



ACTION PLAN ON MANAGING FOR DEVELOPMENT RESULTS

SECOND INTERNATIONAL ROUNDTABLE ON MANAGING FOR DEVELOPMENT RESULTS MARRAKECH, MOROCCO—FEBRUARY 5, 2004

1. The past two years have seen the emergence of a community of practice on managing for development results. Through discussion and exchange of views, this community has defined *results* as “sustainable improvements in country outcomes,” and *managing for results* as “a management strategy focusing on performance and the achievement of outputs, outcomes, and impact.” Managing for results involves using information to improve decision-making and steer country-led development processes toward clearly defined goals. Formal bodies have been established to advance work in this area: the multilateral development bank (MDB) Working Group on Managing for Results and, most recently, the Joint Venture on Managing for Development Results sponsored by the Development Assistance Committee of the Organization for Economic Cooperation and Development (OECD-DAC). These bodies, in collaboration with long-standing communities of practice of statisticians and evaluators, have begun to define the global actions needed to support developing countries in their efforts to better manage for results. This action plan identifies seven areas for global action in the coming year as part of a medium-term agenda on managing for development results. Roundtable participants are encouraged to seek their agency’s and government’s support for the action plan in the coming year.

2. ***Endorse Core Principles.*** Since 2002, the post-Monterrey partnership has called upon developing countries to maintain their Monterrey commitment to adopting policies that will achieve results, and upon development agencies to contribute more effectively to these results. The focus has turned to practical results-based approaches, but adapting such approaches from the private sector and developed countries’ governments has required conceptualization of the objectives and principles that underlie managing for development results. The document “Promoting a Harmonized Approach to Managing for Results: Core Principles for Development Agencies” spells out a set of core principles that the presidents of the MDBs and the Chairman of the DAC are expected to endorse at the Marrakech Roundtable. Other development agencies are encouraged to endorse these core principles, and partner countries are encouraged to consider the need for a similar set of principles to underpin their efforts to manage for development results.



Roundtable sponsored by the multilateral development banks (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 OECD.

<i>Medium-term objective</i>	<i>Contributing Actions in 2004</i>	<i>Progress indicators</i>	<i>Lead responsibility</i>	
			<i>Partner countries</i>	<i>Devt. Agencies</i>
Development agencies use core principles to adopt a consistent approach to measuring, monitoring, and managing for development results.	Seek development agencies' broad endorsement of "Promoting a Harmonized Approach to Managing for Results: Core Principles for Development Agencies."	Number of development agencies endorsing core principles by end-2004.		✓
Partner countries are better supported by development agencies and make better progress in managing for results.	Partner countries endorse the use of core principles by development agencies and consider the applicability of the principles to their own development processes.	Number of developing countries endorsing the use of core principles by development agencies.	✓	

3. ***Focus National Strategies and Systems on Country Results.*** To get better development results, countries need well-articulated strategies that are based on analysis of appropriate data, are fully costed, and have clear monitoring and evaluation systems that allow adaptation as necessary to achieve objectives. Developing such a strategy requires a country to have strong strategic planning capability, access to useful data, analytic capacity and institutional flexibility to respond to changing circumstances, and political will and sufficient public sector incentives to manage for results.

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National development strategies, including poverty reduction strategies, have stronger results focus.	Improve results frameworks for national strategies to include clearer articulation of outcomes and intermediate outcomes, definition of realistic and measurable progress and outcome indicators, and transparent monitoring and evaluation systems.	Annual <i>PRSP Progress Report</i> provides more favorable assessment of results focus in recent poverty reduction strategies .	✓	
	Increase civil society involvement in design, monitoring and evaluation of national development strategies, including poverty reduction strategies.	Number of M&E reports prepared by civil society watch groups.	✓	
Increase the results orientation of public sector management by applying results-based approaches to planning, budgeting and implementing.	Assess the institutional setting for managing for results and strengthen results-based monitoring and evaluation systems for public sector activities, linked to medium-term expenditure frameworks.	Number of countries with an integrated assessment of capacity for results-based approaches. Number of annual budget reports incorporating results-based monitoring and evaluation data.	✓	

4. ***Align Cooperation Programs with Country Results.*** Development agencies are increasingly aligning their cooperation programs with country priorities articulated through a poverty reduction strategy or other national strategy. However, broad alignment needs to be strengthened through a framework for contributing to results that clearly links agency support to expected country outcomes.

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Cooperation programs are underpinned by an explicit results framework with well-articulated causal links to country priorities and planned results.	<ul style="list-style-type: none"> Introduce a results-based approach to planning and implementing cooperation programs, with <ul style="list-style-type: none"> ▪ well-defined outcomes and measurable indicators that are directly related to program support; ▪ clear linkage to higher-order country outcomes; and ▪ greater support for strengthening national planning, statistical, and M&E capacity and systems. 	Number of agencies introducing a results-based approach to cooperation programs.		✓
		Share of country cooperation programs with explicit results framework by agency		✓
		Increased aid to strengthen country capacity to manage for results.		✓
Better understand divergent views on the role of results reporting in budget and aid allocation decisions.	Explore theory and emerging trends in the use of results reporting for resource allocation in development.	Report published	✓	✓

5. ***Harmonize Results Reporting.*** Developing countries have made significant progress on country ownership, strategic vision, and donor alignment through the poverty reduction strategy process, but many continue to struggle with monitoring progress and evaluating results. While working to strengthen country capacity in this area, the international community also needs to reduce individual agency requirements for results reporting and avoid fragmented, donor-driven monitoring and evaluation systems.

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Countries monitor progress and evaluate outcomes at the national and sectoral levels on the basis of a manageable number of indicators that they assess and report on within frameworks agreed by all partners.	Undertake a country-led process of harmonizing results reporting in at least four partner countries.	Initial diagnosis of monitoring and evaluation systems and reporting requirements by June 30, 2004.	✓	✓
	Establish common results reporting mechanisms and increase support for national and sectoral monitoring and evaluation systems.	Number of countries that adopt harmonized results reporting mechanisms based on national M&E systems by Dec. 31, 2004.	✓	✓

6. **Improve Statistical Systems.** Managing for results requires timely and reliable statistics at the country and global level. However, serious problems beset measurement of many key indicators, including the MDG indicators. Many countries need greater capacity to produce reliable statistics and make use of them for effective decision-making. To help improve the availability and quality of basic data, since the first Roundtable on Results in 2002, the statistical community has been working to improve national and international statistical systems. A number of initiatives are showing progress, but much more needs to be done if better data for evidence-based planning and global monitoring are to be available for the 2005 and 2010 reviews of the MDGs and the 2015 target year.

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National statistical systems can meet the monitoring and evaluation requirements of PRSPs, MDGs and other national development plans.	Improve data for the MDG 2005 monitoring report.	Improved MDG data set (timeliness and coverage).	✓	✓
	Develop a proposal for global preparations for the 2010 census round.	Proposal adopted.	✓	✓
Improved international cooperation to better support countries' needs and pool data resources for MDG monitoring.	Increase agencies' commitment to coordinate statistical activities at the global level and harmonize technical and financial support to strengthen countries' statistical capacity.	Joint declaration of best practices to improve international accountability.		✓
Countries are able to prepare and implement an integrated statistical plan covering all data sectors and users.	Reposition PARIS21 and the Global Trust Fund for Statistical Capacity Building to focus on supporting countries' strategic planning.	Number of countries with a fully costed, integrated statistical action plan.	✓	✓

7. **Assess Development Agency Performance.** Within a country-led development model, agencies increasingly support national and sectoral programs in which outcomes are achieved collectively through the actions of governments, donors, and other stakeholders. Shareholders and taxpayers who support development agencies want to ensure that these agencies make a positive contribution to these collective outcomes. They also want to assess agency performance—that is, whether the agency has met its own standards and norms for good behavior. The international community has no common definition of agency performance (although behaviors related to the quality of interventions, timeliness of response, partnership, and country ownership are often considered). Agencies need to use clearly-defined criteria to assess their performance, the results of which should be available in the public domain.

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Encourage agencies to assess their own performances and make the results publicly available.	Define clear assessment criteria for individual agency performance.	Number of agency performance assessment reports published.		✓
	Consult with partner countries on assessment criteria and agency performance.	Number of consultations conducted by each agency.	✓	✓

8. ***Disseminate Good Practice.*** Countries and agencies want to draw on the methods and tools that have helped others to better manage for development results. Many of these methods and tools have been highlighted during the Marrakech Roundtable. Although there are many positive examples, knowledge sharing across agencies and countries is limited.

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Increase awareness in public administrations and development agencies of the importance of managing for development results.	Organize regional seminars as follow-up to the Marrakech Roundtable, to highlight case studies and discuss principles and action plan.	Number of regional seminars held.	✓	✓
Provide pragmatic guidance to staff on how to better manage for results.	Prepare an international "Sourcebook on Emerging Good Practice in Managing for Development Results," highlighting both agency and country examples.	Outline prepared and case studies under way by June 30, 2004. First draft available for discussion by December 31, 2004.	✓	✓
	Launch a searchable global website to serve as an information warehouse on managing for development results.	Website available and updated regularly.	✓	✓