



BETTER MEASURING, MONITORING, AND MANAGING FOR DEVELOPMENT RESULTS

A two-day international Roundtable on *Better Measuring, Monitoring, and Managing for Development Results* took place on June 5-6, at the World Bank's headquarters. The Roundtable was jointly sponsored by the multilateral development banks (MDBs)—African Development Bank (AfDB), Asian Development Bank (AsDB), European Bank for Reconstruction and Development (EBRD), Inter-American Development Bank (IDB), and World Bank—in cooperation with the Development Assistance Committee (DAC) of the OECD. It included representatives from borrowing and donor countries, other international agencies, and civil society. The MDBs' intention to co-sponsor the Roundtable was set out in a joint statement by the MDB Heads issued on March 19 at the Monterrey Conference on Financing for Development.

Participants. The Roundtable's opening session included statements by AfDB President Omar Kabbaj, ADB President Tadao Chino, IDB President Enrique Iglesias, World Bank President James Wolfensohn and DAC Chairman Jean-Claude Faure. Willem Buiter, Chief Economist of the EBRD spoke on behalf of its President Jean Lemierre. The opening session also included statements by IMF Deputy Director Masood Ahmed; UNDP Administrator Mark Malloch Brown; Roberto de Ocampo, President of the Asian Institute of Management; and Tertius Zongo, Burkina Faso Ambassador to the U.S. Len Good, President of CIDA, gave the keynote address at the June 5 Roundtable luncheon, speaking on "New Approaches to Development and Results-Based Management." John Taylor, Under Secretary for International Affairs, U.S. Treasury, addressed the reception on the evening of June 5.

Agenda. In the course of the two days, Roundtable participants explored the strategic context for results-based development, the challenges of day-to-day management for development results, and the role of independent evaluation in institutional accountability and learning. In the context of four technical workshops, they focused on specific issues from the plenary sessions, permitting participants to share lessons learned and challenges associated with: (1) country performance rating systems; (2) results-based management; (3) statistical capacity building, including as related to the millennium development goals (MDGs); and (4) scaling up of evaluation beyond projects. The Roundtable closed with a wrap-up session focused on lessons learned and next steps.

Conclusions. In concluding the Roundtable, participants emphasized that given the scale of the challenges it was desirable that aid and MDB operations be focused in areas where they could contribute most effectively to supporting systemic change, through, for example, policy-based lending and successful investment projects with significant demonstration effects (or other externalities) that are aligned with country priorities. In managing for development (or transition) effectiveness, they agreed on the need for donor and development agencies to address the results issue at the planning, implementation, and evaluation stages of the program or project cycle, noting the importance of incorporating plans for *ex-post* evaluation into program/project design





ex-ante. Emphasizing the importance of partnership and country ownership in achieving country results, they concluded that the attribution of country results to specific agency actions was not likely to be possible in most cases, but that it remained important to have independent assessments of how donor and development agencies jointly and individually performed in helping countries to achieve the reported outcomes. They stressed the need for concerted support for statistical and monitoring and evaluation capacity building in developing countries, given their central role and the importance of data produced in developing countries to the results agenda.

Next Steps. Going forward, participants emphasized the need to build on the existing efforts and initiatives that were underway in a number of agencies and pre-existing working groups and to work in the context of national development frameworks, such as poverty reduction strategies. They saw the need for follow-up with the four “communities of practice” involved in the technical workshops—on country-performance rating systems, results-based management, statistical capacity building, and higher-level evaluations—noting the need to take advantage of the platforms provided by other upcoming international meetings for further discussion and cross-fertilization. The World Bank said that its report to the Development Committee at the 2002 Annual Meetings would discuss the progress to date on the results agenda within the Bank and more broadly.

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