

Notes pour l'ambassadeur du Canada
lors de l'ouverture des sessions de travail
sur le thème du leadership et de la responsabilité
à la Troisième table-ronde internationale
de la gestion axée sur les résultats de développement

Hanoi, 6 février 2007

Welcome address,

First, I would like to introduce the speakers and discussants for this session

Mr Richard Ssewakiryanga, from the ministry of Finance of Uganda
Mr. Cao Viet Sinh, deputy minister, minister of planning and investment of

Vietnam

Mr. Tim Stiles, Global Grants Program, KPMG

Mme Huguette Akplogan Dossa, directrice de Social Watch au Bénin

Mr. Maarten Brouwer, director of effectiveness and quality, Netherlands Ministry
of Foreign Affairs, and thanks his department for their contribution in organizing
this theme.

And Ms Susan Stout, of the World Bank who graciously accepted to help
facilitate this session

(slide 1)

I would like to welcome you to the opening session on this fundamental theme:
leadership and accountability for which the Canadian International Development
Agency is responsible for organizing. We believe that this theme is fundamental
because managing for development results is an approach that extends far
beyond techniques. We certainly need a sound monitoring and evaluation

system, based on reliable, appropriate and timely statistics and a budget aligned on results. We must also consider mutual accountability between country partners and donors. But the most important element is that country partners see managing for development results as a useful way for them to improve aid effectiveness and accountability.

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This requires change. A change of culture; a change in the way of approaching the management of development. A change from focussing on activities and deliverables, to focussing on the achievement of outcomes. Outcomes are the reason why we are contributing these resources and these activities. This approach means involving numerous development stakeholders, understanding the needs, defining solutions, assessing risks and implementing evolving programs. It also requires learning, listening and searching. To become effective, this approach requires ownership by country partners, that there must be a demand for results in country partners and a commitment to achieve them. One the lesson learned in creating this new culture is that political will is vital for the success of MfDR processes; therefore, there is a need to understand and involve political decision makers in time, and more broadly, leaders.

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The objectives of the three sessions on leadership and accountability are to identify:

- the incentives to create this culture, the conditions required and the lessons learned,
- the key needs of leaders to build their capacity and develop their skills to properly use MfDR and
- the different strategies that engage the development stakeholders, including parliament, government, civil society and private sector more effectively and emphasize the positive relationship required between them.

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Au sein des pays partenaires, les leaders ont un potentiel extraordinaire pour communiquer une vision du futur, pour mobiliser les différents acteurs du développement et pour créer un momentum envers un changement durable. En ce sens, ils définissent et prennent des décisions pour mettre œuvre des politiques et des programmes, ils décident de l'allocation des ressources, ils préviennent et gèrent des conflits et sont tenus responsables. La gestion axée sur les résultats de développement fournit une approche avec laquelle cette vision se traduit en terme d'effets recherchés, de processus requis pour les atteindre, de moyens permettant de suivre et de reporter ainsi que de suivi des risques encourus. Plusieurs définitions du leadership existent. Nous proposons que, pour les fins de discussions, d'aborder le leadership sous l'angle des trois dimensions suivantes :

- la vision, qui représente la dimension du changement pour engager, motiver, inspirer et mobiliser les acteurs du développement. Pour aussi s'adresser à des enjeux controversés ou difficiles comme l'égalité entre les hommes et les femmes;
- la compétence reliée à l'efficacité qui vise à mettre en œuvre les moyens nécessaires pour réaliser cette vision;
- l'intégrité qui exprime les valeurs sous-jacentes de service au public, de personnification de l'éthique personnelle et professionnelle et de création de relations de responsabilités.

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Accountability is becoming an increasingly important in improving aid effectiveness. Development entails a gradual change in the relationship between state and society. As more and more stakeholders become involved, there is an increasing separation between policies and service delivery, requiring both increased delegation and stronger accountability. It is also recognized that leaders should be challenged to produce and use evidence for decision making. There is a need for an obligation to answer when responsibility is conferred. Managing for development results provides an effective challenge processes which question the actions of government and hold them accountable for what they have said they will achieve and how they will achieve it.

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In conclusion, in these sessions on leadership and accountability we will discuss how we can develop strong leadership and improve accountability in using the managing for development results approach. We also consider that it should be done by engaging and recognizing the value of the different development stakeholders. This will lead to an improved governance in order to achieve development results.

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In the first session this afternoon, we wish to discuss the broad issues which motivate leaders to implement and use the managing for development results approach. Do they recognize the risks of using it and are they ready to use this approach to address difficult or controversial issues? Leaders are used to setting short term results; but focusing on outcomes means that they must consider aiming at long term results; how can they adapt to this? Finally, we recognized that managing for development results is build on participation of different stakeholders; what conditions are necessary for leaders to engage these stakeholders? These are broad issues and Mr Ssewakiryanga will discuss this providing the context of her country agenda.

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La session cette après-midi se déroulera de la façon suivante:

- Après la présentation de M. Ssewakiryanga, M. Sinh nous dira comment le Vietnam fait face aux enjeux de leadership et de responsabilisation. These presentations will be discussed by Ms Dossa, Mr Stiles and Mr

Brouwer and Ms Stout will facilitate the discussion. Then, we will open the floor to all the participants for questions and remarks.

Over to you Mr. Ssewakiryanga