



Shaping policy for development

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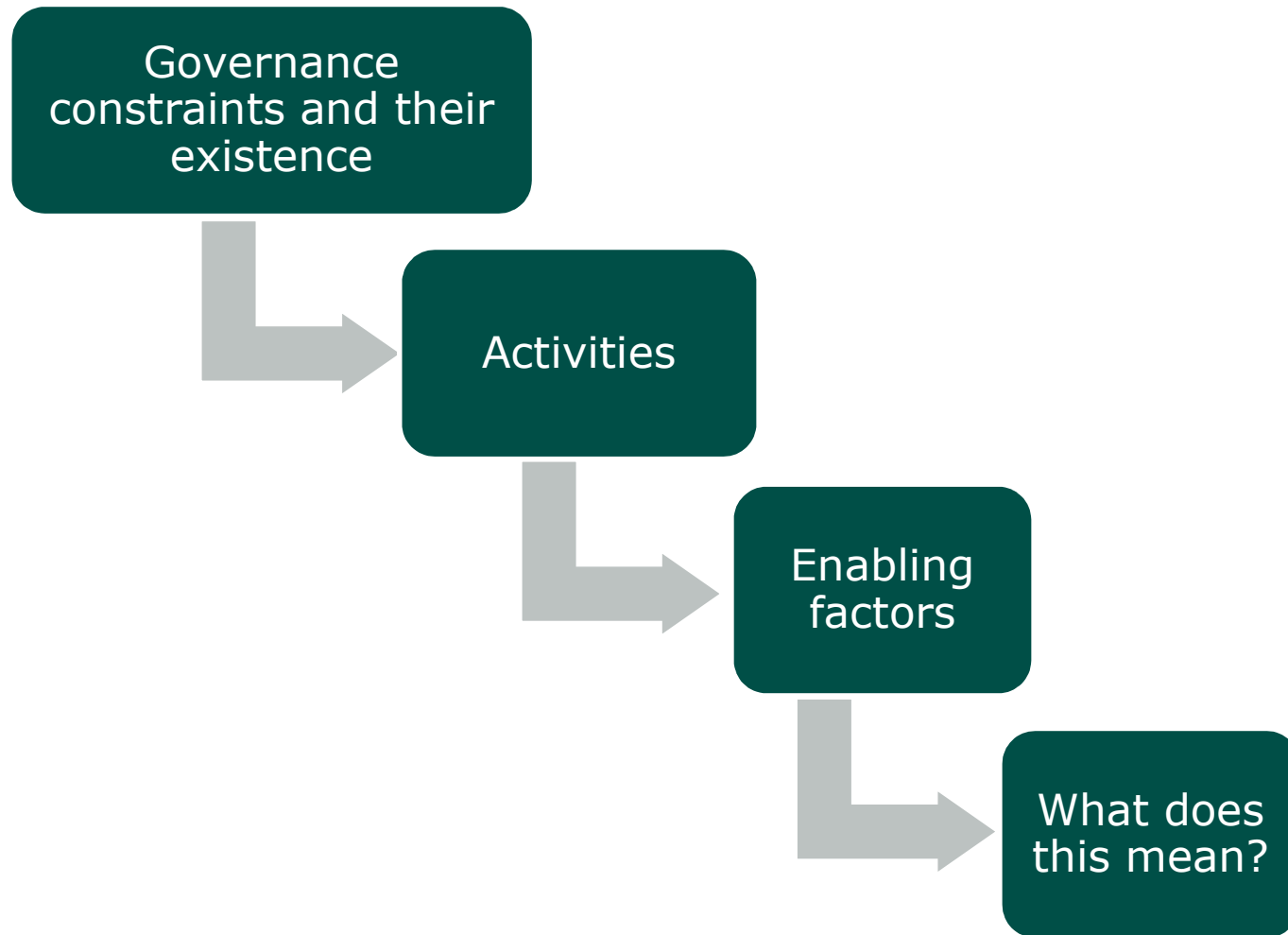
**Unblocking results: using aid to address
governance constraints in public service
delivery**

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Outline of the presentation





Typical governance constraints

Type of governance constraint	Explanation	Common effects
Policy and institutional incoherence	Unclear and duplicated mandates. Policy and resource frameworks in conflict.	Incentives for staff to either refrain from implementing policies, or simultaneously pursue several conflicting policies at once.
Poor top-down performance disciplines and bottom-up accountability mechanisms	Weak top-down and bottom-up accountability mechanisms.	Rules not developed or enforced, instructions are not followed and functions are not carried out.
Limited scope for problem-solving and local collective action solutions	Groups are not acting together to produce solutions that are appropriate and in the collective interest.	Result in the under or over-utilisation of services, and are associated with a longstanding disrepair of shared goods.

agi Tony Blair
Africa Governance Initiative

SNV

- Collected examples of aid packages that have addressed governance constraints
- Examined 4 aid packages in Tanzania, Sierra Leone, Uganda – very diverse

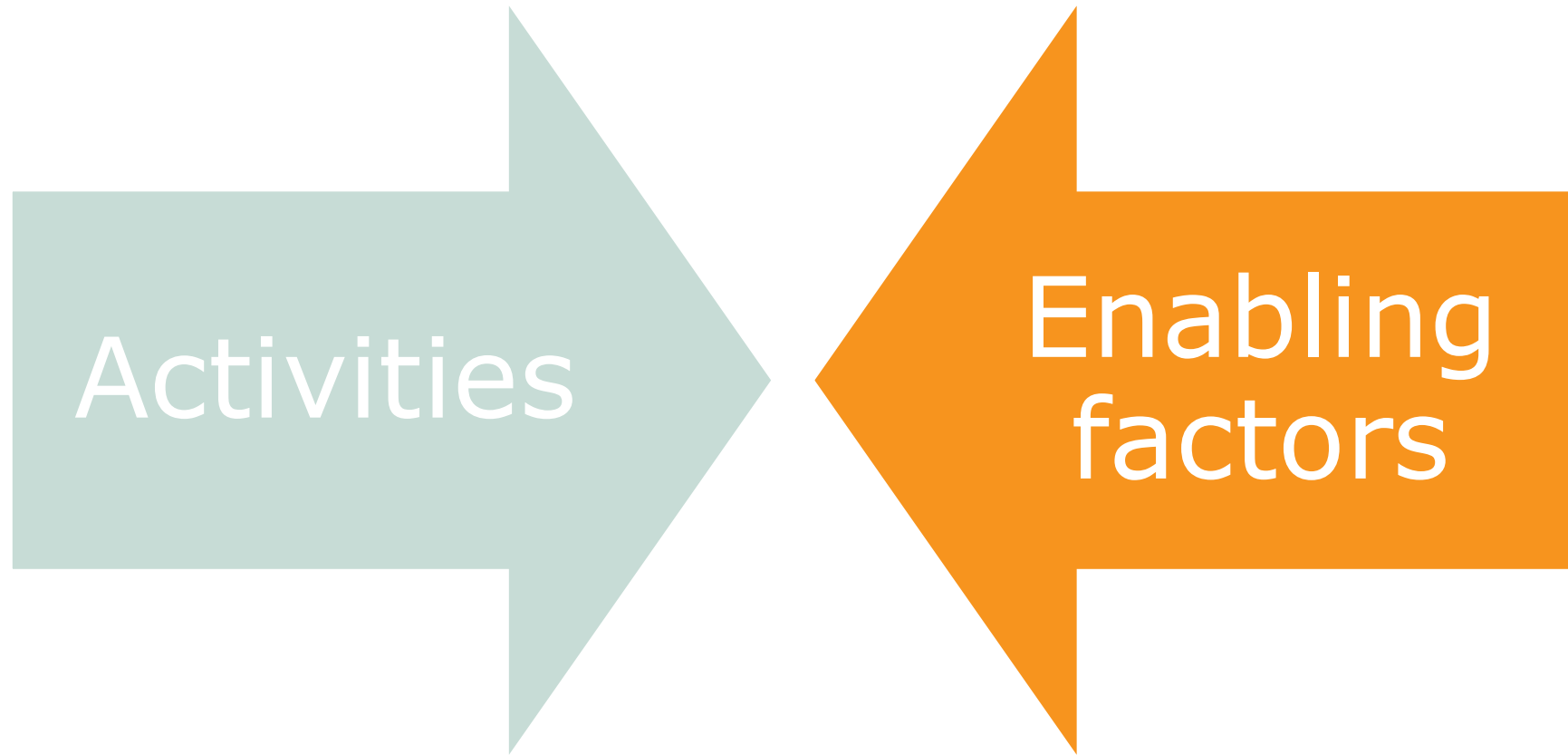


LGDP





How were the constraints addressed?



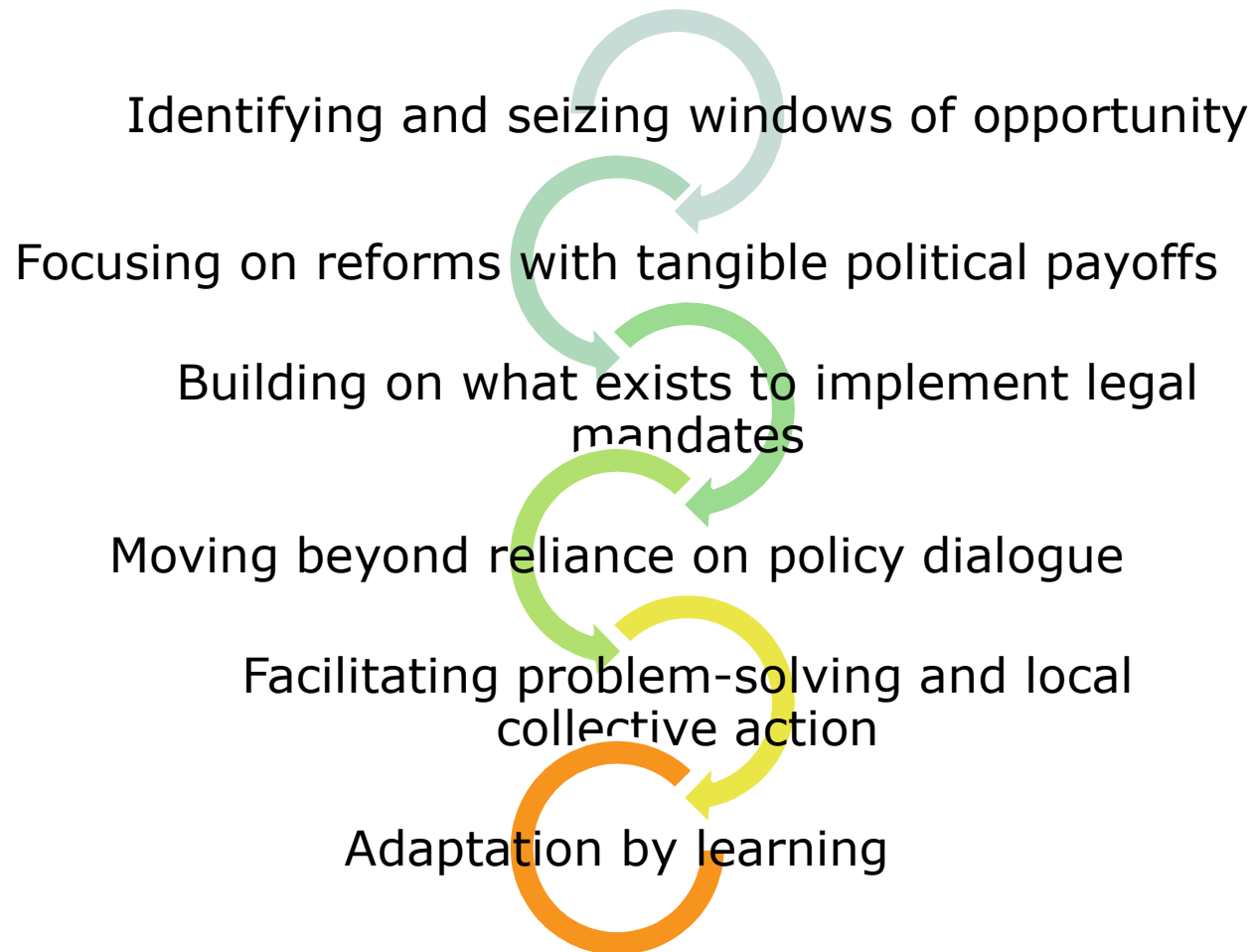


What type of aid-funded activities helped?

Governance Constraints	Activities
Policy and institutional incoherence	<ul style="list-style-type: none">• Support government prioritisation processes, with particular focus on addressing specific implementation gaps• Target and resolve conflicting mandates which impinge on implementation
Poor performance disciplines	<ul style="list-style-type: none">• Top-down: support the combination of incentives and information, providing managers with more information with which to hold their subordinate department or individuals to account• Bottom-up: facilitate stakeholders to recognise their collective power to effect change and exercise their oversight responsibilities in a practical way
Limited scope for problem solving and local CA	<ul style="list-style-type: none">• Act as coaches and brokers and use 'outsider status' to encourage stakeholders to meet, discuss and resolve common problems



What enabling factors helped?



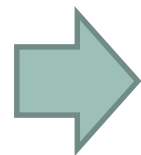


ENABLING FACTOR	CURRENT PRACTICE (STYLISED)	PROPOSED PRACTICE
Windows of opportunity	Country strategies based on needs assessments	Weigh need against opportunity to affect change
Tangible political payoffs	Reluctance to have projects associated with political platforms/agendas	Accept that aid is inherently political and work with the political incentive structure
Building on what's there	Tendency to want to start afresh with a revised legal, policy or regulatory framework	Get existing framework implemented, however imperfectly, and then adjust
Moving beyond policy advice	TA engaged to advise on the content of policies	TA engaged to support implementation of policies
Acting as facilitators	External agents provide sound technocratic advice for govts to 'take or leave'	External agents help to facilitate and mediate a local dialogue about problems and solutions
Adaptive and responsive to lessons learnt	Pre-defined logical frameworks that lock donors and implementers into a set of activities	Flexible frameworks that judge performance on the basis of a sensible effort, rather than pre-defined targets



Research Phase II

Research objectives:

-  **Validate the research findings**, with a larger and more diverse set of case studies
-  **Explore implications for development partner practices**
-  **Identify the challenges** to more politically-astute aid practices, and solutions to these



Thank you

If you are interesting in engaging with this initiative
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