iChallenge Workshop

October 29-30
Paris France

Background and Agenda

WORLD BANK GROUP
Governance

29 - 30 OCT
Paris, France

iChallenge Workshop

iChallenge Workshop 2014

BACKGROUND

How can government performance best be measured? And whose perspective should be used to judge this performance? Citizens? Businesses? Politicians? Technocrats?

These questions have recently gained in prominence as the international community contemplates adopting a stand-alone post-2015 Sustainable Development Goal on governance. Indeed, the current Open Working Group proposal for post-2015 SDGs includes "Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels." Yet, how progress against this goal would be measured remains a critical question. For example, the High Level Panel on the Post-2015 Development Agenda noted a lack of data to measure progress on the strengthening of governance and public management institutions and systems.

Against this backdrop, and spurred on by an article entitled "What is Governance?" published by Prof. Francis Fukuyama in the *Governance* Journal in March 2013, researchers and practitioners have begun to debate whether the effectiveness of institutions should be measured by looking at what achievements are made in various sectors (like literacy rates of children) or by looking at the capacity of the institutions themselves. The former can be problematic because such achievements are often difficult to fully attribute to government actions. At the same time, measures of the latter often reflect best practice rather than how the institutions actually function.

At the same time, indicators—regardless of whether they measure performance based on outputs or capacity—reflect a particular perspective. For example, the World Bank's *Doing Business* indicators and *Enterprise Survey* look at government functioning from a business' point of view, while perception surveys like Gallup and World Values ask citizens about their satisfaction with government services and trust in officials and institutions. Many existing indicators look at government functioning from a technocratic perspective, such as the accuracy of the budget process or the size of the wage bill.

The iChallenge1 has waded into this debate, trying to start a more public conversation about what good metrics of government capacity and performance could look like by crowd sourcing ideas for indicators. The iChallenge advocated for performance measures that looked at the capacity of central government agencies to deliver core government functions and exercise control over government bodies responsible for delivering services. In particular, the iChallenge focused on "upstream" institutions that cut across sectors: public financial management, procurement, tax administration, public information systems, and public administration and civil service. While agnostic about whose perspective the indicators should reflect, the iChallenge looked for measures that are action-worthy (link to development outcomes), actionable (governments should be able to do something concrete to improve their scores), behavioral (measure the **functioning** of institutions rather than their specific forms—aka *de facto* rather than *de jure* indicators), and replicable (use a relatively objective method of measurement).

The iChallenge Workshop will explore these two, related issues of how to measure government performance and from whose perspective, aiming to move forward international thinking and debate. It will also feature the top 3 ideas that emerged from the crowd sourcing effort, with the goal of identifying the most promising to be piloted.

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SCOPE AND CONTENT

The workshop will be a knowledge-sharing and networking event. The objectives of the workshop are two-fold: i) develop a roadmap for how indicators of government performance can be improved and ii) develop three viable ideas for indicators with a plan for how they can be collected.

To address the first objective, the workshop will evaluate the iChallenge approach to measurement and explore the extent to which indicators from a citizen's perspective can be used to measure the functioning of government.

The workshop will also showcase the top three submissions to the iChallenge2, help to refine the proposals, and discuss how best to test the indicators and/or bring them to scale.

The outcomes of the Workshop will be used to inform the work plan for the Indicators of the Strength of Public Management Systems (ISPMS) project.

FORMAT

The workshop is divided into 3 sessions that span 1.5 days. Session 1 discusses various approaches to measuring state capacity, with a focus on what indicators are meaningful from a citizen's perspective. It will be a mixture of short presentations and roundtable and small group discussions. Participants will discuss a framework for measuring public trust related to community investment projects, which was an idea submitted to the iChallenge.

Session 2 features presentations from each of the three iChallenge finalists, followed by Q&A from participants and feedback from the Evaluation Panel. Finalists will be encouraged to make compelling presentations, breaking away from a traditional PowerPoint format. Participants will be asked to work together to develop concrete proposals to refine and pilot the indicators.

Session 3 will focus on next steps, with an eye towards prioritizing areas of future work based on the needs of indicator users. It will feature a roundtable discussion with different users of the data, as well as small group discussions around different options for future work.

VENUE

The Workshop will be held at the OECD Conference Center at 2 rue Andre Pascal, Paris, France

AUDIENCE

About 25-50 participants are expected from donors, developing country governments and academia. Members of the Effective Institutions Platform are particularly encouraged to participate, as the workshop follows the annual meeting. There is no cost to attend the Workshop.

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AGENDA

Day 1: October 29, 2014		
13:30 – 14:00	30 min	Registration and coffee
14:00 – 14:30	30 min	**Introduction** by *Mario Marcel, Senior Director of the Governance Global Practice, The World Bank* **Update on iChallenge and Objectives of Workshop** by Vivek Srivastava, Lead Public Sector Specialist, Governance Global Practice, The World Bank
SESSION 1: How should government performance be measured?		
14:30 – 16:00	1 hr 30 mins	**Measuring State Capacity: Are we on the right path, particularly given the post-2015 SDG discussion?** *Discuss ways to improve current measurement approach particularly in context of the post-2015 SDGs.* Moderator: William Dorotinsky, Panel: Nick Manning, Nathaniel Heller, Piero Stanig
15:00 – 16:15	15 min	Coffee Break
16:15 – 17:30	1 hr 15 mins	**What does government performance look like from a citizen's perspective?** Discuss challenges and opportunities with measuring sate capacity from a citizen's perspective. Moderator: Jana Kunicova, Presenter: Steve Knack, Discussant: Mario Marcel
17:30 – 18:15	45 mins	**Public trust and community investment projects: an iChallenge submission** Mark Glaser of Wichita State University (USA) will present his framework for measuring demonstrated public trust, which he submitted to the iChallenge. https://consultations.worldbank.org/Data/hub/files/world_bank_application.pdf Moderator: Mario Marcel, Presenter: Mark Glaser, Discussant: Zsuzanna Lonti
18:15 – 18:30	15 min	Conclusion/wrap-up

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Day 2: October 30,2014		
SESSION 2: iChallenge: new ideas for indicators During this session, iChallenge finalists will briefly present their ideas followed by feedback from the Evaluation panel and a discussion with audience members on how the indicator could be further improved upon.		
9:00 – 9:30	30 min	Rationale for the iChallenge + results
9:30 – 10:15	45 mins	**Idea 1: Use of competitive procurement methods** - *Presenter; Federico Ortega* - *Discussant: Asha Ayoung*
10:15 – 11:00	45 mins	**Idea 2: Budget Literacy Index** - *Presenter: Babacar Sarr* - *Discussant: Kevin Bohrer*
11:00 – 11:45	45 mins	**Idea 3: Responsiveness to online inquiries** - *Presenter: Alexandru Roman* - *Discussant: Richard Bird*
11:45 – 12:25	30 min	Break-out Sessions
12:25 - 1:25	1 hr	Return to larger group discussion
13:25-14:25	1 hr	Lunch
SESSION 3: Where should we emphasize indicator efforts in the future?		
14:45 – 16:00	1 hr 15 mins	*Demonstration of ISPMS Dashboard by Pat Austria, World Bank* **Panel Discussion on: What state capacity indicators are the most salient for users, and how can the existing set be improved upon?** 1) *What indicators are used most frequently and for what purposes? 2) Where are there gaps? 3) What tools could be developed to improve use?*

		Panel: Steve Knack (World Bank), Cao Minh (Deputy Director General, Vietnam), Nathaniel Heller (Global Integrity), Katie Wiseman (DFID) *Chair: Nick Manning, Former Director, Governance and Public Sector Management, The World Bank*
16:00 – 16:15	*15 min*	*Coffee break*
16:15 – 17:30	*1 hr 15 mins*	***Where can we get the most "bang for our buck" in focusing future indicator efforts?*** *Participants will break into small groups to discuss opportunities for future work in the following areas:* - *Citizen-perspective indicators (moderated by Finn Heinrich of Transparency International)* - *Creating standards for administrative data (moderated by Zsuzanna Lonti of OECD)* - *Incubating indicators in difficult and new areas (moderated by Chris Demers of USAID)* - *Building consensus around a set of critical indicators to be collected for all countries (moderated by Maya Schnell of BMZ)*
17:30 -18:00	*30 min*	*Concluding Remarks by* William Dorotinsky, Acting Director, Public Sector and Performance, Governance Global Practice, The World Bank
18:30– 19:30	60 min	Reception to introduce iChallenge Finalists