



**Global  
Partnership**  
for Effective Development  
Co-operation



# Summary LAC Workshop



**Proyecto Piloto**  
Fortalecimiento del Uso  
de Marcos de Resultados

**PILOT PROJECT FOR STRENGTHENING RESULTS FRAMEWORKS**

**Latin America 2016**



Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra



## Workshop to improve results based planning and budgeting in Latin America

### I. Introduction and Objectives

On 14 and 15 June, the first regional workshop on Strengthening Results Framework, was held in El Salvador to discuss opportunities towards improving the national strategies for results based planning and budgeting. This activity is part of a global pilot programme taking place in three regions and covering a total of 18 countries in Asia-Pacific, Africa and Latin America. The LAC countries participating in this pilot are; Belice, Guatemala, El Salvador, Panama, Paraguay and Peru; the Regional platform is the Mesoamérica Project for Integration and Development. The objective of this programme is to formulate practical advice and suggested actions on:

- How to improve the country results framework by better integrating the planning and budgeting processes?
- How to bridge the technical and political level in countries' implementation of results frameworks?
- How to make development partners commit to the use of country results frameworks?
- How to integrate accountability for results at country level in the 2030 agenda?

Workshop participants are senior level officials from both the planning and finance functions; country level experiences were shared, inputs from innovative activities were provided and discussions took place on how to continue at country, regional and global level.



## II. Important Conclusions along the Workshop were:

1. Given its characteristics, the Sustainable Development Goals in each country and region will involve onerous costs in achieving and countries must be very objective and strategic to facilitate their financing.
2. The resources of development-oriented cooperation are increasingly limited. Efficient spending on key factors and enhancers on inclusive development become crucial.
3. The agenda of Addis Ababa drags many outstanding issues that come from Monterrey and Doha on financing for development, including:
  1. Sustainability and co - responsibility in the management of external debt.
  2. The commitment of donors to maintain 0-7 % of Gross National Product (GNP) for ODA
  3. Structural Reforms in trading system, financial markets and government financial institutions.
4. One consequence of the Washington Consensus was the weakening of the planning functions. Currently most countries try to re-establish them, however, some may be facing major difficulties to advance on this, for example: inadequate political will, resources or installed capacities.
5. More and better financial systems are needed as well as, a new way of thinking and improved capacities to prepare development plans (A complete change of chip is needed).



6. To advance on development issues and international commitments, countries must involve citizen (example: civil society, private sector, banking and foreign investment), recognize that international cooperation will not solve all the problems in our countries or between our countries and that there are strategies and sources of support to consider in a wholesome or whole-of-government approach.
7. Development challenges require planning and finance to work together, articulate and see opportunities and concomitance in other sectors: private sector, banks and foreign investment, to achieve policy coherence.
8. It is urgent and crucial that countries focus more seriously on resolving issues such as tax evasion and avoidance, corruption and illicit funds
9. It is necessary that country citizens demand accountability from their governments on the decisions they make to ensure development.
10. It is necessary to move towards managing for results but countries need to develop national and regional capacities to achieve policy coherence through inter-sectorial work.
11. It is necessary to change the administration view of the ministries of finance to a more strategic one that exceeds the budgetary field
12. South-South cooperation is a significant approach that enhances autonomy and regional respect for development. It is strategic to promote it in order to fulfill the main objectives and goals of inclusive and sustainable development.

### **III. Issues that remain with pending discussion**

1. It is unclear how the process should be conducted to finance the targets related to the SDG's and prepare consistent estimations.
2. Planning and finance systems show some correspondence between the two functions, but there are still pending discussions on ways to make integration and linkages more effective.
3. Interest of improving results-based management and turning it into Results Budget systems is key, but it is still a pending discussion on how this will be accomplished.
4. It is not clear how to generate discussion at the highest political level of governments in order to make decisions on the integration of a Strategic Financing Approach for Development Plans.
5. Little was spoken on Inclusive Economy and Sustainable Development and the need to integrate sub-national levels in planning and financing for development.
6. Presentation of the DFA left pending questions:

- How to implement the DFA Diagnostic Utility in each country
- How to use the DFA in pilot projects to strengthen the use of results frameworks?
- What conditions would your country have for a DFA with the interest and support of the government at the highest level? What requirements should be followed to start it?

#### IV. Important Conclusions at Workshop

- Official development assistance (ODA) is only part of the financing development of a country; for development planning, all financial flows should be taken into account in a whole-of-government approach.

- Working towards a system of result based planning and budgeting, need a change in mindset in order to monitor spending and results; there is joint responsibility of national planning and budgeting functions.

- In participating countries, there are some technical efforts and commitment to align planning and public finances in terms of development. However, it is necessary to strengthen the units responsible for achieving this task, and for this, the conceptual and practical exchanges between countries on a regular basis can be a good mechanism for the foreseeable future. In addition, strategies must be promoted at the highest level in order to promote the political will of the government authorities.



During the final session of the workshop participants made suggestion which actions should be taken towards the future; these actions are divided in three parts:

1. What do the participating countries want to learn from each other?

Participants' responses refer to the possibility of exchanges of experience or technical assistance to each other on issues such as the following:

- Impact on citizens and politicians sectors to direct their efforts to articulate in favor of development. What can be done?
- Integration between planning, budgeting, results, monitoring and evaluation. How to make this happen?
- Inclusive and comprehensive development approaches.

2. What do countries require to achieve results in terms of development?

The participants' responses refer to at least the following trends:

- Building capacity in planning and budgeting for results.
- Strengthening evaluation systems, tracking and monitoring: indicators, statistics, baselines.
- Development planning processes with participatory and inclusive approaches and capacities to align cooperation.

3. How to strengthen national alignment between finance, planning and development results? What should be done? How should it be done?

- Setting targets for the short, medium and long term and align them with multi-year budgets.
- Improve coordination between those responsible for planning, budgeting, monitoring and evaluation.
- Specifically define the process and use technical tools to establish results, define monitoring and evaluation and coordination mechanisms.
- Define, within the government, who will lead this effort from the technical and political perspectives.

## V. Next Steps

As next steps, participants agreed to share workshop results with their managers and political leaders within their organisations and assess possibilities for practical steps in improving the country's results based planning and budgeting practices.

Mesoamérica Project for Integration and Development will remain a supporting agency for the coming two years by organising long distance and face-to-face progress meetings, providing information from other regions and facilitate inter-country discussions.

Workshops will contribute to enthusiastic mutual learning and an effective program towards promoting country-owned results frameworks for development.

## VI. APPENDIX 1.

### NOTES OF THE PILOT PROJECT REGIONAL WORKSHOP.

The following entries are presented on cards made by participants in the workshop, but identifying a trend of the issues raised.

<b><i>What countries require strengthening to achieve results in terms of development?</i></b>	<b><i>Trends</i></b>
1. Strengthening the national planning system.	The participants' responses refer to at least the following trends:
2. Private sector and non-governmental involvement in civil planning, monitoring and accountability.	<ul style="list-style-type: none"> <li>• Capacity building in planning and budgeting for results.</li> </ul>
3. Strengthening evaluation systems, tracking and monitoring: indicators, statistics, baselines.	<ul style="list-style-type: none"> <li>• Strengthening evaluation systems, tracking and monitoring: indicators, statistics, baselines.</li> </ul>
4. Capacity building in planning and budgeting for results.	
5. Strengthening capacities in monitoring and impact assessment.	<ul style="list-style-type: none"> <li>• Processes development planning participatory, inclusive, integrating and aligning cooperation character.</li> </ul>
6. Strengthening information	

<p>systems for generating, using and managing statistics and tracking information for ODS.</p>	
<p>7. How can each country facilitate internal alignment of donors, NGOs, global initiatives? What process? With what tools?</p>	
<p>8. Strengthening the medium-term budgetary frameworks.</p>	
<p>9. Integrate information, planning and finance systems.</p>	
<p><b><i>What do you want to learn from each other?</i></b></p>	<p>The participants' responses refer the possibility of exchange of experience and technical assistance to each other on issues such as the following:</p> <ul style="list-style-type: none"> <li>• Impact on citizens and politicians sectors to direct their efforts to articulate in favor of development.</li> <li>• Integration between planning, budgeting, results, monitoring and evaluation.</li> <li>• Inclusive and comprehensive development approaches.</li> </ul>
<p>1. Carry out ex-ante, during and ex post facto evaluation.</p>	
<p>2. How to ensure that inclusive and systemic approaches are applied?</p>	
<p>3. How to relate the ODS with planning and budgeting systems.</p>	
<p>4. How to formulate indicators, processes, products and results under the monitoring and evaluation systems?</p>	
<p>5. Learn to coordinate, articulate, negotiate between different public and non-state actors that promote development.</p>	
<p>6. How to conclude planning approaches to South -South cooperation in technical and financial terms, and map the regional platforms to support implementation of effective development cooperation?</p>	

7. Planning and budgeting for results, complemented with monitoring and impact assessment.	
8. What is the methodology to define ambitious but feasible targets in the context of each country?	
9. Share experiences and lessons learned.	

I think the question should have explored the strength that each country has to offer others.

<b><i>How to strengthen national alignment between finance, planning and development results ? What should be done? How should it be done?</i></b>	
1. Set short, medium and long term objectives and align them with multi-year budgets	<i>They are specific to some of the issues raised in previous tables.</i>
2. Improve coordination between those responsible for planning, budgeting, monitoring and evaluation.	
3. Specifically define the process and technical tools to establish results, fund, define monitoring and evaluation and coordination mechanisms.	
9. Define within the government who will lead this effort from the technical and political perspectives.	