



Conclusions

Building on the First Edition, the Second Edition Sourcebook focuses on experience with MfDR in action. This edition of the Sourcebook seeks to help readers identify cases geared towards these three target audiences. Readers are able to identify themselves with one (or more) of the audiences and to select cases that are most relevant to their interests and expertise. Furthermore, cases followed the same five part format: Background, Application, Problem –Solving, Results and Outcomes, and Conclusions, which allowed readers to cross-reference the various approaches throughout the book.

Another unique component of the Sourcebook was that countries self-selected their own examples of best practices. The cases were presented in four regional Mutual Learning Initiatives and then evaluated by an independent Review Panel comprised of donors, country partners, civil society, and the private sector. Many of the cases in the Second Edition were also presented by countries, both in the Results Marketplace of the Third International Roundtable on Managing for Development Results in Hanoi, Vietnam, (www.mfdr.org/RT3) and as examples of cutting edge MfDR approaches in individual sessions.

What are the key lessons from the Sourcebook? How replicable are the cases among countries of different income levels, and different institutional capacities, and with differing historical precedent in engaging in the rapidly evolving field of MfDR? It is important to note, that there are many countries that can show progress in MfDR that are not mentioned here – some are discussed in the First Sourcebook, such as Brazil, Uganda, Tanzania, and Nepal,

where these countries and their line agencies are improving their macro planning and results measurement systems. Others have interesting new points to demonstrate, such as work in the Rwanda health sector in to improve the incentives for performance-based health insurance and individual contracting. Progress is also evident in Benin, where results management techniques are improving their urban land management capacity, or in Ecuador, where they are reducing the propensity of human trafficking cases. Others have had to grapple with emergency recovery programs, such as Haiti Stabilization or Indonesia/Tsunami Reconstruction and they are understandably focused on the short-term, but they also know that in the long term their basic ability to deliver results is at stake.

Review of the cases presented here suggests the following lessons:

- Size does not matter. There are successful experiences with adopting the principles in both small and large countries. Very large countries like China and India are building effective results management programs by building up local government and pursuing decentralization systems.
- Income level can affect results. Countries with more resources are more able to mount surveys and develop institutions that can design, implement, and monitor program effectiveness. Also, they tend to have a sufficient number of agencies, both in government and in the NGO sector which can monitor progress and call for reform. Conversely countries that are strapped for resources are constantly fire-fighting, and they find it difficult to devote the time that effective MfDR needs. Results management can be an important element of the efforts fragile states make to build effective systems of governance. Yet the attempt at time saving can prove very costly in the end. Hastily thought-out results frameworks can end up trapping officials in a futile exercise trying to implement something that in the end gets thrown by the wayside.

- Good data are needed in all countries. While gathering data may be more challenging in geographically large countries where census data and surveys are costly to organize and is particularly challenging in low income countries, this task needs to be done. Support from partners for development of systems and data is crucial. Vietnam - localizing the MDGs, the Haiti Recovery case, and Peru - dealing with local crime, are all examples of how potent improvements in information systems can be. Without statistical capacity, including developing the technological systems, it is impossible to effectively manage for results.¹
- Participation by and regular interaction with the public is key for ensuring accountability for results. The Mozambique Poverty Observatory and Mongolia Open Society Forum are good examples. If government leaves out civil society, the effectiveness of MfDR will be undermined. Strength in MfDR comes from joint action, not separate steps taken in isolation.
- Capacity to manage for results exists in all countries, but it needs to be unleashed. Capacity development for MfDR (as well as general substantive national capacity development) can unleash and help motivate existing human resources and improve accountability.
- Change needs incentives. In general, both individuals and organizations are motivated when they see evidence of results. MfDR requires a cultural shift in behavior. Formal and informal signals are essential for making organizational change a reality. Igniting the desire for change takes strong and committed leadership.

¹ At the meetings of Governors to the World Bank and International Monetary Fund held in Washington on April 14-15, 2007, countries endorsed a plan for accelerating the strengthening of data collection capacities in partner countries. This was one of the actions suggested by the Marrakech Roundtable (2004) and reaffirmed in Hanoi.

- Income distribution and inequalities in access to infrastructure and social services will undermine the delivery of effective results management in all countries.

Discussion of these issues will continue to shape the work among country partners and the donor community as they prepare for the 2008 Ghana High Level Forum on Aid Effectiveness. Participants in the Hanoi Roundtable expressed their strong desire for increased country-to-country learning in tackling these issues and others that may arise in the coming year. As one forum for such learning, preparation of an annual MfDR Sourcebook is being considered, as users indicate that the Sourcebook is a valuable tool that provides an opportunity to showcase examples of best practice on MfDR in a variety of settings, and to table pending issues. The Roundtable and the OECD/DAC Joint Venture on MfDR proposed several possibilities for the next edition of the Sourcebook that will build on this demand for increasingly specialized cross-country and cross-partner learning exercises and events.