



**Shaping policy for development**

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## Getting things done:

*Can aid address key governance constraints in public service delivery?*

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Heidi Tavakoli  
15 November 2012



- Rationale and approach
- Common governance constraints
- Emerging findings
  - What sort of activities address these?
  - Under what conditions?



## How did we get to this question?

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Budget support conundrum

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Importance of addressing specific governance blockages for the adequate provision of public services

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A new way to distinguish aid modalities?



# Typical governance constraints (pre-identified)

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Type of governance constraint	Explanation
Policy and institutional incoherence	Unclear and duplicated mandates. Policy and resource frameworks in conflict.
Poor performance disciplines	Weak top-down and bottom-up accountability mechanisms.
No space for local problem-solving	Groups are not acting together to produce solutions that are appropriate and in the collective interest.

# The process so far



**CrossRoads**  
Supporting the national road construction industry



**LGDP**



- Collected examples of aid packages that have addressed governance constraints
- Examined 5 aid packages in Tanzania, Sierra Leone, Uganda – very diverse
- Emerging findings only





# What blockages were found pre-intervention?

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<b>Governance constraints</b>	<b>African Governance Initiative Sierra Leone</b>	<b>Budget Support &amp; attendance monitoring Sierra Leone</b>	<b>Water Point Functionality Tanzania</b>	<b>Local Government Development Programme Uganda</b>	<b>CrossRoads Uganda</b>
Policy and institutional incoherence	Red	Green	Red	Green	Yellow
Poor performance disciplines	Red	Red	Red	N/A	Red
No space for local problem-solving	Red	Yellow	Yellow	Yellow	Yellow



# What sort of engagement?



Aid package	How?
African Governance Initiative, Sierra Leone	Working with line ministries on prioritization and realistic action plans; bringing presidential attention to successes/failures; costs of actions are divided up between stakeholders in stocktake exercises.
Budget support and attendance monitoring, Sierra Leone	Developing current monitoring systems for health worker attendance; tying salaries to attendance with community sign-off; powers given to local health facility managers to sanction performance.
Water point functionality, Tanzania	Support the establishment of COWSOs (community level legal entities responsible for water point maintenance); encourage actors to carry out their responsibilities by facilitating dialogue about their roles via 'coaching' and new spaces for actors to resolve their problems.
<b>Local Government Development Programme, Uganda (earliest phase)</b>	<b>Implementation of constitutional and legal mandates for decentralisation; tying infrastructure grants to district performance; participatory planning process to determine the allocation of local infrastructure.</b>
CrossRoads, Uganda	Policy dialogue to strengthen policy and institutional set-up for the sector; activities to facilitate a more competitive private sector; Roads Industry Council brings together public, private sector and donors to lobby for change.





## What conditions helped?

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- Political prioritisation
- Constant analysis and adaptation
- Facilitating implementation in a smart way



## What conditions helped?

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- **Political prioritisation**
  - Strong political prioritisation of the sector prior to the intervention – a window of opportunity
  - When such political prioritisation diminishes over time, so to does the performance of the aid package



## What conditions helped?

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- **Constant analysis and adaption**
  - Extensive donor diagnostic analysis prior to design(sectoral and pol-economy)
  - Prioritisation of analysis and problem-solving remains a relatively constant feature



## What conditions helped?

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- **Facilitating implementation in a smart way**
  - The aid packages provided operational support or ‘coaching’ to facilitate local problem-solving, as opposed to policy dialogue
  - Objectives related to releasing specific blockages, in the context of a strong goal of service delivery
  - Focus was on strengthening government delivery systems (not bypassing them, but not always ‘using’ them in the traditional sense)



- *Can aid address key governance constraints in public service delivery?*
- *What, when, how?*



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Overseas Development Institute  
203 Blackfriars Road, London, SE1 8NJ  
T: +44 207 9220 300

[www.odi.org.uk](http://www.odi.org.uk)

[h.tavakoli@odi.org.uk](mailto:h.tavakoli@odi.org.uk)

[d.booth@odi.org.uk](mailto:d.booth@odi.org.uk)

[r.simson@odi.org.uk](mailto:r.simson@odi.org.uk)

[h.tilley@odi.org.uk](mailto:h.tilley@odi.org.uk)



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