



THIRD INTERNATIONAL ROUNDTABLE ON
MANAGING FOR DEVELOPMENT RESULTS

MfDR Country Action Planning Exercise

Hanoi, Vietnam
February 7, 2007



Third International Roundtable

Managing for Development Results



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Region: Anglophone Africa

Country: Ghana

Participants:

- Ms. Mary- Anne Addo (Head, Africa Caribbean-Pacific /European Union Unit, Ministry of Finance and Economic Planning)
- Ms. Regina Adutwum O (Director General, National Development Planning Commission)
- Mr. Edward Dua Agyeman (Auditor General, Office of the Auditor General)
- Ms. Mary Chinery-Hesse (Advisor to the President, Office of the President)
- Mr. Patrick Isaac Donkor (Deputy Director, National Development Planner)
- Prof. Nicholas Nicodemus Nana Nsowah-Nuamah (Government Statistician, GSS)

Strong points/ achievements	Stakeholders	What explains these strong points/achievements	
National Development Planning Document (GPRS)	Politicians MDAs CSOs DPs Media Research Institutions Citizens	Need to accelerate growth and reduce poverty Strengthen participation and consensus building Linking implementation to MTEF budget	
Selected core national and district indicators	Politicians MDAs CSOs DPs Media Research Institutions Citizens	The need for measuring achievements The need for gender disaggregated data Harmonize aid effectiveness	
Effective National M&E Systems	Office of the President, MDAs, GSS, Parliament, CSOs, DPs, NDPC, Local Authorities	Improved collaboration between MDAs, data producers and users Improved coordination of results	



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Country: Ghana (continued)

Desired Improvement	Stakeholders	Activities to undertake (time frame-6-12-18 months)	Requirements and resources needed (H/ T/F)
Improved institutional capacity at national and the decentralized levels	GSS, NDPC, MDAs, CSOs	Development of NSDS, Training of staff in analytical skills	Needs assessment Resources
Incentives system to support managers	GSS, NDPC, MDAs, CSOs, MOFEP and DPs	Review incentive system, Motivate staff Reward and compliance Provide logistics	DPs responsibility External training
Integrated M&E System		Network other M&E Institutions (eg. CSO	



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Country: Kenya

Participants:

- Mr. A. K. M. Kilele (Director, Central Bureau of Statistics)
- Ms. Phyllis Makau (Principal Economist, Ministry of Finance)
- Ms. Chelangat Anne Tipis (Assistant Division Head, European Desk)

Strong points/ achievements	Stakeholders	What explains these strong points/achievements	
Deepening of the MTEF Process – budgeting for results;	Ministry of Finance, line ministries, private sector, civil society, Development Partners, parliamentarians,	Change in the budget structure/legal framework to allow for programme based performance budgeting, putting in place a macro-framework that has enhanced predictability of resources, more dialogue with all stakeholders through public sector consultations during the budget preparation process.	
Use of statistics for decision-making	Central Bureau of Statistics, line ministries, private sector, civil society, parliamentarians	Increased democratic space and economic expansion there is increased demand for statistics for allocation of resources, M&E and measuring the status of wellbeing of the population	
Putting in place a framework for M&E;	Line ministries, M&E directorate (MoPND), private sector, civil society, parliamentarians, Development Partners	Increased demand for the assessment of implementation and impact of development programmes	
Performance contracting in the public sector;	Line ministries an semi-autonomous	Increased demand for efficient delivery of services.	
Strengthening the public-private sector partnership;	private sector, civil society, public sector	Increased dialogue between the private and the public sectors to facilitate private sector-growth.	
Retargeting and transfer of resources to the grassroots level	Ministry of Finance, parliamentarians, line ministries	Demand for the delivery of services at the grassroots' level.	



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Country: Kenya (continued)

Desired Improvement	Stakeholders	Activities to undertake (time frame-6-12-18 months)	Requirements and resources needed (H/ T/F)
Capacity at the grassroots level-	Central/ local government representative at the district level	Development of national capacity plan for both central and local government personnel; training of staff (24 months tailor-made)	External support
Integrated financial management information systems (IFMIS)	Ministry of Finance, line ministries,	Roll-out financial management system to ministries and training appropriate staff (24 months),	External support
Creating a critical team for change management	Ministry of Finance, line ministries, Office of the President	Specialized training and attachments to best practices institutions (12 months)	External support
Building of a comprehensive and efficient national statistics system	Kenya National Bureau of Statistics and other stakeholders	Prepare a new comprehensive strategic statistical development plan for the National Statistical System (6 months)	External support



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Country: Mozambique

Participants:

- Mr. Pedro Couto (Deputy Minister of Finance, Ministry of Planning and Development)
- Mr. Juthá Momad (National Director of Planning, Ministry of Planning & Development)
- Mr. Momade Amisse Saide (Ministério da Planificação e Desenvolvimento)
- Mr. Lourenço Sambo (Economic Advisor, Ministry of Planning & Development)

Strong points/ achievements	Stakeholders	What explains these strong points/achievements	
<p>Deepening the recognition of fungibility of resources (both domestic and foreign generated)</p> <p>Adopting the annual social economic plan and the budget as main tools for action/implementation, assessment/monitoring and reporting.</p> <p>Embarking on decentralization, having the districts as the center of activities</p> <p>Expanding domestic resources collection to funding the budget</p> <p>Keeping the dialogue with foreign partners (creditors & donors, multilateral and bilateral) to ensuring the inflow of complementary resources</p>		<p>Leadership and ownership</p> <p>Continuous clarification of social and economic objectives and strategies</p> <p>Permanent dialogue (both with domestic and foreign stakeholders)</p>	
Desired Improvement	Stakeholders	Activities to undertake (time frame-6-12-18 months)	Requirements and resources needed (H/ T/F)
<p>Capacity building at all levels and including all domestic partners (from the central institutions up to the districts)</p> <p>Boosting planning and budget decentralization</p> <p>Filling the serious gap on effective public managers</p> <p>Strengthening the district councils</p>		<p>Deep improvement and significant expansion of formal technical and higher education institutions in order to correspond to the demand of well skilled graduates</p> <p>On the job and short term training of the human resources</p>	



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Country: Rwanda.

Participants:

- Mr. Gatarayiha Jean Philippe (Director of Research and Capacity Building, National Institute of Statistics of Rwanda)
- Mr. Augustin Kampayana (Director, Ministry of Local Government)
- Dr. Munyakazi Louis (Director General, National Institute of Statistics of Rwanda)
- Mr. Ernest Rwamucyo (Director General in the Ministry of Finance and Economic Planning)

Strong points/ achievements	Stakeholders	What explains these strong points/achievements	
Prepared a country owned medium –term development strategy (EDPRS) that is results focused and linked to Rwanda’s long-term Vision 2020	Government of Rwanda, Donors, civil society, private sector, local governments	Country owned, results-oriented, costed and linked to MTEF and annual budgets, with a clear monitoring and evaluation framework. Sector strategic plans linked to MDGs prepared and SWAPs strengthened in key sectors (Education, Health, Water, Agriculture, Energy, etc)	
Implemented a comprehensive decentralization strategy for effective service delivery (Resulted into district performance contracting – Imihigo)	Ministry of Local Government and Ministry of Finance, Line ministries, local governments, donors, civil society, community-based organizations	<p>District performance contracts signed and implemented, continuously monitored jointly</p> <p>A basis for fiscal decentralization and substantial amounts of fiscal transfers directed for decentralized services (Resources allocated to district budget)</p> <p>Long-term decentralization strategic framework around which donors will pool resources (harmonization of financing for decentralization – pooled funding) under preparation</p>	
Implementing comprehensive public finance management and budget reforms aimed at strengthening accountability and transparency	Ministry of Finance, Ministry of Local Government, National Tender Board, Auditor General, Parliamentary Budget Commission, Development partners	Adoption of organic law on government property and finances, procurement code, preparation of financial regulations and procedure manuals, preparation of first government consolidated accounts, capacity building for accountants and internal auditors, implementation of PFM reform action plan, implementation of integrated financial management system (SMART Gov – automation of budget preparation, budget execution, reporting and accounting), Joint donor PFM Trust Fund.	



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Country: Rwanda (continued)

Establishment of the Human Resources and Institutional Capacity Development Agency (HIDA) to coordinate and harmonize capacity building in Rwanda	Ministry of Public Service, HIDA, Other government agencies and development partners	Comprehensive skills audit, training for senior government officers (Ministers, Permanent secretaries, Director Generals, Head of Agencies, etc) Capacity building for local governments More coordinated capacity building in the country	
Adoption and implementation of the Rwanda aid policy	Government of Rwanda Development partners	Aid policy aimed at implementation of Paris declaration on aid effectiveness, Owned by government and fully endorsed by all donors, implementation framework for aid policy agreed, donor coordination mechanisms in place and functioning	
Establishment of a joint Government and donor/civil society/private sector partnership and coordination mechanism at central government and local government	Government of Rwanda, Development partners, local governments and civil society	Existing donor coordination mechanisms include: Development Partners Coordination Group, Budget Support Harmonization Group, Sector working groups/clusters, Joint Action Forum at all districts, joint sector performance reviews and annual GoR and Development Partners Meeting. All clearly structured with agreed terms of reference and joint management structure	



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Country: Rwanda (continued)

Desired Improvement	Stakeholders	Activities to undertake (time frame-6-12-18 months)	Requirements and resources needed (H/ T/F)
<p>Human and institutional capacity strengthening at central and local government</p> <p>Scaling up of financing to cover the financing gap for Rwanda to achieve the MDGs</p>	HIDA, Ministry of Public Service, Ministry of Finance, Ministry of Local Government, other line ministries, local governments and development partners	<p>Finalization of skills audit and capacity mapping exercise – Dec 06 – April 07</p> <p>Development of capacity building strategy by Dec 2007</p> <p>Development and Agreeing with donors the harmonized financing framework for the capacity building strategy (possibility of pooled/basket fund for capacity building – December 2007</p>	
Donor harmonization and alignment of support to Rwanda's development priorities in EDPRS and adoption of GoR preferred aid modalities and use of country systems	Government of Rwanda and Development Partners	<p>Preparation of Aid policy implementation plan – March 2007</p> <p>Survey of donor behaviour and ranking of donors compliance to Rwanda aid policy principles for 2007 – November 2007</p> <p>Preparation of GoR and Development Partners conference – June – September 2007</p>	
Strengthening the national statistics systems (Capacity to collect, store, analyze and disseminate information)	Ministry of Finance, Statistics Bureau, Central Bank, development partners, line ministries,	<p>Preparation of strategic plan for statistics development – march 2007</p> <p>Preparation of capacity building plan for statistics personnel in line ministries, local governments and National statistics institute</p>	



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Country: Tanzania

Participants:

- Mr. Mugisha Kamugisha (Ministry of Planning, Economy and Empowerment)
- Ms. Radegunda Maro (Ag. Director General, National Bureau of Statistics)

Strong points/ achievements	Stakeholders	What explains these strong points/achievements	
Well defined PRS, clear objectives and performance targets	CSOs, Politicians, civil servants & development partners	National consensus on Development Vision; Custom of consultation; High level political commitment	
Mkukuta monitoring open and participatory	CSOs, Politicians, civil servants & development partners	Custom of consultation; Prior involvement of public in Mkukuta formulation; Presence of strong research institutions	
Budget formulation is participatory (PER, Budget Guidelines Committee, GBS)	CSOs, Politicians, civil servants & development partners	Expectations created by Mkukuta formulation process & consultations; MoF willingness to manage the process; Political readiness to open up the process	
Strong Donor Harmonisation & Coordination (JAST)	DPs, MoF, Line Ministries	Government leadership of the process DPs willingness to engage in the process International aid agenda and dialogue	
Strong PFM System (legal framework for IFMS, procurement reforms, audit reforms)	MoF, National Audit Office, Public Procurement Regulatory Authority, Public Procurement Appeals Authority. Parliament.	Government commitment (incl. high level political commitment) DPs aid agenda and desire to support and see strengthening of PFM (i.e. fiduciary concerns around GBS)	
Initiative to link resource allocation to the Mkukuta	Line Ministries, MoF, LGAs, Ministry of Planning, Economy and Empowerment	Ownership and commitment to deliver Mkukuta Goals – Mkukuta is the government's policy Innovation by the MoF	



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Country: Tanzania (continued)

Strong points/ achievements	Stakeholders	What explains these strong points/achievements	
Desired Improvement	Stakeholders	Activities to undertake (time frame-6-12-18 months)	Requirements and resources needed (H/ T/F)
Resource Predictability (Development Assistance)	DPs, MoF	DPs provide and deliver on long term funding commitments (12 months) Ensure DPs fully disclose assistance provided to Tanzania (6 months) Greater in-year reliability (i.e. what they commit for 1 year they provide) (12 months) Don't have in year variable tranches in budget support (can have it year +1) (12 months)	Willingness of partners at HQ and country level to provide commitments and change behaviour (i.e. deliver on commitments)
Sector planning capacity	Directors of policy and Planning in Line Ministries	Government-wide plan to strengthen DPP planning capacity (12 months) Implement whatever is in the plan	Human and financial resources to develop plan Requirements for implementation of plan yet to be determined
Sector level routine data on service delivery and results	MDAs, Services Providers, LGAs	Develop systems where they don't exist and strengthen those which do. (over 3 years) Naming and shaming MDAs which do not report (6 months) Publish national league tables on MDAs which have reported (plus verification) (12 Months)	Human and Financial - depends on sector



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Country: Uganda

Participants:

- Mr. John Baptist Male-Mukasa (Executive Director, Uganda Bureau of Statistics)
- Hon. Adolf Mwesige (Minister for General Duties, Office of the Prime Minister)
- Mr. Peter Ssentongo (Assistant Commissioner for Coordination and Monitoring, Office of the Prime Minister)
- Mr. Richard Ssewakiryanga (Participatory Poverty Assessment, Team Leader, Ministry of Finance, Planning and Economic Development)

Strong points/ achievements	Stakeholders	What explains these strong points/achievements	
Establishment of the National Monitoring and Evaluation Strategy	Parliament Cabinet Government Local Governments CSOs NGOs Ministries, Departments and Agencies	Better governance of M&E systems in all sectors Need for definition of results from government investments	
Launching of the Plan for National Statistical Development	Parliament Cabinet Government CSOs Ministries, Departments and Agencies	Accurate and relevant data for evidence based decision making Build a coordination mechanism for the entire national statistical system Need for optimization of resources for statistics	
Constitutional provision of coordination and monitoring function in Government	Parliament Cabinet Government Ministries, Departments and Agencies	Need for a legal provision to manage for results in Government	
Demand for results in Outcome and Output Budgeting	Parliament Cabinet Government Ministries, Departments and Agencies	The need to make budgets results oriented so that financing of any budget is based on results that can be measured and monitored	



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Country: Uganda (continued)

Desired Improvement	Stakeholders	Activities to undertake (time frame-6-12-18 months)	Requirements and resources needed (H/ T/F)
Implementing the Annual Review of the Poverty Eradication Action Review Ensuring that indicators are properly developed	Parliament Cabinet Government Local Governments CSOs Ministries, Departments and Agencies	Hold the National Conference on Annual Review of the Poverty Eradication Action Review next two months Share the report on results with all stakeholders in Uganda and create public dialogue events	
Creating incentive systems for stakeholders to demand and use data.	Parliament Cabinet Government Local Governments CSOs Ministries, Departments and Agencies	Bringing producers and consumers to dialogue about data needs and requirements every 6 months	
Enhancing the use of Outcome Oriented Budgeting	Parliament Cabinet Government Local Governments Ministries, Departments and Agencies	Conducting an analysis of the current BFPs Conduct a regional workshop on the Results Based MTEF under the Community Practice for Africa	



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Region: Francophone Africa

Country: Benin

Participants:

- Ms. Huguette Akplogan Dossa (National Coordinator, Social Watch Bénin)
- Mr. Aurélien Atidegla (1er Vice President, CFRONG)
- Mr. Bertrand Codjia (Directeur General du Budget, Ministère du Développement, de l'Economie et des Finances)
- Mr. Frédéric de Souza (Responsable de l'Equipe Technique d'Appui aux Réformes Budgétaires)
- Mr. Mathias Pofagi (Directeur, Politiques de Développement, Ministère de l'Economie et des Finances)

Strong points/ achievements	Stakeholders	What explains these strong points/achievements	
1 – Généralisation de la pratique des budgets programmes à tous les ministères et à certaines communes au niveau local	Tous les ministères et les communes pilotes	Engagement politique Meilleure planification opérationnelle Transparence dans la gestion des dépenses publiques Nécessité de rendre compte de la gestion et d'une redevabilité vis-à-vis des citoyens	
2 – Existence d'un plan stratégique de développement (2006-2011)	Gouvernement, Parlement, Organisations de la Société civile, Secteur Privé, PTFs	Volonté unanime de changement au plan de la gouvernance, du développement économique, social et culturel	
3 – Mise en place et dynamisation des organes de contrôle	Gouvernement (Inspection Générale des Finances, Inspection des Finances) Parlement, Contrôleurs Externes, PTFs	Constat de doubles interventions et gaspillage des ressources – Souci d'améliorer l'efficacité	
4 – Implication des acteurs non étatiques dans l'élaboration, la mise en œuvre, le suivi et l'évaluation des politiques de développement	Ministères centraux, sectoriels, structures déconcentrées, collectivités locales, secteur privé, société civile et syndicats	Exigence de dialogue social et respect des engagements pris au niveau international,	
5 – Publication périodique des rapports sur la gestion du développement	Ministères centraux, sectoriels, structures déconcentrées, collectivités locales, secteur privé, société civile et syndicats		



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Country: Benin (continued)

Desired Improvement	Stakeholders	Activities to undertake (time frame-6-12-18 months)	Requirements and resources needed (H/ T/F)
1 – Meilleure responsabilisation des acteurs - Systématisation du principe de compte rendu - Renforcement des capacités des acteurs Amélioration et institutionnaliser des modalités d'implication des ANE	Tous les ministères et les communes pilotes Société civile	Désignation des responsables ; Signature des lettres de mission et des protocoles d'engagement (l'homme qu'il faut à la place qu'il faut) ; Mise en place d'un mécanisme de sanction positive et négative Amélioration et institutionnaliser des modalités d'implication des ANE Accès à l'information	Assistance technique et financière Renforcement de capacité
2. Dynamiser les structures de suivi et évaluation et renforcer leurs capacités	Ministères centraux, sectoriels, structures déconcentrées, collectivités locales, secteur privé, société civile et syndicats	Mise en place des structures ; Mise en place des moyens Formation des acteurs ;	
3. Développer un plan de communication autour des objectifs fixés et indicateurs associés	Développer un plan de communication à tous les niveaux autour des objectifs fixés et indicateurs associés	Mise en place équipe Identification et évaluation des besoins d'informations à tous les niveaux Elaboration et diffusion des supports	
4. Mieux coordonner les activités des différents corps de contrôle	Gouvernement (Inspection Générale des Finances, Inspection des Finances) Parlement, Contrôleurs Externes, PTFs	Faire le point des différentes revues; Mettre en œuvre les recommandations	
5. - Renforcement des capacités des acteurs Amélioration et institutionnaliser des modalités d'implication des ANE	Personnes ressources, représentants des acteurs non étatiques	Evaluation des besoins en renforcement des capacités ; Programmation des activités Formation des acteurs ;	



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Country: Burkina Faso

Participants:

- Mr. Daniel Bambara (Director General of Economy and Planning, Direction générale de l'économie et de la planification)
- Mr. François Marie Didier Zoundi (Secrétaire Permanent pour le Suivi des Politiques et Programmes Financiers, Ministère des Finances)

Strong points/ achievements	Stakeholders	What explains these strong points/achievements	
1. Partenariat et responsabilité mutuelle	Gouvernement Partenaires techniques et financiers	- Besoin d'améliorer le dialogue sur les politiques - Besoin d'assurer une meilleure prévisibilité des décaissements dans le cycle budgétaire - Besoin d'harmoniser les pratiques des PTFs dans la mise en oeuvre de l'appui budgétaire général - Existence d'une matrice de performance	
2. Gestion des finances publiques (GFP)	Ministères sectoriels (Finances, Economie, Fonction publique) Cour des Comptes Parlement	-Existence d'un plan d'actions triennal glissant (indicateurs,...) - Support pour la mobilisation des appuis budgétaires -Planification et budgétisation coordonnées (PAP- CSLP et CDMT)	
Desired Improvement	Stakeholders	Activities to undertake (time frame-6-12-18 months)	Requirements and resources needed (H/ T/F)
1. Capacités pour améliorer le suivi du Cadre stratégique de lutte contre la pauvreté (CSLP)	Ministères sectoriels, Parlement, Institut national de la statistique, société civile, collectivités locales	-Identification des besoins en matière de suivi (6 mois) -Révision du dispositif de suivi du CSLP (6 mois) -Élaboration d'un plan d'actions (formation des commissions sectorielles et thématiques, renforcement du système statistique, etc.) 9 mois	A déterminer
2. Capacités pour assurer le fonctionnement efficace des collectivités locales (performances)	Gouvernement Collectivités PTFs ONG	-Identification des compétences à transférer et des ressources (6 mois) -Transfert effectif des ressources et des compétences (9 mois) -Renforcement des capacités des collectivités locales (18 mois)	A évaluer



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Country: Morocco

Participants:

- Mr. Abdellatif Bennani (Director of Budget Department, Ministry of Finance and Privatization)
- Mr. Youssef Farhat (Head of Department of Education, Budget Directorate/ Ministry of Finance)

Strong point/achievements	Stakeholders	What explains these strong points/achievements	
1- Réalisation d'un diagnostic sur l'efficacité de la dépense publique	-Premier Ministre -Ministère des Finances et de la Privatization -Bailleurs de fonds	-Nécessité d'identifier les remèdes à : -la déresponsabilisation des ministères - visibilité sectorielle insuffisante -Absence d'accountability	
2-Identification des composantes de la réforme axée sur les résultats	-Groupe d'experts interministériels sous l'égide du Premier Ministre	Démarche pragmatique, participative, progressive s'inspirant des meilleures pratiques	
3- Mise en œuvre de la réforme de manière globale et intégrée	-Départements ministériels -Entreprises publiques -Collectivités locales -ONG -Ministère des Finances et de la Privatization	Planification stratégique –CDMT- Budget programmes-indicateurs de résultats-fongibilité des crédits- contractualisation- contrôle modulé	
Desired improvement	Stakeholders	Activities to undertake (time frame-6-12-18 months)	Requirements and resources needed (H/ T/F)
1- Construction d'un système d'information solide, fiable et à jour (updated)	-Ensemble des ministères -Ministère des Finances et de la Privatization -Autres entités concernées -Direction de la statistique	Amélioration de la qualité des indicateurs et réduction de leur nombre (12 mois)	-Renforcement des profils (R.H) appropriés des ministères -Conception de schémas d'information sur les indicateurs
2- Renforcement des capacités managériales et organisationnelles incluant les structures d'audit interne	-Ensemble des ministères -Appui de l'Inspection Générale des Finances et des Inspections Générales des Ministères	-Plan de formation sur la base d'un bilan de compétences - Elaboration de guides méthodologiques (processus continu)	-Expertise interne et externe à l'administration -Expertise internationale -Allocation de ressources pour la formation



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Desired improvement	Stakeholders	Activities to undertake (time frame-6-12-18 months)	Requirements and resources needed (H/ T/F)
3- Parvenir à l'implémentation de budgets programmes intersectoriels (par grandes missions) au lieu de chapitres par (grandes administrations)	-Gouvernement -Parlement	Refonte de la loi organique des finances et de ses textes d'application (18 mois)	Volonté politique, leadership fort et communication autour de la pertinence de la réforme

Réponses à la question (2)

- Le choix des thèmes de la conférence nous semble pertinent au regard de l'état d'avancement des réformes engagées depuis la conférence de Marrakech par la plupart des pays participants

Enseignements tirés

- 1- Confiance : les réformes doivent être conduites selon une démarche win/win pour une plus grande responsabilisation des ordonnateurs en vue de l'atteinte des objectifs et les résultats y afférents ;
- 2- Placer les réformes dans leur environnement international : concilier entre les fondamentaux de la réforme axée sur les résultats et les particularités des contextes nationaux pour une meilleure appropriation de la réforme ;
- 3- Réduction des coûts de transaction : harmonisation et coordination des interventions des bailleurs de fonds et donateurs afin d'alléger les procédures et accélérer la réalisation des programmes ;
- 4-Renforcement des compétences : mise en place des pôles d'excellence (coaching –training -e-learning -guide de formation) au double niveau central et territorial ;
- 5- Perspectives de la gestion axée sur les résultats : permettre une véritable évaluation des politiques publiques et des études d'impact sur les populations bénéficiaires (ex post)

Réponses à la question 3 :

3-1- Prochaines étapes pour le MfDR au Maroc

- Parachever le processus de globalisation des crédits (fongibilité des moyens) –fin 2007



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- Contractualisation objectifs-moyens (Administration centrale – Services déconcentrés – Entreprises publiques)
- Partenariat : Administration –Collectivités décentralisées et/ou ONG
- Généralisation des CDMT sectoriels (sliding sectoral MTEF) et élaboration du CDMT global (8 mois)
- Mise en œuvre progressive du contrôle modulé de la dépense selon le niveau de certification appropriée (à partir de juillet 2007)

3-2 Moyens à déployer

-Ressources humaines (développement de l'expertise et amélioration des compétences des entités concernées par la voie de la formation interne et du recrutement de profils adaptés ;

- Ressources financières (renforcement des allocations de ressources en faveur des programmes de formation et d'apprentissage
-Utilisation intensive des NTI

4/ Réponses à la question n°4

- Présentation sur le « marché des résultats » du poster concernant 'le programme national d'immunisation » parallèlement à celui préparé en concertation avec l'UNIFEM sur la « budgétisation sensible au genre » ;
- Présentation de l'expérience de l'INDH par monsieur Abdelatif BENCHRIFA au cours de la session consacrée au leardeship ;
- Présentation de l'expérience marocaine sur le MfDR au cours de l'atelier consacré à la planification-budgétisation ;
- Différentes interventions sur l'état d'avancement de la réforme marocaine au cours des différents ateliers



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Country: Niger

Participants:

- Mr. Boubacar Ali Doungou (Advisor, Prime Minister Office)
- Mr. Salifou Assane (Comité du collectif des ONG pour undéveloppement durable, Ecole Instrument de Paix- Niger)
- Mr. Yayé Seydou (Directeur General de L'évaluation des Programmes de Développement, Ministère Economie et Finances)
- Mr. Ibrahim Soumaila (Directeur de la Coordination et du Développement de la Statistique, Institut National de la Statistique)

Strong points/ achievements	Stakeholders	What explains these strong points/achievements	
Dispositif de suivi et évaluation	MEF ; Ministères sectoriels ; PTF ; régions	- Dispositif décentralisé - Base de données - Revues portefeuilles avec les partenaires - Liste d'indicateurs de suivi de la SRP - Base de données Niger Info	
SRP révisée axée sur les résultats	SP/SRP ; MEF ; Ministères sectoriels ; PTF ; Acteurs sociaux	- Participation des différents acteurs ; - Cadre logique axé sur les résultats - Axées sur les OMD ; - Vision à long terme	
Réforme du système statistique national	MEF ; MT ; PTF ; acteurs sociaux ; SP/SRP ; partis politiques	- Loi sur l'organisation des activités statistiques ; - Création de direction de la statistique dans les ministères techniques ; - Feuille de route pour l'élaboration de la SNDS	
Cadre de dépense à moyen terme	MEF ; Ministères techniques ; PTF ; Assemblée Nationale	- Mise en œuvre du plan d'action du PEMFAR ; - Politiques sectorielles ; - Budgets programme pour les sectoriels ; - Capacités des parlementaires renforcées en matière d'adoption du budget	
Production des données	INS, Ministères sectoriels	- RGPH ; RGAC ; ENBC ; QUIBB ; DSBE ; EPP ; etc.	



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Managing for Development Results



Country: Niger (continued)

Desired Improvement	Stakeholders	Activités to undertake (time frame-6-12-18 months)	Requirements and resources needed (H/ T/F)
Planification budgétisation	MEF ; Ministères sectoriels ; SP/SRP	<ul style="list-style-type: none">- Formation en GAR (6 mois)- Formation en techniques d'élaboration de CDMT (12 mois)- Elaboration d'une vision à long terme (18 mois)- Généralisation des CDMT dans tous les secteurs (18 mois)- Intégration CDMT sectoriels dans le budget national (18 mois)	
Suivi-Evaluation	SP/SRP ; MEF ; INS ; PTF ; SP/SRP	<ul style="list-style-type: none">- Elaboration d'une politique d'évaluation (6 mois) ;- Institutionnalisation du suivi-évaluation (18 mois)- Elaboration de la SNDS (12 mois) ;- Mise en place des directions régionales de l'INS (6 mois) ;- Formation des ressources humaines du système statistique national (18 mois) ;- Actualisation de la liste des indicateurs (6 mois) ;- Elaboration d'outils de suivi et évaluation (18 mois) ;- Formation des acteurs en suivi évaluation (18 mois)- Formation des parlementaires sur le suivi budgétaire (6 mois)	
Participation	Acteurs de la société civile	<ul style="list-style-type: none">- Renforcer la contribution de la société civile en matière 'élaboration, de mise en œuvre et de suivi évaluation des politiques et programmes de développement (12 mois) ;- Appui à la mise en place d'un système de suivi des actions des ONG (6 mois) ;	



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Appropriation et responsabilité	Gouvernement ; PTF ;	<ul style="list-style-type: none">- Plaidoyer pour une culture de la GRD au niveau politique (12 mois);- Généralisation de cadres sectoriels de concertation avec les PTF (12 mois) ;- Internalisation des stratégies sectorielles (18 mois) ;- Mise en œuvre du plan d'actions de la déclaration de Paris (18 mois) ;- Elaboration de tableaux de bord ministériel (6 mois) ;- Elaboration de rapports annuels basés sur les résultats au niveau ministériel (6 mois)	
Participation	Acteurs de la société civile	<ul style="list-style-type: none">- Renforcer la contribution de la société civile en matière 'élaboration, de mise en œuvre et de suivi évaluation des politiques et programmes de développement (12 mois) ;- Appui à la mise en place d'un système de suivi des actions des ONG (6 mois) ;	

NB : Les coûts des différentes activités seront déterminés en accord avec les autres parties prenantes (Ministères sectoriels et partenaires techniques et financiers) et seront précisés dans un plan de financements détaillés dont l'élaboration prendra quelques semaines.



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Managing for Development Results



Country: Senegal

Participants:

- M. Souleymane Diallo (Adviser of The Director of the Forecast and Economic Studies, Ministère de l'Economie et des Finances)
- M. Abdoulaye Dieng (Secrétaire exécutif projet coordination réformes budgétaires et financière, Ministère de l'Economie et des Finances)
- M. Thierno Seydou Niane (Coordonnateur, Cellule de Suivi du Programme de Lutte contre la Pauvreté, Ministère de l'Economie et des Finances)
- M. Ibrahima Yade (Deputy Treasurer, CONGAD)

Strong points/ achievements	Stakeholders	What explains these strong points/achievements	
Consensus sur les indicateurs de suivi entre Etat et les partenaires	Direction de la statistique, sectoriels partenaires au développement	Résultats discordants relevés sur les indicateurs	
Système automatisé de suivi évaluation du DSRP	MEF, unités de gestion des projets, société civile, agences	Deficit d,info et faible taux d,absorption des ressources	
Rapport d, avancement du DSRP	Etat, société civile, collectivités locales, partenaires au développement	Evaluation à mi parcours	
Revue annuelle conjointe	Ministres en charge du secteur, partenaires au devpt, collectivité locale, société civile	Evaluation de l,impact des projets et programmes finances par les bailleurs	
CDMT et CDSMT (sectoriel)	Ministères des finances et sectoriels	manque d'articulation budget DSRP	
Main ideas and lessons from 3rd round table			
Diffusion du rapport d'évaluation a mi parcours du Xeme plan national de developpement	Chine		
Cadrage du schéma national de statistique au plan national de développement	Tunisie		
Importance du leadership et de la volonté politique dans la mise en œuvre des reformes	Uganda, Ghana		



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Managing for Development Results



Country: Senegal (continued)

Desired Improvement	Stakeholders	Activities to undertake (time frame-6-12-18 months)	Requirements and resources needed (H/T/F)
Généralisation du CDSMT a l'ensemble des ministères			
Production par les ministères de rapports annuels de performance			
Sensibilisation pour une appropriation des hautes autorités pour une adhésion aux reformes souhaitées			



Third International Roundtable

Managing for Development Results



Region: Asia

Country: Afghanistan

Participants:

- Wahidullah Waissi (ANDS/PRSP Process Manager)
- Hamid Jalil (Aid Coordination Officer, MoF)
- Ahmad Jamshed Ahmadi (Head of Public Communication Unit – NSP – MRRD)
- Farid Tanai (Aid Coordination Officer, MoF)

Strong points/ achievements	Stakeholders	What explains these strong points/achievements	
Mutual commitment between the Government of Afghanistan and Donor Communities through Afghanistan Compact	The Government of Afghanistan, Donor Communities, Civil Societies, UN, IFIs	Joint Coordination and Monitoring Board (JCMB) quarterly meetings producing biannual reports and monitor I-ANDS/Afghanistan Compact benchmarks Strong Consultative Mechanism Aid Effectiveness Working Group Government Leadership (Office of the President and the Ministry of Finance are leading the process)	
Public Finance Reform	All Government Ministries, Agencies and Implementing Partners	The MTFP have been introduced The Public Financial and Procurement Systems have been standardized Piloting Program Based and Provincial Budgetings Afghanistan Financial Management Information System (AFMIS) being operated	
Bottom-up Development Approach	Ministry of Rural Rehabilitation and Development, Civil Societies Organizations (NGOs, and Community Development Councils)	Government led initiative Reflecting community views into the Government national plan and policy Community ownership and maintenance of community infrastructure	
Afghanistan Millennium Development Goals and Interim National Development Strategy (I-ANDS)	Presidential office, Line Ministries, Provincial Administration, Civil Society, UN, Donor Agencies	Under MDGs, 15 years development goals have been identified I-ANDS introduced a five years security, good governance, human rights, rule of law and social and economic development frameworks Indicators to measure development goals and targets have been identified under I-ANDS	



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Managing for Development Results



Country: Afghanistan (continued)

Desired Improvement	Stakeholders	Activities to undertake (time frame-6-12-18 months)	Requirements and resources needed (H/ T/F)
Identify the need for national capacity building	Government (ministries, and agencies), Donor Agencies	Survey of the need for capacity building Design quick and short run solutions for capacity building needs Introducing capacity building as a cross cutting issue in national strategies	Effective projects/programs Data and surveys
Developing national Monitoring and Evaluation systems	Government, donors, civil society organizations, UN	Identify a national platform for M&E Identifying a framework for national decentralized M&E system to measure results. Harmonizing reporting requirements	Monitoring tools Quality human resources Financial allocations
Linking national (capital) to sub-national (provinces) planning and decision making processes	Government of Afghanistan, local government institutions, civil society organizations, UN and Donor Community	Strengthen local government capacities through national programs Strong coordination of activities between national and sub-national levels led by the Government Identify a mechanism to link both levels Transferring the knowledge of national development goals / targets to sub-national levels to help in planning their development activities	Allocation of resources where needed Strong technical, financial, political support from national level



Third International Roundtable

Managing for Development Results



Country: Bangladesh

Participants:

- Mahmudul Huq Bhuiyan (Joint Secretary, Finance Division, Ministry of Finance)
- Nargis Islam (Joint Chief, Economics Relation Division)
- Mia Abdullah Mamun (Joint Secretary, Planning Division, Ministry of Planning)

Strong points/ achievements	Stakeholders	What explains these strong points/achievements	
1. Poverty Reduction Strategy prepared and under implementation	All Ministries, Politicians, Civil Societies, Private sector, Community representatives.	All development plans & activities will be implemented on the basis of PRS. Public resources will be utilized following poverty reduction strategy.	
2. Medium Term Budgetary Framework linking public resources to policies has been introduced.	Lead Ministries, Line Ministries & Parliament	More integrated & unified approach of Budgeting.	
3. Public Sector Financial Reforms	Govt. Audit Departments (C&AG), Government accounting Departments (CGA), Ministry of Finance, financial Management Academy	Capacity building of Audit Department, Computerization of Govt. Accounts & Budget data base, Capacity building in public financial management.	
4. Public Procurement Act, 2003	All Line Ministries.	Transparency & Accountability established in public procurement & purchasing systems	
5. Professional capacity building & Skill developments.	All public personnel at all levels.	Management at Top Level, Professional training at all sectors.	



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Managing for Development Results



Country: Bangladesh (continued)

Desired Improvement	Stakeholders	Activities to undertake (time frame-6-12-18 months)	Requirements and resources needed (H/ T/F)
1. Participatory approach in development activities.	Line ministries & Development partners.	Better commitment & sustainable results. Flow of information from GOB & Development partners – Better harmonization of system.	Effective and frequent communication & coordination between all stakeholders.
2. Demand driven development program ensuring transparency & accountability at Govt. & development partners level	Planning Commission, Ministry of Finance & Line Ministries	Need based development programs will be implemented for better results.	Capacity building in project formulation and implementation. Training & development for capacity building
3. Ensuring joint (GOB & Development Partners) evaluation & monitoring system.	Ministry of Planning & Ministry of Finance, Development Partners.MED,	Better utilization of public resources and appropriate implementation of Development programs	Frequent inspection & review; Training on monitoring & Evaluation techniques.
4. Strengthening Auditing & Accounting system for better transparency accountability.	Comptroller & auditor General, Controller General of Accounts, Ministry of Finance & Line Ministries.	Transparent, accurate and timely accounting information and performance auditing for better accountability and Parliamentary supervision.	Training on value for money audit, improved auditing techniques, Standard accounting practice.
5. Ensuring transparency & accountability at Govt.& Development partners level.	Ministry of Finance, Planning & all Line ministries.	Effective harmonization and alignment as per Paris Declaration.	Frequent dialogue and better understanding.



Third International Roundtable

Managing for Development Results



Country: Cambodia

Participants:

- San Sithan (Director General, NIS)
- Chou Heng (Associate Consultant, Civil Service College)
- IM Sour (Deputy Director, Asia Department of CRDB/CDC)
- Sok Kanha (Deputy Director of the Department of Planning & Health Information, Ministry of Health)
- Chan Sothy (Director, Department of Investment and Cooperation, Ministry of Economy and Finance)

1-Strong points/ achievements	Stakeholders	What explains these strong points/achievements	
Leadership and ownership	Government/ DPs	Government-DPs support to NSDP/ PIP	
Awareness	Government/ DPs	H-A-R Action Plan 2006-2010	
National support for result	Government/ DPs	Joint Monitoring on NSDP	
2-Useful lessons			
Independent Monitoring			
Strengthening statistical capacity to accelerate progress			
Strengthen Mutual Accountability			
Rationalized Capacity building			
3-Desired Improvement	Stakeholders	Activities to undertake (time frame-6-12-18 months)	Requirements and resources needed (H/ T/F)
Strengthen Capacity of the National Institute of Statistic	NIS/DPs	Strengthening statistic legislations Strengthening mechanism of coordination Statistic Master Plan approval and implementation Continuous Household Survey Conducting 2008 population census	Resource needed from DP/Government
Improved incentive of public service to manage for result	Government	Priority Mission Group expansion	Needs external support
Fulfill commitment for aid effectiveness.	Government/ DPs	Actively implement and monitor the harmonization alignment and result action plan 2006-2010 and ongoing.	No need for resources Willingness of all partners.



Third International Roundtable

Managing for Development Results



Country: P. R. China

Participants:

- Mr. Yingming Yang (Director, International Department, Ministry of Finance)
- Mr. Ciyong Zou (Director, International Department, Ministry Of Finance)
- Mr. Kouqing Li (Deputy Secretary General, Asia-Pacific Finance and Development Center)
- Mr. Zhengzhong Xu (Professor, China National School of Administration)
- Ms. Guanzhu Wang (Project Officer, Ministry of Finance)

Strong points/ achievements	Stakeholders	What explains these strong points/achievements	
More supportive political environment	People Congress, State Council General Public	Open commitment from the top leaders, New legislation, Increased awareness, Public anticipation, More access to information	
Participatory Approach Required for New Five-Year Plan	People's Congress, State Council, Government Agencies, General Public	Regulatory requirement	
Built-in Output and Outcome Indicators in New Five-Year Plan	People's Congress, Government, Academia, General Public	Political incentives, Awareness of Sustainable Development, Increased public demand for information participation	



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Managing for Development Results



Country: P.R. China (continued)

Desired Improvement	Stakeholders	Activities to undertake (time frame-6-12-18 months)	Requirements and resources needed (H/ T/F)
Strengthen capacity building	Planning agencies, Budgeting agencies, Auditing agencies, Line agencies, Practitioners and Experts	Prepare plans for capacity building, Train trainers, Scale up training activities, Launch SHIPDET	International cooperation, Networking of practitioners and experts, Overseas training and study tour
Improve statistical information system	People's Congress, State Council, General Public, Statistics agencies, Accounting professionals	Enhance regulatory /legal requirement, Enhance professional Ethics, Enhance supervision and verification	International cooperation, Overseas training and study tour
Establish a central institutional set-up	People's Congress, State Council, NDRC, MOF, State Auditing Office	Promote awareness of importance and urgency, Promote communication and exchange among agencies, Promote consensus on Action Plan, Promote coordination	International experience and no other extra resources needed.



Third International Roundtable

Managing for Development Results



Country: Fiji

Participants:

- Mr. Mani Subra (Acting Deputy Statistician, Fiji Islands Bureau of Government Statistics)
- Mr. Mati Nemani (Chief Assistant Secretary, Office of the Prime Minister)
- Mr. Prasad Krishan Dutt (Chief Economic Planning, Ministry of Finance and Planning)

Strong points/ achievements	Stakeholders	What explains these strong points/achievements	
An outcome oriented Development Plan 2007 - 2011	All Ministries departments, private sector, ngos	Lesson learnt from previous plans Consultative mechanism Leadership/ownership	
Output based budget	Parliament Ministries/Departments Cabinet Public	Need to improve transparency and efficiency	
Establishment of permanent household survey unit for HIES& Census	Government Agencies Donor Public Ministries	Household Survey conducted annually Conduct of 2007	
Introduction of New Financial Management System	Whole of Government Parliament	Better management of financial resources Efficiency – online system Delegation of reporting authority	
Health Management Reform	Ministry of Health Public	Improve service delivery Reduce Waiting Time Automated Patient Information System	



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Country: Fiji(continued)

Desired Improvement	Stakeholders	Activities to undertake (time frame-6-12-18 months)	Requirements and resources needed (H/ T/F)
Monitoring and Evaluation of Strategic Development Plan and Budget	Whole of Government	Review reporting system for SDP and Budget (6 months) Approval for monitoring and evaluation system Implementation of new reporting and monitoring system (12 months) Continue with new reporting system (on a six monthly basis)	Technical and Financial Resources \$500,000
Improve Capacity Building at Fiji Islands Bureau of Statistics	Fiji Islands Bureau of Statistics (FIBOS) Finance and National Planning Whole of Government Public Service Commission	Revisit the proposed restructure plan done by PFTAC (6 months) Submit restructure plan for approval by PSC and Cabinet (for additional resources needed) Implementation of the restructure plan	Human and Financial resources needed for implementation
Public Sector Reform – Corportization and Privatization	Government Commercial Companies Statutory Bodies Government Ministries and Departments	Review of current reform program (6 months) Approval of reform program Implementation	Technical and Financial Resources
Improve Aid Coordination Mechanism	MFNP Whole of Government	Review existing aid coordination mechanism and aid management information system Approval for revised structure and new aid management information system (12 months) Implementation of the new systems (18 months)	Financial and Technical Assistance
Improve Health Statistics	Ministry of Health FIBOS Government and general public	Review Ministry of Health Data base (6 months) Set on line database for Health (12 months)	Technical Assistance from WHO and finance
Health Information for patients	MOH Government Regional Health Centres	Create a database for all patients (12 months) Set up a mechanism for disseminating information to stakeholders	Financial Resources and Technical Assistance



Third International Roundtable

Managing for Development Results



Country: Indonesia

Participants:

- Mr. Pietojo (Central Bureau of Statistics)
- Mr. Askolani (Director of the Centre for State Expenditure, Fiscal Policy Office, Ministry of Finance)
- Mr. Harjowiryo Marwant (Special Assistant, Ministry of Finance)
- Dr. Heriawan Rusman
- Mr. Benny Setiawan Kusumo (Director of M & E, National Development Planning Agency – BAPPENAS)

Strong points/ achievements	Stakeholders	What explains these strong points/achievements	Remarks
1. National and local development planning forum 2. Regional development planning forum	Ministry of Finance, Ministry of Planning, Line Ministries, Local Government, NGO	Setting the annual priorities of national development planning in accordance with medium term development plan. Detach the problem of implementation faced by all stakeholder and find out the solution. Building the ownership of the program Harmonization of local and central government budget	(33 Provincials, 440 Municipalities)
Budget Committee (Parliament) review and approve national budget	Parliament, MOF, MOP, line Ministries, SOEs	Democratization in formulating national budget Promoting participation of the Parliament Decentralization budget allocation, Budget Transparency	
Planning and Budgeting Reforms	Parliament, MOF, MOP, Line Ministries, Local Government	Unified Budget MTEF Performance Based Budgeting Single Treasury Account Integrated M&E system	
Achievement development strategies : Pro-Poor, Pro-Growth, and Pro-Unemployment	Parliament, MOF, MOP, Line Ministries, Local Government	Infrastructure Education Health	



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Country: Indonesia (continued)

Desired Improvement	Stakeholders	Activities to undertake (time frame-6-12-18 months)	Requirements and resources needed (H/ T/F)
Improved capacity building for government institution	MOF, MOP, Line Ministries, Local Government	Human resources development (12 m) IT (12 m) Regulation (18 m)	H, T, F
Improved coordination among Central and Local Government	Central and Local Government	Regular coordination meeting (6 m) Exchange data and information (12 m)	T, F
Improved the quality of Statistics	NSO, Central Bank, Line Ministries, NGO, Parliament	Improving the methodology of surveys and censuses (12m) Respondent awareness campaign (12 m) Statistical capacity building for statisticians/societies (12m)	H, T, F
Improved the implementation of M&E system	MOP, Line Ministries, Local Government, Civil Society	Quarterly monitoring meeting (3 m) Annually evaluation (12 m) Imposing reward and punishment (18 m) Improving IT (12 m)	H, T, F



Third International Roundtable

Managing for Development Results



Country: Lao PDR

Participants:

- Dr. Bountheuang Mounlasy (Director General, Department of International Cooperation, Ministry of Foreign Affairs)
- Mr. Vixay Homsombath (Deputy Director General of Depart. for Investment Monitoring and Evaluation, Committee for Planning and Investment)
- Mrs. Thipphakone Chanthavongsa (Deputy Director General, Department of External Financial Relations, Ministry of Finance)

Strong points/ achievements	Stakeholders	What explains these strong points/achievements-why	
Annual National and provincial planning and budgeting conference	Ministers, provincial governors, members of National Assembly, mass organisations	Reconciliation of development needs with existing resource envelop. Improvement of information flow.	
Monitoring and Evaluation Framework	CPI, line ministries, provinces	Improved responsibility of line ministries, provinces, transparency & accountability, and lesson learned needs for institutions & similar programs & projects	
Focal point for aid coordination and management	Line ministries, mass organizations, development partners	Strengthening of aid coordination and management. Transparency.	
Desired Improvement	Stakeholders	Activities to undertake (time frame-6-12-18 months)	Requirements and resources needed (H/ T/F)
Capacity building of civil servant in monitoring and evaluation.	Monitoring & evaluation sections at all levels, Line Ministries	Dissemination of M&E concepts Staff training Improvement in rules & regulations Capacity development strategy	Resources needed
Strengthened process of dialogue, review & consultation with development partners	Bilateral-multilateral partners INGOs Ministries of MOFA, CPI & MOF	Sector Working Groups Meetings Action plan formulation Regular meeting with partners under government leadership	To determine support from development partners



Third International Roundtable

Managing for Development Results



Country: Malaysia

Participants:

- Koshy Thomas (Deputy Under-Secretary, Ministry of Finance, Malaysia)
- Rahana Mohd Noh (Senior Assistant Director, Ministry of Finance, Malaysia)
- Aziz Mohamad (Deputy Chief Statistician, Department of Statistics, Malaysia)
- Mahalingam. M. (Senior Associate, Center for Development & Research (CeDRE) Malaysia)

Strong points/ achievements	Stakeholders	What explains these strong points/achievements	
Results-Based Management in Government since budget year 1990	<ul style="list-style-type: none"> • Ministry of Finance • Economic Planning Unit, Prime Minister's Department • Public Services Department, Prime Minister's Department 	<ul style="list-style-type: none"> • Adoption of the principle of results-based management across entire government at all levels • Adoption of the results-based approach across all statutory and public enterprises • Adoption of the RBM approach and principles across all State governments and local authorities • Move away from input-driven to output and outcomes based performance planning and management • Linkages between results and incentive system 	•
Integration of Planning, Budgeting, Monitoring and Evaluation	<ul style="list-style-type: none"> • Parliament • Cabinet • Ministry of Finance • Economic Planning Unit, Prime Minister's Department • Public Services Department, Prime Minister's Department • Controlling Officers (Secretary General) • Program Managers 	<ul style="list-style-type: none"> • Use of a single Integrated Performance Management Framework (IPMF) that provides horizontal and vertical linkages. • Monitoring framework built based on performance information needs from the planning stage • E-enabled IPMF allows for efficient vertical and horizontal cross-linkages and performance assessment • The IPMF allows systematic building of an integrated M&E system • The IPMF allows systematic integration with MIS for policy and program decision-making. 	•



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Accountability Framework at all levels (strategic and operational levels)	<ul style="list-style-type: none"> • Parliament/Cabinet • Ministry of Finance • Economic Planning Unit, Prime Minister's Department • Public Services Department, Prime Minister's Department • Controlling Officers (Secretary General) • Program Managers • Public sector personnel 	<ul style="list-style-type: none"> • Accountability for resource usage and value for money in public sector budgeting through the Results-Based Budgeting (RBB) System • Accountability for personnel performance that is linked with program performance • Enhanced accountability through the availability of structured, systematic, timely, and reliable performance data at all levels. 	<ul style="list-style-type: none"> •
Internalized Self Evaluation for Policy and Program Performance Improvement	<ul style="list-style-type: none"> • Ministry of Finance • Central Budget Office • Secretary General • Program Managers • Policy and Program Planners 	<ul style="list-style-type: none"> • Builds internal capacity within programs to assess and improve performance on an ongoing basis • Ensures that evaluation is integrated into the management function; • Ensures full ownership of program managers over the evaluation process • Allows for continuous improvement culture within organizations • Improves process of inter-agency and inter-program communication and coordination • Promotes improved performance decision-making based on systematic performance data. 	<ul style="list-style-type: none"> •
Desired Improvement	Stakeholders	Activities to undertake (in the next 6-18 months)	Requirements and Resources Needed (H/T/F)
<ul style="list-style-type: none"> • Ranking/Rewarding High Impact Agencies 	<ul style="list-style-type: none"> • Parliament and Cabinet, Heads of Ministries and departments 	<ul style="list-style-type: none"> • Benchmark and Design Framework criteria for performance measurement • Obtain consensus on draft framework • Pilot framework and obtain approval 	<ul style="list-style-type: none"> • Exposure to other experiences for benchmarking • International Consultation for comparative studies



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<ul style="list-style-type: none"> Improving program performance through further strengthening results-based personnel performance 	<ul style="list-style-type: none"> Ministry of Finance Public Services Department Program Managers Heads of Ministries and Department Heads Public sector personnel 	<ul style="list-style-type: none"> Strengthen personnel performance system linkages with program performance Strengthen incentive and sanction system to support the performance based system Sustained program for focused capacity-building within public sector to strengthen personnel performance Strengthening the e-enabled personnel performance system 	<ul style="list-style-type: none"> Capacity Building in the HRM and HRD Methodology for clearly articulating the linkages Exchange of ideas with other countries that have implemented such initiatives successfully
<ul style="list-style-type: none"> Improved data integrity in data collection and reporting 	<ul style="list-style-type: none"> Ministry of Finance Economic Planning Unit Heads of Ministries and Department Heads Program Managers Statistics Department 	<ul style="list-style-type: none"> Capacity building in data management Improving the data management system within the existing RBM System Improving the data planning processes 	<ul style="list-style-type: none"> Capacity Building in tested systems in other countries Consolidation of various data sources within the countries
<ul style="list-style-type: none"> Improved Policy & Program Decision-making 	<ul style="list-style-type: none"> Parliament/Cabinet Ministry of Finance Economic Planning Unit, Prime Minister's Department Public Services Department, Prime Minister's Department Controlling Officers (Secretary General) Program Managers 	<ul style="list-style-type: none"> Capacity-building on policy for decision-support systems Review and further strengthen the policy-making process and mechanisms Review and further strengthen program decision-making through systematic use of performance information 	<ul style="list-style-type: none"> Capacity building in Policy Analysis Linking Policy with Planning and Budgeting



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<ul style="list-style-type: none">• Improved capacity at agency level to provide performance information in compliance with internationally accepted standards and best practices	<ul style="list-style-type: none">• Ministry of Finance• Economic Planning Unit• Policy Planning Agencies• Statistics Department• Ministries and Departments	<ul style="list-style-type: none">• Refine existing performance data reporting• Review and improve existing data repositories• Carry out capacity development program for performance benchmarking	<ul style="list-style-type: none">• Capacity Building in tested systems in other countries• Attachment programs with advanced statistical systems on harmonization, integration and sharing of data from various sources.• International Consultation and training on data warehousing and developing centralized database systems, national sampling frames and business registries.
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Revised 17 March 2007



Third International Roundtable

Managing for Development Results



Country: Mongolia

Participants:

- Mr. Dorjkhand Tojmid (Deputy Director, Ministry of Finance)
- Ms. Khulan Khashbat (Adviser, Ministry of Education, Culture and Science)
- Ms. Zolzaya Tsedendamba (Officer, Department of Policy and Coordination for Loans and Aid, Ministry of Finance)
- Mr. Amarsanaa Enebish (Chair of Youth Committee, Confederation of Mongolian Trade Unions /CMTU)
- Mr. Batkhurel Gaslandorj (Deputy Director of Economic Policy Department, Ministry of Finance)

Strong points/ achievements	Stakeholders	What explains these strong points/achievements	
A policy development new mechanism introduced	-Government of Mongolia -External partners	- Need for a coordinated MTFF, SEG, PIP, MTAPF aimed at having NDS and sector strategies driven by MDGs - Six sector working groups on aid harmonization co-chaired by donors were established	
MTFF introduced	Multistakeholder process	-Budgets have been developed using MTFF -PIP is to be approved - Transparent governance websites operational http://www.open-government.mn , http://www.e-procurement.mn	
Public sector financial management system improved	-Government of Mongolia -External partners	-Single treasury account system was established -GFMS was introduced	
MDG needs assessment conducted	-Government of Mongolia -External partners	- Costing of MDGs by sectors was produced	
More transparent and competitive public procurement legislation approved	Government of Mongolia	Need for a better quality and efficient public procurement system Public procurement website operational http://www.e-procurement.mn	
- National democratic governance indicators developed - National plan of action to consolidate democracy developed - National MDG – 9 approved by Parliament (promotion of democratic governance, human rights, and zero tolerance of corruption) - Independent anti-corruption agency created	Multistakeholder process	Need for a more transparent, accountable, participatory, and representative government Need for wider participation of citizens and civil society in decision making Need for a better quality democratic governance Need to combat corruption	



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Managing for Development Results



Country: Mongolia (continued)

Desired Improvement	Stakeholders	Activities to undertake (time frame-6-12-18 months)	Requirements and resources needed (H/ T/F)
NDS (2007-2021) approved by Parliament	Multistakeholder process	-Approval of MDG based NDS by Parliament (6 months) -Approval of sector strategies (12 months) -Approval of MTAPF (18 months)	All resources to be mobilized
Better quality of democratic governance achieved, anti-corruption measures institutionalized	Multistakeholder process	-National plan of action to consolidate democracy approved by Parliament (6 months)	To be determined: Institutional changes to be introduced



Third International Roundtable

Managing for Development Results



Country: Nepal

Participants:

- Dr. Jagadish C. Pokharel (Vice Chairman, National Planning Commission)
- Mr. Vidyadhar Mallik (Finance Secretary, Ministry of Finance)
- Mr. Bhuvan Karki (Under Secretary, Foreign Aid Coordination Division, Ministry of Finance)
- Mr. Teertha Dhakal (Programme Director, National Planning Commission Secretariat)

Strong points/ achievements	Stakeholders	What explains these strong points/achievements	
Participatory planning process institutionalized at the national level	NPC, Line ministries, Civil societies, Local bodies, Private sector and disadvantaged groups	PRSP (2002/03- 2007/08) finalized with consulting more than 4000 people at various levels MTEF- Five versions implemented so far	
Public budget linked tightly with the PRSP	NPC, MOF Line ministries, Civil societies, Development partners	Projects and programmes prioritized Increased social sector and pro-poor spending Budget formulation process becoming participatory and more predictable	
Integrated results monitoring system in place	Government agencies Civil societies Disadvantaged groups	Poverty Monitoring and Analysis System under implementation Annual PRSP progress report, published and disseminated- increasing transparency and accountability District PMAS formulated	



Third International Roundtable

Managing for Development Results



Country: Nepal (continued)

Desired Improvement	Stakeholders	Activities to undertake (time frame-6-12-18 months)	Requirements and resources needed (H/ T/F)
Three year results-based post-conflict plan- refined policy matrices	NPC, MOF Line ministries, Civil societies, Local bodies, Private sector excluded and conflict-affected groups Development partners	Finalize 3 yr. plan- June 2007 Finalize results matrices of NPC, MOF, MOES, MOHP, MOPPW- December 2007 Finalize result-based budget guidelines- June 2007	Internal sources External sources (MOES, NPC, MLD, MOPPW) Internal resources (MOF, MOHP) (To be determined)
MfDR cascaded down to district levels	NPC, MLD, Civil societies, Local bodies, Private sector excluded and conflict-affected groups	Institutionalize DPMAS in 5 districts Prepare results matrices of 5 districts Institutionalize participatory monitoring including citizen report cards (December 2008)	Internal and external sources (To be determined)
Capacity building at various levels	Government agencies Civil societies Civil bodies Development partners	Orientation to policy makers (politicians and senior bureaucrats) Trainings/ Workshops (200 persons) (December 2008)	Internal sources Internal/external sources (To be determined)
(NPC- National Planning Commission, MOF- Ministry of Finance, MOES- Ministry of Education and Sports, MOPPW- Ministry of Physical Planning and Works, MOHP- Ministry of Health and Population, PMAS- Poverty Monitoring and Analysis System)			



Third International Roundtable

Managing for Development Results



Country: Pakistan

Participants:

- Mr. M. Akram Malik (Secretary, Economic Affairs Division)
- Mr. Babar Aziz Baig (Deputy Secretary, Ministry of Finance, Government of Pakistan)
- Mr. Imran Habib Ahmad (Ministry of Economic Affairs)
- Mr. Sohail Amjad (Consultant M&E, National Health Policy Unit)

Strong points/ achievements	Stakeholders	What explains these strong points/achievements	
Institutional Accountability	-Members of parliament -Civil servants -Provincial governments -district governments	-Presence of independent auditor general, public accounts committees, parliamentary budgetary committee, national economic council, council of common interests, -Effective devolution through introduction of an empowered local government	
Strengthened Planning and Budgeting Systems	-Concerned federal and provincial ministries, communities, -Development partners, -Civil society	-Medium Term Development Framework -Annual Plan with a macroeconomic framework -Medium term budgetary framework -Poverty reduction strategy paper with medium term expenditure framework, -Vision 2030 -National Economic Council, CDWP, -ECNEC (PC1-PC4) -Fiscal Decentralization -PIFRA	
Participatory Decision-making	-Citizen community boards, CSO, -Members of parliament and civil servants -Provincial governments & district governments, -Concerned federal and provincial ministries, -Communities, -Development partners,	-Social mobilization, -Strong dialogue process with communities, and development partners, -Fiscal decentralization	



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Managing for Development Results



Country: Pakistan (continued)

Desired Improvement	Stakeholders	Activities to undertake (time frame-6-12-18 months)	Requirements and resources needed (H/ T /F)
Planning and Budgeting Systems	<ul style="list-style-type: none">-Concerned federal and provincial ministries, communities,-Development partners,-Civil society	<ul style="list-style-type: none">-Linkages between planning, budgeting, service delivery and accountability-Capacity building-IT	TBD
Monitoring and Evaluation	<ul style="list-style-type: none">-MOF, P&D, FBS, provincial and district governments, communities,-Development partners,-Civil society	<ul style="list-style-type: none">-Capacity-Building at all levels,-Restructuring and strengthening of FBS; and other MISs-HR development; information analysis	TBD
Institutional Accountability	<ul style="list-style-type: none">-Members of parliament, civil servants-Provincial governmentsdistrict governments	<ul style="list-style-type: none">-Accountability needs to be improved at the service delivery levels-Governance issues at the middle and lower echelons needs to be addressed-Traditional M&E systems need to be converted into performance based M&E-Rewards and incentives in public sector-Strengthening of social mobilization at grass root level	TBD



Third International Roundtable

Managing for Development Results



Country: Philippines

Participants:

- Ms. Juanita Amatong (Monetary Board Member, Bangko Sentralng Pilipinas)
- Ms. Stella Laureano (Division Chief, Bilateral Assistance Division, Department of Finance)
- Mr. Ricardo Paras (Chief State Counsel, Department of Justice)
- Mr. Roderick Planta (Director, Project Monitoring Staff, National Economic and Development Authority - NEDA)
- Mr. Roberto B. Tan (Undersecretary, Department of Finance)
- Mr. Rolando G. Tungpalan (Assistant Director General, National Economic and Development Authority)
- Ms. Sygrid M. Promentilla (Procurement Management Officer V, Department of Budget and Management, GPPB-TSO)

Strong points/ achievements	Stakeholders	What explains these strong points/achievements	
National planning and budgeting documents	Politicians Bureaucrats NGOs/CSOs	Highly participatory in nature Comprehensive and thematic Political leadership requiring tangible results National Development Plans (NDPs) are articulated in terms of outcomes and impacts	
Procurement system	-Procurement practitioners -National government agencies -civil society observers (CSOs)/ Non-government organizations -private sector (suppliers, contractors, consultants)	Enactment of the procurement law Involvement/contribution of stakeholders Commitment of high level procurement champions and dedicated middle managers Continuous procurement training programs at the national and sub-national levels	
Strong, Harmonized, Results-oriented Oversight Agencies (DOF, DBM, NEDA)	-policy makers -implementing agencies	Committed bureaucrats and agency champions. Strong donor support and partnership Agency champions	



Third International Roundtable

Managing for Development Results



Country: Tajikistan

Participants:

- Mr. Nazullo Abibulloev (Head of State Budget Department, Ministry of Finance)
- Mr. Ashurov Ikhtiyor (Deputy-Chairman, State Committee on Statistics)
- Ms. Viloyat Mirzoeva (Head of the NGO Board, Gender and Development NGO)

Strong points/Achievements	Stakeholders	What explains these strong points/ achievements	
Setting up 12 working groups to draft NDS& PRSP-2, including the one on gender equality led by the National Women's Committee	Government, CSOs	Will to ensure participatory process and to have the public dialogue Entry point for strengthening the results management capacities of the Government	
Donors participating in the process from the initial stage of NDS & PRSP-2	Government	Improved collaboration between ministries, donors & CSOs Consultation at all levels	
Consortium of donors (ADB, EC, SIDA and DFID) established	Government	Improved understanding and collaboration	
Structural reforms that made it possible for the Government to seriously consider adopting results-based monitoring tools (Public Administration Reform Strategy, Medium Term Expenditure Framework, etc.)	Government and all concerned parties	Improved systems ensuring effective path to development process	
Wide consultations between UN Gender Thematic Group and CSOs, National NGOs' Forum "Women and Development Issues" initiated by "Gender and Development" NGO to discuss PSPR-2	Government and CSOs	Improved collaboration of the Government and CSOs, Consultations at all levels	



Third International Roundtable

Managing for Development Results



Country: Tajikistan (continued)

Desired improvement	Stakeholders	Activities to undertake (time frame 6-12-18 months)	Requirements & recourses
Improved capacity at the national and provincial levels to implement, evaluate and monitor development process	Central and local government	Assessment of the current situation (6 months) Plan of actions (12 months) Training (18 months & beyond it)	To be determined Government funds+ external recourses
Improved capacity at the national and provincial levels to collect and deliver relevant information	State Statistic Committee and its branches, projects, CSOs, all relevant ministries and committees	Institutional inventory of current situation (6 months) Plan of actions for capacity development (12 months) Training staff (18 months)	To be determined
Institutional setting for results management among president's office, ministries and agencies and links between planning, budgeting and implementation strengthened	Government, Ministries and agencies	Assessment of current results management capacity of existing systems, processes and activities of the Government and other relevant stakeholders done (6 months) Design of comprehensive results managements system, including a consolidated PRS results framework (12 months) Implementation and pilot –testing of the systems and the frameworks in the Ministry of Economy and Trade, ACU, PRS monitoring Unit of the Presidential Office and other decision –making structures (18 months)	Study, consultations and meetings (in fact much has been already done jointly with the donor community) Pre-piloting Needs external support
The development processes at service delivery level are more clearly understood.	Service delivery structures	Assessment (6 months) Training (12 months)	To be determined Needs external support
Strengthening the capacity of the Ministry of Trade and Economy, leading ministry, in re-orienting it from the current “control”-based approach to a results-based approach	Ministry and other decision-making structures	Assessment was done TA (12-18 months)	Needs external support
Improved understanding of the Government officials- decision-making structures on the importance of integration of gender equality into all aspects of MfDR and shifting from	Government, population at large	WB, ADB made comprehensive reviews	Needs external support (Gender Trust Fund, allocation of x% for gender issues solution, etc)
<p>PS</p> <p>From the appeal of GTG members to donors</p> <ol style="list-style-type: none"> 1) Gender equality should be considered as cross-cutting component for all donors' assistance strategies/programmes 2) There is a need to shift from separate programming on promotion of equal rights to mainstreaming gender perspectives into development assistance framework and strategies to be developed by donors in the response to priorities of NDS/PRSP 3) To ensure principle “managing for results” gender equality has to be captured in all performance assessment frameworks 4) Gender responsive indicators must be included into accountability mechanisms 			



Third International Roundtable

Managing for Development Results



Country: Thailand

Participants:

- Mr. Banchong Amornchewin (Director, Planning and Monitoring Branch)
- Ms. Sumitra Pooltong (Sr. Policy & Plan Analyst, National Economic and Social Development Board)
- Mr. Pairote Potivong (Policy and Planning Analyst, NESDB)
- Mr. Angsumal Sunalai (Deputy Secretary General, National Statistical Office)
- Mr. Sun Vithespongse (Deputy Director-General, Public Debt Management Office, Ministry of Finance)

Strong points/ achievements	Stakeholders	What explains these strong points/achievements	
Performance-based budgeting set out, strategic directions have been implemented across ministries.	Politicians, Ministries,	Political will, Strong support from central agencies, Office of Public Sector Reform, Ministries,	
Bureaucratic reform linking performance, service delivery with measurable indicators, budgeting and incentives	Politicians, Ministries,	Improved collaboration between Ministries, central agencies, BSC application, Bonus system, Benchmarking between Ministries,	
Implementation of Performance Assessment Rating Tool (PART) making more results-oriented and accountable	Budget Bureau, Ministries, Agencies	Consultation and self assessment at all level Improved information flow through online GFMS	
Desired Improvement	Stakeholders	Activities to undertake (time frame-6-12-18 months)	Requirements and resources needed (H/ T/F)
Stakeholders participation at regional, provincial, and local level	Local government, Civil society,	Strengthening local participation, local government capacity	To be determined.
Information of different systems needs to be harmonized and standardized	Ministry of Finance, Statistical Office, Budget Bureau	Meeting, agreements between agencies	To be determined.
Capacity building at line agencies	Line agencies	Training, Upgrading equipment and computer facilities.	To be determined.



Third International Roundtable

Managing for Development Results



Country: Vietnam

Participants:

- Mr. Cao Manh Cuong (Head of Division, FERD)
- Ms. Thai Thu Hong (Expert, FERD)
- Ms. Pham Thi Thanh An (Expert, FERD)
- Ms. Nguyen Linh Chi (Manager, M&E, Vamesp II)

Strong points/ achievements	Stakeholders	What explains these strong points/achievements	
Develop a RBM&E framework for SEDP 2006 - 2010	Government agencies at all level, WB, ADB, UNDP	The framework help to monitor and evaluate the implementation of SEDP at outcome and impact level to inform the leaders for policy improvement	
Capacity building on planning in market economy context	Government agencies at all levels with support of DfID	This helps to build capacity for planners at all levels and change the way of management in market economy context with emphasys on MfDR	
Develop national M&E system for ODA and link ODA with public investment	Government agencies and donors in Vietnam	This helps the Government to monitor and evaluate ODA resources effectively and reduce the transaction costs through harmonization and alignment process	
Comprehensive capacity building for ODA management/aid effectiveness	Government agencies and donors in Vietnam	This helps the Government to improve institutional framework for ODA management, build capacity for ODA management, adopt the new aid modalities and support to implementation of HCS	



Third International Roundtable

Managing for Development Results



Country: Vietnam (continued)

Desired Improvement	Stakeholders	Activities to undertake (time frame-6-12-18 months)	Requirements and resources needed (H/ T/F)
Implement the RBM&E framework for SEDP with support of statistic data	Government agencies at all levels (supported by GSO)	Adopt the methodology, tools and technique of MfDR. Division of work among Government agencies at all levels. Provide training to planners on M&E Produce consolidated reports on progress of SEDP every 6 months	Technical support Institutional arrangements H/T/F Technical support
Increased linkage between planning and budgeting	National Assembly and Government agencies at all levels	MPI and MOF will work together for close linkages between planning and budgeting to ensure adequate resources to achieve the planned targets.	Technical support and Institutional arrangement
Develop national M&E system for ODA and link ODA with public investment	Government agencies and donors in Vietnam	Develop institution, IT & skills for operation of national M&E system. Provide training for M&E staff. Establish a community of practitioners. Conduct joint evaluation with donors	Technical support/Inst. Arr. H/T/F H/T/F H/T/F
Comprehensive capacity building for ODA management and aid effectiveness	Government agencies and donors in Vietnam	Establish a center of excellence for capacity development Adopt the new aid modalities Support to implement Action Plan of HCS	Technical support and Institutional arrangement Technical support and Institutional arrangement - H/T/F



Third International Roundtable

Managing for Development Results



Region: Latin America & the Caribbean

Country: Brazil

Participant:

- Victor Branco de Holanda (Diretor do DPCIG- SEGES, Ministério do Planejamento, Orçamento e Gestão)

1) O que estamos fazendo em nosso país para alcançar uma gestão por resultados?

a) SIGPLAN - modelo de monitoramento e avaliação PPA – Plano plurianual.(4 anos)

Acompanhamento da execução física em "tempo real":

Gestão de Restrições:

Integração de informações: Dados de programas e ações da base de dados do Plano Plurianual - PPA; Dados gerenciais fornecidos pelos gerentes de programas; Dados físicos, situação atual e restrições e providências, fornecidos pelos coordenadores de ação; Dados do Sistema Integrado de Dados Orçamentários - SIDOR; Dados Sistema Integrado de Administração Financeira - SIAFI; Dados do Sistema de Informação das Estatais – SIEST.

b) orçamento estruturado por programa (gerente, coordenadores de ação) integrado ao plano (anual).

c) Sistema de Auditoria de gestão/operacional – reestruturação do sistema de controle (Federal); cobrança de indicadores de resultado; criação da CGU em 02/04/2001; reestruturação do sistema de controle em nível Estadual (Promoex)

d) Programa Gespública - O Programa Nacional de Gestão Pública e Desburocratização – GESPÚBLICA – tem por finalidade contribuir para a melhoria da qualidade dos serviços públicos prestados aos cidadãos e para o aumento da competitividade do País.

e) O Prêmio Qualidade do Governo Federal -PQGF - Objetivos a) Reconhecer formalmente os resultados alcançados pelas organizações com a implementação da Gestão Pública pela Qualidade. b) Estimular órgãos e entidades da administração pública brasileira a priorizarem ações voltadas para a melhoria da gestão e do desempenho institucional. c) Disponibilizar para as organizações informações sobre práticas bem sucedidas da gestão pública empreendedora.

2) Lições aprendidas na 3ª mesa redonda:

2.1) Integração e cooperação – Utilizar o PRODEV para melhora sistematização do processo MFDR no Brasil, proporcionando maior integração e intercâmbio com o movimento mundial.

2.2) Mudança de paradigma – foco na cooperação e troca de experiência ao invés da estratégia de empréstimo.

2.3) aumentar a participação da sociedade civil para garantir maior legitimidade e por consequência maior estabilidade aos programas



fazendo-os a perpassar vários governos.

2.4) Avaliação conjunta com outros países.

3) Que atividades são necessárias para melhorar o processo MFDR no Brasil e quais são as exigências de recursos?

- avanço da atividade de monitoramento (apuração de indicadores) no SIGPlan em direção ao acompanhamento de resultados e ao suporte às decisões em tempo de correção de rumos; (12 meses)
- disponibilização de relatórios, no âmbito do SIGPlan, que permitam monitorar a produção de bens e serviços para a sociedade de modo a verificar os resultados mediante a execução física da ação – monitoramento em rede utilizando a sociedade civil organizada – (18 meses)
- aprimoramento da integração das unidades do MP; (06 meses)
- maior articulação do MP com os órgãos setoriais; (18 meses)
- aprimoramento do fluxo e qualidade de informações e gestão de restrições, por meio da criação de instância de deliberação; (12 meses)
- maior participação da sociedade em todo o processo; (18 meses)
- avaliação em campo, realizada pelo IPEA e IBGE, que identifica as demandas e possíveis soluções apresentadas pela sociedade. (12 meses)
- Fomento à melhoria da Gestão Pública. Previsto no orçamento de 2007 e está em fase de estruturação. Forma de premiar as organizações com bom desempenho mediante um adicional no orçamento. (6 meses).



Third International Roundtable

Managing for Development Results



Country: Chile

Participants:

- Jaime Espina (Vice director, Instituto Nacional de Estadísticas)
- Cristian Venegas (Coordinador Técnico PRODEV, Ministerio de Hacienda)
- Heidi Berner (Jefa, División Control de Gestión, Ministerio de Hacienda)

Strong points/ achievements	Stakeholders	What explains these strong points/achievements	
Management Control System (program/institution evaluation, Management Improvement Program, and performance indicators) linked to the budget allocation	Ministry of Finance Public Agencies Congress	A powerful Ministry of Finance and Budget National Office. The necessity of more transparency in the budget process and in the resources allocation (Congress) The necessity to show results on the budget allocation and the use of the resources been allocated.	
Management Improvement Program	Ministry of Finance Public Agencies	Link monetary incentives to performance achievement. Support areas of public agencies are considered in the Management Improvement Program. Public Agencies set goal on the level of development of each management system included in the MIP Evaluation of the achievement of goals established in the management improvement program (MIP) done by an Expert Network International Standard ISO applied to the systems included in the MIP	
Program Evaluation	Ministry of Finance Public Agencies	Evaluation done by external evaluators. Recommendations from evaluators are analyzed and commitments are established to improve program results.	
Desired Improvement	Stakeholders	Activities to undertake (time frame-6-12-18 months)	Requirements and resources needed (H/ T/F)
Improve the link between the management control system with the national strategy	Presidency Ministry of Finance Congress	Coordination activities between Ministry of Finance and the Presidency	
Improve the link between the strategic definitions and performance indicators with the priorities set in the national strategic plan and the budget priorities	Presidency Ministry of Finance Line Ministries and public agencies Congress	Generate commitments of lines Ministers to improve the quality and pertinence of the performance indicators presented in the budget	



Third International Roundtable

Managing for Development Results



Country: El Salvador

Participant:

- Jaime Acosta (Coordinador Seguimiento Estratégico, Secretaría Técnica de la Presidencia)

Strong points/ achievements	Stakeholders	What explains these strong points/achievements	
Programas de ataque a la pobreza bien formulados, con enfoque de gestion para resultados.	Gobierno. S. Politico SociedadCivi	Necesidad de avanzar en el ataque a la pobreza.	
Ensayo de un presupuesto para resultados en el Ministerio de Educacion,	Secretaria Tecnica de la Presidencia. Ministerio de Hacienda. Ministerio de Educacion	S. Tecnica: mejorar mecanismos de asignacion de recursos. M. Hacienda: necesidad de presentar un presupuesto con clara vinculacion de recursos- resultados ante el Congreso. M. Educacion: necesidad de mejorar eficacia en logro de objetivos.	
Avances en seguimiento fisico-financiero de la inversion publica.	Secretaria Tecnica de la presidencia. Ministerio de Hacienda. Diferentes Ministerios	Necesidad de mejorar ejecucion de la la inversion publica ante desastres naturales.	
Desired Improvement	Stakeholders	Activities to undertake (time frame-6-12-18 months)	Requirements and resources needed (H/ T/F)
Lograr al menos un 70% del Presupuesto nacional bajo un enfoque de PPR en 2007.	Ministerio de Hacienda. Congreso de la Republica. S. Tecnica de Presidencia	Desarrollar marco conceptual de PPRs en al menos 4 Ministerios para el 2007. (6 meses). Lograr los cambios en la estructura institucional necesarios para una efectiva aplicacion de PPR. (12 meses). Desarrollo de capacidades humanas para aplicacion de tecnicas de PPR (18 meses).	Comprehensive program that needs external support.(PRODEV)
Desarrollo conceptual de un Sistema GPR y susbsistemas: a)Planeacion-Presupuestacion; b) seguimiento. c) evaluacion: d) informacion.	S. Tecnica M Hacienda. Ministerios del Gobierno.	Revision de sistemas actuales (12 meses) Definicion conceptual de modelos (18 meses).	Comprehensive program that needs external support. (PRODEV).
Impulsar el tema de GPR en el pais, a traves de foros incluyendo a los tres poderes del Gobierno y a la sociedad Civil.	Gobierno. Sector Politico. Sociedad Civil. Parlamento.	Foro de alto nivel organizado por una entidad de la sociedad civil con fuerte credibilidad, con apoyo del BID y en el cual se muestren los avances alcanzados en el tema.	Recursos para organizacion del evento.(PRODEV).



Third International Roundtable

Managing for Development Results



Country: Jamaica

Participants:

- Dwight Uylett (Principal Director, Standards, Public Sector Reform Unit, Cabinet Office)
- Shawn Grey (Director Corporate Planning and Performance Monitoring, Ministry of Housing, Water, Transport, and Works)
- Oswald Morgan (Task Manager, PRODEV MfDR Project, Cabinet Office)
- Donneth Edmondson (Director, JamStats Secretariat, Planning Institute of Jamaica)

Strong points/ achievements	Stakeholders	What explains these strong points/achievements	
National Modernization Plan established and being sustained	Political Directorate Modernization Unit Ministries, Departments Agencies Citizens Donors	Need for effective public service delivery Significant donor relationships Improved efficiency and effectiveness of Civil Service Creation of Performance Based Institutions-e.g. 10 executive Agencies formed Modernized ministries – Local Government, Ministry of Housing, Transport, Water and Works, Ministry of Finance and Cabinet Office Identification of a lead for M&E	
Strong legislative infrastructure	Political Directorate Ministries, Departments Agencies Citizens Donors	In Sync with worldwide standards- Constitution codified – Financial Administration and Audit Act Extensive regulative framework in place- Public Accounts Committee Access to Information Act Contractor General – Public Defender	
Strong statistical capability - research data available	Political Directorate Statistical & Planning Institutes Ministries, Departments Agencies Citizens Donors	Strong Institutional framework e.g. PIOJ, STATIN Central Bank Legislation being established for insuring standards, sustainability and coordination- Statistics Council	
Stable political environment.	Political Directorate Ministries, Departments Agencies Citizens Donors Civil Society	Strong modern electoral process. Strong Oversight Mechanisms- Media Reviews, Civil Society, Public Feedback through the media	



Third International Roundtable

Managing for Development Results



Country: Jamaica (continued)

Desired Improvement	Stakeholders	Activities to undertake (time frame-6-12-18 months)	Requirements and resources needed (H/ T/F)
Pervasive and Integrated M&E system	Political Directorate Ministries, Departments Agencies Citizens Donors Civil Society	Program Managers in line ministries to implement program performance assessments. (12 mths)	Training in M&E Tools
Weak control structures/enforcement	Political Directorate Ministries, Departments Agencies Citizens Donors Civil Society	Strengthen Internal/External Auditing (12 mths) Develop Governance frameworks Improve working relationships with oversight committees and organizations - National Contracts Commission, Public Accounts Committee (12 mths)	Creation of performance system with identified stakeholder roles and responsibilities
Strengthen evidence based planning and decision making	Political Directorate Ministries, Departments Agencies Citizens Donors Civil Society	Statistics need to be more applicable to the citizenry (12-months) Performance driven budgeting process (18-months)	Ascertain user data requirements Development of citizens publications



Third International Roundtable

Managing for Development Results



Country: Peru

Participant:

- Roger Salhuana (Consultor, Dirección Nacional del Presupuesto Público)

Strong points/ achievements	Stakeholders	What explains these strong points/achievements	
National Agreement	Chief of Cabinet Civil Society	The end of a dictatorial regime in 2001 The need for setting a framework for public policy	
Participatory approach for Budgeting	Ministry of Finance Regional and Local Government Civil Society	The recovery of democracy and people's pressure for more engagement in the decision making process	
Strong decentralization policy	Central Government Regional and Local Government	Trends toward the need for a decentralized provision of public services	
Desired Improvement	Stakeholders	Activities to undertake (time frame-6-12-18 months)	Requirements and resources needed (H/ T/F)
To set a clear connection between policies established by National Agreement and resource allocation (Budgeting)	Chief Cabinet Ministry of Finance Ministries	Setting a methodology framework for planning and budgeting Pilots at the central and decentralized level	Technical assistant for pilots at the decentralized level
To develop a credible and reliable information system for M&E	Ministries Regional and Local Government Ministry of Finance	Design of M&E system To develop information system at the agency level and at the centralized level To evaluate quality of information	Information technology, facilities, software, hardware and capacity building at the decentralized level
To enhance quality of participatory budgeting, ensuring the engagement of the poorest and women	Regional and Local Government Civil Society Grassroots organizations Ministry of Finance	Design of tools to enhance participation Capacity building at the decentralized level	Technical assistant for pilots at the decentralized level