes, but that it also play an integral part in decisionmaking at all levels. Civil society must go beyond acting as a catalyst of change at the local level to include pressing for changes in power structures to enable marginalized groups to play a greater role in influencing decisions that affect their lives.

Kumi Naidoo, Secretary-General, CIVICUS

MfDR Sourcebook: 2nd Edition Launched

Announcing—an all-new second edition of the Sourcebook on Emerging Good Practice on Managing for Development Results! In early 2006 the OECD-DAC issued the Sourcebook on Emerging Good Practice on Managing for Development Results (MfDR Sourcebook), which collected 21 cases from countries and agencies around the world to illustrate applications of the principles of MfDR. This volume, which was prepared in collaboration with development partners and agencies, was well received and widely distributed in English, French, Spanish, and Mandarin Chinese.

Now the OECD-DAC and its development partners have selected 14 outstanding new cases to feature in the second edition of the Sourcebook. This edition, with a new structure and companion website (www.mfdr.org/Sourcebook), focuses on the importance of engaging a range of development partners and practitioners in MfDR: political decisionmakers and management, technical and institutional practitioners, and civil society and the private sector.

Each case is divided into five sections, allowing readers to access themes of specific interest and to compare approaches: Background, Application/ Implementation, Problem-solving, Results & Outcomes, Conclusions & Next Steps.

A draft of the second edition (as well as copies of the first edition) will be available for the first time at the Third Roundtable. During the Roundtable the Sourcebook team will consult with authors and others to solicit feedback on the content and approach of the draft. Final release of the Sourcebook second edition is expected in early April.

