



# SUMMARY REPORT

International Seminar

## Management for Development Results: Inclusive Development

July 4<sup>th</sup>-8<sup>th</sup>, 2016  
The Plaza Hotel, Seoul



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## BACKGROUND

In the international development field, Managing for Development Results(MfDR) has emerged as a global initiative for the effective “results-oriented” management system. When it comes to its implementation, the MfDR accepts tenets of “good governance” described as “clear objectives, evidence-based decision-making, transparency, and continuous adaptation and improvement” at all phases of the national development process. In the mid 2000’s, three main CoPs (Communities of Practices) from each region, Latin-America and Caribbean and Africa, were established as “peer-to-peer collaborative networks” to achieve the successful fulfillment of MfDR.

## Seminar Overview

### ■ Management for Development Results(MfDR): “Inclusive Development”

- o **Date & Venue** : July 4-8, The Plaza Hotel, Seoul
- o **Host** : KDI School, Development Banks(IDB, ADB and AfDB), Communities of Practices from Latin-America(CoPLAC) and Africa(CoPAfrica).
- o **Participants** : Approximately 60 participants from 26 countries including guest speakers invited by each Development Bank, senior public officers and experts on Korean Public managements(Ministry of Strategy and Finance(Korea) , Korea Development Institute)

### ■ Composition of the seminar

Contents	
<b>Presentation &amp; Discussion (July 5-7)</b>	<ol style="list-style-type: none"> <li>1. Korean experiences and perspectives</li> <li>2. MfDR a tool for better inclusive development</li> <li>3. Developing a Comprehensive Performance-Based Results Framework at Sector Level for inclusive development</li> <li>4. Monitoring and Evaluation policy, programs and projects with inclusive results</li> <li>5. Recent Developments in Performance Budgeting</li> <li>6. Public Investment System</li> <li>7. Strategic Planning</li> <li>8. Can domestic resource mobilization contribute to more inclusive development results?</li> <li>9. The role of the private sector in achieving inclusive development results</li> </ol>
<b>Site Visit (July 8)</b>	<ol style="list-style-type: none"> <li>1. National assembly</li> <li>2. Memorial Hall</li> <li>3. National Assembly Budget office</li> <li>4. Samsung Innovation Museum</li> </ol>

## Participants

### Speakers

No.	Region	Country	Name	Organization	Position
1	Korea		Sung Yu MOON	Ministry of Strategy and Finance	Director General
2			Cheonsik WOO	Korea Development Institute	Senior Research Fellow
3			Kiwan KIM	KDI Public & Private Infrastructure Investment Management Center	Executive Director
4			Sunhyuk KIM	Korea University, International Affairs	Vice President /Professor
5	Asia (6 people)	Bangladesh	Suresh BALAKRISHNAN	United Nations Capital Development Fund	Regional Technical Advisor
6		Indonesia	Marcia SOUMOKIL	RTI International (USAID Partners)	Governance and M&E Advisor
7			Yonathan Setianto HADI	The Indonesian Ministry of Finance	Deputy Director of Budget System
8		Hong Kong	Tai Pang TAM	Hong Kong SAR	Deputy Commissioner
9		Philippines	Hanif RAHEMTULLA	World Bank Philippines	Senior Operations Officer
10			Felicitas REYES	Board of Investments	Assistant Secretary
11	Africa (8 people)	Kenya	Samson MACHUKA	Ministry of Devolution and Planning	Director
12		Zimbabwe	Solomon MHLANGA	Office of the President	Senior Principal Director
13		Cote d'Ivoire	N'dri KOUAKOU	Ministry of National Entrepreneurship, Promotion of SMEs and Craft	Director
14		South Africa	Ledule BOSCH	Ministry of Public Service & Administration	Chief Director
15		Mali	Aly COULIBALY	West Africa Economic & Monetary Union	Director
16		Niger	Abdou TAHIROU	West Africa Economic & Monetary Union	Director
17		Uganda	Albert BYAMUGISHA	Office of the Prime Minister	Commissioner
18		Congo	Pierre-Justin KOUKA	African Development Bank	AfCoP Project Manager
19	Latin-America and Caribbean (8 people)	Costa Rica	Maria MUNOZ BONILLA	Ministry of Economy and Planning	Director of Regional Planning
20		Uruguay	Lucia Frida WAINER ROMANELLI	Office of Planning and Budgeting	Director of National Budget, Public Enterprises and Monitoring and Evaluation
21		Colombia	Oscar Javier SIZA MORENO	National Planning Department	Coordinator/Advisor
22		México	José Angel MARTINEZ DEL CAMPO	Ministry of Finance and Public Credit	Chief of Performance Unit
23		Chile	Fernando CARTES MENA	Ministry of Social Development	Division Chief of Investment Social Evaluation
24		Argentina	Gonzalo STRAFACE	Ministry of Modernization	National Director of Public Policies Development
25		Canada	Frederic MARTIN	IDEA International	Co-Chairman
26		IADB	Roberto GARCIA LOPEZ	Inter-American Development Bank	Executive Secretary

## Moderators

Session	Name	Organization	Position
1	Taejong KIM	KDI School of Public Policy and Management	Managing Director, Development Research and Learning Network
2	Pierre-Justin KOUKA	African Development Bank	AfCoP Project Manager
3	Claudia Buentjen	Asian Development Bank	Principal Public Management Specialist
4	Roberto GARCIA LOPEZ	Inter-American Development Bank	Executive Secretary
5	Ben Graham	Asian Development Bank	Senior Evaluation Specialist, Independent Evaluation Department
6&7	Jong Wook LEE	Inter-American Development Bank	Consultant
8	Richard Highfield	Asian Development Bank	Consultant
9	Armin Bauer	Asian Development Bank	Principal Economist, Social Development, Governance and Gender Division

## Opening Remarks

No.	Name	Organization	Position
1	Hong Tack CHUN	KDI School of Public Policy and Management	Dean
2	Eon Seog SONG	Ministry of Strategy and Finance	Vice Minister
3	Claudia Buentjen	Asian Development Bank	Principal Public Management Specialist
4	Roberto GARCIA LOPEZ	Inter-American Development Bank	Executive Secretary
5	Pierre-Justin KOUKA	African Development Bank	AfCoP Project Manager

## Other Participants

No.	Country	Name	Organization	Position	
1	Philippines	Marga DOMINGO-MORALES	Asian Development Bank (Government Thematic Group)	Results Management Officer, Results Management Unit	
2		Angelita CORTEZ		Associate Results Management Officer, Result Management Unit	
3		Josephine AQUINO		Associate Operations Analyst, Social Development, Governance and Gender Division	
4	People's Republic of China	Xin SHEN		Senior Project Officer, China Resident Mission	
5	Nepal	Raju TULADHAR		Senior Public Management Specialist Nepal Resident Mission	
6	Cambodia	Januar HAKIM		Senior Portfolio Management Specialist Cambodia Resident Mission	
7	Azerbaijan	Nail VALIYEV		Senior Economics Officer Azerbaijan Resident Mission	
8	India	Arun BAJAJ		Senior Project Officer India Resident Mission	
9	Philippines	Emmanuel ANG		Embassy of the Philippines	Commercial Counselor, Philippine Trade and investment center
10	Korea	Kye Woo LEE		KDI School of Public Policy and Management	Professor
11		Hyoung Chul IM	Ministry of Strategy and Finance	Director	
12		Woojin KANG		Deputy Director	
13		Taeyoon LEE		Deputy Director	

## AGENDA

<b>DAY 1</b>	<b>July 4<sup>th</sup> 2016</b> <i>Ruby Hall(22F)</i>
18:30-21:00	<b>WELCOME RECEPTION</b> hosted by CoPLAC-IDB
<b>DAY 2</b>	<b>July 5<sup>th</sup> 2016</b> <i>Maple Hall(4F)</i>
09:00-09:30	<b>REGISTRATION</b>
<b>Opening Session</b>	
	<b>Opening Remarks: KDIS, MoSF, ADB, IDB and AfDB</b>
09:30-10:20	<ul style="list-style-type: none"> <li>• <b>Eon Seog SONG</b> (10 min) <i>Vice Minister, Ministry of Strategy and Finance, Korea</i></li> <li>• <b>Hong Tack CHUN</b> (10 min) <i>Dean, KDI School of Public Policy and Management</i></li> <li>• <b>Claudia BUENTJEN</b> (10 min) <i>Principal Public Management Specialist, Asian Development Bank (ADB)</i></li> <li>• <b>Roberto GARCÍA LÓPEZ</b> (10 min) <i>Executive Secretary CoPLAC-MfDR, Inter American Development Bank (IDB)</i></li> <li>• <b>Pierre-Justin KOUKA</b> (10 min) <i>AfCoP Project Manager, African Development Bank (AfDB)</i></li> </ul>
10:20-10:30	<b>GROUP PHOTO</b>
<b>Session I. Korean experiences and perspectives</b>	
This session will discuss MfDR practice and perspectives of Korea on inclusive development and short and medium term macroeconomics challenges.	
10:30-12:00	<p><b>Moderator: Taejong KIM</b>, <i>Managing Director of Development Research and Learning Network/ professor, KDI School of Public Policy and Management</i></p> <ul style="list-style-type: none"> <li>• <b>Cheonsik WOO</b> (30 min) <i>Senior Research Fellow, Korea Development Institute(KDI), Korea</i></li> <li>• <b>Sung Yu MOON</b> (30 min) <i>Director General, Fiscal Policy Bureau, Ministry of Strategy and Finance, Korea</i></li> <li>• <b>Open discussion</b> (30 min)</li> </ul>
12:00-13:40	<b>WELCOMING LUNCHEON</b> hosted by KDI School, <i>Ruby Hall, 22F</i>
<b>Session II. MfDR a tool for better inclusive development</b>	
To enhance the impact of development resources, this session will discuss good practices that led to more inclusive interventions and enhanced service delivery.	
13:40-15:00	<p><b>Moderator: Pierre-Justin KOUKA</b>, <i>AfCoP Project Manager, AfDB</i></p> <ul style="list-style-type: none"> <li>• <b>Hanif RAHEMTULLA</b> (20 min) <i>Senior Operations Officer, World Bank, Country Management Unit in Manila, Philippines</i></li> <li>• <b>Artur ANDRYSLAK</b> (20 min) <i>Results Management Specialist, the Strategy and Policy Department of ADB</i></li> <li>• <b>Roberto GARCÍA LÓPEZ</b> (20 min) <i>Executive Secretary CoPLAC-MfDR, IDB</i></li> <li>• <b>Open discussion</b> (20 min)</li> </ul>
15:00-15:20	<b>Coffee Break</b>

**Session III. Developing a Comprehensive Performance-Based Results Framework at Sector Level for inclusive development**

A performance-based results framework can be developed at any sector level (Health, Education, etc.) not only for Central government but also for sub-national government. In this session, we will share different cases from the regions.

15:20-16:40	<p><b>Moderator: Claudia BUENTJEN</b> <i>Principal Public Management Specialist, ADB</i></p> <ul style="list-style-type: none"> <li>• <b>Frederic MARTIN</b> (20 min) <i>Co-Chairman, IDEA Institute-Laval University, Quebec, Canada</i></li> <li>• <b>Suresh BALAKRISHNAN</b> (20 min) <i>Regional Technical Advisor, United Nations Capital Development Fund in South Asia, Bangladesh</i></li> <li>• <b>Pierre-Justin KOUKA</b> (20 min) <i>AfCoP Project Manager, AfDB</i></li> <li>• <b>Open discussion</b> (20 min)</li> </ul>
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<b>DAY 3</b>	<b>July 6<sup>th</sup> 2016</b> <i>Maple Hall(4F)</i>
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**Session IV. Monitoring and Evaluation policy, programs and projects with inclusive results**

This session will discuss best practice in the implementation of M&E systems for better decision process base in evidence.

09:00-10:00	<p><b>Moderator: Roberto GARCÍA LÓPEZ</b>, <i>Executive Secretary CoPLAC-MfDR, IDB</i></p> <ul style="list-style-type: none"> <li>• <b>Sunhyuk KIM</b> (20 min) <i>Professor / Vice President for International Affairs, Korea University, Korea</i></li> <li>• <b>Marcia SOUMOKIL</b> (20 min) <i>M&amp;E Advisor, Kinerja USAID Governance at RTI International, Indonesia</i></li> <li>• <b>Fernando CARTES MENA</b> (20 min) <i>Division Chief of Investment Social Evaluation, Ministry of Social Development, Chile</i></li> </ul>
10:00-10:10	<b>Coffee Break</b>
10:10-11:10	<ul style="list-style-type: none"> <li>• <b>Albert BYAMUGISHA</b> (20 min) <i>Commissioner M&amp;E, Office of the Prime Minister, Uganda</i></li> <li>• <b>Samson Masese MACHUKA</b> (20 min) <i>Director of M&amp;E, Ministry of devolution and planning, Kenya</i></li> <li>• <b>Open discussion</b> (20 min)</li> </ul>
11:10-11:30	<b>Coffee Break</b>

### Session V. Recent Developments in Performance Budgeting

Among modern budgeting features, performance budgeting is an area where countries have established good track records. This session examines recent developments among participating countries.

11:30-12:50	<p><b>Moderator: Benjamin GRAHAM</b>, <i>Senior Evaluation Specialist</i>, ADB</p> <ul style="list-style-type: none"> <li>• <b>Yonathan Setianto HADI</b> (20 min) <i>Deputy Director of Budget System</i>, Ministry of Finance, Indonesia</li> <li>• <b>Lucia Frida WAINER ROMANELLI</b> (20 min) <i>Director of National Budget and Monitoring and Evaluation</i>, Ministry of Budget and Planning, OPP, Uruguay</li> <li>• <b>Solomon MHLANGA</b> (20 min) <i>Director of modernization</i>, Office of the President, Zimbabwe</li> <li>• <b>Open discussion</b> (20 min)</li> </ul>
12:50-14:10	<p><b>LUNCHEON</b> hosted by KDI School <i>Ruby Hall, 22F</i></p>

### Session VI. Public Investment System

This session will discuss the challenges of the Public Investment Systems. The harmonization between Annual Budget, Medium Term Plan and the Public Investment Strategy.

14:10-14:50	<p><b>Moderator: Jong Wook LEE</b>, <i>Consultant</i>, institutions for Development Fiscal and Municipal Management Division, IDB</p> <ul style="list-style-type: none"> <li>• <b>Kiwan KIM</b> (20 min) <i>Executive Director</i>, Public &amp; Private Infrastructure Investment Management Center (PIMAC), Korea Development Institute, Korea</li> <li>• <b>Oscar Javier SIZA MORENO</b> (20 min) <i>Coordinator of Expenditure Evaluation</i>, DNP, Colombia</li> </ul>
14:50-15:00	<p><b>Coffee Break</b></p>
15:00-15:20	<ul style="list-style-type: none"> <li>• <b>Aly COULIBALY</b> (20 min) <i>Director of the Center for Strategic Planning</i>, Research and Monitoring, WAEMU, Mali</li> </ul>

### Session VII. Strategic Planning

This session will discuss the medium term and long term development challenges. The 2030 development goals. Strategic Planning is a powerful tool for sustainable economic growth, job creation and human skills development to support of democracy and social transformation.

\* This session was combined with session 6 due to the absence of one speaker in this session

15:20-16:00	<ul style="list-style-type: none"> <li>• <b>Maria del Milagro MUNOZ</b> (20min) <i>Director of Regional Planning</i>, Ministry of Economy and Planning, Costa Rica</li> <li>• <b>Open discussion</b> (20 min)</li> </ul>
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<b>DAY 4</b>	<b>July 7<sup>th</sup> 2016 Maple Hall(4F)</b>
07:30-09:00	<p><b>Closed Meeting</b></p> <ul style="list-style-type: none"> <li>• KDI School</li> <li>• Asian Development Bank, CoPAsia</li> <li>• African Development Bank, CoPAfrica</li> <li>• CoPLAC-MfDR, IADB</li> </ul>
<p><b>Session VIII. Can domestic resource mobilization contribute to more inclusive development results?</b></p> <p>This session will discuss about domestic resource mobilization including debates on linking the revenue and the expenditure sides of the budget. In addition, we will share ideas on the tax evasion aspect and possible cross-country or regional initiatives to prevent tax evasion.</p>	
09:00-10:20	<p><b>Moderator: Richard HIGHFIELD</b>, <i>Consultant</i> on International Tax Administration, ADB</p> <ul style="list-style-type: none"> <li>• <b>José Angel MEJÍA MARTINEZ DEL CAMPO</b> (20 min) <i>Director of Evaluation, Finance and Public Credit Secretary, Mexico</i></li> <li>• <b>Abdou TAHIROU</b> (20 min) <i>Director of public finance and internal taxation, WAEMU, Niger</i></li> <li>• <b>Tai Pang TAM</b> (20 min) <i>Deputy Commissioner, Hong Kong SAR, Inland Revenue Department, Hong Kong</i></li> <li>• <b>Open discussion</b> (20 min)</li> </ul>
10:20-10:30	<b>Coffee Break</b>
<p><b>Session IX. The role of the private sector in achieving inclusive development results</b></p> <p>This session will discuss about inclusive business. We will share government policies on Inclusive Business which are currently conducted in Asia, Latin America and Africa.</p>	
10:30-12:10	<p><b>Moderator: Armin BAUER</b>, <i>Principal Economist</i>, ADB</p> <ul style="list-style-type: none"> <li>• <b>Gonzalo Martin STRAFACE</b> (20 min) <i>National Director of Public Policies Development, Ministry of Modernization, Argentina</i></li> <li>• <b>Ndri KOUAKOU</b> (20 min) <i>Director of Partnership for access to financing and markets, Ministry of national entrepreneurship, promotion of SMEs and craft, Cote d'Ivoire</i></li> <li>• <b>Ledule BOSCH</b> (20 min) <i>Chief Director, Public service and administration, South Africa</i></li> <li>• <b>Felicitas Agoncillo REYES</b> (20 min) <i>Assistant Secretary, The Board of Investment, Philippines</i></li> <li>• <b>Open discussion</b> (20 min)</li> </ul>
<b>CLOSING REMARKS</b>	
12:10-12:50	<ul style="list-style-type: none"> <li>• <b>Taejong KIM</b> (10 min) <i>Managing Director of Development Research and Learning Network, KDI School</i></li> <li>• <b>Claudia BUENTJEN</b> (10 min) <i>Principal Public Management Specialist, ADB</i></li> <li>• <b>Roberto GARCÍA LÓPEZ</b> (10 min) <i>Executive Secretary, CoPLAC-MfDR, IDB</i></li> <li>• <b>Pierre-Justin KOUKA</b> (10 min) <i>AfCoP Project Manager, AfDB</i></li> </ul>
12:50-14:30	<b>FAREWELL LUNCHEON</b> hosted by Asian Development Bank, <i>Ruby Hall, 22F</i>



<b>DAY 5</b>	<b>July 8<sup>th</sup> 2016</b> <b>SITE VISIT</b> - National assembly - Memorial Hall - National Assembly Budget office - Samsung Innovation Museum
	08:30-09:15 Departure to the National Assembly
	09:15-10:10 <b>NATIONAL ASSEMBLY</b>
	10:10-10:40 <b>Memorial Hall</b>
	10:40-11:30 <b>National Assembly Budget office (NABO)</b>
	11:30-12:10 <b>Lunch at the Korean restaurant</b> hosted by KDI School
	12:10-13:00 <b>IFC Mall (Free time)</b>
	13:00-14:40 Departure to Samsung Innovation Museum
	14:40-16:10 <b>SAMSUNG INNOVATION MUSEUM</b>
	16:10-17:30 Return to the Plaza hotel

## FEEDBACKS

### ■ EVALUATION OVERVIEW

#### 1. Background

Organizers undertook a survey of the seminar and site visit. The main purpose of the survey was to find out what needs to be improved for the future events.

#### 2. Questionnaire

Respondents rated each question on a scale of 1 to 5 where 1 is “Deficient” and 5 is “Excellent”. If a question does not apply to respondents, or if respondents do not have enough information to express an opinion, they can check “No opinion”. Evaluation sheet for the seminar consisted of total 17 questionnaires regarding satisfaction, administrative support, host institution, lodging and presentations. The site visit evaluation sheet consisted of 10 questionnaires regarding usefulness, host institutions, adequate in time, responsiveness of the hosts.

#### 3. Respondents

A total of 27 participants for the seminar and 25 participants for the site visit responded to the evaluation survey. Seminar evaluation conducted the last day of the seminar (July 7) and site visit evaluation conducted at the end of the schedule (July 8).

### ■ SEMINAR EVALUATION

The dominant analysis of the seminar was that it broadened their understanding of MfDR. Participants envisioned applying this information to their own countries’ case (4.54/5.0). Respondents showed South Korea’s presentation was most useful (65.4%) because it gave them an insight of how Korea developed and how recession was dealt. Most of them were satisfied the administrative support (4.76/5.0), host institution (4.88/5.0) and lodging (4.84/5.0).

### 1. OVERALL RATING OF THE SATIFICATION

QUESTIONS	Average (5 point of scale)
Overall usefulness of this activity.	4.44
Extent to which this activity helped you improves your understanding of Effective Management for Development Results	3.96
Extent to which any information you acquired during this activity helped you do your future tasks and projects	4.55
Extent to which any achievement in the network from this activity helped your project	4.08
Extent to which this activity helped you in formulation of a development policy, reform, strategy, project, or plan (of your country or communities.)	4.54
Extent to how you have become familiar/knowledgeable of Korea's development results	4.70

### 2. OVERALL RATING OF ADMINISTRATIVE SUPPORT & HOST INSTITUTION & LODGING

QUESTIONS	Average (5 point of scale)
Overall rating of administrative support	4.76
Overall rating of host institution	4.88
Overall rating of lodging	4.84

### 3-1. OVERALL RATING OF PRESENTATIONS

QUESTIONS	Average (5 point of scale)
Overall usefulness of presentation	4.25
Extent to which this presentation fulfilled your learning needs	3.88
Applicability of presentation contents	3.88
Overall rating of presenter's knowledge	4.16
Overall rating of presenter's delivery	4.04

### 3-2. SESSION EVALUATION

Which Session was the most informative	(%)
Session 1. Korean experiences and perspectives	65.4
Session 2. MfDR a tool for better inclusive development	37.0
Session 3. Developing a Comprehensive Performance-Based Results Framework at Sector Level for inclusive development	44.4
Session 4. Monitoring and Evaluation policy, programs and projects with inclusive results	44.4
Session 5. Recent Developments in Performance Budgeting	29.6
Session 6&7. Public Investment System & Strategic Planning	22.2
Session 8. Can domestic resource mobilization contribute to more inclusive development results?	29.6
Session 9. The role of the private sector in achieving inclusive development results	40.7

#### 4. COMMENTS AND RECOMMENDATIONS ON THE SEMINAR

Participants were impressed with presentations done by different countries and organizations. Many learnt how participant countries implement MfDR, construct related policies and current place. Some responded that presentation on research based management/planning was interesting. Countries' current budgeting condition and methods were considered helpful as well.

Some participants stated the seminar material would be strongly considered and applied during their expenditure review. The knowledge and network built among participants was also chosen as a positive outcome of the seminar, which would come in handy for their future projects.

Some participants comment on the reducing the number of speakers and increasing discussion time. Regarding the method of discussion, most popular proposal was group discussion. Participants predicted that discussion in small numbers would add depth. Another suggestion was inviting related Korean institutions. Notable opinions related to discussion time were inviting other topic related countries and organization using web connection.

#### ■ SITE VISIT EVALUATION

##### 1. OVERALL RATING OF SITE VISIT

Average (5 point of scale)	Usefulness	Host institutions were well- prepared	Adequate in time	Responsive to questions	Overall rating
1. National Assembly	4.56	4.72	4.52	4.58	4.58
2. Memorial Hall	4.24	4.56	4.44	4.37	4.29
3. National Assembly Budget Office	4.76	4.76	4.56	4.54	4.58
4. Samsung Innovation Museum	4.88	4.96	4.61	4.88	4.88

##### 2. COMMENTS ON THE SITE VISIT

Most participants were satisfied with the site visit (4.58/5.0), particularly satisfied with the choice of sites because it was a combination of public and private sectors and picked the knowledge of tour guides at each site as a positive point as well.

The Samsung Innovation Museum was most favored among participants (4.88/5.0), the National Assembly Budget Office (NABO) and National Assembly (4.58/5.0) followed after.

Participants were impressed with every aspect of the Samsung Innovation Museum. In the case of the National Assembly (NABO), participants said there were a lot to learn but the Q&A time was not long enough. The National Assembly was considered interesting as it gave an insight to the history of South Korea.

## PRESENTATION SUMMARY

### SESSION 1. Korean Experiences and Perspectives

#### ■ **UPGRADING THE KOREAN ECONOMY AND INDUSTRY: CHALLENGES AND PROSPECT IN THE POST-INDUSTRIAL, CREATIVE ECONOMY AGE (Cheonsik WOO, Korea)**

The purpose of the presentation is to introduce (i) the brilliant aspects of the Korean creative economy (ii) some worrisome aspects of the Korean Economy today (iii) prospects and Government responses to challenges (iv) the Korea Creative Economy (CE) initiative.

The Korean Miracle was characterized by rapid and steady growth of the Gross Domestic Product (GDP), while also increasing the country's living standards right after the Korean War in 1953. In this connection, high growth rates were achieved during 1970's up until 2010 and thereafter. However, in the year 1997, due to the Asian financial crisis, growth suddenly decreased for a short period of time. Moreover, the Korean share of world's GDP and especially export products strongly increased, being 0.8 percent of the world's total in the early 80's up to 3.03 percent in 2012, demonstrating concrete evidence of progress.

Some relevant facts about Korea in the global context include: ranked 13th country in the world for its PPP GDP in 2013 with specific industry growth in industries such as telecommunications, automobile and technologies. Some of the products exported by Korea nowadays include automobiles, ships, semiconductors, digital home appliances, machinery, steel, petrochemicals and textiles. More importantly, at the very beginning of this development process Korea started imitating foreign technologies in the 1960's and 70's, years later the country was able to develop internal technology industries which allowed to further advance in this field and ultimately promote creative research accordingly

Nonetheless, although Korea's world economic position has gained competitive advantage compared to many other countries in the world, Korea has been facing internal and external development challenges. On the one hand, some of the internal strains faced by Korea after achieving better living standards are the following: (i) stagnant and unstable economy; (ii) weakening industrial competitiveness, gaps against large firms in R&D and human resources substantial widening; (iii) income inequality and job insecurity; and (iv) rapid aging, with low fertility rates. On the other hand, some of the external pressures limiting Korea's rapid growth rate are (i) globalization; (ii) science and technology revolution; (iii) BRICs and other industrializing nations; (iv) trade agreements and (v) North Korean issues and security threats.

Furthermore, some of the changes needed to mitigate the aforementioned risks encompass the following topics to be treated: industrial structure and leading players; market and policy environments; firm behavior/strategy and exterior interaction; polarization across/within industries and firms. Likewise, Korea needs to cross-haul co-development strategies with strategic foreign direct investments, galvanize stagnant domestic players, upgrade and preserve human resources and cultivate emerging markets in social services.

The Creative Economy (CE) Initiative of Korea is looking forward to graving challenges as to pursue creative approaches and responses to some of the challenging current situations. In

order to provide support to this objective Korea has put a strong focus on four pillars, venture/startups; ICT and S&T; Talents/People; and Platforms/Eco-system. In addition, the Center for CE Innovation was launched with 16 centers across 17 regions working towards filling in the gap of Korea's existing economic model. Overall, CE pursues sustainable growth by translating small successes into outcomes and by sharing Korea's positive experiences with other fellow countries all over the world.

Finally, some of the further considerations to take into account include assessing Korea's CE initiative upon specific issues, such as the role and competence of the governments versus firms, decentralization of national governance, economic democracy and fair-business ecosystem, upgrading and localizing universities, and also to muddle through the ongoing trend recession. Even though Korea has been one of the worlds' paragon regarding development success achievements the country has been facing challenges, which some of them are still lingering.

### ■ **FISCAL POLICY AND INCLUSIVE DEVELOPMENT IN KOREA (Sung Yu MOON, Korea)**

The purpose of this presentation is (i) to present the history of Korea's economic and financial change (ii) to expose the role of Government financing (iii) to present the fiscal risk factors (iv) and to explain the future fiscal policy direction.

The history of Korea's economy is marked by four main changes: (i) a remarkable GDP change, though it was slightly affected by 1980's oil choc and the financial crisis of 1997 (ii) fast growth of the country's GDP in comparison to the population growth (iii) a significant change in Korea's trade volume and export volume (iv) and finally, as the first country to switch from "recipient" to "donor", Korea has made significant efforts in decreasing infant mortality rate and in increasing life expectancy.

Korea's GDP change went from a very low starting point to almost 1,500 trillion KRW in 2015. The GDP per capita, population growth, trade volume, infant mortality and life expectancy, and many other variables have presented positive changes in the economy.

Government's finance role in economic development has been crucial for Korea's overall positive experience. The increased financial input was conducive to a virtuous cycle of economic growth. For instance, the financial crisis in 1998 was tackled by the government with a significant increase of government expenditure while expanding the social welfare expenditure, which alleviated the negative economic impact of the crisis.

Moreover, government finance has been useful for inclusive development support to alleviate inequality issues and polarization from financial crisis by increasing expenditure on social welfare, public health and education ranging from an increase of 63% (years 2009-2016). In addition, the introduction of the basic livelihood security act has been able to support the minimum cost of living for all citizens by providing living, housing, medical and education benefits for recipients. The implementation of social policies funded by government finance has mostly been used to introduce and expand free education, health insurance and basic pensions.

However, Korea is facing several fiscal risks that need government attention. The first challenge facing Korea's public finance is the changing population structure. Korea has the world fastest aging society, with predictions to reach a "super-aged society" by 2026, and reaching aged-population by 2060. Secondly, in terms of long-term fiscal outlook, welfare expansion, low-

growth persistence and increase in basic pension are risk scenarios that need serious attention. Thirdly, Korea is facing increasing gender inequality along with concerns about unequal distribution within the society. Fourthly, Korean Government should be cautious with increasing labor market inequality, with increasing indicators of discrimination facing women, youth and non-regular workers. Finally, regarding the 4th industrial revolution led by future technologies, the Government should give attention to expected decrease of labor market share in key sectors as well as increase of the share in future technologies sectors.

From this perspective, what should be the future fiscal policy direction of Korea? The direction will be a combination of sustainable growth, care for future generations and fiscal accountability. Thus, in order to follow this direction, the Government has to (i) support economic and social innovation, (ii) enhance strategic resource allocation (iii) and improve job creation, welfare and education. Hence, fiscal accountability and continuous fiscal reforms are the main tools to accomplish this future vision.

## **SESSION 2. MfDR a Tool for Better Inclusive Development**

### **■ THE ROAD TO TRANSPARENCY: TRACKING FOR PERFORMANCE AND ACCOUNTABILITY (Hanif RAHEMTULLA, World Bank)**

The aim of this presentation is (i) to present the Philippines Open Government Partnership as a Transparency tool, (ii) to address transparency challenges in the Philippines and (iii) to expose the challenges facing the participatory governance in the Philippines.

The recent BREXIT vote showed the fundamental need for trust. Thus, the case of the experience of the Philippines in promoting transparency and accountability are a serious case study to discuss. As one of the eight founding members and signatories of the Open Government Partnership (OGP), the Philippine government demonstrated a clear commitment to and capacity of operationalizing and institutionalizing the Philippine Development Plan. Key OGP commitments include (i) access to information, (ii) Transparency Reforms, (iii) eGovernment and (iv) capacity building and public participation. Thus, the Philippines OGP increased transparency which immediately impacted the reduction of corruption and fraud. By including these commitments in the Open Road experience, Philippines OGP in this project has shown how transparency for roads can lead for better outcomes.

However, the Philippines Open Government is still facing several challenges, as evidenced by the Planning Road Projects. From one side, the unavailability of comprehensive network negatively affects the government planning and investments in road projects. From the other side, in the absence of Government financial management information system, Data about budget tracking is fragmented across systems.

Thus, transparency make makes for better planning, implementation and monitoring of projects by officials and citizens. The main challenge to emphasize on is the sustainability of the Philippines OGP across government in the next administration.

■ **CAPTURING ADB'S SUPPORT FOR INCLUSIVE DEVELOPMENT USING THE CORPORATE RESULTS (Artur ANDRYSIK, ADB)**

The purpose of this presentation is (i) to expose the Asian Development Bank's Management for Development Results (MfDR) Approach, (ii) to present the ADB's current approach to inclusive growth and (iii) to revise the ADB results framework.

ADB's approach for MfDR started in 2008 with the strategy framework introduced for the organization along with the annual report to evaluate monitoring efforts in capturing performance. ADB's approach strives to continually improve its processes and operations so as to reach better standards of performance. The 2020 strategy results framework is divided in 4 levels. Level 1 focuses on the development progress in Asia and the Pacific; level 2 focuses on results from completed operations; level 3 focuses on the performance of new and ongoing operations. So far, results achieved under this scheme cover areas such as transport, water supply and sanitation, land improvements, microfinance, improvements for educational facilities and reduction of greenhouse gas emissions each year. The users and uses of results-based management are internal users (management), board, donors and NGO's, and media and the general public.

ADB's current approach to inclusive growth is based on the strategy 2020: "Foster inclusive growth: A development strategy anchored in the promotion of inclusive growth focuses on two mutually reinforcing concepts: that high and sustainable growth creates and expands economic opportunities; and that broad access to these opportunities ensures that all people, in particular the disadvantaged, can participate in and benefit from growth".

Finally, revising ADB results framework requires observing and ameliorating sustainable growth while responding to new developments, sharpening the framework, and moving beyond 2016. In this regard, the three guiding principles are relevance, efficiency and effectiveness and the biggest challenge for the future is to reduce the number of indicators as to enable the organization to better manage performance with precise measurements.

■ **DEVELOPMENTS IN MfDR IN LAC (Roberto Garcia Lopez, IDB)**

The purpose of this presentation is to expose progress in MfDR in Latin America and the Caribbean(LAC), with a focus on Mexican and Peruvian success cases.

The attempt to move countries in LAC toward managing of the results was challenging. Hence, countries in LAC move faster, which is evidenced with good results inclusive growth and policies. MfDR IN Latin America and the Caribbean was introduced in 2005, with focus on how to implement managing for results and challenges.

MfDR in LAC has four main pillars:

1. Planning for results must be (1) operative, (2) participatory and (3) strategic
2. Budgeting for results must be tailor-made to specific programs
3. Financial management is essential to make proper use of the economic resources
4. Management programs and projects should be focused on monitoring and evaluation connecting all areas related altogether

The Latin American region had a wide variety of countries with different levels of development.

For instance, half of the countries do not have development plans or agendas whereas some others do. More importantly, the Inter-American Development Bank (IDB) provides technical assistance and works hand-in-hand with governments to help them build strong results-management systems.

Among the countries with positive experiences on results-based management we have the cases of Mexico and Peru. Mexico's inclusive programs "moving for results" transformed education, with a better structured budget management, and health in the country, with the development of a National Universal Health Care System, which enabled the nation to increase the coverage and access to the health services nationwide. On the other hand, Peru started later with only a few programs related to health and education, which have been enlarged afterwards. Health's budget has been increased in a way that targets specific problems they were facing thus optimally reduced malnutrition by half. Education improvements were similar as well, at the beginning without results-based management outcomes were not significant but right after starting to work on specific program the results changed drastically. Therefore, we can observe quite outstanding results from these managerial practices.

In sum, the Latin American and the Caribbean region has been working towards fostering instruments to measure and compare countries' development while using open data as part of the indicators. The IDB has been strongly encouraging countries in the region to join the results-based management wave, which already has had positive results in achieving inclusive growth, reducing poverty and increasing health living standards.

### **SESSION 3. Developing a Comprehensive Performance-Based Results Framework at Sector Level for Inclusive Development**

#### **■ PRACTICAL APPROACH TO DEVELOP AND USE A RESULT FRAMEWORK AT SECTOR LEVEL FOR INCLUSIVE DEVELOPMENT (Frederic MARTIN, Canada)**

This presentation aims to provide an overall view upon frameworks, which must be comprehensive for various dimensions of performance and avoid biased approach. Additionally, they should grasp crosscutting issues and avoid silo approach. The second part of this presentation highlights 7 good practices to design and use a results framework at sector level.

A result framework is comprehensive when various dimension of performance are grasped and biased approaches are avoided. We need to differentiate the situation among various groups of society in order to measure inclusiveness. We also need to differentiate the effect of public policies and programs on those groups. The main questions that should be asked to develop and use a results framework at sector level are (i) the usefulness to monitor many indicators and (ii) if the monitoring of many indicators is realistic.

From these questions, we can recommend 7 good practices to design and use a results framework at sector level:

- 1- Use a participatory approach to identify most relevant PIs for given sector, country, and government – demand driven; take into account the needs and capacities of each country and sector.



- 2- Distinguish performance indicators for monitoring and evaluation
  - a. PIs for monitoring with targets to provide focus and measure effectiveness
  - b. PIs for evaluation in depth understanding of theory of change
- 3- Consider PIs for various time horizons to avoid fireman decision-making
  - a. Long run
  - b. Medium run
  - c. Short term
  - d. Consider Scenarios
- 4- Articulate indicators at various planning levels – strategic, programmatic, operational
- 5- Much better to have credible and meaningful information on a few indicators
  - a. Conduct data quality assessments
  - b. Combine qualitative and quantitative data
  - c. Interpret data objectively
- 6- Use the potential of IT for planning, monitoring, evaluation, and reporting
  - a. Combine mobile phone data collection and web-based software
  - b. Combine transactional data bases and analytical systems
  - c. User-friendly interfaces
  - d. Dashboards
  - e. Tables and graphs
  - f. Early warning systems
- 7- Go stepwise
  - a. Start small from what works already in a specific sector
  - b. Develop individual, organizational, and policy-making capacities
  - c. Increase the scope, the level of disaggregation, and the frequency of reporting

In conclusion, data points in a certain timeframe are just elements of reality, hence duly attention to what we can measure and what we cannot should be taken into account. Leadership comes in all shapes in colors, thus inclusive development has many ways and rounds.

#### ■ **PERFORMANCE BASED GRANTS AND INCLUSIVE LOCAL DEVELOPMENT IN BANGLADESH (Suresh BALAKRISHNAN, Bangladesh)**

The objective of this presentation is to present the performance based grants and inclusive local development in Bangladesh. The presentation aims to expose the local development and performance based financing, the performance based grants evolution, local governments' performance assessment and finally the key impacts on inclusive local development.

The UNCDF works with local governments in Bangladesh to improve their access to public resources and domestic capital for accelerating local development. In this perspective, performance based grant is focusing on fiscal decentralization and on enhancing functional assignments to trigger local development in Bangladesh. Thus, the performance based grant framework is a strong tool to bring funds on-budget and harmonize donor support. Moreover, it supplies capacity development and M&E systems to trigger accountability, participation and citizens' access to information.

For these purposes, the UNCDF along with Bangladesh's Government have conducted four

stages in the evolution of performance based grants: (1) piloting the evolution of performance in district level, (2) Government conducted a nationwide scale up, (3) piloting in 2006 the performance based grant and (4) piloting national based grand from 2012.

■ **DEVELOPING A COMPREHENSIVE PERFORMANCE-BASED RESULTS FRAMEWORK FOR INCLUSIVE DEVELOPMENT – THE AfDB EXAMPLE (Pierre-Justin KOUKA, AfDB)**

This presentation outlines how the African Development Bank has been able to move into a results-based management framework and more importantly how this process came into place, challenges faced and outcomes afterwards. The presentation (i) provides information on scaling up the 10-year strategy, (2) presents the redesigned results measurement framework, (3) the 2016 development effectiveness review and (4) the implications for the African Community of Practice.

- Scaling up the 10-year strategy- 2 strategic objectives, inclusive growth and transition to green growth. The bank will strive to deliver light up and power to Africa, feed Africa, Industrialize Africa, and Integrate Africa and improve the quality of life for the people of Africa.
- The redesigned Results Measurement Framework – 4 levels focused on key drivers of performance. These levels are (1) what development progress is Africa making; (2) what development impact are operations making; (3) is AfDB managing its operations effectively; (4) Is AfDB managing it self-efficiently.
- The 2016 Development Effectiveness Review – evaluation of each level thoroughly at an individual level

The focus of the AfCOP strategy is to achieve inclusive growth and transition to green growth in Africa. The 10 year strategy sets ambitious targets to transform Africa by 2025 in terms of People connection, agricultural output, industrial output, intra-African trade and job creation.

The AfDB aims to reach these targets by (i) moving closer to clients in order to enhance delivery, (ii) reconfiguring HQ to support the regions to deliver better outcomes, (iii) strengthening the performance culture to attract and maintain talents, (iv) enhancing business processes to promote efficiency and (v) improving financial performance and increasing development impact.

The redesigned results measurement framework aims thus to increase strategic focus on the five mentioned targets, to improve delivery of corporate priorities and to measure development's impact. Therefore, the African Community of Practice tends to demonstrate the AfDB commitment to support development effectiveness agenda, to build country capacity on MfDR and to assess a regional strategy for the AfDB.

**SESSION 4. Monitoring and Evaluation Policy, Programs and Projects with Inclusive Results**

**■ SOUTH KOREA'S GOVERNMENT PERFORMANCE EVALUATION SYSTEM (Sunhyuk KIM, KOREA)**

This presentation aims to focus upon South Korea's evaluation system, particularly after the economic crisis which led to having stronger institutions.

Government Performance Evaluation started in 1961 by the Prime Minister's Office. In the past, evaluation was only focused on budget assessments rather than in policy assessments. However, policy and program evaluations were put into place afterwards. In this sense, in 2006 the Government Performance Evaluation Act was first enacted by the lead of the Prime Minister's Office as the principal agency in charge.

The purpose of conducting evaluation relies on the fact that it aids government to improve efficiency and accountability of the government administration by evaluation each public organization's performance. South Korea's subjects of evaluation are (1) central ministries, (2) local governments, (3) affiliated public institutions, and (4) other public organizations.

Types of evaluation conducted by South Korea are categorized into two main branches, self-evaluation and special evaluations. The presidential agenda for evaluation takes into account the evaluation on the progress of presidential agendas to manage their plan and schedule; both qualitative and quantitative evaluation; document examination plus field inspection and in-depth interviews. Moreover, annual evaluation includes the evaluation on the progress of central government's policy plan of the year as well as policy and project that need priority control.

Examples of performance criteria and indexes for the regulatory reform are the following: (1) system and foundation of the implementation of "regulatory reform" – examining the initiative of the organizational head, the adequacy of the system itself and benefit/cost analysis, and public relations; (2) performance of "regulatory reform" – examining the level of execution, policy effect, and citizen satisfaction.

In summary, since 1961, South Korea has been operating and managing a sophisticated government performance evaluation system (officially systematized in 2006). There are various types of evaluation depending on their purpose, primary agent, target, and time. Prime Minister's Secretariat (PMS) has the authority to execute the appraisal of policies and projects. Finally, PMS is operating the Government Performance Evaluation Committee for the systemic monitoring and evaluation

**■ TURNING EVIDENCE INTO POLICY: ADDRESSING HEALTH WORKERS ATTENDANCE FOLLOWING AN ABSENTEEISM STUDY IN PAPUA PROVINCE, INDONESIA (Marcia Soumokil, Indonesia)**

This presentation aims to explain the usefulness of M&E approaches to provide better management for government resources. The presentation focuses on the case study of the USAID-Kinerja/Papua Project in Indonesia. This Project was designed to improve local services

through governance innovation by strengthening local government, service providers and civil society in the context of front line service.

The USAID-Kinerja/Papua project aims to improve local services through governance innovation by strengthening local government, service providers and civil society in the context of front line service. The background in Indonesia was characterized by absenteeism, identified as a barrier to quality health service delivery.

The intervention of the USAID-Kinerja/Papua project was conducted through four interventions: (i) surveys on health workers absenteeism, (ii) operational policy barriers workshops, (iii) technical assistance to local government to formulate and implement operational policy solutions and (iv) policy assessment to explore progress of implementation. Findings intended to drive “operational policy barriers analysis” – a analytic policy dialogue method for evaluating feasibility of possible solutions.

Objective studies were implemented to measure health provider absenteeism, as well as to understand absenteeism from perspectives of health workers, health center heads and community members and leaders. Data was collected from a survey conducted in May/June 2014 and interviewed 577 doctors, nurses and midwives.

The study on health workers absenteeism has found large inter-district differences in absenteeism rates and multivariate analysis results. Secondly, the operational policy barriers workshop identified the common absenteeism causes, such as poor job performance of health center head; high fare for health worker transport to the health center and poor health center facility condition. Thirdly, the technical assistance to local government in formulating and implementing operational policy solutions was conducted with local governments and civil society groups along with multi stakeholders. Finally, the policy assessment has found potential barriers for implementation of operational policy solutions.

In conclusion, it is important to support local policymakers to determine policy options and select the preferred policies based on initial assessment. Additionally, all stakeholders should be involved in determining solutions and the monitoring, to promote ownership and a readiness to act.

■ **MONITORING, EVALUATION, AND INFORMATION SYSTEMS FOR SOCIAL PROGRAMS AND INVESTMENT INITIATIVES (Fernando Cartes MENA, Chile)**

This presentation aims to outline the role of the social evaluation department from Chile’s government experience as well as the value of monitoring and evaluation social programs to increase accountability, ownership and bolster confidence on the tools for design, monitoring, and evaluation of social policies and programs, as well as investment.

The main role of the social evaluation department in Chile is to provide insight in the design of social policies and programs that target issues such as poverty and vulnerability to overcome inequalities.

The Ministry of Social Development of Chile, under the law 20, 530 has been designed to provide recommendations on social programs, monitor the management and implementation of the social programs, and evaluate the investment initiatives. This ministry covers four areas:

discussion and adoption, execution, evaluation, and formulation. In this regard, reports coming from the ministry must be consistent, coherent, and relevant as to be considered for the budget allocation decisions and financial planning.

Challenges faced whilst taking over evaluation of new and extensively reformulated social program have been the following: (i) Make further progress on effective coordination of monitoring and evaluation instruments across stakeholders, (ii) Improve technical assistance to social program designers, and (iii) Generate timely and quality information for decision making in the public sector.

In order to face these challenges Chile's government has divided monitoring and evaluation accountability and functions between the Ministry of Finance, in charge of budget formulation and execution, and the Ministry of Social Development, in charge of ex-post evaluation and technical economic analysis.

In conclusion, a National Investment System (SNI) has been created to provide a standard framework for Chile. Yet, come of the challenges of SNI are to strengthen the role of the Ministry of Strengthen the role of the Ministry of Social Development as the ruling entity of SNI; Improve project formulation and evaluation methodologies; Institutionalize Ex-post Evaluation: Support the formulation and evaluation of presidency's goals.

■ **MONITORING AND EVALUATION POLICY, PROGRAMMES AND PROJECTS WITH INCLUSIVE RESULTS (Albert BYAMUGISHA, Uganda)**

The purpose of this presentation is to acquire an overview of Uganda's monitoring and evaluation mechanisms. Uganda is a sovereign state and a republic with a government structure of 16 sectors, 64 ministries, 133 local governments and 1,382 sub counties.

The National M&E framework is driven by the M&E Policy working 'to improve an inclusive design, management and assessment of policies and programs. The National M&E policy delineates the roles and responsibilities of the various players including LGs, LLGs particularly on the involvement of the communities.

The "Baraza" initiative was launched in order to empower stakeholders to encourage demands for accountability and transparency. This initiative aims to include communities in planning, design and implementation of national policies and programs. The National Development Plan (10 years) commits to improve Uganda's monitoring and evaluation systems by improving decision-makers' participation in policy making. Thus, ministries and local government performance is tracked through annual and half-annual assessments by producing reports using outputs' analysis and financial analysis.

Nowadays, monitoring and evaluation in Uganda are positively viewed by key stakeholders. From this perspective, Uganda has to improve inclusiveness in monitoring and evaluation based on capabilities, and on external supports such as from the African Community of Practice.

Looking into the future Uganda's government is committed to improve its monitoring and evaluation systems by using evidence for decision making and policy. Finally, Evaluations are beginning to be viewed positively not just as a punitive exercise but with positive comments and ownership by departments and stakeholders.

■ **M&E OF POLICIES, PROGRAMS AND PROJECTS WITH INCLUSIVE RESULTS: IMPLEMENTATION OF M&E SYSTEMS FOR BETTER DECISION MAKING PROCESS BASED ON EVIDENCE PRACTICES THAT ARE WORKING IN KENYA (Samson Masese MACHUKA, Kenya)**

This presentation aims to provide an outline of Kenya's national M&E policy, putting highlight on the need for a national M&E policy, contents of the national M&E policy, and selected instruments for real time reporting and general conclusions from the country's experience.

The national M&E policy of Kenya aims to promote accountability, transparency and good governance by delivering better services to Kenyan citizens. The National M&E policy objective is to support the "Kenya Vision 2013", which aimed to reach MDG goals, and now to reach the SDG goals. Thus, the National Integrated M&E system (NIMES) provides to the government with reliable mechanism and framework for measuring and reporting on progress of national programs and policies.

With regards to The Kenyan M&E policy uses several instruments in conducting monitoring and evaluation:

- (i) **E-ProMIS**: captures all public sector projects and programs.
- (ii) **Social Budgeting**: to push for increased budget consideration for social sectors
- (iii) **Social Intelligence Reporting (SIR)**: assess development efforts for purposes of improving on service delivery. Also, captures weaknesses in service delivery.
- (iv) **Dashboard to support real-time reporting**: supports real-time reporting on implementation progress of policies and programs.

In conclusion, Kenya is a country that was relying on donor support. However, the country aims to rely on current and future generations. Thus, the National M&E policy aims to foster transparency, accountability, ownership, credibility, partnership and collaboration in order to reach inclusive development.

**SESSION 5. Recent Developments in Performance Budgeting**

■ **ARCHITECTURE AND PERFORMANCE INFORMATION (ADIK) : A Bridge To Improve Quality Of Performance Based Budget Implementation In Indonesia (Yonathan Setianto HADI, Indonesia)**

This presentation aims to suggest some ideas upon improving the quality the performance of M&E systems with particular focus on budgeting in Indonesia.

There are three pillars conducting the budget allocation system : a unified budget, PBB and MTEF. From 2009 to 2012, Indonesia aimed to link output to input in strategic outcome. Because of large number of outputs and difficulties in measuring performance information, the ADIK was developed in 2014 and later on applied to 2016 budget. The ADIK architecture and performance information introduced new initiatives such as IT support in order to assess quality of performance based budget implementation.

ADIK aim to improve efficiency and transparency to the public, and thus will be enforced in 2017's budget. In this sense there are two major factors to be considered, (i) output will be categorized as external (ii) and internal when output beneficiaries are internal organizations and bureaucracy. Furthermore, Applying Architecture and Performance Information in Budget is supported by IT system called ADIK Application. Therefore, the ADIK allowed a better document budget by providing better performance information, an easy performance evaluation and a better MTEF by setting a better baseline from output standardization.

■ **RECENT ADVANCES IN BUDGETING FOR RESULTS in URUGUAY (Lucia Frida WAINER ROMANELLI, Uruguay)**

This presentation aims to present Uruguay's experience with long term budgeting, challenges, action plans, benefits achieved and pending issues to be taken care of in the future.

First of all, the multi-annual program-based budgeting served to support the strategic direction of the country while providing a long term structure of the country's agenda, as well as to include budgets within government plans, which allows to have an integrated strategic and financial planning structure for results based management. This new approach of results based management was implemented due to the following reasons: (i) Fiscal discipline (deficit, debt, growing expenditure), (ii) Need to express plans and programs that go beyond the fiscal year, express the Government's medium-term plans in budgeting terms (iii) Need to orient the budget towards the achievement of results and (iv) Ensure a minimum degree of stability for public policies

Some of the characteristics of the national budget are the following: (i) it is multi-annual with the possibility of annual adjustments; (ii) the executive branch is in charge of the initiatives; (iii) the legislative branch is in charge of the approval; (iv) the coverage is responsibility of the central administration. Moreover, the public management cycle encompasses the planning, budget, transparency, implementation and M&E. Some of the recent changes implemented by the government are the identification of programmatic areas and the redefinition of budget programs. Additionally, the information systems have been playing a key role in the M&E system of the government and it is managed by the Ministry of Economy and Finance.

The benefits of changing into results-based management are: (i) increases the link between planning and budgeting and between the objectives achieved and the resources allocated; (ii) incorporates a functional perspective to the budget; (iii) created the conditions for proper evaluation; and (iv) increases transparency and accountability.

In terms of the benefits regarding the multi-annual budgeting are: (i) analysis of projections and fiscal behavior beyond the current situation; (ii) reduces the uncertainty regarding the future behavior of public accounts; (iii) increases the transparency of the government plan; and (iv) increases control over the expenditure. However, this change also has disadvantages such as greater administrative burden, outdated due to volatile political economic context and loan rigidity

Finally, some of the challenges faced by the Uruguayan challenges are:

- Improve the plan-budget link
- Improve quality of the information
- Promote performance for budget allocation measures

- More focus on anti-cyclical policies
- Change from cash basis accounting to accrual accounting

Thus, the main challenge for Uruguay will be linking objectives and targets incorporated in budget programs for sustainable development.

■ **PROGRAMME BASED BUDGETING: THE CASE FOR ZIMBABWE (Solomon MHLANGA, Zimbabwe)**

This presentation aims to provide better understanding regarding the fiscal policies taken by Zimbabwe to achieve greater development. Zimbabwe adopted a multi-currency scheme in 2009, due to chaotic high inflation rates, thus becoming dollarized, gaining price stability and substantive economic recovery. Nonetheless, economic growth has been supported by mining and agriculture sectors.

Fiscal policy measures by Zimbabwe were implemented along with a cash budgeting framework. Also, the government started to target a zero primary cash balance in fiscal operations and the weakness of public investments was exacerbated by the low borrowing capacity as a result of high public debt overhang.

Results Based Management (RBM) started in February 2005 and focused on the appropriate and timely achievement of the national goals and objectives thru promoting strategic planning, systematic implementation and resource utilization, performance monitoring, measuring and reporting and systematic utilization of performance. In this connection, in fact, the RBM incorporates (i) Results based budgeting, (ii) Personnel performance, (iii), Management information system (e-government) and (iv) Monitoring and evaluation system.

In addition, Program Based Budgeting (PBB) was introduced as a mechanism of strengthening the linkage between planning, budget implementation and results by structuring the budget according to a program-based approach. More specifically, PBB strived to improve the prioritization of expenditure in the budget, encourage line ministries to improve the efficiency and effectiveness of service delivery, and classify the expenditure to turn the budget into an instrument for explicit choices about expenditure priorities.

Finally, this new approach allowed Zimbabwe's government to achieve better structures, define objectives, outcomes and outputs, and map 2015 budgets according to the budget structure.

**SESSION 6. Public Investment System**

■ **PUBLIC INVESTMENT MANAGEMENT SYSTEM IN KOREA (Kiwon KIM, Korea)**

The presentation purpose is (1) to present the role of public investment management in Korean economy, (2) to explain the system of public investment management (PIM) in Korea, (3) to present KDI PIMAC(Public and Private Infrastructure Investment Management Center)'s role and (4) to expose the implications for inclusive growth.

The demand for public expenditure has greatly increased as Korean economy has been growing along the years. After 1990, demand of expenditure on social welfare and infrastructure has been rising. Due to the lack of reliability of public spending and lack of "check and balances" the



government decided to introduce results-based management in the public sector to provide more transparency and preciseness to governments investments decisions.

After the financial crisis in 1997 the policies for public investment management changes as well. The new focus was introduced at the end of 1999 with monitoring and evaluation functions for both ex-ante and ex-post phases of the projects. This new expansion and paradigm for investments bolstered the public private partnerships to bridge the demands between the market demand and supply.

The process of public investment management has been built as follows:

1. **ex-ante** → planning, preliminary feasibility study and feasibility study
2. **Intermediate** → draft design, blueprint design and land acquisition/construction
3. **ex-post** → operation/maintenance

The system of PIM in Korea introduced several key measures since 1994: Total Project Cost Management(TPCM), Preliminary Feasibility Study (PFS), Reassessment Study of Feasibility (RSF), In-Depth Evaluation of Budgetary Program (IEBP), Reassessment of Demand Forecast (RDF) and Performance Evaluation (PE). Another key measure of PIM in Korea is the PPP Act revision in 1999 and amendment in 2005 which shifted the PPP implementation focus towards social infrastructure.

The main actors in the implementation procedures of PFS three institutions have an active role: line ministry, ministry of strategy and finance, KDI PIMAC. In order to conduct evaluation and management of public investments projects, the Public Private Infrastructure Investment Management Center (PIMAC) was founded as an affiliated body of Korea Development Institute (KDI). PIMAC is one of the few organizations that are covering the national-level project appraisal and management for public SOC investment as well as PPPs within one organization. PIMAC's mission is (i) to provide public project appraisal and related research, (ii) to evaluate and manage PPP projects and (iii) conduct to ex-ante evaluation of large projects of State Owned Enterprises (SOEs).

In conclusion, some of the implications for inclusive growth are the following: (1) access to infrastructure is one of the key factors that make the social inclusion possible in many developing countries; (2) the question is not whether but how to mobilize resources for the infrastructure investment that is required for development; (3) Korea is one of the few countries that have succeeded in achieving economic growth in a relative inclusive way; (4) KDI PIMAC is keen to expand its global networks with national or international organizations working in public investment and PPPs.

### ■ **Improving the quality of Public investment in Colombia (Oscar Javier SIZA MORENO, Colombia)**

This presentation aims to share the Colombian experience in improving the quality of public investment. Macroeconomic, fiscal and social indicators of Colombia have improved significantly since 2002. However, recent increases in investments have not resulted in productivity increase. In fact, higher spending does not necessarily mean better results. Moreover, external conditions have changed, such as increasing world oil prices, which significantly impacted government revenues. Between 2010 and 2015, even though poverty decreased by 9.4%, poverty level gaps between rural and urban remain too high. Thus, the challenge for Colombia is to reduce socioeconomic gaps through smarter more effective investment.

The National Development Plan (2014-2018) was designed as response to socioeconomic gaps within Colombia. The NDP structure responds to the country's greatest challenges through six sectorial strategies that aim to materialize the Development Plan vision. Moreover, six regional strategies with region-specific guidelines were followed. The NDP's innovations are explained in terms of results orientation and "closing the gaps approach".

Improving planning, targeting and multi-level coordination of PI have been possible thanks to four approaches: (1) Multipurpose Cadaster for strengthen planning, revenue generation and spending prioritization in municipalities and regions; (2) Modern Land Use Plans National Program, a tool to improve decision making and quality investments ; (3) Contract Plans help boost coordination, effective delivery and impact; (4) DNP's Quality seal for project structuring as well as implementing a score evaluation system.

The National Development Plan of Colombia has been based on robust budget management and strengthening techniques. Within Colombian budget institutions, management and harmonization of national budget and its plans are designed upon annuity principle. The challenge for Colombia is to improve techniques both at national and subnational levels, and to ensure cash flow of long time projects.

■ **CHALLENGES OF WAEMU COMMISSION IN MULTIANNUAL BUDGET PROGRAMING AND MFDR IN IMPLEMENTING OF REGIONAL PROGRAMS AND PROJECTS (Aly COULIBALY, Mali) – *Défis de la commission de l'UEMOA en matière de programmation budgétaire pluriannuelle et de GRD (Gestion des résultats de développement) dans la mise en œuvre des programmes et projets régionaux (French)***

This presentation aims to present an overall view of the West African economic and monetary union and the objective of the treaty. Likewise, to present the investments and common policies of the union while focusing on the case of regional economic programme (PER). Last of not least, the main challenges faced by the West Africa region.

Development of the financial regulation of institutions: financial regulation has motivated great innovation thus the swift to the budget for results. In this regard, the governments have been elaborating budget by policy; ensuring regularity, reliability and transparency of budgetary, financial and accounting operations for the institutions of the union; improving transparency, accountability and responsibility.

In 1994, 8 states were united as "WAEMU" from West Africa (Benin, Burkina Faso, Ivory Coast, Guinea Bissau, Malu, Niger, Senegal and Togo). The 8 member states share a common currency - Franc CFA (XOF). WAEMU's total population is about 110 million inhabitants, who share the same culture and language. The WAEMU's main institutions are: the Commission (Executive), Court of Justice, Court of Auditors and a Parliament.

The WAEMU Commission intervenes in the implementation of community projects structuring and system integrators through:

1. Two structural funds: the Fund for Regional Integration (FAIR) and the Regional Fund for Agricultural Development (FRDA);
2. Leverage key: Regional Economic Program (PER) (with programs and projects at national and regional levels).

The objectives of the WAEMU are: (i) strengthen the competitiveness of economic and financial activities; (ii) ensure performance and convergence of the economic policies; (iii) create, between the Member States a common market; (iv) protect the right of establishment of persons engaged in an activity or employed; (v) harmonize, for the proper functioning of the common market.

On the other hand, some of the difficulties faced by this union at the regional level have been the following: (1) control of emergencies of the conference of heads of state and government; (2) better linkage between strategy and investment for the promotion of good economic governance; (3) difficulties to follow the great guiding principles of the process of regional integration in west Africa.

In conclusion, some of the pitfalls while achieving development are the difficulties to harmonize the regional strategic choices. Also, there are multiple challenges related to the availability of reliable data in all phases of design, funding, budgetary programming, implementation, monitoring and evaluation. In order to tackle all these issue policies and programs should be based on rigorously-developed documents; implement the recommendations of the study on the rationalization of the institutions with the general objective to produce a strategic reflection; continue the efforts of awareness, communication and training at all levels; have a political leadership for results based management; avoid immediate exploitation of available funding opportunities.

## **SESSION 7. Strategic Planning**

### **■ National Development Plan (NDP) 2015-2018 – Costa Rica (Maria Del Milagro MUNOZ, Costa Rica)**

The purpose of this presentation is (1) to define the National Development Plan in the Public Management, (2) to explain the orientations and compromises of NDP 2015-2018 (3) and to present the formulation of Costa Rica's NDP.

"Costa Rica's NDP is the guiding framework for government actions that promote national development, structured every four years corresponding to the entrance of the elected government". The leading public sector institution in charge of managing this plan effectively is the MIDEPLAN with coordination from the National Planning System.

The NDP has three pillars, (1) spur economic growth and generate more and better jobs; (2) reduce inequality and eliminate extreme poverty; (3) fight against corruption and the strengthen of a transparent and efficient government.

The formulation and budgeting of the NDP must incorporate:

1. Public resources allocated according with strategic Government activities and priorities
2. Public investment program of medium and long term based on relevance, ex ante evaluation and "maturity" of the program
3. Programs and projects with budgetary allocation

The NDP formulation is structured by three main actors (i) Regions, territories and cantons; (ii) Institutions and (iii) sectors. The three actors' formulations converge into proposals and contributions from public and private stakeholders.

Monitoring of NDP targets is done quarterly, semiannual and annual. In this sense, it is done with defined methodologies and will be implemented through the nodes of the National Planning System. The different aspects to evaluate are inputs, activities, outputs, outcomes and impacts.

In conclusion, the NDP 2015-2018 supports development of results-oriented management, long term planning as part of the NDP, targets in all levels that can have regional dimension. On the other hand, NDP must consider the budgetary allocation/plan, objectives must be evaluable in all levels, and there must be technical information for every indicator.

## **SESSION 8. Can domestic resource mobilization contribute to more inclusive development results?**

### **■ WEST AFRICAN ECONOMIC AND MONETARY UNION (Abdou TAHIROU, Niger) – Union Economique ET Monétaire Ouest-Africaine.**

This presentation aims to present how the local mobilization of resources has been contributing to the regional development of West Africa. The topics to be treated in this presentation are (i) focus on the West African Economic and Monetary Union (WAEMU), (ii) rationalization and domestic resources mobilization, (iii) contribution of public finance reform in inclusive development results.

WAEMU's goal is to create a harmonic space for mutual integration with free movement of populations, goods, services, capital and businesses. In order to get more resources to fight poverty and reach development, the WAEMU first strategy concerns rationalization of inland tax and custom legislations. Moreover, the Union aims to ensure resources mobilization through a fiscal transition program in order to reinforce inland tax in relation with member states economies. The resources mobilization is made by improving tax collection, by ensuring more collaboration between customs and fiscal administrations and by reaching international standards on transparency and exchange of information.

The rationalization of inland and tax legislations need to be harmonized between member states. The introduction of Value Added Tax (VAT) started with one rate in 1998 and then changed to two rates in 2009. Moreover, WAEMU created two mechanisms related to tariffs: setting of a common custom area with same taxes and trade liberalization.

The goal of this transition is to improve tax collection by getting a larger and mastered tax base; taxing informal activities; reducing tax exemptions; implementing more skills in order to improve the telecommunications system.

Concurrently to domestic resources mobilization, WAEMU makes reforms in public finance in order to improve transparency and efficiency. WAEMU works to reinforce transparency in public finance management and to improve public expenditure's efficiency.

In conclusion, WAEMU is expecting further benefits from the reforms. On the one hand, civil servants are receiving benefits since under this new system it is clearer to see the objectives as well as to break the fractionalization among member states. On the other hand, citizens are also benefiting since this reform allows to increase the quality of public services and likewise to reduce inefficient public expenditures.

■ **FEDERAL BUDGET PROPOSAL 2016 RE-ENGINEERING OF PUBLIC SPENDING (José Angel MEJIA MARTINEZ DEL CAMPO, Mexico)**

This presentation aims to explain how results based management has been able to allocate better resources with a strong focus on Mexico's situation. Some of the macroeconomic events that have impacted public finances in Mexico are (1) slowdown in the petroleum industry, thus revenues have decreased. The tax reform in 2013 has been favorable to offset this shock; (2) non-oil revenues have driven a higher level of public sector revenues despite the drop sustained by oil revenues.

In this context, maintaining sound public finances is critical to ensure Macroeconomic Stability in the short and medium run. Thus, the federal government had three options to deal with this macroeconomic problem: higher taxes, higher public debt or lower spending. Finally, the government opted for the last option which impacted heavily depending local government on federal government budget.

The budget proposal in 2016 took into account four pillars: (i) programs prioritizing by opting for a social development-oriented budget; (ii) personal services and organizational structures, thus by downsizing inter-sectorial structures and redesigning core areas; (iii) operating expense by reducing operating expenses; (iv) and investment programs and projects, by prioritizing investments programs and projects.

Furthermore, the budget's orientation towards a more inclusive social development has been based on two objectives: (a) reduce poverty and (b) increase effective access to social rights.

Regarding the first pillar, program prioritization, the government priorities have been: national security, science and technology and higher education and culture. Similarly, the second pillar, has been focused on downsizing structures to reduce spending. The third pillar put emphasis on reducing the operating expenses as to foster reallocation of the budget resources available for core programs. Lastly, the fourth pillar has been keen on identifying the investment needs regardless of business-as-usual scenarios of previous fiscal years to ensure the optimal allocation.

■ **Public Financial Management in Hong Kong (Tai Pang TAM, Hong Kong)**

This presentation aims to present an overview of the fiscal policy covering revenue collection and tax administration in Hong Kong and how the government has been able to maintain transparency over the years. Article 107 of the Basic Law has set the standards for achieving a fiscal balance and well manage the budget.

The Hong Kong SAR follows the principle of keeping expenditure within the limits of revenues in drawing up its budget. Hong Kong also strives to achieve a fiscal balance, avoid deficits and keep the budget commensurate with the growth rate of its gross domestic product.

From this legal perspective, the Inland Revenue Department of Hong Kong is an administrative department under the financial services and treasury bureau. This government office strives to be an excellent tax administration agency playing an important role for Hong Kong's prosperity and stability.

Effective tax administration requires a robust legal framework by providing clear and rigorous laws and seeking changes if inadequacies are identified. Moreover, the use of information

technology has enhanced transparency and performance while reducing costs and meeting quality service.

With regards to the exchange of tax information, Hong Kong's Automatic Exchange of Information (AEOI) is a systematic and periodic transmission of "bulk" taxpayer information by the source jurisdiction to the residence jurisdiction concerning various categories of income.

The Base Erosion and Profit Shifting (BEPS) refers to tax planning strategies that exploit gaps and mismatches in tax rules to artificially shift profits to low or no-tax locations where there is little or no economic activity, resulting in little or no overall corporate tax being paid. The BEPS action plan has three main pillars: (1) introducing coherence in the domestic rules that affect cross-border activities; (2) reinforcing substance requirements in the existing international standards; and (3) improving transparency and certainty for business that do not take aggressive position. Countries and jurisdictions upon joining the framework are required to commit to the comprehensive BEPS package and its consistent implementation. Implementation may differ to reflect the level of development of countries.

## **SESSION 9. The Role of the Private Sector in Achieving Inclusive Development Results**

### **■ Industrial Districts in Argentina and Development Results (Gonzalo Martin STRAFACE, Argentina)**

The purpose of this presentation is to (1) share the experience of Argentina in Results-Based Management and Public Commitments, (2) to present case-study of Buenos Aires city, (3) and to share Argentina's experience in Human Resources Improvement.

Argentina's republic has three powers executive, legislative and judiciary. It's a federal system with 1 national administration, 24 provinces and 2,400 governments. The advantages are closeness, diversity, autonomy and specifics. Disadvantages are bigger administrative structure, atomization and overlapping.

Results-based management and public commitments of Argentina are characterized by a brand new change management evolving planning, results and quality. Argentinian results-based management incorporates five key elements: (i) incorporation and strengthening of planning systems; (ii) organizational re-engineering, administrative and control processes; (iii) strengthening monitoring system goals; (iv) citizen and performance commitments; (v) and quality management.

The case study district in Buenos Aires consists on the Tech District built to develop the southern of the city. The main issues were to improve south neighborhoods and ITC industry. Some of the goals targeted were the following: (i) promote the ITC industry of high value added; (ii) develop clusters with cultural identity; (iii) economic development under the new paradigm of the information society; (iv) social inclusion of certain sectors of the citizenship, urban development and improvement of the infrastructure; (v) incorporation of infrastructure and developed transport systems. Moreover, this spurred inclusive development in terms of security, connectivity, employment, education and public areas.

The Argentinian strategy of Human Resources improvement the establishment of "Escuela Superior de Gobierno" aims to provide quality training to the senior public management focusing on managerial skills and case studies from real life experiences. It is based on trained

and proud employees coupled with teamwork, recognition and high standards.

Argentina's experience in inclusive development has led to development of individual sense of leadership, dialogue, commitment, proactivity, honesty, effectiveness. These positive characteristics have positively been incorporated in the organizational level.

■ **THE ROLE OF THE PRIVATE SECTOR IN ACHIEVING DEVELOPMENT RESULTS: CASE OF CÔTE D'IVOIRE, Small and Medium Enterprises in Ivory Coast (Ndri KOUAKOU, Cote D'ivoire)**

The aim of this presentation is to present the outline of SMEs diagnostic in Côte d'Ivoire and government responses. The presentation starts by an overview explanation of Côte d'Ivoire's key elements, such as a remarkable average growth of 8.9% although the country has been struggling with a serious political crisis. Ivory Coast is a country with the following characteristics:

- 362,000km<sup>2</sup>,
- 23 million people in 2015,
- High poverty rate (48% in 2009 and 45% in 2015),
- Growth rate of GDP (average of 8.9% since 2012),
- Important role of agriculture in the economy

After Côte d'Ivoire's political crisis, the Ministry of National Entrepreneurship, craft and promotion of SMEs issues a strategy for SMEs development called "Phoenix program". The "Phoenix Program" launched to develop strategically the SME's has the vision to « create a critical mass of competitive and dynamic SMEs that contribute significantly to inclusive socio-economic development of Côte d'Ivoire».

According to a recent study, in Côte d'Ivoire the business environment is largely composed of SMEs (80%). However, the government aims to address responses to low contribution of SMEs to GDP (18%) and to employment (26%).

On another note, the main weaknesses of SMEs are (1) access to financing and market is very slow; (2) technical and managerial capacities are weak; (3) the business environment is not incentive,; and (4) lack of entrepreneurship culture and innovation. Due to these factors there's a high mortality rate of SME's, a large informal sector, a very low tax rate in the economy, and a low investment and high level of poverty.

In fact, these challenges impact negatively the country's economy, with high mortality rate of SMEs, large informal sector, very low tax rate and low investments.

In these conditions, what are the Government's strategies to make development more inclusive? The Phoenix program intends to « create a critical mass of competitive and dynamic SMEs that contribute significantly to inclusive socio-economic development of Côte d'Ivoire. It is also a Consultative Committee between public and Private Sectors, with high demands for accountability and transparency from stakeholders.

In the future, this plain will be joining the movement AFRIK4 following the line of managing for development results (MfDR). Additionally, the community will have 4 platforms comprising the public administration, the parliament, the youth and the civil society and the private sector.

Finally, the project of AFRIK4R is to organize a high-level workshop for the members of the

government, share experiences, and perform mid-reviews and the fast results initiative. Similarly, the Government plans to invite the federation of small businesses (FIPME) to join the movement of AFRIK4R as well, in order to foster inclusiveness of SMEs.

■ **THE ROLE OF THE PRIVATE SECTOR IN ACHIEVING DEVELOPMENT RESULTS: “A CASE OF SOUTH AFRICA” (Ledule BOSCH, South Africa)**

This presentation aims to expand on the role of public-private partnerships to foster development. South African case will be presented, history and future paths to be followed. Also, how inclusiveness is being monitored and evaluated, and the role of businesses in this matter.

In brief, South Africa is classified as a middle income developing country with 55 million people. There are tremendous social challenges such as poverty, unemployment and inequality. Moreover, South Africa has a large and sophisticated economy, and is recognized for having a number of sound and effective financial systems. A critical historical factor was the pre 1994 - Apartheid regime, in which black South Africans were legally excluded from any political and economic participation. Thus the 1st democratic era which dawned in 1994 brought hope for equality, employment and other opportunities.

The supreme question to address is whether there is an established understanding of the concept “inclusive growth” that could guide policymaking in South Africa. The reality in the country shows that there is “confusion” in defining development as inclusive or exclusive. The reason of is because everybody seems to endorse inclusive growth as it appears to integrate concerns about unemployment, poverty and inequality with the promotion of economic growth. The reality is that the term “inclusive growth” in South Africa appears to mean different things to different people, for instance:

1. Increased employment and labor intensity;
2. Increased public sector employment or employment schemes;
3. Better social outcomes (health, education etc.) due to improved public services to the poor;
4. Increased social protection and social welfare and
5. Increased integration of the second economy

In order to measure the inclusiveness of growth in the Republic of South Africa the government uses an inclusiveness index at the International Policy Centre for Inclusive Growth. This index includes three equally weighted components, two outcome based (poverty and inequality) and one process-based (employment participation). In this sense, South Africa has an inclusiveness index of 0.75 meaning that the country has a very low degree of inclusiveness compared to other developing countries due to low labor absorption rate and high income inequality, making South Africa one of the most unequal countries in the world.

The country’s strategic initiative to tackle these socio-economic issues is comprised in the South Africa’s National Development Plan (NDP) 2013: “In 2030, South Africa’s economy is inclusive and dynamic. The fruits of growth are shared fairly. The economy has close to full employment, equips people with skills they need, ensures the ownership of production is more diverse and able to grow rapidly, and provides resources to pay for investment in human and physical capital”.

However, the success of this plan relies on stakeholder’s involvement and a “shared growth” approach. For this reason the government is forging partnerships with the private sector for



infrastructure, entrepreneurship and skills development projects as to pick up inclusive development over the medium term. The objective is for government and business to work together to drive competitiveness and promote long-term inclusive development growth, as well as creation of jobs. The NDP's vision is to see sustainable accelerated development for a more inclusive society. In conclusion, without businesses, NDP goals cannot be achieved thus it is crucial to strengthen business-government relationships to create new jobs.

■ **INCLUSIVE BUSINESS IN THE PHILIPPINES (Felicitas Agoncillo REYES, Philippines)**

This presentation aims to present Philippine's government agenda whilst including the businesses to be part of the inclusive development process.

Firstly, Philippine's Economic Agenda strives Promote rural and value chain development toward increasing agricultural and rural, enterprise productivity and rural tourism. The Philippine economy has experienced the fastest growth in the last five years averaging at 6.2% GDP with Investment Grade ratings from 5 credit rating agencies. The new administration laid out a 10-point socio-economic agenda to support and guide policies and programs to be put in place. Yet, the challenge of ensuring decent jobs and affordable services targeted specifically to the poor and low income requires us to go beyond traditional practices and synergize with key stakeholders. One innovative solution that leverages on public-private sector partnerships for quality growth is Inclusive Business or "IB".

IB models are business models that provide the poor and low-income with decent work opportunities and/or access to basic services. Many IB models integrate small, micros, and cooperatives closely in their value chains. IB models successfully marry economic returns and social impact. In this regard, some IB models implemented by Philippines have been the (i) fast food giant, sourcing 25% of onions from local farmers; (ii) high-quality cacao producer and marketer, engaging local coconut farmers; and (iii) multinational company, sourcing 30% of Robusta coffee beans from local farmers. The IB models provided farmers with technical, capital, and financial assistance and worked with partners to augment resources and expertise.

Some of the challenges encountered in this program have been: (1) building the business case for IB and changing mindsets from philanthropy to viable IB models; (2) questions on specific policy instruments; and (3) inclusivity of IB towards MSMEs (Micro Small and Medium Enterprises).

In conclusion, recommendations for governments to make more inclusive development while incorporating the private sector and partners are: (1) Identify and empower a champion in the government who will drive the agenda; (2) Leverage an inter-agency coordinated and integrated approach in the IB ecosystem; (3) Make the private sector part of the system and understand their needs and solutions.

## SITE VISIT REPORT

<b>Date</b>	<b>July 8<sup>th</sup> (FRI), 2016 08:30-17:30</b>
<b>Places of Visit</b>	<ul style="list-style-type: none"> <li>- National assembly</li> <li>- Memorial Hall</li> <li>- National Assembly Budget office</li> <li>- Samsung Innovation Museum</li> </ul>

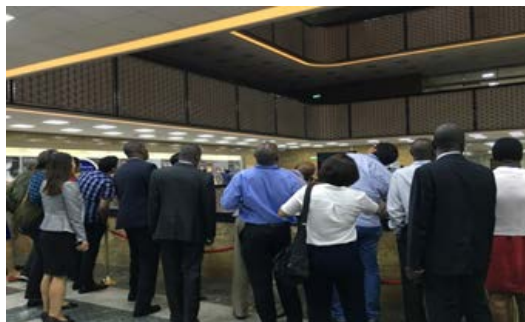
### Purpose

The visit was organized for 2016 Management for Development Results seminar participants. It was to let participants learn and experience South Korea as most of them had little knowledge about Korea. Participants' were from various continents such as Africa, Latin America and Asia. Therefore the sites visited had to be related and interesting to various nationalities.

Four main sites were visited during the trip. These were the National Assembly, Memorial Hall, National Assembly Budget Office (NABO) and Samsung Innovation Museum. These sites were selected as they are a combination of public and private sectors.

### Report

#### 1. National Assembly



Trip to the National Assembly started with understanding on various aspects of the national assembly such as; basic facts, history, role and the building.

Participants first learnt some facts such as the number of members of the national assembly, term of membership and sessions held: There are 300 members in total, out of these 246 are from local constituency and 54 are from each political party. They are in power for four years and current members are the 19th generation. The ordinary sessions starts from the 1st of September and lasts for 100 days. Extraordinary sessions are normally in February, April and June for 30 days but can be held any time with member request.

The national assembly first started in 1948 after Korea gained independence from Japan in 1945. The current form of national assembly went through several adjustments and moved several times due to circumstances such as war. The current building was built in 1975 and it took 6 years and 1 month.

There are four main roles of the national assembly, amending the law, budget examination, surveillance the government and diplomatic activities. The law amending is done by reviewing existing laws and changing them to help citizens be more convenient and safe. When the government plans their budget it is reviewed by the national assembly checking if it is reasonable and if the plan was followed the year before.

The national assembly surveillances the government in numerous ways. There is an annual inspection to overlook the government generally and there are irregular investigations when there is an issue. They also conduct interpellation session and confirmation hearing. National assembly members travel and organize diplomatic activities. Members try to solve problems Korean residence overseas experience or inform the world about international dispute Korea has. The national Assembly holds meetings in Korea as well, for example the G20 meeting was held in 2011.

The national assembly is built across  $330,578m^2$ . At the front door there are two statues of Haetae, which is an imaginary Korean animal. Building the national assembly was an important process and wanted to reflect Korea. Design was done by Korean companies and 95% of the materials were Korean. The design was inspired by traditional Korean building styles. There are 24 pillars in total and these represent eight Korean provinces and 24 hours. The dome on top weighs about 1,000 ton and is made out of bronze. The main conference room is about  $1884m^2$ . The national assembly mark on the wall represents the rose of Sharon, which is Korea's national flower. The diameter of the mark is about 2.6m and the writing in the middle is 'National Assembly' in Korean.

## **2. Memorial Hall**



The memorial hall is about 8160m<sup>2</sup>; consist of one basement floor and 3 floors. The entrance hall is filled with information on past national assembly members and speakers. The hall visited during the trip showed past documents of the national assembly.

The first part showed panoramic pictures of the construction process. The second hall had old objects that were used during national assembly conferences in the past. That last room had pictures of people who visited the national assembly throughout the years. These pictures were of celebrities, old members and citizens.

### **3. National Assembly Budget Office (NABO)**



The National Assembly Budget office (NABO) was established in 2003 to reduce national assembly's burden and increase efficiency. NABO is a fiscal institution that monitors the government's national finance and policy operation. The national assembly budget office reviews the national finance and suggests a more accurate budget and economic policy analysis through in depth research.

The NABO does other work apart from analyzing government finance operation. For example, they issue reports on fiscal issue and economic outlook. The reports are submitted to the members of the assembly in order to aid legislative decisions on budget and accounts.

Another important job is estimating tax revenue. This is calculated based on several factors such as; economic activities of the people, direction of the state expenditure, national liability management, the feasibility of the government's five-year National Expenditure Plan and the government's fiscal balance and liabilities. Another job is evaluating national program and analyzing medium to long term spending. The NABO mainly observe the tax spent and sensibility of the program. Based on the review they offer ideas for improvement.

### **4. Samsung Innovation Museum**

The last site visited was the Samsung Innovation Museum where there are three halls; Era of Inventors, Era of Corporate Innovation and Era of Creation. These halls display history of electronic industry and Samsung IT.

The first part of the tour was a brief history of Samsung. The room was composed of newspaper articles, logos throughout the years and old products. The tour moved onto general inventions. Participants could find how electricity was discovered and how it was made in the early days and watched a short video clip on this matter and learnt how electricity changed our lives.

The next part was early inventions of home gadgets such as; washing machine, radio and TVs. Radio enabled different cultures to interact and share knowledge. This section was made to give deeper understanding and insight of how electronic gadgets operate.

The last part of the tour was the future. The hall had the newest products of Samsung and products they are planning to make. Participants were able to experience these products.



## MEMORIES

### ■ Welcome Reception



Registration



Toasting Remarks (Roberto GARCÍA LÓPEZ)



Welcome Reception 1



Welcome Reception 2

■ Opening Remarks



Opening Remarks 1 (Eon Seog SONG)



Opening Remarks 2 (Hong Tack CHUN)



Opening Remarks 3 (Claudia BUENTJEN)



Opening Remarks 4 (Roberto GARCÍA LÓPEZ)



Opening Remarks 5 (Pierre-Justin KOUKA)



Group Photo

■ Session 1



Moderator (Taejong KIM)



Presenter 1 (Cheonsik WOO)



Presenter 2 (Sung Yu MOON)



Open Discussion



**Welcoming Luncheon 1**



**Welcoming Luncheon 2**

■ **Session 2**



**Moderator (Pierre-Justin KOUKA)**



**Presenter 1 (Hanif RAHEMTULLA)**



**Presenter 2 (Artur ANDRYSIAK)**



**Presenter 3 (Roberto GARCÍA LÓPEZ)**





**Open Discussion 1**



**Open Discussion 2**

■ **Session 3**



**Moderator (Claudia BUENTJEN)**



**Presenter 1 (Frederic MARTIN)**



**Presenter 2 (Suresh BALAKRISHNAN)**



**Presenter 3 (Pierre-Justin KOUKA)**



Open discussion 1



Open discussion 2

■ Session 4



Moderator (Roberto GARCÍA LÓPEZ)



Presenter 1 (Sunhyuk KIM)



Presenter 2 (Marcia SOUMOKIL)



Presenter 3 (Fernando CARTES MENA)



**Presenter 4 (Albert BYAMUGISHA)**



**Presenter 5 (Samson Masese MACHUKA)**



**Open discussion 1**



**Open discussion 2**

■ **Session 5**



**Moderator (Benjamin GRAHAM)**



**Presenter 1 (Yonathan Setianto HADI)**



**Presenter 2 (Lucia Frida WAINER ROMANELLI)**



**Presenter 3 (Solomon MHLANGA)**



**Open discussion 1**



**Open discussion 2**

■ **Session 6 & 7**



**Moderator (Jong Wook LEE)**



**Presenter 1 (Kiwon KIM)**



**Presenter 2 (Oscar Javier SIZA MORENO)**



**Presenter 3 (Aly COULIBALY)**



**Presenter 4 (Maria del Milagro MUNOZ)**



**Open discussion**

■ **Session 8**



**Moderator (Richard HIGHFIELD)**



**Presenter 1 (José Angel MEJÍA)**



**Presenter 2 (Abdou TAHIROU)**



**Presenter 3 (Tai Pang TAM)**



**Open discussion 1**



**Open discussion 2**

■ **Session 9**



**Moderator (Armin BAUER)**



**Presenter 1 (Gonzalo Martin STRAFACE)**



**Presenter 2 (Ndri KOUAKOU)**



**Presenter 3 (Ledule BOSCH)**



**Presenter 4 (Felicita Agoncillo REYES)**



**Open discussion**

■ **Closing remarks & Farewell Luncheon**



**Closing remarks 1 (Taejong KIM)**



**Closing remarks 2 (Claudia BUENTJEN)**



**Closing remarks 3 (Roberto GARCÍA LÓPEZ)**



**Closing remarks 4 (Pierre-Justin KOUKA)**



**Farewell Luncheon 1**



**Farewell Luncheon 2**