



RETA 6306 Regional Forum on Mainstreaming Managing for Development Results (MfDR) 13-14 November 2007, Bangkok

Objectives

1. To review and discuss methods, approaches and experience of assessing organization readiness for the implementation of MfDR, including the capacity of government officials to manage MfDR organizational change processes;
2. To review and discuss areas of potential MfDR improvement at the level of the organization in Bangladesh, Nepal, Pakistan and Sri Lanka, to assess which of these areas are complementary to public sector reforms and to other efforts at aimed at improving results management; and
3. To examine new approaches to the implementation of MfDR, particularly at the level of the organization, and to assess which of these approaches and other implementation gaps can generate potential support from the donor community and other stakeholders.

Provisional Program

The intention of the program is to facilitate a process whereby donors, government officials, consultants and other stakeholders work together towards a new view of mainstreaming MfDR in partner countries, in which MfDR is seen as an essential component of larger public sector reforms. The needs of the participating developing member countries (DMCs) and a rigorous analysis of their technical and managerial capacity gaps at the level of the individual organization and at the whole-of-government level will drive the process, facilitating discussion of the vision, organization service delivery, organization change, capacity development, MfDR systems change and donor support required.

A series of country-specific working groups will make recommendations to the Forum regarding the way forward.



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Detailed Program

DAY 1: Tuesday, 13 November 2007

8:00 am – 9:00 am	Registration	
9:00 am – 9:10 am	Welcome Remarks	Kunio Senga Director General, South Asia Department (SARD), ADB
9:10 am – 9:30 am	Regional Forum Objectives and Background	Ziba Farhadian-Lorie Principal Economist (Results Management), SARD, ADB and Project Leader, META 6306
	<p>Associated Papers</p> <ul style="list-style-type: none"> • Powerpoint Presentation – “Brief Summary of Background to, and Progress Made by META 6306” • META Team Paper – “Developing Capacity on MfDR Within Public Sector Organizations” • Readiness Assessments in META 6306 Pilot Organizations in: <ul style="list-style-type: none"> - Bangladesh - Nepal - Pakistan 	
9:30 am – 9:45 am	MfDR Implementation at ADB and in Selected DMCs	Hans Carlsson Principal Project Management Specialist (Project Performance), SARD, ADB
9:45 am– 10:30 am	Overview of MfDR Implementation Processes and Learning	Liam McMillan META Consultants’ Team Leader
	<p>Associated Papers</p> <ul style="list-style-type: none"> • META 6306 Team. “Assisting the Implementation of MfDR in Government Organizations” 	
10:30 am– 10:45 am	Coffee/Tea Break	

Forum Session 1: Approaches to the Implementation of MfDR In Organizations

10:45 am – 12:00 nn	<p>Developing a Results Framework from an Organizational Perspective.</p> <ul style="list-style-type: none"> • Organization results management in the context of sectoral frameworks • Progress and Achievements of the RETA in Piloting Organization-Based Interventions • Process Challenges and Learning <p>Associated Papers</p> <ul style="list-style-type: none"> • RETA 6306 Team. “Assisting the Implementation of MfDR in Government Organizations” • LGED. “Results Chain Development in LGED” • LGED. “Capacity Development Plans” • LGED. “Immediate Capacity Gaps, Planned Improvements of Readiness and Proposed Short Term RETA Support for Implementation of Results Framework” • Directorate of Primary Education (DPE). “Logic Model in Relation to PEDP II” 	<p>LGED Bangladesh [Md. Wahidur Rahman, Additional Chief Engineer and Md. Zulyaminayan, Monitoring Engineer] will present this session - to be facilitated by Bernard Woods, RETA International Consultant.</p> <p>LGED will present the extensive work that has been undertaken in the development of logic models, results chains and the development of required capacity.</p>
12 nn – 12:30 pm	<p>RETA 6306 processes that supported the implementation work at LGED</p> <p>Discussion, Q and A</p> <p>Associated Papers</p> <ul style="list-style-type: none"> • RETA 6306 Team. “Assisting the Implementation of MfDR in Government Organizations” 	<p>L. McMillan</p> <p>Z. Farhadian-Lorie/L. McMillan</p>
12:30 pm – 1:30 pm	<p>Lunch</p>	
1:30 pm – 2:30 pm	<p>Assessing Organizational Readiness for MfDR</p> <ul style="list-style-type: none"> • Presentation and discussion of organization analysis tools which identify performance gaps and their sources. <p>Associated Papers</p> <ul style="list-style-type: none"> • Projects Wing (PW) of Pakistan. “Clarifying the Purpose of PW” • RETA 6306 Team. “Assisting the Implementation of MfDR in Government Organizations” <p>Discussion, Q and A</p>	<p>MOPPW Nepal [Purna Kadariya, Secretary and Ishwori Prasad Paudyal, Joint Secretary, Planning and Monitoring and Evaluation Division] and PW Pakistan [Lt. Gen. (Ret.) Muhammad Zubair Member - Implementation and Monitoring, Planning Commission, Government of Pakistan] will co-present this session – to be facilitated by L. McMillan and B. Woods. PW will focus upon the need to strengthen organization clarity.</p> <p>Z. Farhadian-Lorie/L. McMillan</p>

2:30 pm – 3:30 pm	<p>Implementing MfDR in the context of Public Sector Reform.</p> <ul style="list-style-type: none"> • MfDR as an organizational change process requiring an interlinked and coordinated approach across a wide range of variables. <p>Associated Papers</p> <ul style="list-style-type: none"> • RETA 6306 Team. “Assisting the Implementation of MfDR in Government Organizations” • ADB Sri Lanka Resident Mission (SLRM). “Enabling Environment of MfDR in Sri Lanka” • Projects Wing (PW) of Pakistan. “Reform Initiatives Without Public Sector Reforms” 	<p>The session will be co-presented by (i) ADB’s Richard Vokes, Country Director, SLRM who will discuss the development of the enabling environment; <u>and</u> (ii) PW’s Lt. Gen. (Ret.) M. Zubair who will discuss the approaches to organizational improvement in a less developed enabling environment. The session will be facilitated by L. McMillan</p>
	Discussion, Q and A	Z. Farhadian-Lorie/L. McMillan
3:30 pm – 3:50 pm	Coffee/Tea Break	
3:50 pm - 4:20 pm	<p>Capacity Development at the Organizational Level</p> <ul style="list-style-type: none"> • Presentation and discussion of capacity development plans driven by performance gap analysis and organization results chains. <p>Associated Papers</p> <ul style="list-style-type: none"> • RETA 6306 Team. “Assisting the Implementation of MfDR in Government Organizations” • MOPPW. Capacity Development Aspects of Strengthening M&E Systems • District Development Committee (DDC) Dhanusha. Strengthening Capacity at the District Information and Documentation Center 	<p>The session will be co-presented by MOPPW Nepal and DDC Dhanusha, Nepal; and to be facilitated by B. Woods.</p>
	Discussion, Q and A	Z. Farhadian-Lorie/L. McMillan
4:20 pm – 5:00 pm	<p>Change Management and Institutionalizing Reforms at the Organizational Level</p> <ul style="list-style-type: none"> • The importance of managing the change process inside the organization using MfDR as a driver of change. • MfDR, cultural and behavioral change. <p>Associated Papers</p> <ul style="list-style-type: none"> • RETA 6306 Team. “Assisting the Implementation of MfDR in Government Organizations” • Department of Water Supply and Sewerage System (DWSS). Change Management Planning 	<p>The sessions will be presented by DWSS Nepal [Hari Prasad Sharma Director-General] who will highlight the professional approach adopted to change management and the capacity development initiatives designed to support it.</p> <p>L. McMillan will facilitate.</p>
	Discussion, Q and A	Z. Farhadian-Lorie/L. McMillan

5:00 pm – 5:30 pm	Review of Forum Session 1	Z. Farhadian-Lorie/L. McMillan Facilitators
	<p>Aims: Identification of the key attributes and processes of a successful approach to the improvement of service delivery through the implementation of MfDR at the level of the organization.</p> <p>Creation of a vision for the role of donors in facilitating MfDR implementation at the level of the organization.</p>	
5:30 p.m. – 5:40 pm	Closing Remarks for Day 1	DG K. Senga, ADB

DAY 2: Wednesday, 14 November 2007

8:30 am – 10:30 am	<p>Presentation of Country Needs by Officials Attending</p> <ul style="list-style-type: none"> • Identification of performance gaps • Identification of capacity gaps • Analysis of action and assistance required <p>Facilitated Discussion: Incorporation of the key attributes and processes discussed in Session 1 into a model for MfDR implementation. This model will directly address the implementation needs of each pilot country.</p> <p>Associated Papers</p> <ul style="list-style-type: none"> • Country Position Paper on MfDR in: <ul style="list-style-type: none"> - Bangladesh, ADB BRM - Nepal, ADB NRM - Pakistan, ADB PRM • Ministry of Plan Implementation, Sri Lanka. “Institutionalization of MfDR in Sri Lanka” • Proposed Reform Initiatives in: <ul style="list-style-type: none"> - Bangladesh - Nepal - Pakistan - Sri Lanka 	<p>Representatives from:</p> <ul style="list-style-type: none"> - Bangladesh - Nepal - Pakistan <p>All Participants</p>
10:30 am– 10:45 am	Coffee/Tea Break	

Forum Session 2: Working Sessions

10:45am – 11:15 am	<p>Working Session 1 – Readiness Assessment and Learning Tools</p> <ul style="list-style-type: none"> • Discussion and presentation of computer based tool to assist in the assessment of organization readiness 	<p>L. McMillan and B. Woods will present the operation of the RA tool which will be available online for organization self assessment and diagnosis.</p>
	<p>Associated Papers/Tool:</p> <ul style="list-style-type: none"> • RETA 6306 Team. “Assisting the Implementation of MfDR in Government Organizations” • Demonstration of online tool for organization self diagnosis 	
	<p>Discussion, Q and A</p>	<p>Z. Farhadian-Lorie/L. McMillan</p>
11:45 am – 12:45 pm	<p>Working Session 2 – Building a Way Forward</p> <p>Facilitated country group discussions focusing upon the required approach to the implementation of MfDR and the donor support required.</p> <p>The ff. organizations have submitted papers for presentation. Each country session should manage the process of presentation and discussion of papers based upon interest and importance.</p>	<p>The forum will meet in four (4) country-focused parallel sessions.</p> <p>Participants will present detailed discussion of positions and needs for the implementation of organization MfDR.</p>
	<p>Associated Papers</p> <p>Bangladesh</p> <ul style="list-style-type: none"> • LGED. “Results Chain Development in LGED” • LGED. “Capacity Development Plans” • DPE. “Logic Model in Relation to PEDP II” • LGD: Logic Models. Others to be confirmed • MoPME: To be confirmed • Country Position Paper on MfDR in Bangladesh. ADB BRM • Proposed Reform Initiatives. Bangladesh. <p>Nepal</p> <ul style="list-style-type: none"> • DWSS. “GIS-based Rural Water Supply and Sanitation Database” • MOPPW. “Capacity Development Aspects of Strengthening M&E Systems” • MOES. The results framework at MOES and future directions. • District Development Committee Dhanusha. “Strengthening of District Information and Documentation Centers” • Country Position Paper on MfDR in Nepal. ADB NRM. • Proposed Reform Initiatives. Nepal. 	<p>The sessions will be co-chaired by representatives from the donor community, assisted by the respective RETA national consulting team members.</p>
		<p>Suggested chairpersons include:</p>
		<p>Bangladesh John Sinclair, Director, CIDA (Bangladesh)</p>
		<p>Nepal Aman Jonchhe, Program Specialist Swiss Development Cooperation Office (Nepal)</p>
		<p>Matthew Kahane UN Resident and Humanitarian Coordinator in Nepal</p>
		<p>Pakistan Rabia Khattak Chief, Strategic Management Unit UNDP (Pakistan)</p>

Pakistan

- Projects Wing, Planning Commission. “Clarifying the Purpose of PW”
- Projects Wing, Planning Commission. “Reform Initiatives Without Public Sector Reforms”
- Projects Wing, Planning Commission. “Operationalization of Project Monitoring and Evaluation System (PMES)”
- Projects Wing, Planning Commission. MIS/PMES - A Results Based Approach for Data Collection
- Planning Commission. “Case Study on Ghazi Brotha Hydro Power”
- Planning Commission. “Case Study on Primary Health Care Development Monitoring”
- EAD. Improving Aid Effectiveness Through Harmonized Aid Tracking
- Country Position Paper on MfDR in Pakistan. ADB PRM
- Proposed Reform Initiatives. Pakistan.

Sri Lanka

- MPI. The experience of Sri Lanka.
- ADB, SLRM. “Enabling Environment of MfDR in Sri Lanka”
- Proposed Reform Initiatives. Sri Lanka.

Sri Lanka

Sri Lanka is in an early stage of development from the point of view of RETA 6306. RAs are still being prepared. Discussions with Sri Lankan participants in the context of the forum discussions will be facilitated by R. Vokes, ADB SLRM.

12:45 pm – 2:00 pm

Lunch

2:00 pm – 3:00 pm

Continuation, if necessary, of the discussions of the morning.

Plenary discussion of the visions and plans of each country and the identification of common regional themes of change and of potential donor support. Donors to indicate areas of interest vis-à-vis country needs.

Discussion of the key attributes of a regional and national donor approach to the implementation of MfDR

Chair:
DG K. Senga
SARD, ADB

Z. Farhadian-Lorie/L. McMillan/
B. Woods - Facilitators

3:00 pm – 3:15 pm

Coffee/Tea Break

3:15 pm – 4:00 pm

Agreement of a regional way forward

Implementing MfDR at the level of the organization requires coordinated and sustained donor support. The output of this Forum will be a plan of action for consideration by the donors and participating governments.

Discussion, Q&A

Chair:
DG K. Senga
SARD, ADB