

Meeting in Marrakesh

Early February is ushering an unusual wave of visitors to the ancient city of Marrakech, Morocco—over 200 participants in the Second International Roundtable on Managing for Development Results. These delegates, representing over 50 countries and 20 international organizations, are spending two days in intensive discussions on how developing countries and development agencies can work more effectively, individually and collectively, to achieve better development results.

The Roundtable is cosponsored by the African Development Bank, Asian Development Bank, European Bank for Reconstruction and Development, Inter-American Development Bank, and World Bank, in collaboration with the Development Assistance Committee of the Organisation for Economic Co-operation and Development. Here the heads of several of these organizations express their commitment to the goals of managing for development results and their sense of the importance of the Roundtable.



World Bank

In Monterrey, we struck a bargain. Developing and developed countries agreed we must scale up actions for poverty reduction.

We have an obligation to be more systematic about identifying what gets results, intensifying our support for partnerships that deliver results, measuring and reporting on these results, and, together, charting progress toward our common goals. The Roundtable in Marrakech is a very visible and significant manifestation of the global partnership to manage for development results.

James D. Wolfensohn, President



African Development Bank

The issue of development effectiveness is at the center of the current development agenda. Every stakeholder is being encouraged to manage for results at all levels of intervention. Agencies and countries alike are increasingly committed to demonstrate the impact of their individual and collective interventions on the economic and social progress of populations by strategically measuring outcomes. In line with this, the African Development Bank Group will continue to work closely with its member countries to focus on results as a way of achieving sustainable development and the Millennium Development Goals.

Omar Kabbaj, President



Asian Development Bank

Recently there has been a growing recognition that multilateral development banks have an essential role to play in an increasingly interconnected and interdependent world. At the same time, we are under greater scrutiny than ever before to demonstrate that we can achieve tangible, sustainable results in our member countries. At ADB, we have learned that achieving results goes beyond documenting outputs but requires greater emphasis on achieving outcomes and impacts. In my New Year Message, I declared 2004 the year of results for ADB, and we will focus on achieving results at the project, country, and institutional levels.

Tadao Chino, President



Development Assistance Committee of the Organisation for Economic Co-operation and Development

Two questions have become central to the case for development assistance: how is the world progressing toward the desired outcomes set out in the MDGs, and how much are development assistance programmes contributing to progress? The answers will have to come from a development process that should be led not by donors but by the partner countries, which will require greater support for their efforts to build capacity to monitor and evaluate results. But to provide convincing answers means that both donors and partner countries need a sharp focus on results in all stages of their work.

Richard Manning, Chairman



Inter-American Development Bank

This Roundtable attests to everyone that both multilateral and bilateral development agencies agree that development effectiveness requires close cooperation and coordination with the countries and among ourselves, predicated on the comparative advantage of the different organizations, anchored in their specialized knowledge and resources, and fully aligned with their respective mandates. We look forward to this Roundtable as an opportunity to share our experiences with, and learn from, countries and development agencies.

Enrique V. Iglesias, President

Museveni Launches Roundtable



On behalf of H.M. King Mohammed VI and the Government, Prime Minister Driss Jettou (left) welcomed President Yoweri Museveni of Uganda, and other participants assembled in Marrakech, Morocco, for the Second International Roundtable on Managing for Development Results. He said: “The Roundtable is of crucial importance for ensuring the more efficient management of scarce resources, which is at the heart of development. This country-donor meeting sits squarely at the center of the Monterrey Agreement, which we hope will culminate in a significant increase in aid, so as to reduce poverty, increase literacy, and create strong, sustainable growth that is equitably distributed.”

Mr. Omar Kabbaj, President of the African Development Bank, introduced President Yoweri Museveni, and noted that the sustained implementation of reforms in the Ugandan economy has led to an average growth rate of six percent over the last decade—during which more than 20 percent of the Ugandan population has been lifted out of poverty. Mr. Kabbaj said, “Similar achievements have been made in school enrollment and in providing better health services. Indeed, the determined manner in which Uganda has tackled the HIV/AIDS pandemic, and its success in substantially reducing the adult prevalence rate, is a model for other African nations to follow.”

Gathered with development partners from countries and donors, President Museveni of Uganda (right) outlined the problem of Africa’s underpopulation and seven other strategic



bottlenecks that faced Africa in the twilight of colonialism.

In the last 18 years, he said, Uganda has addressed four of these strategic bottlenecks—by fostering democracy, infrastructure and education, health for all, and private-sector led growth. The other three—a reliance on raw material exports lacking added value, a limited internal market and lack of access to developed country markets, and the economic fragmentation of Africa—remain unaddressed, President Museveni noted.

He said that Uganda has had reasonable growth in the last 18 years. “The GDP has doubled in that time, and we have tackled infrastructure development and modernization. On the human side, we have tripled the number of students in primary and secondary schools, and immunization coverage has risen from 40 percent to 86 percent, while the HIV/AIDS prevalence rate has declined from 18 percent to 6 percent. These are, however, modest gains. We cannot achieve transformation alone. We need a continental effort taking a holistic view of Africa’s problems,” he said.



Road Map for Statistics

Today's gathering of statistical experts advanced the work begun at the first Roundtable on Results in 2002. Reviewing the work of national and international statistical agencies, the group noted improvements in the quality and availability of development statistics and attributed them in part to increased country capacity and better international cooperation. But, they said, much remains to be done.



Speakers representing a cross-section of the international statistical community stressed the importance of improved statistics, because they help to reveal where the greatest development needs are and to track the success of development interventions. However, they said, if statistics are to be both useful and used, statisticians and policymakers must work closely together.

The speakers laid out six recommendations that chart a course for country-driven improvements in the measurement and monitoring of development outcomes. Participants voiced strong support for the plan. Shaida Badiie of the World Bank's Development Data Group said, "There is a clear understanding that donors and international agencies must increase their support for countries that have made a reasonable commitment to strengthening their statistical systems."

STAT-PLAN 2004: Key Elements

- Mainstream strategic planning of statistical systems: countries must set their own priorities, identify gaps in their statistical processes, and then shape an appropriate statistical system.
- Prepare for the 2010 census round: many countries lack the means to carry out a census, but the international community can assist in developing statistical capacity.
- Increase financing for statistical capacity building: once a country's strategic plan is in place, a targeted approach can help expedite the financing needed for implementation.
- Set up an International Household Survey Network: surveys are valuable for understanding the variables that affect living standards, but better methods are needed.
- Undertake improvements needed for MDG monitoring by 2005: a stronger statistical basis is needed to track progress.
- Increase accountability for the international statistical system: clarify responsibilities for setting standards, disseminating information, providing technical assistance, and mobilizing resources to support national efforts.

We are grateful to the Government of Morocco for welcoming the Second International Roundtable on Managing for Development Results to Marrakech.

Country-Led Approach Detailed

Country and development agency representatives gathered today to discuss the opportunities and challenges countries face in implementing results-based approaches in public sector management.

Chair Ted Nkodo, Vice President for Operations and Private Sector Operations in the African Development Bank, opened the seminar. He noted that if countries are to be able to manage for development results, they need to create an enabling environment in which policies and programs can be geared toward attaining key results. While technical capacity is necessary, he said, it alone is not sufficient to bring about the changes necessary to instill a culture of managing for results.

Participants discussed the need for a supporting institutional environment in which decisionmaking is based on the use of information, and evaluation is used to improve management and policy decisions.

According to Geert van der Linden, Vice President, Asian Development Bank, strategies for building capacity must be built on a firm understanding of country conditions and integrated into public sector reform efforts. "There should not be a blueprint that countries follow. Rather, they should build on what exists, and add incrementally to their ongoing efforts."

Presenters from Brazil and Mexico offered specifics on how their countries have moved forward in applying these principles in their public sector management. They also provided key lessons on what countries need to watch when proceeding with their strategies. "Countries cannot depend on the will of a particular person; the approach has to be institutionalized, and it will not happen overnight," said Miguel Székely of Mexico's Ministry of Social Development.

Agencies' Role

At a session that featured presentations by representatives of the bilateral donors, the multilateral development banks, and partner countries, participants engaged in a lively discussion about the development agencies' results agenda, the challenges agencies face, and the proposed core principles and action plan on managing for development results.

Speakers noted that agencies' approaches to managing for results have much in common: they focus on strengthening country capacity to manage for results; increasing the results focus of their strategies and instruments; and fostering a global partnership between partner countries and development agencies. Participants agreed that the convergence on core elements of development agencies' approaches to managing for results would make it easier for partner countries and make development more effective.

Roland Tungpalan, of the Philippines' National Economic and Development Authority, noted the correlation between successful work and coordinated support from agencies. "We spend a great deal of time responding to conflicting—and overlapping—requests from various agencies, and that prevents us from knowing how and what to monitor," he said.

The core principles proposed for consideration at the Roundtable promote a harmonized approach to managing for development results, focusing on results at all stages and aligning programming with agreed country outcomes. The draft action plan will put these principles into practice.

"The results agenda is more difficult than anything we have ever attempted," said chairman Shengman Zhang, Managing Director of the World Bank. "I am impressed with the progress made, despite the enormous challenges that remain. We are no longer talking about *why*, but rather about *how* to manage for results."

Measuring: Three Critical Challenges

Without passable roads, it's difficult to get to work or market. Without reliable electricity and a steady source of clean water, even the most successful businessperson might have difficulty manufacturing enough product to supply customers. And without oversight, businesses and government institutions alike can fall into patterns that undermine the investment climate, as well as general living standards. Thus infrastructure development, investment climate, and governance are vital to development and growth, but relatively little attention has been given to measuring them.

Why and how to measure progress in these areas—and what's been done to date—was the topic of a seminar that included presentations in each area. Participants concurred that it is difficult to establish indicators for monitoring in these areas, and they suggested that in the short run it will probably be necessary to use a menu of indicators that will be improved as new research is completed. It will be important, they said, to reach agreement on policy and investment objectives that would form the basis for the formulation of indicators. They also pointed out that deriving indicators, an expensive task, can be a burden on countries, and this will need to be a consideration as work in this area continues.

Session chair Dennis Flannery, Executive Vice President of the Inter-American Development Bank, summed up the proceedings on a positive note. "We need growth policies that benefit the poor more than the rich. We know that infrastructure, private sector development, and governance are important for growth but measuring progress is difficult. Nevertheless, we are light years ahead of where we were two years ago. Despite the difficulties, we need to keep working at getting good indicators for these three areas, and as we do so we will improve services to our clients," he said.

