

**WORKSHOP ON RESULTS ORIENTED PUBLIC EXPENDITURE**  
**ODI, 111 Westminster Bridge Road, London SE1**  
**21 MARCH 2003 at 14.00**

You are invited to a workshop to review the findings of the research programme that the Centre for Aid and Public Expenditure in ODI has just concluded on results-oriented public expenditure management in low income countries.

Most OECD countries practice one or another form of performance budgeting. Some middle income developing countries have been doing so for some time, with increasing sophistication. Low income countries with PRSPs are now beginning to do so. The CAPE research programme has looked at progress in seven countries – Bolivia, Burkina Faso, Cambodia, Ghana, Mali, Tanzania and Uganda. A synthesis paper brings together the conclusions.<sup>1</sup>

Results-orientation expenditure management is important:

- the PRSP process seeks poverty reduction results
- the donors want to manage aid for results
- public expenditure programmes are a major instrument in producing results
- WDR 2004 on service delivery asks how public services can serve poor people better – and highlights the roles of performance budgeting and management

Is management for results possible in poor countries?

- Some authors state that it is not possible because of governance and public finance management factors.
- CAPE-ODI research finds that useful progress is possible, despite these factors.
- Results-awareness among officials at different levels of government is already stronger
- Many countries get started through SWAp-supported sector strategies.
- Commitment and drive at the centre of government is vital for sustainability.
- Performance monitoring and management can grow up alongside financial accountability reforms: they reinforce each other.
- There are successful examples of results-based contracts for outsourcing to executive agencies and private concessionaires: contract management is not impossible
- National results frameworks help to keep local authorities focused on poverty reduction priorities, post decentralisation.

Above all ...

- In the best examples, poor countries have set up systems for themselves that they genuinely “own”, and are continuously improving their models.

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<sup>1</sup> Final versions of the papers, in English, will be posted before the workshop on ODI's website [www.odi.org.uk/pppg/publications/working\\_papers/index](http://www.odi.org.uk/pppg/publications/working_papers/index)

## PROGRAMME

*Chair: Simon Maxwell, Director ODI*

- 14.00 – 14.40      Brief highlights of research hypotheses and conclusions, presented by:
- John Roberts – Hypotheses and Synthesis  
Aidan Rose – Key lessons from OECD countries  
Sandrine Mesplé-Somps – Burkina Faso  
Marc Raffinot- Mali  
Tim Williamson – Uganda  
Kojo Oduro - Ghana  
Carlos Montes – Bolivia
- 14.40 – 15.20      Comments by invited discussants:
- Marcus Manuel – Deputy Head, Asia and Pacific Department, DFID  
Ron McGill – UN Capital Development Fund  
Nick Sloan, Director - NAO<sup>2</sup>  
Peter Rundell – European Commission DGDEV  
Andrea Liverani – DAC/OECD  
Lindsay Judge – World Bank  
Val Imber – Oxford Policy Management
- 15.20 – 15.40      Coffee break
- 15.40 – 16.30      Open Discussion (see theme suggestions below)
- 16.30 – 16.40      Conclusion:
- on themes
  - on next steps

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<sup>2</sup> Subject to availability

### **Suggested themes for discussion:**

- Results-oriented expenditure management:
  - and service delivery (WRD 2004)
  - in MTEFs, in support of Poverty Reduction Strategies and their monitoring
  - in decentralisation
- Performance management – learning lessons from performance assessment, benchmarking performance, levelling up, reallocating resources
- Contractual vs non-contractual approaches
- Governance, budget management, accountability and civil service management preconditions and constraints on effective results-orientation
- Strengthening external “demand” for performance and quality public services
- Roles of donors – past and future:
  - through SWAps
  - in joint monitoring
  - capacity building
  - facilitating lesson learning and exchange of experiences
- role of local governments in infrastructure and service provision

## Documentation

### List of Working Papers in the Results-oriented Budgeting Series

Catherine Dom, Tim Ensor, Leon Bernard Suy: 'Results-oriented Public Expenditure Management in Cambodia', Working Paper 201, ISBN 0 85003 645 3

Carlos Montes: 'Results-based Public Management in Bolivia', Working Paper 202, ISBN 0 85003 646 1

John Roberts: "Managing Public Expenditure for Development Results and Poverty Reduction", Working Paper 203, ISBN 0 85003 647 X

Frans Rønsholt, Richard Mushi, Bedason Shallanda, Paschal Assey: 'Results-oriented Expenditure Management: Country Study – Tanzania', Working Paper 204, ISBN 0 85003 648 8

Tim Williamson: 'Targets and Results in Public Sector Management: Uganda Case Study', Working Paper 205, ISBN 0 85003 649 6

Marc Raffinot, Jean Muguet, Alhousseynou Touré: 'Results-oriented Public Expenditure Management: Case Study of Mali', Working Paper 206, ISBN 0 85003 650 X

Sandrine Mesplé-Somps, Marie-Eugénie Malgoubri, Jean Muguet, Blaise Zongo: 'Results-oriented Expenditure Management: the Case of Burkina Faso', Working Paper 207, ISBN 0 85003 651 8

Kojo Oduro: 'Results-oriented Public Expenditure Management: Case Study of Ghana', Working Paper 208, ISBN 0 85003 652 6

Aidan Rose: 'Results-oriented Budget Practice in OECD Countries', Working Paper 209, ISBN 0 85003 653 4

### Related CAPE-ODI Working Papers

John Roberts (2003): 'Poverty Reduction Outcomes in Education and Health: Public Expenditure and Aid', Working Paper 210

Tim Williamson (2003): 'Delivering poverty reduction results through local government: models of fiscal decentralisation with results-oriented budgeting' [approximate title, forthcoming]

### ODI Briefing Papers

Can We Attain the Millennium Development Goals in Education and Health through Public Expenditure and Aid?, John Roberts, March 2003, draft.

Results-Oriented Public Expenditure Management: Will it Reduce Poverty Faster?, John Roberts, March 2003, Draft.

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**Participants List**

**Chair**

Simon Maxwell                      Director, ODI

**Authors**

Sandrine Mesplé-Somps      DIAL  
Carlos Montes                      Development Strategies Ltd  
Kojo Oduro                              Frontier Africa Consulting  
Marc Raffinot                          DIAL  
John Roberts                              CAPE, ODI  
Aidan Rose                                  London Metropolitan University  
Tim Williamson                          CAPE, ODI

**Discussants**

Marcus Manuel                          Asia & Pacific Division, DFID  
Val Imber                                      OPML  
Lindsay Judge                              World Bank  
Andrea Liverani                              OECD/DAC  
Ron McGill                                      UNDP  
Peter Rundell                                  EC  
Nick Sloan    NAO

**Participants**

Joanne Asquith                              Evaluation Division, DFID  
David Booth                                      Poverty and Public Policy Group, ODI  
Karin Christiansen                              Poverty and Public Policy Group, ODI  
Ed Clay    International Economic and Development Group, ODI  
Simon Gill    Governance Dept, DFID  
Adrian Hewitt                                      Fellowship Scheme, ODI  
James Jarrett                                      Economist, Malawi Ministry of Health and Population  
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