

Exploring “development success”: Indicators, stories and contributing factors

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Exploring “development success”: Indicators, stories and contributing factors

Introduction

1. The research for this report has involved three main elements. First, an exploration of what constitutes “development success”. Second, an effort to identify – using quantitative data and indicators – those countries that have demonstrated the most progress in relation to a number of dimensions of development. And third, the collection of stories of successful development in a number of sectors including agriculture, education, infrastructure, microfinance, sanitation and water.
2. Section two of this report explores briefly the meaning, and sets out a working definition, of “development success”. Section three sets out how we have sought to identify examples of “development success”, both in terms of countries that have made most progress in relation to a range of indicators and in terms of sectoral stories of “development success”. Section four presents a summary of our findings on country progress and sectoral success stories, setting out some thoughts about factors that contribute to “development success”. These should be understood as initial findings – food for thought – based on research that has been exploratory in nature and that has been constrained by issues of data availability. Section five draws some conclusions and suggests some next steps that might be taken to move towards a better understanding of the nature and causes of success in global development. Annex 1 presents in full the data gathered on country progress while Annex 2 presents a number of stories of successful development.

Exploring “development success”

3. Exploring the nature and causes of success in development presents a series of challenges:
 - what constitutes “development success”;
 - how can development successes be identified;
 - what factors contribute to successful development; and,
 - what can be done to promote or encourage successful development?
4. Despite their importance, these questions are not addressed explicitly by those who work in the field of global development as frequently as one might expect. This is perhaps because these questions lead one onto complicated territory where clear answers are hard to come by. This is perhaps illustrated best by debates in the late 1990s and early 2000s about the “macro-micro paradox”; the finding that while development projects seem to be successful, evidence about the positive impact of aid on growth is questionable. Nevertheless, they deserve exploration, even though such explorations may raise as many questions as they do answers.¹

¹ For a useful review of the debate about the impact of aid see McGillivray, M., Feeny, S., Hiermes, N. and Lensink, R. (2006) Controversies over the impact of development aid: It works; it doesn't; it can, but that depends ... in *Journal of International Development*, Vol. 18, pp.1031-50.

What is “development”?

5. Development is a journey, a process of positive change towards a situation where people have the opportunity and capacity to make and implement choices about how they live their lives. As Amartya Sen puts it, development is about “expanding the real freedoms that people enjoy.”² This concept of development has been given the label “human development”.³ Put differently, the goal of human development is, fundamentally, to ease the constraints on people’s choices; to reduce poverty in all its multi-dimensional aspects, so that people are able to improve their own quality of life. In this formulation, economic growth is a means to an end, rather than an end in itself.
6. This concept of development raises important questions about the nature of poverty and about the best ways of reducing it. However, while there are important differences of emphasis, there is a good degree of consensus around the idea that development is about poverty reduction (see figure 1).

Figure 1: The goals of development – a selection from various development organisations

- Bill & Melinda Gates Foundation – increase opportunities for people in developing countries to overcome hunger and poverty
- ODI – reduction of poverty, alleviation of suffering and the achievement of sustainable livelihoods in developing countries
- Asian Development Bank – reduce poverty and improve quality of life
- African Development Bank – productivity growth in support of enhanced poverty reduction strategies
- Australia (AusAid) – reduce poverty
- European Commission – poverty reduction through the promotion of sustainable development, democracy, peace and security
- Germany (GTZ) – improve people’s living conditions on a sustainable basis
- Japan (JICA) – inclusive and dynamic development
- Netherlands – poverty reduction
- Sweden (Sida) – make it possible for poor people to improve their living conditions
- UNDP – Millennium Development Goals and helping countries to meet development challenges
- UK (DFID) – poverty reduction through tackling underlying causes
- USA (USAID) – improving lives of citizens
- World Bank – reducing global poverty and achieving Millennium Development Goals (MDGs)

7. Poverty is, no doubt, a label that captures a wide range of deprivations and which risks obscuring important issues of inequality and exclusion, but human development and poverty reduction provide a useful starting point or common ground for thinking about what constitutes “development success”. On this basis, our working definition of a “development success” is something that leads to long-lasting poverty reduction in line with local priorities.

² Sen, A. (1999) *Development as freedom*. Random House: New York.

³ See <http://hdr.undp.org/en/humandev/>

What constitutes “development success”?

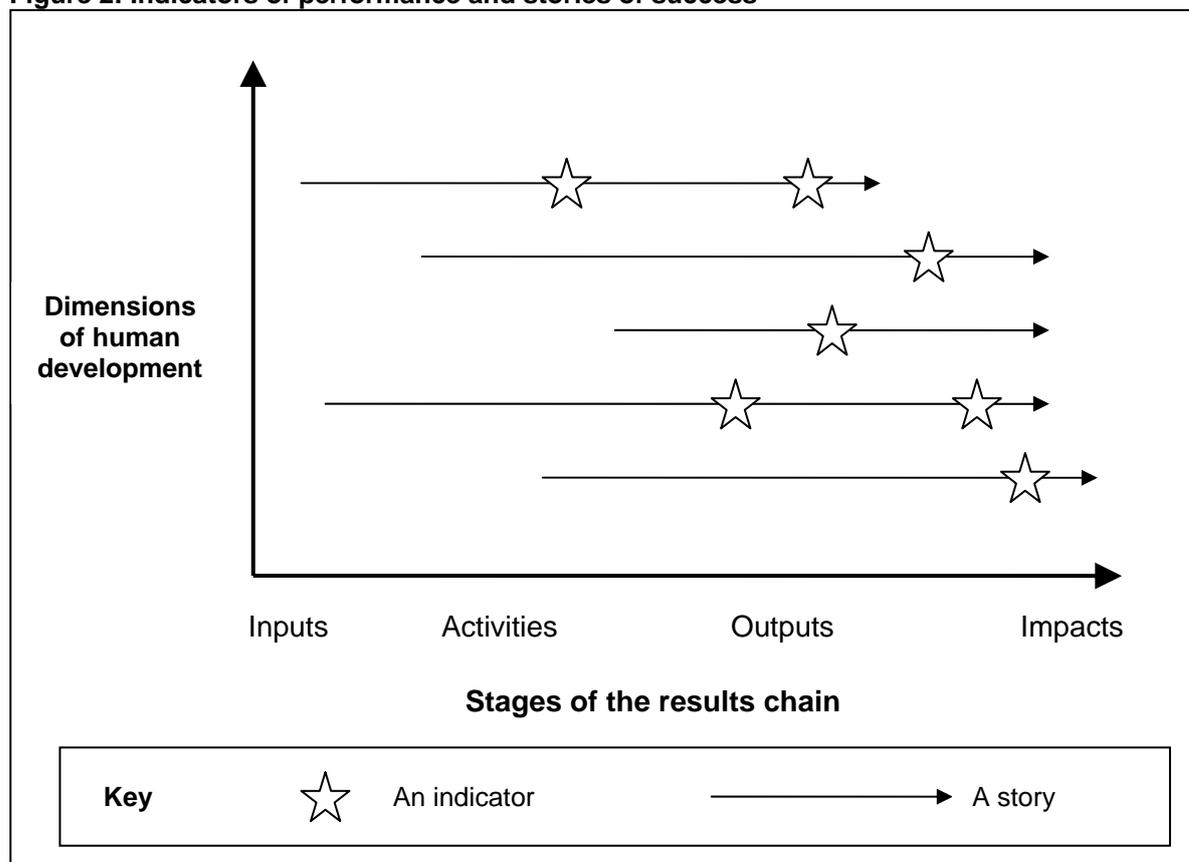
8. “Development success” will always be contested, with disagreements rife about whether an initiative is likely to contribute to poverty reduction. This is for three main reasons.
- First, as the people-centred concept of “human development” suggests, different people will have different priorities and perspectives. As such, whether something is identified as a “development success” will depend in part on one’s perspective or vantage point. Perspectives may vary in terms of social group or geographical location, time-scale of analysis, and theoretical or ideological world-view. In terms of time-scale, good average progress over the course of 20 years may conceal periods of time when excellent progress was made and periods of time when no progress was made or where there were significant reversals. As such, the time-period selected for analysis will have a major bearing on how much progress, if any, seems to have been made.
 - Second, there are multiple pathways to poverty reduction and conflicting views as to which pathway is most appropriate and to what extent a particular approach is appropriate for different sorts of contexts, countries and communities. Because of this, it is dangerous to assume that an approach to poverty reduction that seems to have been successful in one context can be straightforwardly transferred to another. It may be possible to identify a number of principles that, if they are followed, increase the likelihood of development success, but there is no one-size fits-all blueprint for development. Context matters hugely.
 - Third, issues of data availability and attribution raise serious problems. A lack of data makes it difficult to know how countries are performing in relation to various indicators of development. To take the most glaring example, reliable data to enable comparative analysis of countries’ performance over time on poverty reduction – the first and most important of the Millennium Development Goals – is practically non-existent. In addition, much data is collected at the national level and as such may conceal widespread inequalities, for instance in terms of gender or urban/rural divides. Attribution too presents a major challenge; in the complex world of development, with a large number of actors doing a wide variety of things, it can be very difficult to establish what has caused a change.
9. Journeys towards human development and poverty reduction include a number of stages. A standard model of development interventions – the results chain – includes a series of stages running from inputs, to activities, outputs, outcomes and impacts. For example an initiative to reduce child mortality might lead from funds and supplies (inputs), to the training of health-workers (activities), to improved health-services (outputs), to reduced child mortality (impacts). For an intervention or story to be regarded as a “development success” it should extend along the results chain to include impacts, or at the very least be part of a clear story that explains how the intervention is expected to lead to poverty reduction impacts. An increase in the quantity of inputs, or an expansion in the range of activities, would not in itself amount to a “development success”, although these may be crucial factors in leading to “development success”.
10. In addition to having an impact, a development intervention should only be regarded as a success if it leads to sustainable change. By sustainable, in this context, we mean that the change brought about is long-lasting and durable rather than that it is sustainable in an environmental sense; nevertheless, the degree of sustainability in an environmental sense may well have a bearing on its durability. An ameliorative intervention that leads to a short-term change in people’s standard of living – giving someone a fish, in the common development metaphor – would not qualify as a “development success”. A transformative

intervention that leads to a sustainable change in people’s standard of living – teaching someone to fish, perhaps alongside providing them with some equipment – would qualify as a “development success”. Put differently, a “development success” is an intervention that tackles the root causes, rather than just the symptoms, of poverty.

Identifying “development success”

11. Identifying instances and examples of “development success” is a challenge. In this piece of work we have made use of two approaches: first, the analysis of quantitative data to identify which countries have made the most progress as measured by commonly accepted indicators of human development; and, second, the collection of a series of case studies or stories of how development interventions have delivered development success.
12. Identifying and understanding development success should entail use of both performance indicators and descriptive case studies. Indicators can relate to various dimensions of human development at various stages of the results chain. In this way, a number of datasets and indicators, relating to issues that range from levels of poverty, to school enrolment rates, to gender equality, to trade flows and to the quality of governance can be employed to identify the progress made by countries on each individual dimension. Most importantly – data-permitting – the use of indicators can facilitate comparisons across time periods and amongst countries. Stories too can relate to one or more dimensions of human development, extending along the results chain, and in most cases including information about impact (see figure 2).

Figure 2: Indicators of performance and stories of success



13. Performance indicators provide a simple and limited descriptive summary of development success, with the assumptions and processes somewhat hidden. Case studies or stories

can provide a richer explanation of development success, with the assumptions and processes made more explicit. Indeed, the use of stories to explain “development success” has a distinguished history, with Hirschmann’s work on the strategy of economic development – emphasising the danger of imposing development blueprints that take little account of country context – one important example.⁴ They can also convey more clearly the complexities of development, making explicit the fact that a large number of actors and actions contribute to progress, or the lack of it, on poverty reduction. The most persuasive accounts of development success will be stories supported by indicators.

Country progress

14. The identification of countries that have made the most progress is, inevitably, shaped by the issues focused on, the indicators selected, the data available, the time period selected for analysis and the measure of progress prioritised. Our analysis has involved making decisions about these various issues and being explicit about the decisions arrived at.
15. The first stage of our work involved deciding which issues to focus on. Guided by data availability, we have sought to cover a number of the key dimensions of human development. The second stage involved selecting, for each issue, the most appropriate indicator, with these decisions again shaped in part by issues of data availability. For seven of the fourteen indicators that we have collected data on, MDG monitoring processes – while not providing a definitive answer to the nature of “development” and how to assess progress – provide the best data-set. For other issues, we have made use of data-sets collected by UNDP as part of its programme of Human Development Reports, the World Bank’s World Development Indicators and the World Bank Institute’s Governance Matters indicators. Many of the data-sets are incomplete, both in terms of years covered and countries covered. As such, the reader should exercise due caution in coming to firm conclusions on the basis of the data collected. The third stage of our work involved selecting a period of time for the analysis of each indicator. Here, we selected, for each indicator, a time period for which there is comparable data for a large number of countries. The selection of time period has a large impact on which countries are identified as having made most progress. However, there is no ideal “neutral” time period. As such, selecting time periods that maximised data availability, for each indicator, seemed to be a reasonable option. The fourth stage of our work entailed calculating which countries had made the most progress over a particular period of time, producing lists of those countries that had registered the greatest progress over the period of time for which data was available for a large number of countries.
16. In most cases we calculated countries’ percentage progress, taking account of starting points in the calculation. So, an increase from 10% to 12% would amount to a 20%, rather than a 2% (two percentage points), increase. For countries that start from a low baseline, this means that they can register impressive progress even if their absolute progress has been limited. As a result, countries appearing on a list of countries making most progress in these (percentage) terms might not appear on a list of countries that have shown the greatest percentage points increase. They might also not score highly on the indicator in absolute terms. The definition of “success” or “progress” used has a huge bearing on the countries identified as most successful. Our analysis focuses on percentage progress, taking account of starting points. However, in recognition of the fact that any one measure of progress is partial, we have also identified those countries that have made most progress in percentage point terms.
17. Notwithstanding the fact that identifying countries that have made the most progress is necessarily shaped by decisions about issues, indicators, time periods and measures of

⁴ Hirschmann, A. (1958) *The strategy of economic development*. New Haven: Yale University Press.

progress, as well as by data availability, our analysis does provide the basis for a broad-brush picture of which countries have made the most progress in relation to a number of dimensions of human development. Section 4 of this report presents a summary of our findings about those countries that have made most progress. Annex 1 presents the results of our analysis in detail.

Sector success stories

18. We collected success stories in relation to six sectors: agriculture, education, infrastructure (particularly transport) sanitation and hygiene, and water. In addition, a decision was made to try to collect success stories under a heading of aid effectiveness, budget reform and public financial management. It should however be noted that the sorts of issues involved under this heading, and the nature of the stories, are somewhat different from those that are focused on particular sectors.
19. There is a broad mapping between the sectors covered and the MDGs. Agriculture relates most clearly to MDG 1 (poverty and hunger). Education relates most clearly to MDGs 2 (universal primary education) and to some extent 3 (gender equality). Sanitation & hygiene, and water, relate to MDGs 4 (child mortality), 5 (maternal health), 6 (HIV/AIDS, malaria and other diseases), and 7 (environmental sustainability). Aid effectiveness relates to MDG8 (global partnership for development). The micro-finance and infrastructure sectors do not coincide with any of the MDG focus areas, reflecting the fact that the MDGs have perhaps put too little emphasis on economic growth and development.
20. We collected stories that were primarily national in scope. In many ways this was a sensible criterion as policy change at a national level can play an important role in delivering success. Many of our stories meet this criterion but in some cases sectoral successes are at a sub-national level. We have therefore not excluded sectoral successes that are sub-national in scope.
21. The process of collecting success stories has been one of collecting already-existing information. As such, our sample is very much influenced by the sorts of stories that have been written up as successes and the sorts of organisations that have been involved in cataloguing success. In practice, this has meant that practically all of the stories involve aid and have been written up by aid/development agencies, in many cases to demonstrate to their publics their effectiveness. Therefore, while our selection of case studies has been systematic and we have presented the stories in a standard format, the reader must exercise considerable caution in seeking to generalise on the basis of the stories collected. Nevertheless, the collection of stories does allow one to get some impression of the sorts of issues that seem to contribute to development success. Section 4 of this report presents a summary of our findings in relation to sector successes, setting out some thoughts on the sorts of factors that seem to contribute to development success. Annex 2 presents in full the stories selected.

“Development success”: Findings, patterns and contributing factors

22. This section presents a summary of our findings, firstly about those countries that have made the most progress on a range of development indicators and secondly about sectoral success stories. Further details – and a summary table – are available in annexes 1 (country progress) and 2 (sector success stories).

Country progress

23. For a number of the indicators, our analysis of country progress took two different perspectives on development success; percentage progress and percentage points progress (see paragraph 17). However, for indicators 1, 2, 13 and 14 it was not necessary or possible to take the second perspective because the indicator is not expressed in percentage terms.
24. Our analysis for indicator 1 – **an index of human development** – identifies those countries that made the most progress on this measure from 1990 to 2005. For this indicator, progress has been assessed in terms of absolute change in the countries’ scores on the human development index. As such, the progress made by countries is not shaped by countries’ starting points although as with all the indicators the time period considered does shape the countries identified as having made good progress. For this indicator, the five developing countries making the most progress are all African or Asian countries.⁵

Figure 3: Country progress on human development, 1990-2005

African/Asian countries making most progress
China
Equatorial Guinea
Egypt
Bangladesh
Lao

25. Our analysis for indicator 2 – **economic performance** – identifies those countries that recorded the largest percentage increase in the size of their economies (measured in constant prices) from 1995 to 2006. As with indicator 1, the five developing countries making the most progress are all African or Asian countries. As with all of the indicators, the identification of countries making most progress is shaped by the time period selected for analysis. It should also be noted that for a number of countries, including Equatorial Guinea and Azerbaijan, large increases in the size of their economies are due in part to recent and ongoing oil booms. Historically, natural resource booms have often led to problems for developing countries, but the discovery and exploitation of natural resources, if they are well managed, can play an important part in a country’s development.

Figure 4: Country progress on economic performance, 1995-2006

African/Asian countries making most % progress
Equatorial Guinea
Azerbaijan
Armenia
China
Myanmar

26. Our analysis for indicator 3 – **standard of living** – identifies those countries registering the largest increases in GDP per capita on a purchasing power parity basis from 1990 to 2008. The identification of countries making the most progress is again shaped by the time period selected for analysis and by countries’ starting points. This is demonstrated by the fact that the list of countries that made most progress in percentage points terms differs markedly from the list of countries making the most progress in dollar terms.

⁵ For this and all other indicators, further details are provided in Annex 1.

Figure 5: Country progress on standard of living, 1990-2008

African/Asian countries making most % progress	Africa/Asian countries making most progress in dollar terms
China	Botswana
Vietnam	Malaysia
Mozambique	Turkey
Cambodia	Iran
Botswana	Thailand

27. Our analysis for indicator 4 identifies those countries that made the most progress from 1991 to 2006 as regards increasing the proportion of the working age population in **employment**. For this indicator, there is considerable overlap between the list of countries making most progress in percentage terms and the list of countries making most progress in percentage points terms.

Figure 6: Country progress on employment, 1995-2006

African/Asian countries making most % progress	Africa/Asian countries making most % points progress
Algeria	Algeria
Jordan	Maldives
Maldives	Mongolia
Mongolia	China
China	Jordan

28. Our analysis for indicator 5 identifies those countries that saw the largest increases in their volume of **exports of goods and services** (as a percentage of their overall GDP), from 1990 to 2005. For Mozambique and Guinea-Bissau in particular, it is clear that their progress is most apparent in percentage terms, reflecting their low starting points in 1990.

Figure 7: Country progress on exports (as % of GDP), 1990-2005

African/Asian countries making most % progress	Africa/Asian countries making most % points progress
Cambodia	Cambodia
Chad	Mongolia
Mozambique	Malaysia
Guinea-Bissau	Seychelles
Mongolia	Chad

29. Our analysis for indicator 6 – **life expectancy** – provides information about performance over a longer time period than is the case for most of our indicators, running from the early 1970s to the first half of the current decade. The first measure of progress is that of percentage change in life expectancy; the second is that of absolute change in life expectancy.

Figure 8: Country progress on life expectancy, 1970/75-2000/05

African/Asian countries making most % progress	Africa/Asian countries making most absolute progress
Bhutan	Vietnam
Yemen	Oman
Gambia	Bhutan
Timor-Leste	Yemen
Vietnam	Libya

30. Indicator 7 relates to **education** and more specifically to primary enrolment rates. Our analysis identifies those developing countries that made the most progress from 1999 to 2006. It is noteworthy that this is the only indicator for which five countries making most progress are all in sub-Saharan Africa. This reflects perhaps the low levels of enrolment in many sub-Saharan African countries up until the 1990s, but also the considerable efforts made by Governments and Development Partners to put in place policies and financial support to increase access to primary education.

Figure 9: Country progress on primary enrolment, 1999-2006

African/Asian countries making most % progress	Africa/Asian countries making most % points progress
Tanzania	Tanzania
Ethiopia	Madagascar
Niger	Benin
Benin	Ethiopia
Guinea	Guinea

31. In contrast to indicator 7 (education), our analysis of the data for indicator 8 on **child mortality** shows that few of the African and Asian countries that made the best progress from 1990 to 2006 are from sub Saharan Africa.

Figure 10: Country progress on child mortality, 1990-2006

African/Asian countries making most % progress	Africa/Asian countries making most % points progress
Thailand	Timor Leste
Maldives	Malawi
Timor Leste	Mozambique
Peru	Bhutan
Vietnam	Lao

32. Our analysis for indicator 9 identifies those countries that made the most progress from 2001 to 2007 on reducing the prevalence of **HIV**. The reader should treat with caution the finding the Zimbabwe has made good progress on reducing the prevalence of HIV as this seems unlikely given the economic and political crisis that has gripped the country in recent years.

Figure 11: Country progress on reducing HIV prevalence, 2001-07

African/Asian countries making most % progress	Africa/Asian countries making most % points progress
Cambodia	Zimbabwe
Burundi	Kenya
Zimbabwe	Botswana
India	Uganda
Kenya	Cote d'Ivoire

33. Our analysis for indicator 10 identifies those countries that made the most progress from 1995 to 2006 in terms of increasing the proportion of the population using an improved **drinking water** source.

Figure 12: Country progress on access to drinking water, 1995-2006

African/Asian countries making most % progress	Africa/Asian countries making most % points progress
Cambodia	Cambodia
Ethiopia	Burkina Faso
Chad	Vietnam
Burkina Faso	Chad
Mauritania	Malawi

34. Our analysis for indicator 11 – **sanitation** – identifies those countries that have made the most progress from 1995 to 2006 in terms of the proportion of the population making use of an improved sanitation facility.

Figure 13: Country progress on sanitation, 1995-2006

African/Asian countries making most % progress	Africa/Asian countries making most % points progress
Lao	Myanmar
Cambodia	Lao
Myanmar	Vietnam
Ethiopia	Cambodia
Central African Republic	Angola

35. The percentage of parliamentary seats held by women is one of the United Nations' indicators of **gender empowerment**. Our analysis for this indicator – indicator 12 – identifies those countries that made the most progress in this regard, from 1997 to 2008. Most of the countries appearing in the list of those countries making the most progress in percentage terms appear because they had very few women in parliament in 1997.

Figure 14: Country progress women in parliament, 1997-2008

African/Asian countries making most % progress	Africa/Asian countries making most % points progress
Morocco	Rwanda
Mauritania	Mauritania
Ethiopia	Lesotho
Togo	Ethiopia
Lesotho	Tunisia

36. Indicator 13 makes use of the World Bank’s Governance Matters data-sets on **voice and accountability**. Our analysis identifies those countries that made the most progress on this indicator – actually, a composite indicator – from 1996 to 2007. All of the countries identified have seen major increases in the inflow of aid (or debt relief), with a number of them – Nigeria, Liberia and Indonesia in particular – experiencing political transitions from regimes that were widely considered corrupt to more reformist regimes. This points to the importance of politics in shaping development outcomes, an issue that is – because of political sensitivities – neglected by many indicators, including those tracked as part of the Millennium Development Goals.

Figure 15: Country progress on voice and accountability, 1996-2007

African/Asian countries making most progress in terms of indicator ratings
Nigeria
Liberia
Indonesia
Ghana
Kenya

37. Indicator 14 also makes use of the World Bank’s Governance Matters data-sets, in this instance as regards the **control of corruption**. Our analysis identifies those countries that made the most progress on this indicator – again, a composite indicator – from 1998 to 2007. As with indicator 13, the importance of politics is clear; it is no surprise to see Liberia, Rwanda and the Democratic Republic of Congo on this list as they have all seen major political changes over the last ten to fifteen years.

Figure 16: Country progress on control of corruption, 1998-2007

African/Asian countries making most % progress
Liberia
Cape Verde
Rwanda
Tanzania
Democratic Republic of Congo

38. Overall, our analysis reveals that a wide range of countries have made good progress on a number of dimensions of human development, with different countries making good progress on differing dimensions. Our work also demonstrates the challenges of using quantitative indicators to identify those countries that have made good progress. The choice of issues, indicators, time-periods and measures of progress have a major bearing on the countries identified as making good progress, with data limitations posing an

additional challenge. In addition, there is no simple way of aggregating progress made on individual dimensions of development into overall progress; this, perhaps, is a variant on the macro-micro paradox (see paragraph 5 above).

39. Our analysis has, where appropriate, employed two measures of progress. The first is that of percentage progress; the second is that of percentage points, or in some cases absolute, progress. Both measures are of some value, but whereas the former approach identifies a somewhat surprising list of countries, the latter produces a list of countries that is more consistent with conventional thinking about which countries have made good progress. Neither measure is objectively better than the other. One’s choice of approach depends on what sort of progress one is most interested in and on what sorts of assumptions one has about countries’ likely trajectory of progress; that is, whether the first steps of progress are the most difficult and as such should be considered most valuable. If this assumption is made, then it may make sense to highlight percentage change as well as percentage points change.
40. Explaining countries’ performance would require further in-depth analysis. One area that seems worthy of further investigation is that of politics; for instance, do countries that experience political transitions also experience changes in their development trajectories? The importance of politics, governance and institutions may be best considered through approaches that combine the use of quantitative indicators with more qualitative case study analysis, the second approach that we have taken to identifying “development success”.

Sector-success stories

41. The stories of development success that we have collected are drawn from stories that have already been collected by other organisations, in particular aid agencies. As such, our stories are drawn from a non-random sample. They provide some illustrations of successful development interventions and are suggestive in terms of the sorts of factors that seem to contribute to development success, but should be treated as food for thought rather than as definitive answers. This section provides a summary of the stories collected; the case studies themselves can be found in Annex 2.

Agriculture

42. For agriculture the success stories collected include ones from Kenya, Zimbabwe, Kenya, Zambia, India, Nepal and China as well as two that relate to Africa as a whole. They cover a range of issues including the provision of improved support services, the introduction of new technologies, strengthening linkages with the private sector, the development of local institutions and community associations, and improvements to infrastructure.

Box 3: Success stories in agriculture

- 1) Kenya – Small-holder dairy production
- 2) Zimbabwe - Maize and cotton
- 3) Africa - Harnessing the private sector for pro-poor agricultural growth, Africa
- 4) Africa - Pan-Africa Bean Research Alliance
- 5) Kenya - Export horticulture – improving smallholder access to supermarket supply chains
- 6) Zambia - Challenges for the Adoption of Conservation Agriculture by Smallholders in semi-arid Zambia
- 7) India - Support of Indigenous People (“Adivasi”)
- 8) Nepal - Buffer Zone Development - Makalu-Barun National Park
- 9) China - Improving Land Degradation through Integrated Environmental Management
- 10) India - Linking tea farmers with organic markets

43. Sustaining success in agriculture has often proved problematic. Changes in farming systems tend to be marginal, building upon existing structures (household farming systems) rather than being revolutionary. However, successive change can become transformative over the medium or long term. Regrettably, in Africa most policies and programmes have lasted for less than ten years, with many interventions focused on supply side interventions frustrated by poor uptake and effectiveness.⁶
44. From our selection of case studies the factors that appear to contribute to success include: good linkages with the commercial sector (as illustrated by case studies 1, 3, 5 and 10); an appropriate balance and sequencing between subsidies for supply-side interventions and efforts to liberalise markets so that price signals become more clear (1); indigenous research and adaptation of technological inputs and interventions to local context (2, 4, 6, 7); technical support; government commitment, perhaps expressed through national policy frameworks (2, 6, 7, 9); community involvement (8, 9); and, most crucially, that interventions are sufficiently long-lasting (1, 4, 6).
45. A major source of success stories for this sector was a recent International Food Policy Research Institute study, which polled more than 1000 African agriculture specialists to nominate success stories. The other key sources include a “donor platform” for the World Bank’s 2008 World Development Report on Agriculture, to which donors contributed agricultural success stories.

Education

46. For education, the success stories are drawn from Burkina Faso, Uganda, Afghanistan, Bangladesh, India and Tanzania. Development Partners have made considerable efforts to support developing countries’ efforts to improve educational outcomes. In many countries this has taken the form of providing finance to enable governments to reduce or eliminate school fees. This has led to impressive increases in enrolment rates, which in turn has raised challenges in terms of the quality of education. Development Partners have also contributed to the training of teachers, the provision of textbooks, the construction of schools and changes in the management of the education sector.

⁶ For a fuller discussion of these issues see Wiggins, S. (2005) “Success stories from African agriculture: What are the key elements of success?” *IDS Bulletin*, Vol. 36, no. 2, pp.17-22.

Box 4: Success stories in education

- 1) Burkina Faso – support for the Government’s Basic Education 10-year programme
- 2) Uganda – a better managed education sector
- 3) Afghanistan - expanding access to education
- 4) Bangladesh - improving the quality of education through governance reforms
- 5) India - universal access to elementary education
- 6) Tanzania - improving education outcomes

47. The case studies collected suggest that success in the education sector depends in large part on two factors: first, (as illustrated by case studies 1, 2, 4, 5 and 6) that the activities of Development Partners are conducted in support of government policy, with efforts made too to strengthen the capacity of government institutions; and second, (case studies 1, 2, 5 and 6), that Development Partners collectively coordinate or harmonise their activities so that they are all pulling in the same direction. The Afghanistan case study demonstrates the importance of community involvement and – in a country whose politics and security situation is fragile and fluid – the importance of development interventions being flexible and responsive. The World Bank’s collection of case studies on IDA at work proved a particularly fruitful source of success stories.

Infrastructure (transport)

48. For infrastructure – specifically for transport, as directed by the Gates’ Foundation – the success stories are drawn from Senegal, Bangladesh, Vietnam, Ethiopia, Mauritius and Tanzania. All but the Mauritius case study concern roads. In this sector, the selection of case studies has been shaped in large part by which projects, programmes and reforms have been written up by Development Partners and are accessible. Development Partners such as the European Commission and the Asian Development Bank have, for instance, been active in this sector but accessing information about their successes has not been possible in the time available. Most of the stories that we have collected related to rural areas.

Box 5: Success stories in infrastructure (transport)

- 1) Senegal - Rural infrastructure development project
- 2) Bangladesh - Rural infrastructure improvement project
- 3) Vietnam - Second rural transport project
- 4) Ethiopia - Road sector development programme support project, Ethiopia
- 5) Mauritius - Port development and environmental protection project
- 6) Tanzania - Integrated roads project

49. The case studies collected suggest that success in the transport sector depends on a number of factors, including: community and wider stakeholder involvement in the design and implementation of the intervention, with gendered perspectives taken account of (case studies 1, 2, 5); the quality of local governance (1); the time-scale of the intervention being sufficiently long (3, 4, 6); alignment with the plans and policies of the country’s government (4, 5); and efforts to build the capacity of those institutions that have the role of ensuring sustainability (6). As with the education sector, the World Bank’s IDA at work collection of case studies proved a good source of success stories.

Micro-finance

50. For micro-finance the case studies collected are drawn from Madagascar, Ethiopia, Egypt, Ethiopia, Bangladesh, Afghanistan, Pakistan, India and Nepal. It is notable that half of the case studies collected are from south Asia, a reflection in part of the fact that this region has been at the centre of innovation for micro-finance for a number of years. Micro-finance is widely regarded as a development intervention that has shown good evidence of success. The micro-finance sector demonstrates an issue that is of general relevance; delivering success for the poorest people – while in some respects a particularly important challenge – is likely to be especially challenging. It is also worth noting that while for the micro-finance institution itself success may be measured in terms of profits and loans repaid, success for the clients may be more about changes in attitudes and behaviours and the gradual introduction of new savings and investment practices.

Box 6: Success stories in microfinance

- 1) Bangladesh - Grameen Bank
- 2) Bangladesh - BRAC, Targeting the Ultra Poor Programme (TUP)
- 3) Madagascar - The Microfinance Project
- 4) Afghanistan - Microfinance Investment and Support Facility (MISFA)
- 5) Pakistan - Kashf Foundation
- 6) Ethiopia - Food Security Program
- 7) India - GreenMicrofinance™ (GMf™), India
- 8) Egypt - Mennonite Economic Development Associates (MEDA)
- 9) Ethiopia - WISDOM Microfinance Institution
- 10) Nepal - Nirdhan Utthan Bank

51. In the micro-finance sector the factors that appear to contribute to success include: sufficiently long time-frames (case studies 1, 8, 10); flexibility and innovation (1, 9, 10); financial sector reforms and links to national level policy (3, 4 8); and communication and marketing (6, 10). Useful sources of success stories for micro-finance include, as well as the World Bank, USAID’s micro-links website, DFID’s collection of case studies and UNFPA’s microfinance web-site.

Sanitation and hygiene

52. Sanitation and hygiene are often considered – and dealt with by Development Partners as well as by governments – alongside issues of water supply. However, some interventions do have a particular focus or emphasis on sanitation and to a lesser degree hygiene. Taking sanitation and hygiene as a separate sector does serve to emphasise that providing access to water, while clearly a major factor, will not itself result in improved sanitation and hygiene. The success stories selected are drawn from Malawi, Lesotho, Indonesia, Bangladesh and India. This selection does not perhaps reflect fully the fact that there has been considerable progress on sanitation in south Asia, in large part as a result of the Community Led Total Sanitation movement.

Box 7: Success stories in sanitation and hygiene

- 1) Malawi - Strategic School Sanitation Hygiene Promotion
- 2) Lesotho - The national sanitation programme
- 3) Indonesia - Community-Based Sewer Systems in Malang
- 4) Bangladesh - Community Led Total Sanitation
- 5) India - Total Sanitation Campaign

53. In the sanitation and hygiene sector the sorts of factors that seem to contribute to success include: the involvement of local communities, with interventions clearly responding to needs (case studies 1, 2, 3, 4); working in partnership with other organisations and engagement with the private sector (1, 2); institutionalisation of the approach taken in government policy (2, 5); and, interestingly in the Indian success story, the establishment of an awards scheme to provide incentives for individuals and communities to implement and sustain the approach to sanitation. Useful sources of success stories in this sector included DFID’s collection of case studies and those collected by the global Water and Sanitation Partnership.

Water

54. The stories of success in the water sector are drawn from Nigeria, Bangladesh, Uganda the Philippines, Mozambique, Niger, Senegal, Northern China, Mali and India. It is worth noting that in the water sector – as in others – the use of aggregate measures of success for coverage and access is problematic as there are likely to be pronounced inequalities in the location of water points.

Box 8: Success stories in the water sector

- 1) Nigeria - Wudil Regional Water Scheme (WRWS)
- 2) Bangladesh - Chars Livelihoods Programme
- 3) Uganda - WSP commitments in Uganda’s PRSP
- 4) Philippines - Tubig para sa Barangay (TPSB) or Water for the Poor Communities programme, Manilla
- 5) Mozambique - National Water Development Project
- 6) Niger - Water Sector Reforms
- 7) Senegal - Long-Term Water Sector Project
- 8) Northern China - Rights allocation and management in the Yellow River Basin (YRB)
- 9) Mali - Office du Niger II, Sector N’Débougou, Irrigation N’Débougou II
- 10) India - Kodkitunda Watershed Management

55. The factors that seem to contribute to success in the water sector include: engagement with local government (case studies 1, 2, 4, 8); capacity development at individual and institutional levels (1, 2); good local knowledge and community involvement and mobilisation (2, 4, 10); high levels of commitment from national government (3, 5, 7); coordinated donor support (3, 5); engagement with the private sector (4, 6, 7); and benchmarking and incentives for local-level performance (1, 3). Useful sources of information for the water sector included the World Bank web-site, DFID’s collection of case studies, USAID’s Telling Our Story collection of case studies, and case studies collected by the global Water and Sanitation Partnership.

Aid and public financial management

56. Identifying success in terms of improvements to the ways in which developing countries manage their resources, including aid inflows, presents a major challenge in part because these are stories of improving the process of resource management, with development outcomes further along the results chain. The stories of success that we have identified – from Afghanistan, Mozambique, Southern Sudan, Tanzania, Uganda and Vietnam – represent a number of attempts, by Development Partners working alongside governments, to enhance the effectiveness of aid and the quality of public financial management. Useful sources of information included DFID’s 2008 report on aid effectiveness, the World Bank’s

aid effectiveness reviews and various outputs from ODI’s Centre for Aid and Public Expenditure.

Box 9: Success stories in aid effectiveness

- 1) Afghanistan - Mutual Accountability
- 2) Mozambique - Programme Aid Partnership (PAP)
- 3) Southern Sudan - Aid Effectiveness
- 4) Tanzania - Country led assistance
- 5) Uganda - Country led assistance
- 6) Vietnam - Hanoi Core Statement on Aid Effectiveness

57. The Paris Declaration on aid effectiveness suggests that there are five sets of issues that contribute to aid effectiveness: ownership, alignment, harmonisation, managing for results and mutual accountability. The case studies we have selected touch on a number of these issues. The first is focused on mutual accountability with increased transparency about aid a major factor, but it also includes elements of ownership – where the government has been prepared to say no to the demands of Development Partners. The Mozambique case is also one of ownership and mutual accountability. For southern Sudan, the story is one of Development Partners working in a harmonised manner, while for Tanzania it is about the government’s assertion of ownership and insistence on harmonisation, expressed through a Joint Assistance Strategy. The Uganda case is about government ownership and leadership, harmonisation and efforts to manage for results. And finally, the Vietnam case study reflects an integrated approach to aid effectiveness, led by the government, and expressed through a local version of the Paris Declaration on aid effectiveness.

Context, partnerships, capacity, and ownership and commitment

58. Our collection of case studies of sector success, partial as it is and based on case studies collected by other organisations, provides food for thought about the sorts of factors that seem to contribute to success. These might be grouped under four headings: context, partnerships, capacity, and ownership and commitment.
59. **Context.** Successful development interventions respond clearly to local needs, make good use of local knowledge, employ technologies that are appropriate to the local context, and demonstrate flexibility in the face of what can be a rapidly changing local context. In short, the message for Development Partners and others seeking to stimulate, support and promote development success is to take full account of local context rather than seeking to simply replicate in one place an approach that seemed to be successful in another.
60. **Partnerships.** Development successes almost always involve partnerships between a range of different actors and organisations. Firstly, engagement with the local community and community based organisations can play an important role both in ensuring that the interventions respond to local needs and in contributing to the longer term sustainability of an intervention. Secondly, effective coordination between the various external actors that are providing support, including Development Partners, is essential to ensure that their contributions are as effective as possible. Thirdly, engagement with the private sector can play a crucial role in providing the economic incentives that can often drive changes in behaviour and – by generating economic growth – lead to longer term success in terms of raising incomes and reducing poverty. The private sector can also play an important role in persuading the government to engage and to enact necessary policy reforms. And fourthly, partnerships with government, at local and national levels, with external actors supporting well-formulated plans and governments in turn putting in place appropriate policy and

regulatory frameworks are essential too, particularly in terms of scaling up initial interventions and ensuring their sustainability.

61. **Capacity.** In many developing countries one of the key constraints on development success is that of limited capacity. This might be at an individual level in terms of human resources or at an organisational level in terms of ability to implement and manage projects. Such capacity constraints limit the ability of organisations to develop effective partnerships. As such, for development success to take place, and especially for development success to be sustained beyond the immediate intervention, requires a concerted effort to build capacity. This can be done through providing resources for training and through helping to build the capacity of institutions.
62. **Commitment.** Achieving development success is rarely easy or quick. It requires a serious and sustained commitment from external and local actors. Development Partners need to be in it for the long haul, albeit with clear plans as to how the sustainability of a success will be ensured on their departure, with their efforts closely aligned with those of local actors. Perhaps most importantly, government – at local and national levels – needs to demonstrate a strong and sustained commitment to the process. Commitment, alongside leadership and ownership that goes beyond the government to include communities affected by a development intervention, is a pre-requisite for sustainable development success.

Conclusions

63. Making progress towards poverty reduction and sustainable development is one of the major challenges of our times. The identification and explanation of “development success” is a daunting task, but one that can and should play an important role in informing development policy and practice. As such, it is a task that organisations engaged in global development should take seriously; given its importance, it is better to try to address the challenge rather than to pretend that it does not exist. Organisations that claim to be focused on promoting global development should be able to set out clearly their understanding of success in global development and of how they will contribute to such success.
64. In this report we have taken two approaches to identifying “development success”: first, the analysis of quantitative indicators; second, the collection of case studies or stories of success. Both approaches have their place and both have their limitations. The use of quantitative indicators can enable comparison amongst countries and over time. However, it is important to recognise that the apparent precision of quantitative indicators conceals a number of assumptions and decisions about what indicators to use, what time periods to consider, what data-sets to use and – perhaps most importantly – what measures of success to employ. Different decisions about these various issues will lead one to identify somewhat different lists of countries that have made good progress. A focus on specific individual indicators also runs the risk of obscuring the holistic nature of sustainable human development. Qualitative case studies lend themselves to a more holistic analysis that makes explicit the complexities and context-dependence of development. Nevertheless, case studies have their limitations too, with their findings also shaped by the perspective of their authors; our analysis, for instance, made use of stories that had been collected by aid agencies for their own purposes. As such, the reader should bear in mind that our work amounts to – as the title of the report suggests – an exploration of “development success” rather than the production of definitive answers as to what it is and how it comes about.

65. Efforts to explore the landscape of “development success” might be taken forward in a number of ways. In terms of quantitative indicators there might be value in considering whether a measure of success that combines both relative and absolute progress could be developed. In terms of case studies, there might be value in encouraging development organisations to more systematically document their successes and – to maximise learning – their failures. More substantively, greater attention should be given to the hugely important role that institutions play in shaping countries’ progress towards sustainable development and poverty reduction.
66. Context matters. Politics matters. Governance matters. Institutions matter. These statements have – while usefully correcting an earlier over-emphasis on the economics of development – become truisms in recent years. Exploring how they matter and how they shape countries’ diverse development trajectories is key to explaining development success, in all its various guises. Progress on these fronts would help organisations including the Gates’ Foundation to ensure that their engagement in global development is as effective as possible.⁷ It would also allow one to tell more realistic and persuasive stories about global development, which would in turn do much to strengthen the constituency for global development in the global north.

⁷ See the World Bank’s recent (2008) publication on *Governance, growth and development decision-making* for an introduction to this promising approach to exploring countries’ development trajectories and the role of institutions and governance in this regard.

Annex 1: Indicators of country progress

No.	Issue	Indicator	Source	Time Period	Developing countries registering most (%) progress ⁸	African/Asian countries registering most progress in percentage point, or absolute terms
1	Human development	Human Development Index	UN Human Development Report	1990-2005	China Equatorial Guinea Egypt Bangladesh Lao	No separate calculation is necessary as primary measure is based on “absolute” values.
2	Economic performance	Growth rate of GDP per capita	IMF (World Economic Outlook database)	1995-2006	Equatorial Guinea Azerbaijan Armenia China Myanmar	No separate calculation is necessary as primary measure is based on absolute values.
3	Standard of living	Standard of living by GDP per capita (PPP US\$)	IMF (World Economic Outlook database)	1990-2008	China Vietnam Trinidad and Tobago Mozambique Cambodia Botswana	Botswana Malaysia Turkey Iran Thailand
4	Employment	Employment-to-population ratio	MDG Indicator 1.5	1991-2006	Algeria Jordan Maldives Trinidad and Tobago Honduras Mongolia China	Algeria Maldives Mongolia China Jordan
5	Trade	Volume of exports per capita	IMF (World Economic Outlook database)	1990-2005	Cambodia Chad Mozambique Guinea-Bissau Mongolia	Cambodia Mongolia Malaysia Seychelles Chad
6	Life expectancy	Life expectancy at birth	UN Human Development Indicators (HDI)	1970/75-2000/05	Bhutan Yemen Gambia Timor-Leste Vietnam	Vietnam Oman Bhutan Yemen Libya
7	Education	Net primary school	MDG Indicator 2.1	1999-2006	Tanzania Ethiopia	Tanzania Madagascar

⁸ For all of the indicators except numbers 1, 13, 14 (and 2, in a slightly different manner) the primary notion of progress employed is – as instructed by the Gates’ Foundation – that of percentage progress. The countries that have made the most headway on a different measure of progress – percentage points or in some cases absolute values – are mentioned in the main report and included in the final column of this table.

Exploring “development success”

		enrolment ration			Niger Benin Guinea	Benin Ethiopia Guinea
8	Child mortality	Under-five mortality rate	MDG Indicator 4.1	1990-2006	Thailand Maldives Timor-Leste Peru Vietnam Indonesia	Timor Leste Malawi Mozambique Bhutan Lao
9	HIV/AIDS	HIV prevalence among population aged 15-24 years	MDG Indicator 6.1	2001-2007	Cambodia Burundi Zimbabwe India Kenya	Zimbabwe Kenya Botswana Uganda Cote d'Ivoire
10	Environment (drinking water)	Proportion of population using an improved drinking water source	MDG Indicator 7.1	1995-2006	Cambodia Ethiopia Chad Burkina Faso Mauritania	Cambodia Burkina Faso Vietnam Chad Malawi
11	Environment (sanitation)	Proportion of population using an improved sanitation facility	MDG Indicator 7.2	1995-2006	Lao Cambodia Myanmar Ethiopia Central African Republic	Myanmar Lao Vietnam Cambodia Angola
12	Gender	Women in parliament	MDG Indicator 3.3	1997-2008	Morocco Mauritania Ethiopia Togo Lesotho	Rwanda Mauritania Lesotho Ethiopia Tunisia
13	Governance	Voice & Accountability	World Bank Institute	1996-2007	Nigeria Liberia Indonesia Ghana Kenya	No separate calculation is necessary as primary measure is based on “absolute” values.
14	Governance	Control of corruption	World Bank Institute	1998-2007	Liberia Cape Verde Rwanda Tanzania DR Congo (Top 5 African/Asian. Top 5 all would include St. Lucia and St. Kitts and Nevis)	No separate calculation is necessary as primary measure is based on “absolute” values.

Issue 1: Human development

Indicator: Human Development Index

Data Source: UN Human Development Report data-set <http://hdr.undp.org/en/statistics/data/>

Background: Human Development is a concept of development based on the work of Amartya Sen and others which sees development as a process of expanding people’s real freedoms. The Human Development Index combines a number of key dimensions of development: life expectancy; literacy and educational attainment; and standard of living.

Country progress: This measure identifies those countries that have seen the greatest improvement in their Human Development Index score from 1990-2005. On this basis, with comparative data available for 138 of the 177 countries included in the latest Human Development Index, the ten countries making the most progress are China, Equatorial Guinea, Egypt, Bangladesh, Lao, Oman, Vietnam, Rwanda, Cape Verde and Nepal. A number of these countries including China, Equatorial Guinea, Lao, Vietnam, Rwanda and Cape Verde appear in the lists of countries making most progress on other issues and indicators, reflecting in part the fact that the Human Development Index is a composite index. Only two of the 10 countries registering the most progress are in sub-Saharan Africa.

Country	Starting point (1990)	End point (2005)	Progress made on Human Development Index
China	0.634	0.777	0.143
Equatorial Guinea	0.505	0.642	0.137
Egypt	0.575	0.708	0.133
Bangladesh	0.422	0.547	0.125
Lao	0.478	0.547	0.123
Oman	0.697	0.814	0.117
Vietnam	0.620	0.733	0.113
Rwanda	0.340	0.452	0.112
Cape Verde	0.627	0.736	0.109
Nepal	0.427	0.534	0.107

Issue 2: Economic performance

Indicator: Gross domestic product per capita (constant prices)

Data Source: IMF (World Economic Outlook database)
<http://www.imf.org/external/pubs/ft/weo/2008/02/weodata/index.aspx>

Background: Development is about much more than just economic growth. But no country has been able to develop in the absence of economic growth. Economic growth is a necessary but not a sufficient condition for development. Examining data on GDP per capita is a starting point, albeit an important one, for identifying countries that have made good progress as regards development. The ongoing financial crisis and its likely implications for growth in many developing as well as developed countries put the importance of economic growth for development in sharp relief.

Country progress: This measure identifies those countries that saw the greatest percentage increase in the size of their economies from 1995 to 2006. The developing countries that have registered the most progress are Equatorial Guinea, Azerbaijan, Armenia, China and Myanmar.

A number of the countries registering good progress on this measure are countries that are commodity-rich and/or have had a recent oil boom (eg. Equatorial Guinea). Moving further down

the ranking, Angola, Mozambique, Cambodia, Botswana and Vietnam also perform well, coming in the top ten African and Asian developing countries. A number of these countries appear towards the top of the rankings for other indicators.

Country	Starting point (1995) GDP per capita constant prices (national currency)	End point (2006) GDP per capita constant prices (national currency)	Progress made (% change) ⁹
Equatorial Guinea	179,715	3,041,776	1593%
Azerbaijan	522	1,836	252%
Armenia	165,587	531,579	221%
China	2,748	7,515	173%
Myanmar	37,977	96,431	154%

Note: data available for approximately 140 out of 150 countries monitored by IMF. Some data points are estimates. List of developing countries as defined by the World Bank

Issue 3: Standard of living

Indicator: Gross domestic product based on purchasing-power-parity (PPP) per capita GDP

Data Source: IMF (World Economic Outlook database)

<http://www.imf.org/external/pubs/ft/weo/2008/02/weodata/index.aspx>

Background: Levels of income play an important role in determining people’s well-being. People who have higher incomes have, all else being equal, more options. The Purchasing Power Parity measure equalizes the purchasing power of different currencies in their home countries for a given basket of goods. Using a PPP basis is arguably more useful when comparing differences in living standards on the whole between nations because PPP takes into account the relative *cost of living* and the *inflation* rates of different countries, rather than just a nominal gross domestic product (GDP) comparison (UN Human Development Report website).

Country progress: This measure identifies those countries that saw the greatest percentage increase in GDP per capita on a purchasing power parity basis between 1990 and 2008. The five African and Asian countries registering the most progress are China, Vietnam, Mozambique, Cambodia and Botswana. Trinidad and Tobago is the only country beyond Africa and Asia to make it into the top five. India, Cape Verde, Lao and Chile occupy the remainder of the places in the top 10. As such, eight of the 10 countries registering the most progress are from Africa or Asia.

Country	Starting point (1990)	End point (2008)	Progress made (% change)
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⁹ For this indicator and several others the change measured is % change from the level recorded at the starting point. So, for example, an increase from 10% to 12% counts as a change of 20% rather than 2%.

Exploring “development success”

	<i>In current international dollar</i>	<i>In current international dollar</i>	
China	749	5,943	647%
Vietnam	614	2,774	322%
Trinidad and Tobago	5,361	19,686	249%
Mozambique	248	900	248%
Cambodia	552	1,955	248%
Botswana	4,949	17,947	239%

Measured in terms of absolute change in GDP per capita in purchasing power parity terms, the five African and Asian countries making the most progress from 1990 to 2008 are Botswana, Malaysia, Turkey, Iran and Thailand. A number of countries in Central and South America including Trinidad and Tobago, Chile and Argentina are amongst those countries making the most progress in these terms.

Country	Starting point (1990) <i>In current international dollar</i>	End point (2008) <i>In current international dollar</i>	Progress made (absolute change)
Botswana	5294	17947	\$12654
Malaysia	4838	14225	\$9388
Turkey	5552	13447	\$7895
Iran	4486	11209	\$6723
Thailand	2901	8380	\$5479

Note: data available for approximately 77 countries. Some data points are estimates.

Issue 4: Employment

Indicator: Proportion of the working age population in employment (MDG target 1.B.)

MDG Target: Achieve full and productive employment and decent work for all, including women and young people

Data Source: MDG indicators <http://mdgs.un.org/unsd/mdg/data.aspx>

Background: Poverty reduction cannot be accomplished without full and productive employment and decent work for all. The proportion of working-age population that is employed is a good indicator of the ability of an economy to provide jobs. Nevertheless, there is no optimal employment-to-population ratio. Developed countries have lower ratios than developing countries because their higher productivity and incomes mean that fewer workers are required to meet the needs of the entire population. On the other hand, the very high ratios in sub-Saharan Africa indicate that a large number of poor people have to work to subsist, regardless of the quality of the job (Millennium Development Goals Report, UN 2008).

Country progress: This measure identifies those countries that have seen the greatest percentage increase in the proportion of the working age population in employment from 1991-2006. On this basis, the five countries registering the most progress for the period 1991-2006 are Algeria, Jordan, Maldives, Trinidad and Tobago and Honduras. A list focused on African and Asian countries would include Mongolia and China, registering % changes of 19% (from 50% to 59%) and 16% (from 57% to 65%) respectively.

Country	Starting point (1991)	End point (2006)	Progress made
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			(% change)
Algeria	37.2%	49.8%	34%
Jordan	38.8%	46.8%	21%
Maldives	49.7%	59.9%	21%
Trinidad and Tobago	48.1%	57.7%	20%
Honduras	57.2%	68.6%	20%

Measured in terms of percentage points change in the proportion of the working age population in employment, the five African and Asian countries making the most progress from 1995 to 2006 are Algeria, the Maldives, Mongolia, China and Jordan. A number of countries in Central and South America including Honduras, Ecuador and Trinidad and Tobago are amongst those countries making the most progress in these terms.

Country	Starting point (1995)	End point (2006)	Progress made (% points)
Algeria	37.2%	49.8%	12.6
Maldives	49.7%	59.9%	10.2
Mongolia	49.5%	59%	9.5
China	56.5%	65.4%	8.9
Jordan	38.8%	46.8%	8

Issue 5: Trade

Indicator: Exports of goods and services as % of GDP

Data Source: UN Human Development Report data-set <http://hdr.undp.org/en/statistics/data/>

Background: Trade can play an important role in unlocking countries' potential for economic growth and development. One measure of how successful a country is at engaging in trade is the volume of exports of goods and services, measured as a percentage of that country's GDP.

Country progress: This measure identifies those countries that have seen the greatest percentage increase in their volume of exports of goods and services (as a percentage of their GDP), from 1990 to 2005. On this basis, the five countries registering most progress for the period 1990-2005 are Cambodia, Chad, Mozambique, Guinea-Bissau and Mongolia.

Country	Starting point (1990)	End point (2005)	Progress made (% change)
Cambodia	6%	65%	983%
Chad	13%	59%	354%
Mozambique	8%	33%	312%
Guinea-Bissau	10%	38%	280%
Mongolia	22%	76%	245%

Measured in terms of percentage points change in the export of goods and services as a percentage of GDP, the five African and Asian countries making the most progress from 1990 to 2005 are Cambodia, Mongolia, Malaysia, the Seychelles and Chad.

Country	Starting point (1990)	End point (2005)	Progress made (% points)
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Exploring “development success”

Cambodia	6%	65%	59
Mongolia	22%	76%	54
Malaysia	75%	123%	48
Seychelles	62%	110%	48
Chad	13%	59%	46

Note: data available for approximately 155 out of the 177 countries included in the Human Development Report data-set.

Issue 6: Life expectancy

Indicator: Life expectancy at birth

Data Source: UN Human Development Report data-set <http://hdr.undp.org/en/statistics/data/>

Background: Life expectancy at birth is one of the three indicators that make up the composite Human Development Index. The idea behind the Human Development Index is that development is much more than economic growth and is about people. The basics that human beings require are a healthy life, education and enough income to provide a decent standard of living.

Country progress: This measure identifies those countries that have seen the greatest percentage increase in terms of life expectancy from the early 1970s (data from 1970-75) to the early 2000s (data from 2000-05). On this basis the five African and Asian countries registering the most progress are Bhutan, Yemen, Gambia, Timor-Leste and Vietnam. For comparison, the global average life expectancy increased from 58.3 to 66 years over the same period, an increase of 13.2%.

Country	Starting point (1970-75) In years	End point (in 2000-05) In years	Progress made (% change)
Bhutan	41.8	63.5	51.9%
Yemen	39.8	60.3	51.5%
Gambia	38.3	58.0	51.4%
Timor-Leste	40.0	58.3	45.8%
Vietnam	50.3	73.0	45.1%

Measured in terms of absolute change in life expectancy, the five African and Asian countries making the most progress from the early 1970s to the first half of the current decade are Vietnam, Oman, Bhutan, Yemen and Libya.

Country	Starting point (1970-75) In years	End point (in 2000-05) In years	Progress made (absolute change)
Vietnam	50.3	73	22.7 years
Oman	52.1	74.2	22.1 years
Bhutan	41.8	63.5	21.7 years
Yemen	39.8	60.3	20.5 years
Libya	52.8	72.7	19.9 years

Note: data available for approximately 170 countries

Issue 7: Education

Indicator: Net enrolment ratio in primary education (MDG target 2.A.)

MDG Target: Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling

Data Source: MDG indicators <http://mdgs.un.org/unsd/mdg/data.aspx>

Background: Education is one of the corner-stones of human development, offering people the opportunity to expand their horizons. Data on enrolment provides one indication of the level of access to education, although one should bear in mind that the level or quantity of access to education says nothing about the quality of education offered.

In almost all regions, the net enrolment ratio in 2006 exceeded 90 per cent, and many countries were close to achieving universal primary enrolment. The number of children of primary school age who were out of school fell from 103 million in 1999 to 75 million in 2006, despite an overall increase in the number of children in this age group. These successes underscore that much can be accomplished with the political will of governments and with adequate support from development partners.

In sub-Saharan Africa, however, the net enrolment ratio has only recently reached 71 per cent, even after a significant jump in enrolment that began in 2000. Around 38 million children of primary school age in this region are still out of school. In Southern Asia, the enrolment ratio has climbed to 90 per cent, yet more than 18 million children of primary school age are not enrolled. (Millennium Development Goals Report, UN 2008)

Country progress: This measure identifies those countries that have seen the greatest percentage increase in enrolment rates, from 1999 to 2006. On this basis, the five countries registering the most progress for the period 1999-2006 are Tanzania, Ethiopia, Niger, Benin and Guinea. In a number of African countries, including Tanzania, governments have – with the support of Development Partners – adopted policies aimed at universal primary education, including the abolition of school fees.

Country	Starting point (1999)	End point (2006)	Progress made (% change)
Tanzania	50%	98%	97%
Ethiopia	35%	66%	90%
Niger	26%	44%	67%
Benin	50%	83%	65%
Guinea	45%	73%	62%

Measured in terms of percentage points change in enrolment rates, the five African and Asian countries making the most progress from 1999 to 2006 are Tanzania, Madagascar, Benin, Ethiopia and Guinea.

Country	Starting point (1999)	End point (2006)	Progress made (% points)
Tanzania	50%	98%	48
Madagascar	63%	96%	33
Benin	50%	83%	33
Ethiopia	35%	66%	31
Guinea	45%	73%	28

Note: A full data set for this indicator not available. Thus, some countries have not been included in the trend analysis, including some African and Asian countries.

Issue 8: Child mortality

Indicator: Under-five mortality rate (per 1000 live births)

MDG Target: Reduce by two-thirds, between 1990 and 2015, the under-five mortality rate (MDG target 4.A.).

Data Source: MDG indicators <http://mdgs.un.org/unsd/mdg/data.aspx>

Background: Reducing child mortality is the fourth of the Millennium Development Goals. In 2006, for the first time since mortality data have been gathered, annual deaths among children under five dipped below 10 million. A child born in a developing country is over 13 times more likely to die within the first five years of life than a child born in an industrialized country. Sub-Saharan Africa accounts for about half the deaths of children under five in the developing world. Between 1990 and 2006, about 27 countries – the large majority in sub-Saharan Africa – made no progress in reducing childhood deaths. Disparities persist in all regions: mortality rates are higher for children from rural and poor families and whose mothers lack a basic education.

The leading causes of childhood deaths – pneumonia, diarrhoea, malaria and measles – are easily prevented through simple improvements in basic health services and proven interventions. Thirty-seven per cent of under-five deaths occur in the first month of life, and improved neonatal and maternal care could save countless newborns. Under-nutrition is estimated to be an underlying cause in more than one third of all deaths in children under five. (Millennium Development Goals Report, UN 2008)

Country progress: This measure identifies those countries that have seen the greatest percentage reduction in under-five child mortality from 1990 to 2006. On this basis, the five countries registering the most progress are Thailand, the Maldives, Timor Leste, Turkey and Peru. A list focused on African and Asian countries would see Vietnam and Indonesia replace Turkey and Peru.

Country	Starting point (1990) per 1000 live births	End point (2006) per 1000 live births	Progress made (% change)
Thailand	31	8	-74%
Maldives	111	30	-73%
Timor-Leste	177	55	-68%
Peru	78	25	-68%
Vietnam	53	17	-68%

Measured in terms of absolute reductions in under-five mortality rates, the five African and Asian countries making the most progress from 1990 to 2006 are Timor Leste, Malawi, Mozambique, Bhutan and Lao.

Country	Starting point (1990) per 1000 live births	End point (2006) per 1000 live births	Progress made (absolute change)
Timor-Leste	177	55	-122
Malawi	221	120	-101
Mozambique	235	138	-97
Bhutan	166	70	-96
Lao	163	75	-88

Issue 9: HIV/AIDS

Indicator: HIV prevalence among population aged 15-24 years

MDG Target: Have halted by 2015 and begun to reverse the spread of HIV/AIDS (MDG target 6.A.)

Data Source: MDG indicators <http://mdgs.un.org/unsd/mdg/data.aspx>

Background: Combating HIV/AIDS, malaria and other diseases is the sixth of the Millennium Development Goals. Every day, nearly 7,500 people become infected with HIV and 5,500 die from AIDS, mostly due to a lack of HIV prevention and treatment services. However, some encouraging developments have sparked small victories in the battle against AIDS. Thanks to improvements in prevention programmes, the number of people newly infected with HIV declined from 3 million in 2001 to 2.7 million in 2007. And with the expansion of antiretroviral treatment services, the number of people who die from AIDS has started to decline, from 2.2 million in 2005 to 2.0 million in 2007. However, largely because newly infected people survive longer, the number of people living with HIV rose from an estimated 29.5 million in 2001 to 33 million in 2007. The vast majority of those living with HIV are in sub-Saharan Africa. (Millennium Development Goals Report, UN 2008)

Country progress: This measure identifies those countries that have seen the greatest percentage reduction in levels of HIV prevalence from 2001 to 2007. On this basis, the countries registering the most progress for the period 2001-2007 are Cambodia, Burundi, Zimbabwe, India and Kenya.

Country	Starting point (2001)	End point (2007)	Progress made (% change)
Cambodia	1.8%	0.8%	-56%
Burundi	3.5%	2%	-43%
Zimbabwe	26%	15.3%	-42%
India	0.5%	0.3%	-40%
Kenya	7.7%	4.9%	-36%

Measured in terms of percentage point reductions in HIV prevalence, under-five mortality rates, the five countries making the most progress from 2001 to 2006 are Zimbabwe, Kenya, Botswana, Uganda and Cote d'Ivoire.

Country	Starting point (2001)	End point (2007)	Progress made (% points)
Zimbabwe	26%	15.3%	-10.7
Kenya	7.7%	4.9%	-2.8
Botswana	26.5%	23.9%	-2.6
Uganda	7.9%	5.4%	-2.5
Cote d'Ivoire	6%	3.9%	-2.1

Issue 10: Environment (drinking water)

Indicator: Proportion of population using an improved drinking water source (MDG target 7.C.)

MDG Target: Halve, by 2015, the proportion of the population without sustainable access to safe drinking water and basic sanitation

Data Source: MDG indicators <http://mdgs.un.org/unsd/mdg/data.aspx>

Background: Increasing the proportion of the population using an improved drinking water source is one of the targets under the seventh of the Millennium Development Goals. Since 1990, 1 billion people have gained access to safe water. However, nearly one billion people today lack safe

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sources of drinking water. Progress has been most pronounced in Eastern Asia, where over 400 million people have gained access to improved drinking water sources and coverage has grown by 20 per cent since 1990. Less progress has taken place in sub-Saharan Africa, which now accounts for more than a third of those without improved drinking water supplies and requires a jumpstart to meet the MDG target. (Millennium Development Goals Report, UN 2008)

Country progress: This measure identifies those countries that have seen the greatest percentage increase in the proportion of people using an improved drinking water source, from 1995 to 2006. On this basis the five countries registering the most progress are Cambodia, Ethiopia, Chad, Burkina Faso and Mauritania. Whilst regionally East Asia has outperformed Africa, in terms of individual country progress 4 African countries have made significant progress in provision of safe drinking water. This is partly as a result of the measurement taking into account the countries’ starting points.

Country	Starting point (1995)	End point (2006)	Progress made (% change)
Cambodia	19%	65%	242%
Ethiopia	20%	42%	110%
Chad	24%	48%	100%
Burkina Faso	44%	72%	64%
Mauritania	40%	60%	50%

Measured in terms of percentage points the five countries making the most progress from 1995 to 2006 as regards access to an improved drinking water source, are Cambodia, Burkina Faso, Vietnam, Chad and Malawi.

Country	Starting point (1995)	End point (2006)	Progress made (% points)
Cambodia	19%	65%	46
Burkina Faso	44%	72%	28
Vietnam	64%	92%	28
Chad	24%	48%	24
Malawi	52%	76%	24

Issue 11: Environment (sanitation)

Indicator: Proportion of population using an improved sanitation facility (MDG target 7.C.)

MDG Target: Halve, by 2015, the proportion of the population without sustainable access to safe drinking water and basic sanitation

Data Source: MDG indicators <http://mdgs.un.org/unsd/mdg/data.aspx>

Background: Increasing the proportion of the population using an improved sanitation facility is one of the targets under the seventh Millennium Development Goal. Almost a quarter of the developing world’s population lives without any form of sanitation. An additional 1 per cent use sanitation facilities that do not ensure hygienic separation of human waste from human contact. Open defecation jeopardizes an entire community, not just those who practice it, because of an increased risk of diarrhoeal diseases, cholera, worm infestations, hepatitis and related diseases.

While open defecation is declining in all regions, it continues to be practiced by almost half the population in Southern Asia and more than a quarter of those living in sub-Saharan Africa. Of the 1 billion people worldwide who practise open defecation, more than one billion live in rural areas (Millennium Development Goals Report, UN 2008)

Country progress: This measure identifies those countries that have seen the greatest percentage increase in the proportion of people using an improved sanitation facility, from 1995 to 2006. On this basis, the five countries registering the most progress for the period 1995-2006 are Lao, Cambodia, Myanmar, Ethiopia and the Central African Republic. It is notable that the top 3 countries are all from south-east Asia.

Country	Starting point (1995)	End point (2006)	Progress made (% change)
Lao	13%	48%	269%
Cambodia	8%	28%	250%
Myanmar	34%	82%	141%
Ethiopia	5%	11%	120%
Central African Republic	15%	31%	100%

Measured in terms of percentage points or absolute progress in the proportion of people using an improved sanitation facility, from 1995 to 2006 the five countries making the most progress are Myanmar, Lao, Vietnam, Cambodia and Angola.

Country	Starting point (1995)	End point (2006)	Progress made (% points)
Myanmar	34%	82%	48
Lao	13%	48%	35
Vietnam	40%	65%	25
Cambodia	8%	28%	20
Angola	30%	50%	20

Issue 12: Gender empowerment

Indicator: Proportion of seats held by women in national parliament

MDG Target: Eliminate gender disparity in primary and secondary education, preferably by 2005, and in all levels of education no later than 2015 (MDG target 3.A.)

Data Source: MDG indicators <http://mdgs.un.org/unsd/mdg/data.aspx>

Background: Gender empowerment is an important issue at all levels of society. The proportion of seats held by women in parliament provides one indication of gender empowerment in terms of national level politics and decision-making.

In January 2008, the global proportion of parliamentary seats held by women reached a high of nearly 18 per cent. However, the proportion continues to fluctuate and the global average conceals national and regional differences. Women hold at least 40 per cent of the seats in five parliaments: Rwanda leads the way at 48.8 per cent, followed by Sweden (47 per cent), Cuba (43.2 per cent), Finland (41.5 per cent) and Argentina (40 per cent). Women occupy at least 30 per cent of parliamentary seats in 20 countries, although none in Asia. No women were included in the 2007 parliamentary renewals in the Federated States of Micronesia, Nauru, Oman and Qatar, and women constitute less than 10 per cent of the members of parliament in one third of all countries.

Latin America and the Caribbean increased female representation, with women holding 22 per cent of seats. The increase in recent years of female parliamentary representatives in sub-Saharan Africa was largely sustained in the 2007 elections. Oceania is the only region where women’s participation stagnated. (Millennium Development Goals Report, UN 2008)

Country progress: This measure identifies those countries that have seen the greatest percentage increase in the proportion of seats held by women in parliament, from 1997 to 2008. On this basis, the five countries registering the most progress for the period 1997-2008 are Morocco, Mauritania, Ethiopia, Togo and Lesotho.

Country	Starting point (1997)	End point (2008)	Progress made (% change)
Morocco	0.6%	10.5%	1650%
Mauritania	1.3%	22.1%	1600%
Ethiopia	2%	21.9%	995%
Togo	1.2%	11.1%	825%
Lesotho	4.6%	25%	444%

Measured in terms of percentage points progress in the proportion of parliamentary seats held by women, the countries making the most progress from 1997 to 2008 are Rwanda, Mauritania, Lesotho, Ethiopia and Tunisia.

Country	Starting point (1997)	End point (2008)	Progress made (% points)
Rwanda	17.1%	48.8%	31.7
Mauritania	1.3%	22.1%	20.8
Lesotho	4.6%	25%	20.4
Ethiopia	2%	21.9%	19.9
Tunisia	6.7%	22.8%	16.1

Note: A full data set for this indicator not available. Thus, some countries have not been included in the trend analysis, including some African and Asian countries.

Issue 13: Governance (voice and accountability)

Indicator: Voice and Accountability

Data Source: World Governance Indicators <http://info.worldbank.org/governance/wgi/index.asp>

Background: Governance is increasingly seen as being fundamental to development with, for instance, governance and anti-corruption a major plank of the World Bank’s work and governance the focus of the UK Government’s most recent White Paper on international development.

Good governance can be found at all income levels, with some emerging economies matching the performance of rich countries on key dimensions of governance. Some countries are making rapid progress in governance, including in Africa, whilst the data also shows large variation in performance across countries, and even among neighbours within each continent. Progress reflects reforms in those countries where political leaders, policymakers, civil society and the private sector view good governance as crucial for sustained and shared growth.

Voice and Accountability measures the extent to which a country’s citizens are able to participate in selecting their government, as well as freedom of expression, freedom of association, and a free media. The Governance Matters indicators are composite indicators, and are measured in units ranging from about -2.5 to 2.5, with higher values corresponding to better governance outcomes. While they provide useful information about governance trends, they are subject to wide margins of error and should be interpreted with due caution.

Country progress: This measure identifies those countries that have seen the most progress on in terms of the “voice and accountability” dimension of governance from 1996 to 2007. It makes use of the World Bank Institute’s Governance Matters data-sets. On this basis, the five developing countries that have made the most progress are Nigeria, Liberia, Indonesia, Ghana and Kenya. All of these countries have seen major increases in the inflow of aid and debt relief, with a number of them – Nigeria, Liberia and Indonesia in particular – experiencing a transition from regimes that were widely considered corrupt to reformist regimes.

Country	Starting point (1996)	End point (2007)	Progress on Governance Matters indicator scores NB: Figures may not tally due to rounding
Nigeria	-1.82	0.54	1.29
Liberia	-1.36	0.35	1.02
Indonesia	-1.17	-0.17	1.00
Ghana	-0.29	0.5	0.79
Kenya	-0.82	-0.06	0.75

Note: data available for approximately 210 countries.

Issue 14: Governance (control of corruption)

Indicator: Control of corruption

Data Source: World Governance Indicators <http://info.worldbank.org/governance/wgi/index.asp>

Background: Progress in fighting corruption on all fronts requires measurement of corruption itself, in order to diagnose problems and monitor results. This recognition has renewed interest in the World Bank, and among aid donors, aid recipients, investors, and civil society, in developing measures of corruption, both in aid-financed projects as well as more broadly in developing countries. This in turn has also sparked debate on how best to measure corruption and monitor progress in reducing it. Marked improvements in Control of Corruption have been seen in countries such as in Georgia, Serbia, Liberia and Tanzania.

Control of Corruption measures the extent to which public power is exercised for private gain, including both petty and grand forms of corruption, as well as “capture” of the state by elites and private interests. The Governance Matters indicators are composite indicators, and are measured in units ranging from about -2.5 to 2.5, with higher values corresponding to better governance outcomes. While they provide useful information about governance trends, they are subject to wide margins of error and should be interpreted with due caution.

Country progress: This measure identifies those countries that have seen the most progress on in terms of the “control of corruption” dimension of governance from 1996 to 2007. It makes use of the World Bank Institute’s Governance Matters data-sets. On this basis, the countries registering the most progress from Africa and Asia are Liberia, Cape Verde, Rwanda, Tanzania and the Democratic Republic of Congo.

Country	Starting point (1998)	End point (2007)	Progress on Governance Matters indicator scores NB: Figures may not
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			tally due to rounding
Liberia	-1.72	-0.41	1.3
Cape Verde	-0.32	0.76	1.08
Rwanda	-0.87	-0.09	0.78
Tanzania	-1.09	-0.45	0.64
DR Congo	-1.73	-1.27	0.46

Note: data available for approximately 210 countries.

Annex 2: Stories of Development Success

Sector	Success Stories
Agriculture/Food	<ol style="list-style-type: none"> 1. Kenya - Small holder dairy production 2. Zimbabwe - Maize and cotton 3. Africa - Harnessing the private sector for pro-poor agricultural growth, Africa 4. Africa - Pan-Africa Bean Research Alliance 5. Kenya - Export horticulture – improving smallholder access to supermarket supply chains 6. Zambia - Challenges for the Adoption of Conservation Agriculture by Smallholders in semi-arid Zambia 7. India - Support of Indigenous People (“Adivasi”) 8. Nepal - Buffer Zone Development - Makalu-Barun National Park 9. China - Improving Land Degradation through Integrated Environmental Management (IEM) 10. India - Linking tea farmers with organic markets
Education	<ol style="list-style-type: none"> 1. Burkina Faso – support for the Government’s Basic Education 10-year programme 2. Uganda – a better managed education sector 3. Afghanistan - Expanding access to education 4. Bangladesh - Improving the quality of education through governance reforms 5. India - Universal access to elementary education 6. Tanzania - Improving education outcomes
Infrastructure	<ol style="list-style-type: none"> 1. Senegal - Rural infrastructure development project 2. Bangladesh - Rural infrastructure improvement project 3. Vietnam - Second rural transport project 4. Ethiopia - Road sector development programme support project, Ethiopia 5. Mauritius - Port development and environmental protection project 6. Tanzania - Integrated roads project
Microfinance	<ol style="list-style-type: none"> 1. Bangladesh - Grameen Bank 2. Bangladesh - BRAC, Targeting the Ultra Poor Programme (TUP) 3. Madagascar - The Microfinance Project 4. Afghanistan - Microfinance Investment and Support Facility (MISFA) 5. Pakistan - Kashf Foundation 6. Ethiopia - Food Security Program 7. India - GreenMicrofinance™ (GMf™), India 8. Egypt - Mennonite Economic Development Associates (MEDA) 9. Ethiopia - WISDOM Microfinance Institution 10. Nepal - Nirdhan Utthan Bank
Sanitation/Hygiene	<ol style="list-style-type: none"> 1. Malawi - Strategic School Sanitation Hygiene Promotion 2. Lesotho - The national sanitation programme 3. Indonesia - Community-Based Sewer Systems in Malang 4. Bangladesh - Community Led Total Sanitation

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	5. India - Total Sanitation Campaign
Water	<ol style="list-style-type: none"> 1. Nigeria - Wudil Regional Water Scheme (WRWS) 2. Bangladesh - Chars Livelihoods Programme 3. Uganda - WSP commitments in Uganda's PRSP 4. Philippines - Tubig para sa Barangay (TPSB) or Water for the Poor Communities programme, Manila 5. Mozambique - National Water Development Project 6. Niger - Water Sector Reforms 7. Senegal - Long-Term Water Sector Project 8. Northern China - Rights allocation and management in the Yellow River Basin (YRB) 9. Mali - Office du Niger II, Sector N'Débougou, Irrigation N'Débougou II 10. India - Kodkitunda Watershed Management
Aid Effectiveness	<ol style="list-style-type: none"> 1. Afghanistan - Mutual Accountability 2. Mozambique - Programme Aid Partnership (PAP) 3. Southern Sudan - Aid Effectiveness 4. Tanzania - Country led assistance 5. Uganda - Country led assistance 6. Vietnam - Hanoi Core Statement on Aid Effectiveness

AGRICULTURE*Title of policy or intervention:* **Smallholder dairy production in Kenya (1)**

<i>Country context:</i>	Kenya (national level initiative)
<i>Dates:</i>	100+ years. Current and ongoing.
<i>Sector problem addressed:</i>	Low productivity in diary farming.
<i>Key interventions:</i>	Widespread introduction of improved and highly productive dairy breeds. Efficient and affordable veterinary and artificial insemination services, extension support for intensive grazing production, and cooperative development. Smallholders operate a range of intensification technologies (from range fed to stall fed regimes), recycle manure and fodder between crops and livestock enterprises.
<i>Outcomes/ impact:</i>	<p>Dairy production has grown impressively in Kenya (2.8%/year for two decades). This has become the fastest growing source of farm income for smallholders, benefiting more than half a million farm households, which now earn US\$370 annually on average. There were more than 600,000 dairy farms in Kenya, representing 70% Kenya’s smallholders in 2000. Dairy production in Kenya is now double that found anywhere else in sub-Saharan Africa.</p> <p>There is a strong poverty aspect to this with smallholders producing 80% of Kenya’s milk, and 48% of income from milk sales accruing to the poorest quintile of small farmers, compared to 28% to the richest. Informally marketed raw milk accounts for more than 75% of marketed sales.</p>
<i>Success factors:</i>	<p>Foundation for this success started with Kenya’s commercial farmers, who first introduced improved breeds back in the early 1900s, and lobbied for government financial and policy support (quarantine laws, veterinary laboratories, artificial insemination services, marketing, price controls). These were provided through Kenya Cooperative Creameries. Smallholders started benefiting from the 1950s and 1960s, as cash incomes and demand for milk grew in rural areas.</p> <p>After Independence, government heavily subsidised reproductive services. Smallholders received up to 80% subsidies for veterinary services.</p> <p>Recent liberalisation (1992) has reduced input subsidies, but raised output prices smallholders receive. Effectively, output prices have nearly doubled. However, there is a geographical dimension to this; with smallholders in high density dairy zones still have access to private veterinary services, but these are not available elsewhere.</p> <p>Time and experience has been a key part of this success story.</p>
<i>Link to aid</i>	Donors financed a series of promotional projects.
<i>Key source:</i>	Ngigi, M. (2004) Building on Successes in African Agriculture: Smallholder Dairy in Kenya, Focus 12, Brief 6, IFPRI

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Follow up resources: Donor Platform : [Best Practice: Improving access to dairy markets in Kenya: applying knowledge to policy reform](#)

Ngigi, M (2003) *Successes in African Agriculture: The Case of Smallholder Dairying in Eastern Africa*, Environment and Production Technology Division Working Paper no 118 (Washington DC: International Food Policy Research Institute).

Staa, G. A et al (2002) *Demand and Supply Changes in the Livestock Sector and Their Impact on Smallholders: The Case of Dairy in Kenya*, Nairobi: International Livestock Research Institute.

Title of policy or intervention: Small-holder Led Green Revolution in Maize Production in Zimbabwe (2)

Country context: Zimbabwe

Dates: Maintained from 1980-1986

Sector problem addressed: Food security, pervasive rural poverty, erratic rainfall.

Key interventions: Hybrid maize varieties; access to credit (removal of racial and institutional barriers to credit); guaranteed producer prices; Grain Marketing Board subsidies, and expansion of subsidized government marketing services in rural areas

Outcomes/ impact: Zimbabwe generated reliable maize surplus between 1970 and 1991. Today, virtually all Zimbabwe's maize areas are under hybrids, and short-season hybrid are out competing other food grains in low rainfall areas. Unlike other African countries, Zimbabwe was awash with maize by the mid-1980s.

Large welfare gains accruing to farm households who planted high yielding hybrids in lower rainfall areas, enabling farmers to release land and labour to expand oilseed production, livestock and rural non-farm activities.

Success factors: This smallholder led Green Revolution, was actually spearheaded by white commercial farmers in 1960s using indigenous researched, high-yielding, hybrid maize variety. Efficient seed delivery mechanisms developed. Developed an integrated institutional system to facilitate maize production (politically active farm organisation, indigenous technological and institutional innovations, marketing subsidies and aggressive export marketing programmes).

At Independence (1980) the government introduced programmes to help smallholders increase maize (food and cash crop) production, which led to a doubling in production by 1986. Attributed to a number of additional factors: peace in the countryside, national road infrastructure, research and farmers support institutions developed earlier but redirected towards black smallholders.

Challenges: Challenge is to develop cost-effective marketing policies and institutions to sustain its maize-based Green Revolution.

It is difficult to restructure and scale up agricultural credit, research and extension institutions. E.g. loans to smallholders increased from 18,000 (1980) to 77,000 (1985) but reduced to 30,000 (1990) and 23,000 (1994) because of scaling up problems, and drought (resulting in defaults), which led to reduced and tighter controlled credit to smallholders.

A qualified success story (not fiscally sustainable).

Link to aid None

Key source: Eicher, C.K. (1995) Zimbabwe’s Maize-Based Green Revolution: Preconditions for Replication, *World Development*, Vol 23, No 5 pp805-818

Follow up resources: Blackie, M. (1994) ‘ Realizing smallholder agricultural potential’, in Rukuni and Eicher (Eds) *Zimbabwe’s Agricultural Revolution* (Harare: University of Zimbabwe Publications, pp335-347

Title of policy or intervention: *Business Challenge Funds (Harnessing the private sector for pro-poor agricultural growth) (3)*

Country context: Africa region

Dates: Since 2000

Sector problem addressed: To harness private sector resources in ways that generate high levels of pro-poor economic growth

Key interventions: Cost-sharing grant scheme with competitive bidding, grants being allocated to profit-seeking projects that best meet the challenge funds criteria and objectives;

Business-Linkage Challenge Funds (BLCF) support the formation of business linkages by enterprises in developing countries with each other and/or with international partners. These linkages must bring enhanced competitiveness and generate clear benefits for the poor. Projects must increase access to markets, transfer technology, improve competitiveness, or address the policy and regulatory environment for business;

Financial Deepening Challenge Funds (FDCF) encourage banks and other private firms to develop innovative and commercially viable financial services that benefit the poor.

The organizers of challenge funds widely publicize the funds’ existence and wait for applications.

Outcomes/ impact: E.g. Mobile banking for rural communities in Kenya: Technology and Innovation for Profitable Banking in Rural Communities (FDCF). Minimum deposits for new accounts reduced, ledger fees and other charges scrapped or reduced. The mobile service reached 30 villages, 23,055 new customers (45% women). Transaction time reduced substantially, and substantial savings for customers by reduced travel costs.

E.g. Regenerating the smallholder cotton sector in Malawi: Cotton Seed Treatment Programme (BLCF) (2003-06) aimed to respond to cotton sector decline. Largest private sector companies (Great Lakes and Clark) involved in

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cotton ginning, joined forces with chemical production and marketing companies plus the National Association of Smallholder Farmers. Together they improved the quality and availability of pre-treated seeds. These are sold to pre-registered farmers, along with other inputs, at prices which are lower than market rate. Registered farmers are contracted to sell their cotton at fixed prices to the participating firms. An end of season levy is charged by the ginners to recover the commercial price. Production increased from 16,000 (2003) to 43,000 (2004). Casual labourers employed increased from 10,000 to 35,000. Smallholders registered increased from 100,000 to 180,000. Capacity utilisation at ginneries increased from 20% to 80%. Producer incomes increased by two-three times.

Success factors: Policy and regulatory environment for business. The Challenge Fund is able to leverage private sector investment for poverty-alleviation and productivity-enhancing projects.

Challenges: Bidding process can attract organisations already known to DFID rather than new ones, many weak and duplicate proposals received. Not always in tune with DFID country strategies.

Important to reduce the subsidy over time, in order to reduce free-riding by unregulated third-party cotton buyers.

Link to aid DFID

Key source: Donor Platform: Success Story
http://www.donorplatform.org/component/option.com_docman/task.doc_view/gid,568/

Follow up resources: *FDCF: Assessing its Achievements and Possible Future Directions*, March 2004 (posted on DFID website)

www.challengefunds.org

*Title of policy or intervention: **Pan-Africa Bean Research Alliance (PABRA) (4)***

Country context: Eastern, Central and Southern Africa region (18 countries)

Dates: 1984 - ongoing

Sector problem addressed: Beans are an important staple food across the region (e.g. 60% total protein intake). Constraints on bean production due to low soil fertility, pests and drought.

Key interventions: New varieties developed (high yielding and disease resistant) responsive to the different agro-ecological zones where beans are produced. Plus, dissemination of new environmental friendly technologies in pest and disease control, as well as in managing drought and improving soil fertility.

Linking farmers to markets.

Participatory monitoring and evaluation system, with emphasis on gender and health and nutrition aspects.

Outcomes/ Substantial success stories at household and national level of increased

impact: production and consumption, even during periods of scarcity, as well as improved health and income. 9.7 million households (48.4 million farmers) growing and/or consuming new bean varieties (in 2006). E.g. 72% all rural households in western Kenya, 79% in northern Tanzania and 53% in Uganda.

450,000 farmers recipients of new and existing technologies in integrated pest and soil fertility management. 343 development and research providers involved in PABRA activities from on-farm testing to counselling for exporting snap beans.

Success factors: Strong research partnerships developed with rural development entities and private seed producers (individuals and cooperatives) with technical and management support from CIAT. Two networks emerged (ECABREN and SABRN).

Technical support from CIAT (Colombia) provided strategic research alongside the breeding and adaptive research work of regional and national scientists (NARS).

Challenges: Seed production and dissemination, as well as linking farmers to the market.

Link to aid USAID, CIDA and SDC co-fund

Key source: Donor Platform success story for WDR, 2007-08: [SSA](#)

Follow up resources: Technical support provided by CIAT, Cali (Colombia): <http://www.ciat.cgiar.org/africa/pabra.htm>

Title of policy or intervention: Export horticulture – improving smallholder access to supermarket supply chains in Kenya (5)

Country context: Kenya: National initiative

Dates: 2003-2006

Sector problem addressed: European Union food hygiene regulations threaten to drive small farmers out of the supply chain, as exporters seek to reduce compliance and certification costs by dealing exclusively with larger, more efficient growers.

Key interventions: Provide business services to small and medium farm enterprises involved in export horticulture: Training in Good Agricultural Practice and capacity building, certification support, and marketing of small farmer groups, to marketing organisations. To ensure compliance to EU norms does not lead to smallholders being dropped from the supply chain.

Work with exporters to ensure they offer pre-finance facilities, provide approved seed, soil and water testing, supply appropriate fertilisers and agro-chemicals, and ensure that good records are kept (product sources, agro-chemical monitoring).

Attempts to increase capacity to supply prepared vegetables and mixed packs increasingly demanded by supermarkets (e.g. baby corn and green bean mixed packs).

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Outcomes/ impact: By 2006: 10 of 17 horticulture sub-projects implemented. Smallholder production up 40%. Proportion of produce rejected by export companies down. Forward contracts established with 3 exporters, leading to 50% increase in farm-gate prices. Average income of participating farmers is up by 32%.

The project has benefited 1,770 of 50,000 smallholder export horticulturalists in Kenya.

Success factors: Well designed donor interventions.

Challenges: Tendency to exclude the poorest farmers. They may benefit indirectly through boosted requirements for hired labour.

European Union protocol (EUREPGAP) not fully enforced. Farmer groups remain reluctant to meet full costs of certification.

Link to aid DFID and GTZ

Key source: Donor Platform : [SSA](#)

Follow up resources:

Title of policy or intervention: Adoption of Conservation Agriculture by Smallholders in semi-arid Zambia (6)

Country context: Zambia: Semi-arid districts

Dates: Since the late 1980s.

Sector problem addressed: Land degradation and vulnerability to economic shocks.

Key interventions: Conservation farming using technologies suited to the agro-climatic conditions of a semi-arid zone, involving planning belts, rotation, and input management. Involves digging planting basins during the dry season, and keeping residues, as well as rotating cereals with legumes. Input packages include seeds, fertilizer and lime, available either free or on credit (a strong incentive for adoption).

Outcomes/ impact: Zambia is one of the most successful African and international cases of adoption of conservation agriculture. 10% adoption rate among smallholders (78,000), in 2003. About a quarter of these farmers apply the full package.

Increased production, due to combined effect of earlier planting, more precise input management, and water harvesting.

Increased labour requirement for weeding and land preparation (at least in early years).

Success factors: Coherent national framework developed to support adoption. Time and long-term investments by a host of stakeholders working in a co-ordinated fashion, have been critical to Zambia's measureable success. Farmers need to also be able to invest time and acquire new knowledge and skills, especially in the

initial years. A flexible approach key to development and diffusion of innovative conservation farming.

Adoption of input packages (seeds, fertilizer and lime) is strongly incentivised by being provided either free or on credit.

Conservation farming in Zambia emphasises water harvesting and drought mitigation technology adapted for local arid conditions.

Challenges: Alternative practices are being developed (e.g. herbicides, low-costs herbicide sprayers ('Zamwipe'), more efficient 'Chaka' hoe, and increased reliance on draft animal traction and ripping) to help those many farmers who struggle to prepare their land during the dry season and do not manage to achieve soil cover, because of termite damage, export of crop residues for feed or compost material, and grazing.

Wider and more sustainable adoption throughout Zambia.

Link to aid World Wide Fund for Conservation of Nature (WWF).

Key source: Donor Platform : [SSA](#)

Follow up resources:

Title of policy or intervention: India: Development of small tree-based farming systems on tribal smallholder lands to support the Indigenous People (“Adivasi”) (7)

Country context: Two Indian States: Gujarat and Maharashtra)

Dates: 1995-2010

Sector problem addressed: Desertification control. Environmentally sustainable income generation for marginalized tribal populations living in chronic poverty, distress migration, and low levels of confidence.

Key interventions: Combining high-value, high-quality agri-horti-forestry plantation on indigenous tribal lands:

- Technical and financial support to each participating household. Participants are tribal, own no more than 2 hectares of land.
- Employment (processing) generated for landless participants.
- Develop family-based agri-horti-forestry systems ('wadi') of mango, cashew and forest trees.
- Develop local skills and knowledge in simple use of technology for erosion control and water retention practices.
- Group and individual decision making processes for project interventions. Women self-help groups and representation in committees in decision-making positions.
- Infrastructure and support services to encourage local processing and to tap domestic and export markets.
- Part loan financing – to improve coverage and support diversification.
- Sector dialogue for structural policy changes (State and Union levels).

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<i>Outcomes /impact:</i>	<p>Income gains for over 25,000 tribal households. Marginalised groups moved out of poverty. Only 14% households migrate (compared to over two-thirds before the project). Health and social community benefits.</p> <p>Development of over 10,000 hectares of degraded land into high production ‘wadis’. Reversal of soil erosion and increased forest cover due to soil conservation measures and plantations.</p> <p>Production and sales increased (cashew nuts, organic manure, mango). Farmers expanding their orchards, without further subsidy.</p> <p>The State of Maharashtra launched a large scale programme to replicate the concept. Other States interested. The Government of India preparing a national programme to replicate to tribal regions across the country.</p>
<i>Success factors:</i>	<p>An integrated approach (social aspects as well as technical support). Development of a ‘perfect’ and ‘locally feasible’ technology and service oriented approach. Changed NGO role from facilitating agency to demand-based service provider was critical. Systematic and continuous monitoring.</p> <p>Structural policy changes at the State and national levels. Involvement of government patronised national organisation (NABARD) was essential in establishing credibility with State and Union governments.</p>
<i>Challenges:</i>	Expansion with integrity.
<i>Link to aid</i>	German (KfW)
<i>Key source:</i>	Donor Platform: SA
<i>Follow up resources:</i>	

Title of policy or intervention: Buffer Zone Development - Makalu-Barun National Park, Nepal. (8)

<i>Country context:</i>	Marginal and remote mountainous region in northeast Nepal. Extremely steep slopes.
<i>Dates:</i>	2003-2010
<i>Sector problem addressed:</i>	<p>Remote area, poor infrastructure and services, and limited income opportunities and market access, high pressure on natural resource base. Mainly subsistence farming, low yields, insufficient food for entire year results in seasonal out-migration for work and handicraft activities.</p> <p>Enhance the living conditions of subsistence farmers - multi-dimensional approach (infrastructure, agriculture, income generation, education and health sectors, and natural resource management).</p>
<i>Key interventions:</i>	Multi-dimensional approach – infrastructure, agriculture, income-generation, education and health, and natural resource management – facilitated by Austrian NGO, <i>Eco Himal</i> .

Village development groups – ‘Community Development Committees’ (CDCs) – formed in each village, both for women and men individually, they meet regularly to discuss community issues, set priorities for future activities, and maintain a savings and loan system as well as a voluntary labour programme. All activities channelled and implemented through these groups.

Support of rural infrastructure (suspension bridges, trails, school, irrigation systems) priority need articulated by farmers, particularly in reducing women’s workloads (e.g. drinking water systems, traditional water mills for grinding).

Agricultural programme supports farmers to transform and diversify on-farm activities (improved seed varieties, improved cropping patterns like mixed and inter-cropping, measures for soil improvement, plantations of fodder and forage plants on terrace fringes, and reforestation for landslide prevention).

Extension of government programmes into the area (child classes, out-of-school clubs, literacy classes, veterinary technicians, out-reach health clinics) and supports government institutions (health posts and schools).

*Outcomes/
impact:*

Total area: 10,000 people, more than 30 villages.

Improved seed varieties (cereal and vegetable) resulted in 20-30% higher yields. New vegetable varieties expanded number of products in individual garden plots from 2-3 to 5-7. The plantation of around 8000 citrus and temperate fruit trees, approx 200,000 cardamom saplings.

Extension and institutional aspects valued highly by farmers. Impact difficult to judge.

*Success
factors:*

CDCs become an integral part of community structure and village life, important to collective problem solving. Particularly important for women.

Challenges:

Suspicion between women and men’s groups. Possible conflict prevented through regular informal interactions.

Longer period of time needed to assess long-term impacts.

Link to aid

Austrian Development Agency.

Key source:

Donor Platform, success stories for WDR 2007-08: [SA](#)

*Follow up
resources:*

Title of policy or intervention: PRC and GEF Partnership on Land Degradation in Dryland Ecosystems: Integrated Environmental Management (IEM), China (9)

*Country
context:*

Western China: Inner Mongolia, Gansu, Ningxia, Shaanxi, Qinghai and Xinjiang (more than 8 million hectares² and 71% of the country).

Dates:

Phase one: 2003-2005
Phase two: 2006-2010

*Sector problem
addressed:*

Inherently conflicting policies and land degradation (where a strong correlation exists between land degradation and the incidence of poverty). China has

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some of the worst land degradation problems in the world (40% of its land affected), accelerated by intensified use and economic growth. Impacts on quality of farmlands, grasslands, forests, wetlands and mountain areas. Higher threat of species extinction.

Key interventions:

Strengthen the enabling environment and build institutional capacity for integrated approaches to combat land degradation, including: Capacity building investments; Land degradation strategies and action plans drawn up in participating provinces/regions, including legal and policy reviews, and modern economic concepts to rank the costs and benefits, and consensus on technical definitions. Workshops conducted to feedback on the strategies; Inputs into national laws dealing with renewable energy, animal husbandry, and nature reserves.

Demonstrate viable integrated ecosystems management (IEM) models for widespread replication (e.g. grassland management, native breeds conservation, technical assistance applied research, training and project management). As donor projects are implemented, experiences are shared and common approaches will be developed.

Outcomes/ impact:

Total population in the region: 350 million people, (includes the most poor and vulnerable). Demonstration activities in all counties in Gansu (8) and Xinjiang (11 counties): e.g. village based participatory resource plans.

Success factors:

Much needed awareness at the highest level of the government: formulation process involved extensive dialogue with 11 central agencies and governments of the 6 provinces/autonomous regions most affected by dryland degradation. Building common understanding of the root causes of land degradation and appropriate ways to combat it. Success stories drawn from around the world. Interagency coordination and working in multi-sector teams a powerful learning experience.

Plus, holistic, bottom-up approach at local level.

New farmers' group legislation has been adopted.

Challenges:

Low capacity at local levels for integrated management and participatory approaches to resource management. Training provided but impact is mixed. More training and support needed on a regular basis. Training of farmers and herders has been and remains a challenge.

Link to aid

Multiple donors and anticipated value of \$1.5 billion (Asian Development Bank, World Bank, IFAD)

Key source:

Donor Platform: [EAP](#)

Follow up resources:

Title of policy or intervention: India: Sahyadri Tea Farmers' Consortium (10)

<i>Country context:</i>	Western India
<i>Dates:</i>	Since 1998
<i>Sector problem addressed:</i>	Poorly organized small-scale tea farmers without access to markets cannot mitigate price fluctuations throughout the year
<i>Key interventions:</i>	<p>Participatory appraisals with self-help groups; Established the Tea Farmers' Consortium and farmers groups; Construction of a processing factory; Training for organic production (book keeping, organic and biodynamic farming practices, use of botanical pesticides, bio-control agents, pest and disease surveillance, application of organic manure and vermin-compost, and post-harvest practices) and introduction of organic quality standards (Fair Trade certification); Introduction of the organic farming cycle concept.</p> <p>Farmers receive assured prices irrespective of season, with Euro0.50 per kg earmarked for community development;</p>
<i>Outcomes /impact:</i>	<p>Sahyadri Organic Tea Factory opened in 2003; Factory pays consortium farmers an assured price for tea leaves; 2004-2005: Consortium bought nearly 1500 tonnes of green leaves from farmers, and processed this into 332 tonnes of tea; Reduced migration as a result of increased factory work; Farmers who are not members of the Consortium also benefit as the Sahyadri factory pays more for green leaf and so private factories have been forced to also raise their prices too;</p>
<i>Success factors:</i>	<p>Lower input costs alongside higher market prices. Sought guaranteed markets for organic produce, which makes it worthwhile to produce certified organic products; Group formation increased negotiating power of smallholder farmers;</p>
<i>Challenges:</i>	<p>There are no certifying agencies for Indian standards. By self certifying groups of farmers are building the market for organic products.</p> <p>Strong institutional arrangements between farmers and with partners in the value chain are crucial for sustainability.</p>
<i>Link to aid Key source:</i>	Donor Platform: SA
<i>Follow up resources:</i>	<p>Peermade Development Society: www.pdsorganicspice.com and www.pdspeermade.com</p> <p>MISEREOR: www.misereor.org SUSTAINET: www.sustainet.org</p>

EDUCATION

*Title of policy or intervention: **Burkina Faso – support for the Government’s Basic Education 10-year programme (1)***

Country context: The programme covers the whole of Burkina Faso, with a particular focus on the 20 provinces with the lowest enrolment ratios.

Dates: The Basic Education 10-year programme began in 2002 and runs for 10 years.

Sector problem addressed: In the 1990s, Burkina Faso’s primary school enrolment ratio was one of the lowest in the world. Particularly in rural areas, families would not send their children to school because of the high costs of schooling, the long distances to schools and the opportunity cost of children no longer contributing to household income. The Ministry of Education was hampered by its weak capacity for planning and budgeting.

Key interventions: A basket-funding mechanism was established to coordinate funding from various donors.

New schools were built and existing ones renovated, especially in rural areas, and equipment provided.

Support was provided for curriculum development, teacher-training and capacity-building within the Ministry of Basic Education.

Outcomes/impact: School construction, increased teacher recruitment and assignment to rural areas have had a clear impact on enrolment rates.

Gross enrolment rate increased to 62% (55% for girls) in 2006, from 42% (36% for girls) in 2000.

An additional 550,000 children have been enrolled in primary school.

Success factors: Development Partners have worked together in a coordinated manner and have sought to build the capacity of the relevant Ministry. This has laid the groundwork for sustainability.

Challenges: The approach needs to be – and is being – extended to address issues of access and equity in secondary education.

Link to aid: World Bank, Belgium, Canada, Denmark, European Commission, France, Netherlands, Sweden and UNICEF.

Key source: World Bank IDA at work:
<http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/IDA/0,,contentMDK:21242007~menuPK:3266877~pagePK:51236175~piPK:437394~theSitePK:73154,00.html>

Follow up resources: World Bank Project Documents:
<http://web.worldbank.org/external/projects/main?pagePK=64283627&piPK=73230&theSitePK=40941&menuPK=228424&Projectid=P000309>

Title of policy or intervention: Uganda – a better managed education sector (2)

<i>Country context:</i>	Uganda, country-wide.
<i>Dates:</i>	From the late 1990s and onward.
<i>Sector problem addressed:</i>	The Government of Uganda eliminated primary school fees in 1997, as part of its policy to ensure Universal Primary Education. This led to a rapid rise in enrolment rates, raising challenges in terms of the quality of education and placing the school system under immense pressure.
<i>Key interventions:</i>	Through its Education Sector Adjustment Credit the World Bank provided the framework for Development Partners to harmonise and coordinate their support to the education sector as well as providing emergency funds to finance the education sector budget.
<i>Outcomes/impact:</i>	Primary enrolment has continued to grow and the level of resources provided to the education sector – including by the Government – has increased. In 1996 3.1 million pupils were enrolled in primary school; by 2006, this had risen to 7.3 million. Progress has also been made in terms of the quality of education. Resources for the education sector are now managed and used more efficiently.
<i>Success factors:</i>	Working closely with the Government of Uganda, Development Partners have made good progress on harmonisation and coordination.
<i>Challenges:</i>	Maintaining and improving the quality of education – alongside rising enrolment rates - presents an ongoing challenge.
<i>Link to aid:</i>	World Bank, UK, Denmark, EU, Ireland, USA, Netherlands, Germany and UNICEF.
<i>Key source:</i>	World Bank IDA at work: http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/IDA/0,,contentMDK:21308931~menuPK:3266877~pagePK:51236175~piPK:437394~theSitePK:73154,00.html
<i>Follow up resources:</i>	

Title of policy or intervention: Expanding access to education in Afghanistan (3)

<i>Country context:</i>	Afghanistan, country-wide.
<i>Dates:</i>	From 2002 and ongoing. From 2002-06 there was an Emergency Education Development and Rehabilitation Project. From 2006, there has been an Education Quality Improvement Programme.
<i>Sector problem addressed:</i>	The Afghan education system has been destroyed by 30+ years of conflict and political unrest. Enrolment has been low (43%) and almost non-existent (3%) for girls.
<i>Key interventions:</i>	Increasing access to education opportunities for under-served groups, especially women and girls including through involving NGOs in the delivery of education services.

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Supporting the development of a policy framework and the reform of education management at all levels, in partnership with civil society, NGOs and the private sector

Introducing modern information technology to improve communication in the Ministries and to enable distance learning for civil servants

Outcomes/ impact: Enrolment in grades 1-12 increased from 3.1 million to over 5 million (of which 1.75 million are girls) from 2002-2006. 18 tertiary level institutions re-opened.

Government increasingly working with NGOs for the delivery of education services.

Greater community participation in the management of schools.

Success factors: The approach taken has been a flexible one, well-suited to the country’s fragile and fluid situation. The involvement of NGOs and increased community participation have been important innovations.

Challenges: Ongoing security problems and murders of teachers and school officials.

Link to aid: World Bank IDA funding, as part of a post-conflict grant.

Key source: World Bank – IDA at work
<http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/IDA/0,,contentMDK:21289161~menuPK:3266877~pagePK:51236175~piPK:437394~theSitePK:73154,00.html>

Follow up resources:

Title of policy or intervention: *Improving the quality of education through governance reforms, Bangladesh. (4)*

Country context: Bangladesh, country-wide.

Dates: From 2004 and ongoing.

Sector problem addressed: Impressive gains have been recorded in terms of access to education in Bangladesh, but governance issues have contributed to the poor quality of education.

Key interventions: The World Bank, through two Education Sector Development Support credits, has supported the implementation of an ambitious reform agenda to: a) increase the accountability of secondary schools to the Government and local communities; b) strengthen the capacity of the ministry to monitor and evaluate in relation to education spending and outcomes; c) improve teacher quality through recruitment and training; and d) enhance transparency in textbook production.

Outcomes/impact: The quality of secondary education has improved with 80000 more children passing grade 12. Governance and transparency in the education system has been enhanced and there has been a reduction in teacher absenteeism.

Success factors: World Bank support has accelerated the pace of reforms. The fact that successive Governments have continued to implement reforms that the capacity of the Ministry of Education has been enhanced is a positive sign in terms of sustainability.

Challenges: Systemic governance issues will take some time to address effectively.

Link to aid: World Bank IDA Education Sector Development Support Credit I (2004) and II (2006), with a stage 3 planned.

Key source: World Bank IDA at Work

<http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/IDA/0..contentMDK:21387697~menuPK:3266877~pagePK:51236175~piPK:437394~theSitePK:73154,00.html>

Follow up resources: Project documents available at World Bank IDA at Work

Title of policy or intervention: *Universal access to elementary education, India (5)*

Country context: India, nation-wide.

Dates: 2004-07

Sector problem addressed: Despite increased enrolment over the course of the 1990s, there have been continuing disparities across states and districts, with limited access in particular for scheduled castes and tribes.

Key interventions: The World Bank’s Elementary Education Project – Sarva Shiksha Abhiyan – has been part of a sector-wide approach in which Development Partners agree on their financial contributions to the Government’s programme, and rely on the Government’s rules and procedures for implementation. The Government’s programme has financed innovative state-led initiatives to get children into school, to improve salaries for teachers, to provide textbooks and other materials, to establish local-level institutions to support schools and teachers, and to improve monitoring and evaluation.

Outcomes/impact: The number of Indian children out of school fell from 25 million in 2003, to about 7 million in 2006. This represents good progress towards universal enrolment. Progress has also been made on closing gender gaps and social gaps.

Success factors: The fact that Development Partners have felt able to engage in a Sector Wide Approach, relying on the Government of India to implement, is an encouraging sign, including for the sustainability of progress.

Challenges: Improving the quality of education – alongside widening access – remains a challenge.

Link to aid: Sector-Wide Approach has involved the World Bank, the UK, the European Community with the Government of India and the states making their own substantial contributions.

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Key source: World Bank IDA at work

<http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/IDA/0,,contentMDK:21388039~menuPK:3266877~pagePK:51236175~piPK:437394~theSitePK:73154,00.html>

Follow up resources: World Bank IDA project documents

<http://web.worldbank.org/external/projects/main?pagePK=64283627&piPK=73230&theSitePK=40941&menuPK=228424&Projectid=P055459>

Title of policy or intervention: *Improving education outcomes, Tanzania (6)*

Country context: Tanzania, nation-wide.

Dates: 2001-04

Sector problem addressed: Tanzania has lacked an adequately qualified and trained workforce. Enrolment rates had stagnated at around 77% since 1995.

Key interventions: The Primary Education Development Programme was designed with Development Partners and the Government to improve education quality, expand school access and increase school completion at primary level. This involved increasing and improving the availability, allocation and utilisation of resources, improving educational inputs and strengthening institutional arrangements for effective delivery.

Outcomes/impact: Access to education has improved, with primary enrolment rates up to 96.1%. Quality – as measured by exam pass rates – has also increased.

Success factors: The fact that programme has been a partnership with the Government and that Development Partners have coordinated their efforts, including through the use of pooled funding, seem to have been important success factors. The financial resources have leveraged reforms including sectoral decentralisation.

Challenges: Improvements made as regards primary education need to be extended to secondary and tertiary levels.

Link to aid: World Bank IDA and other Development Partners including the Netherlands, Canada, Sweden, Finland, European Commission, Belgium and France, using a pooled funding mechanism.

Key source: World Bank IDA at work

<http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/IDA/0,,contentMDK:21273360~menuPK:3266877~pagePK:51236175~piPK:437394~theSitePK:73154,00.html>

Follow up resources: World Bank IDA project documents

<http://web.worldbank.org/external/projects/main?pagePK=64283627&piPK=73230&theSitePK=40941&menuPK=228424&Projectid=P071012>

INFRASTRUCTURE (TRANSPORT)**Title of policy or intervention: Senegal – rural infrastructure development project (1)**

<i>Country context:</i>	The Rural Infrastructure Development Project, supported by the World Bank, covers Senegal as a whole.
<i>Dates:</i>	2000-2005, with Participatory Local Development Project now running from 2006-09.
<i>Sector problem addressed:</i>	Rural poverty is high in Senegal and the agricultural sector stagnated in the 1990s in part because of a lack of basic infrastructure.
<i>Key interventions:</i>	The Government had identified decentralisation as its preferred approach to improving the living conditions of rural populations. The National Rural Infrastructure Project was designed as the first phase of a long-term programme of support to help strengthen local governments and their ability to improve infrastructures. Roads provided an entry-point.
<i>Outcomes/ impact:</i>	An estimated 2.2 million people in 110 rural communities reported marked improvements in living conditions, access to essential services and incomes.
<i>Success factors:</i>	The participation of local communities and improvements to local governance – and to systems for resource transfers from central to local governments – played a major part in the success of the project.
<i>Challenges:</i>	Weak capacity for operation and maintenance of infrastructure remains a challenge.
<i>Link to aid:</i>	World Bank, International Fund for Agricultural Development, African Development Bank, OPEC.
<i>Key source:</i>	World Bank IDA at work: http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/IDA/0,,contentMDK:21274253~menuPK:3266877~pagePK:51236175~piPK:437394~theSitePK:73154,00.html
<i>Follow up resources:</i>	World Bank project success story: http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/AFRICAEXT/SEN/EGALEXTN/0,,contentMDK:20450073~menuPK:982432~pagePK:141137~piPK:217854~theSitePK:296303,00.html

Title of policy or intervention: Bangladesh – Rural infrastructure improvement project (2)

<i>Country context:</i>	Bangladesh, various divisions of the country.
<i>Dates:</i>	Rural Infrastructure Improvement Project (2004-07) follows on from Tangail Infrastructure Development Project (1991-2004), with a second Rural Infrastructure Improvement Project planned from 2007
<i>Sector problem addressed:</i>	Only 13% of rural roads can be used throughout the year, placing a major constraint on access to markets and social services such as schools and health facilities. Local rural governance has been weak.

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<i>Key interventions:</i>	Support for the Government’s approach of establishing and linking up rural growth centres through: rehabilitation of markets, roads and local government buildings.
<i>Outcomes/ impact:</i>	Improved nutritional status, school attendance, use of health institutions, investment, income opportunities. Increases in market turnovers and agricultural productivity. Reductions in transport charges and travel time.
<i>Success factors:</i>	Focus on areas with economic potential has delivered results. Combination of road and market improvements. Significant gender impacts by inclusion of gender focus in design stage.
<i>Challenges:</i>	A plan to extend the approach to other areas of Bangladesh has been developed. Implementing the programme on a wider scale will lead to new challenges.
<i>Link to aid:</i>	German Development Cooperation, Asian Development Bank, DFID.
<i>Key source:</i>	Donor Platform for Rural Development: http://www.donorplatform.org/component/option,com_docman/task,doc_view/gid,506
<i>Follow up resources:</i>	

Title of policy or intervention: Vietnam – Second Rural Transport Project (3)

<i>Country context:</i>	Vietnam, nation-wide
<i>Dates:</i>	1999-2006
<i>Sector problem addressed:</i>	In 1993, only 30% of the population lived within two kilometres of an all-weather road. This led to high transport costs and travel times.
<i>Key interventions:</i>	Provision of low cost basic road access to all communes and rehabilitation of other rural roads in 40 provinces. Building the capacity of local governments – and the Ministry of Transport – to plan and implement rural road maintenance in the longer term. Training private contractors.
<i>Outcomes/ impact:</i>	Improved access to all-weather roads for approximately 16 million rural people, 950,000 of whom were poor. Some 210,000 people lifted out of poverty. Increase in health visits and school attendance and greater access to local government. Development of fledgling private sector. Improvements to the governance of the transport sector.

<i>Success factors:</i>	Long-term intervention with a clear focus.
<i>Challenges:</i>	To ensure sustainability of interventions there is a need to provide support – where this is possible – through government systems.
<i>Link to aid:</i>	World Bank IDA funding and DFID.
<i>Key source:</i>	World Bank – IDA at work http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/IDA/0,,contentMDK:21202868~menuPK:3266877~pagePK:51236175~piPK:437394~theSitePK:73154,00.html
<i>Follow up resources:</i>	World Bank project documents http://web.worldbank.org/external/projects/main?pagePK=64283627&piPK=73230&theSitePK=40941&menuPK=228424&Projectid=P059864

Title of policy or intervention: Ethiopia – Road sector development programme support project (4)

<i>Country context:</i>	Ethiopia, country-wide.
<i>Dates:</i>	1998-2005.
<i>Sector problem addressed:</i>	Ethiopia has one of the lowest road densities in Africa. This places a major constraint on economic growth and the prospects for poverty reduction.
<i>Key interventions:</i>	The aim of the project was to contribute to the country’s development by: a) improving the road network; b) building up institutional capacity in the public and private sectors for sustainable road development and maintenance; and c) providing economic opportunities for the rural poor.
<i>Outcomes/ impact:</i>	Working in partnership with other Development Partners, the size and quality of Ethiopia’s road network has been increased/improved with the size of the network increasing from 23500 km in 1995 to 37000 km in 2005. Reduced transport costs and travel times. Generated more than 8000 jobs. Re-established and built the capacity of the Ethiopian Road Authority.
<i>Success factors:</i>	Concerted engagement by a number of Development Partners, working closely with the Government.
<i>Challenges:</i>	Ethiopia still faces a huge infrastructure gap. The country has five times fewer roads than comparable countries, controlling for income, geography and other factors.
<i>Link to aid:</i>	World Bank IDA support, African Development Bank, European Commission, Germany, Japan, Nordic Development Fund, UK. NB: The Ethiopian Government’s Rural Travel and Transport Programme (ERTTP) has been

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supported by a number of Development Partners. The rural element of the World Bank project contributes to ERTTP.

Key source: World Bank IDA at Work

<http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/IDA/0,,contentMDK:21275250~menuPK:3266877~pagePK:51236175~piPK:437394~theSitePK:73154,00.html>

Follow up resources: Project documents available at World Bank IDA at Work

<http://web.worldbank.org/external/projects/main?pagePK=64283627&piPK=73230&theSitePK=40941&menuPK=228424&Projectid=P000755>

Title of policy or intervention: Mauritius – Port development and environmental protection project (5)

Country context: Mauritius - port
Dates: 1995-2001

Sector problem addressed: Challenge of economic diversification and development. Increased demands of port users and operators for an efficient and competitive port facility.

Key interventions: Improved efficiencies (reduced ship and cargo waiting times), better land use, strengthening the capacity of regulatory agencies and the port authority.

Outcomes/ impact: Port productivity and cargo volumes handled increased substantially, generating economic benefits. Role of Mauritius Port Authority redefined and Mauritius Freeport Authority strengthened. Sound environmental protection measures introduced.

Success factors: Multi-stakeholder participatory approach, which included Trade Unions from an early stage. Strong commitment from Government, across multiple administrations. This project won the World Bank Independent Evaluation Group’s award for good practice in 2007.

Challenges: Need to maintain competitiveness in a dynamic environment.

Link to aid: World Bank IDA, Japan Export-Import Bank, European Investment Bank, Government of Luxembourg.

Key source: World Bank IDA at work

http://web.worldbank.org/external/default/main?pagePK=64274586&piPK=64256348&theSitePK=1324361&menuPK=64154159&searchMenuPK=64855087&theSitePK=1324361&imgPagePK=64167970&entityID=000160016_20060117171305&searchMenuPK=64855087&theSitePK=1324361

Follow up resources: World Bank Independent Evaluation Group – Good Practice Award

http://www.worldbank.org/ieg/awards/2007_winners_maur.html

Title of policy or intervention: Tanzania – Integrated roads project (6)

<i>Country context:</i>	Tanzania, nation-wide.
<i>Dates:</i>	1994-2006
<i>Sector problem addressed:</i>	Poorly maintained roads with resulting slow journey times and high transport costs.
<i>Key interventions:</i>	Upgrading of roads network. Establishment of institutions with responsibility for financing and managing Tanzania’s national road network – Tanzania National Roads Agency and Tanzania Road Fund.
<i>Outcomes/impact:</i>	Significant improvements to main and regional road networks. Roads in good or fair condition increased from 51% in 2000 to 86% in 2006. Faster movement of goods and services which has played a significant role in the growth of Tanzania’s GDP.
<i>Success factors:</i>	Long-term engagement. Institutional development to secure sustainability.
<i>Challenges:</i>	Need for continued maintenance.
<i>Link to aid:</i>	World Bank IDA.
<i>Key source:</i>	World Bank IDA success story http://www4.worldbank.org/afr/results_survey/dsp_success_tabs.cfm?pid=P002770
<i>Follow up resources:</i>	http://web.worldbank.org/external/projects/main?pagePK=64283627&piPK=73230&theSitePK=40941&menuPK=228424&Projectid=P071012

MICRO-FINANCE

Title of policy or intervention: **Grameen Bank, Bangladesh (1)**

Country context: Bangladesh

Dates: 30+ years

Sector problem addressed: Inaccessible financial services for landless rural poor people. High interest rates and persistent indebtedness linked to cycles of poverty.

Key interventions: ‘Finance Minimalist’ bank: Provision of range of financial services to the poor (targeted at women) without requiring collateral. Repayment rest solely with individual borrowers. Groups and the centre oversee responsible behaviour so borrowers don’t get into repayment problems, but there is no form of joint liability.

Interest rates vary for different clients: income generating loans (20%); housing loans (8%); student loans (5%); struggling members/beggars (0%).

Special programme called ‘Struggling Members Programme’ for beggars including disabled, blind and mentally ill people, plus older people with ill health. Within this programme existing rules don’t count and members make up their own rules. Struggling Members are covered by life insurance and loan insurance programmes without cost, with identity badges provided to let people know that the Grameen Bank is standing behind him/her. Members are not required to give up begging but encouraged to develop income-generating activities (e.g. door to door selling).

Other credit programmes: Housing for the Poor; Micro-enterprise Loans; Education Loans; Pension Funds.

Non-credit services such as training and skills development, literacy, consciousness-raising, investment strategies, health, schooling and scholarships, civil responsibilities, and attitude change programmes.

Outcomes/ impact:

- 7.61 million borrowers (97% women) in 83,343 villages; About 105,507 in the Struggling Members Programme;
- 65% of borrower families have crossed the poverty line, others moving steadily towards it;
- Loan recovery rate is 98%;
- Increase in girls’ and boys’ school enrolment;
- Positive effect on women’s labour;
- Nobel Peace Prize, 2006: Professor Muhammad Yunus.
- Housing for the Poor programme awarded Aga Khan International Award for Architecture in 1989.

Success factors: Long time frame (over 30 years) over which the Grameen Bank has matured and changed. It began as a small project in just one village, but in 1983 it was transformed into a formal bank under a special law passed for its creation. It is owned by poor borrowers of the bank and works exclusively for them.

Low interest rates and holistic programming. The ‘Grameen Family’ includes a

range of companies (commercial and not-for-profit). E.g. *Grameen Shikka* promotes the education of non-literate GB members, loans and grants for education, plus new and innovative technologies for educational development.

There is no restriction in loan size for micro-enterprise loans, which assists borrowers invest in major enterprise requirements (e.g. truck, power-tiller, irrigation pump, transport vehicle, river-craft).

Efficient, flexible and effective banking system (e.g. computerised accounting systems, ‘stars’ system for branch achievements).

Challenges:
Link to aid

Since 1995 Grameen Bank decided not to receive any donor funds. It has not requested any fresh funds from donors and pipeline funds were completed in 1998. Growing deposits are enough to run and manage the credit programme.

Key source:

Grameen Bank (Oct 2008) *Grameen Bank at a Glance*: http://www.grameen-info.org/index.php?option=com_content&task=view&id=26&Itemid=175

Follow up resources:

Hulme and Moore (?) Why has microfinance been a policy success in Bangladesh? in Bebbington and McCourt (eds) *Development success: Statecraft in the south*.

Fuglesang, A. and D. Chandler (1987) *Participation as process: What can we learn from Grameen Bank?*, Oslo: NORAD

Pitt, M. and Khandker, S. (1998) [The Impact of Group-Based Credit Programs on Poor Households in Bangladesh: Does the Gender of Participants Matter?](#) *Journal of Political Economy*, October 1998, Vol. 106, No 5.

Grameen Foundation USA (2004) *Annual Report 2004*. Washington DC: Grameen Foundation USA. http://www.gfusa.org/docs/about_us/GFUSA-AnnualReport2004.pdf

Todd, H. (1996) *Women at the center: Grameen Bank borrowers after one decade*, Boulder: Westview Press.

Title of policy or intervention: BRAC Targeting the Ultra-Poor (CFPR-TUP) Programme (2)

Country context: Bangladesh: one quarter of Bangladesh’s districts, with a focus on the north and areas with ‘hungry seasons’

Dates: 2002 to date

Sector problem addressed: The poorest women find it hard to access microfinance (self exclusion, social exclusion, programme design).

Key interventions: The TUP programme provides a combination of promotional (e.g. asset grants, skills training), protective (e.g. stipends, health services), and transformative (socio-political) approaches.

It targets the ultra-poor through a combination of participatory and survey methods. The “Selected Targeted Ultra-Poor/STUP brought under a 2 year ‘Special Investment Programme’ involving asset transfer, intensive social

Exploring “development success”

awareness and enterprise training, and health services. After 2 years, they are organised into microfinance groups.

Non-selected but still very poor people are classed as “Other Targeted Ultra Poor” (OTUP) and receive skills development, more intensive staff support, and health support, plus immediate enrolment on a microfinance programme: but not asset transfers.

TUP works on the social-political relations that disempower the poor, especially women. Village Assistance Committees (VACs) established to enlist local elites to provide support networks to TUP participants, and the poorest more generally, in their village.

Outcomes /impact: By mid-2006: 100,000 TUP participants; about 70% of these women had taken and regularly repaid a first loan.; costs per recipient reduced by over 40% to US\$268 per recipient; participants show greater rates of asset accumulation than non-participants; improvements in nutritional status and food security.

Success factors: BRAC is Bangladesh’s (and possibly the world’s) largest poverty reduction NGO. CFPR-TUP programme was launched in response to BRAC field experience and research findings of an evident need.

Challenges:
Link to aid The entire programme is donor funded. Donor consortium: about US\$65 million over the period 2002 to 2006 and committed a further US\$155 million over the next five years.

Key source: CPRC (2008) *Chronic Poverty Report, 2008-09: Escaping Chronic Poverty*, IDPM: Manchester University, UK.

Follow up resources: Hulme and Moore, 2008, ‘Assisting the Poorest in Bangladesh: Learning from BRAC’s Targeting the Ultra Poor Programme’, in Barrientos and Hulme (eds) *Social Protection for the Poor and Poorest: Risk, Needs and Rights*. Basingstoke, UK: Palgrave MacMillan. 194-210

BRAC (Nov 2008) *BRAC At A Glance*: <http://www.brac.net/index.php?nid=16>

*Title of policy or intervention: **The Microfinance Project, Madagascar (3)***

Country context: Madagascar: six provinces

Dates: 1993-97: pilot project; The Microfinance Project, approved in 1999

Sector problem addressed: State-owned and failing State banks abandoned their original mandate of financing small clients. Commercial banks did not properly meet the needs of poorer clients.

Key interventions: Established and improved existing networks of saving and loans associations, plus innovative programs designed to ensure women’s participation

Outcomes/impact: > 150,000 people (45 percent of them women) active members of financial cooperatives ;
150 financial cooperatives in 2006;
Credit loan balance doubled in six years;
Average member’s savings increased from US\$20 to US£70 in 6 years;

Financially viable network.

Success factors: Project part of a long term financial sector reform, building legal (new microfinance law) and regulatory framework (revised Central Bank instructions and prudential regulations) for emerging industry. Microfinance supervisory unit established at Central Bank, with trained staff. Donors are engaging with government on financial sector reform

Emphasis on savings rather than lending.

Challenges: New and emerging industry. Reform and institution building take time and require sustained support.

Link to aid World Bank, United Nations Capital Development Fund, CIDA, European Commission.

Key source: <http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/IDA/0,,contentMDK:21227724~menuPK:3266877~pagePK:51236175~piPK:437394~theSitePK:73154,00.html>

Follow up resources: <http://web.worldbank.org/external/projects/main?pagePK=64475363&piPK=64475552&theSitePK=40941&Projectid=P052186&menuPK=64475552&countrycode=MG&countryname=Madagascar>

Title of policy or intervention: *Microfinance Investment and Support Facility (MISFA) Afghanistan (4)*

Country context: National : 22 of the 34 provinces

Dates: Since 2002

Sector problem addressed: Banking sector completely collapsed and no operational financial service providers were available in Afghanistan outside the informal sector. Demand for microfinance services was high.

Key interventions: Flexible and high quality support to help establish a healthy microfinance sector (as a key element in the reconstruction of Afghanistan). MISFA provides funds, technical assistance and training to a wide range of retail financial intermediaries that serve the poor.

Outcomes/ impact: Half a million loans (US\$120 million) disbursed - 14 MFIs established, with more than 220 branches; disbursing US\$7 million/month (2006); end 2006: 2000 staff (2/3 women).

End 2006: more than 260,000 clients. Many poor Afghans have been able to access financial services for the first time (women, people with disabilities, nomadic people, and returning refugees). 75% women (35% rural women); increased household incomes and contributed to women’s empowerment.

Success factors: Institutional framework developing alongside this support and investment.

Donor coordination.

Challenges: Expanding microfinance sector within conflict context and instability

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Link to aid World Bank lead agency, with CGAP as key adviser. Other donors interested in funding microfinance invited to join MISFA as co-funders. Six different donors over the past three years.

Key source: <http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/IDA/0,,contentMDK:21296633~menuPK:3266877~pagePK:51236175~piPK:437394~theSitePK:73154,00.html>

Follow up resources: Microfinance Investment and Support Facility, Afghanistan: <http://www.misfa.org.af/>

Title of policy or intervention: **Pakistan: Kashf Foundation (5)**

Country context: Four districts in Pakistan

Dates: Since 1998

Sector problem addressed: Limited access to finance for economically active women.

Key interventions: Collateral-free loans and savings services to poor women for productive purposes, plus life and accidental insurance (covering funeral expenses), leadership, gender awareness and basic functional training.

Loan amounts based on ability to repay plus absorptive capacity of the business. Repayments fortnightly over 12 months. Women form self-selected groups (20-25 women) accepting co-responsibility for loan repayments.

Savings: deposits and withdrawals made at centre meetings.

Outcomes/ impact: By 2005, Kashf had over 70,000 clients in four districts.

Clients perceptions, between 2001-2005:

- Income increased;
- Household diet improved and reduced probability of facing food shortages;
- Access to health care improved
- Increased asset ownership;
- Improved joint decision making in household (purchases of daily consumables);
- Reduced incidence of physical abuse.

Success factors: Kashf targets poor women but those who have existing economic opportunities.

Challenges: Reaches the poor but not the ‘ultra poor’

Link to aid Pakistan Poverty Alleviation Fund, DFID, and the Agha Khan Foundation provide core funding.

Key source: <http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTPOVERTY/EXTISPM/0,,contentMDK:21534261~menuPK:412159~pagePK:210058~piPK:210062~theSitePK:384329,00.html>

Follow up resources:

Title of policy or intervention: Ethiopia Food Security Program (6)

<i>Country context:</i>	73 of the most food-insecure districts in Ethiopia.
<i>Dates:</i>	Since 2002
<i>Sector problem addressed:</i>	Dependence on food aid
<i>Key interventions:</i>	<p>Ethiopian government provides loans to poor household, previously dependent on food aid, to invest in income-generating activities. Clients ‘graduate’ out of food insecurity.</p> <p>World Bank brought experience in targeting, training, and supporting poor households.</p>
<i>Outcomes/impact:</i>	About 167,000 households benefited (women represented 26 - 43%)
<i>Success factors:</i>	The Food Security Programme uses regional radio to spread the word to poor households. Interviews and success stories are presented to create a positive image and encourage more to take part.
<i>Challenges:</i>	Increase the number of beneficiaries and better link these income generating funds with sustainable microfinance institutions and the wider objectives of the large Federal Food Security Programme.
<i>Link to aid</i>	World Bank
<i>Key source:</i>	<p>IDA Success Story:</p> <p>http://www4.worldbank.org/afr/results_survey/dsp_success_tabs.cfm?pid=P057770</p>
<i>Follow up resources:</i>	World Bank: The Food Security Project (FSP) for Ethiopia

Title of policy or intervention: GreenMicrofinance™ (GMf™), India (7)

<i>Country context:</i>	National
<i>Dates:</i>	Since 2002
<i>Sector problem addressed:</i>	Improve health (e.g. deaths in adults and acute respiratory infections in children linked to biomass smoke exposure) and reduce deforestation.
<i>Key interventions:</i>	<p>Integrating clean energy initiatives with microfinance – working with Micro-Finance Initiatives to provide their clients with clean, renewable, locally based energy technologies (solar, wind, hydro, and biomass) to enhance their physical and economic wellbeing.</p> <p>GMF’s services include market study research with the MFI to assess the demand for and supply of renewable energy systems, as well as potential suppliers. GMf works with MFIs in the design of the business model and a loan product for renewable energy technologies.</p>

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Outcomes/ impact: E.g. Kerala, working with MFI *Wesco Credit*. in 172 villages; 2,000 local self-help groups (ShGs); > 35,000 most economically impoverished women. Wesco engineered a pioneering, durable solution to regional disease control and waste management. Promoted biogas plants to generate clean energy and income for families affected by chikungunya fever (deadly mosquito-borne virus for which no vaccine exists). 350 biogas plants constructed for individual households and commercial enterprises, provided using 2 year loan terms. Plants have 20 year life span Villagers carefully instructed on operation. Plans to scale up, with GMf assistance.

E.g. Evangelical Social Action Forum (ESAF) assesses energy product sources for 5 Indian States. In partnership with GMf, it aims for a long-term energy programme and in process of developing appropriate financial product to support this.

Success factors:

Challenges:
Link to aid

USAID

Key source: http://www.microlinks.org/ev_en.php?ID=28405_201&ID2=DO_TOPIC

Follow up resources: websites:
[GreenMicrofinance](#)
[Welfare Services Emakulam \(Wesco Credit\)](#)
[Evangelical Social Action Forum](#)
[SKG Sangha](#)

***Title of policy or intervention:* Promoting and Protecting the Interests of Children who Work (PPIC-Work) Project. (8)**

Country context: Cairo, Egypt.

Dates: Since 2005.

Sector problem addressed: Improve the working conditions and learning opportunities of youth in Upper Egypt.

Key interventions: Through Egyptian Association for Community Initiatives and Development (EACID) – a non-bank organisation delivering financial services to unserved markets. Financial services provided to business owners who employ children and to family-run businesses.

Improve working conditions and learning opportunities of children who work at the enterprise/business level. Eligible clients adhere to guidelines:

- Provide evidence of the (part-time and full-time) employment of children;
- Utilise the loan to improve technology and work environment (mitigate hazards);
- Demonstrate interest in improving the learning opportunities and skills capacity of younger workers.

Influence Government SME policy and engage debate at the international level.

Outcomes/ impact: EACID provided PPIC-Work loans to 360 businesses, (potential to impact more than 700 working children and youth) and directly to households to set up businesses.

Allows children to work in safe environments and focus on school as well. Loans enhance and assist flexibility of household income, and increases ability to pay school fees.

Success factors: Influenced Government of Egypt SME policy and engages debate at the international level (donors, organisations, and interested parties).

Time and experience: Canadian CIDA provided seed capital to the Women’s Initiative Fund (WIF) to develop self-employment capacity of low-income women and start up women-led businesses. EACID offered WIF microcredit products since 1998. WIF profits enabled expansion to work with youth in 2005 on the basis of learned need.

Challenges: Disbursement of PPIC-Work loans takes approximately twice as long to process and costs 14% more than a similar WIF product. EACID believes social benefits are worth it, and recognises future client base for long-term business.

Link to aid Key source: Canadian International Development Agency (CIDA).
http://www.microlinks.org/ev_en.php?ID=9616_201&ID2=DO_TOPIC

Follow up resources:

Title of policy or intervention: Ethiopia: WISDOM Microfinance Institution (9)

Country context: 15 branches throughout the country

Dates: Since 1998

Sector problem addressed: Protective strategies against disasters, such as drought, and food insecurity.

Key interventions: World Vision programme providing micro-loans (individual lending, solidarity groups, and community banking) and support to income-generating activities for Ethiopia’s ‘very poor’. Provides ‘poverty loans’ of less than \$290;

Outcomes/ impact: In 2004: 20,000 clients from the lower economic strata, particularly women (42% women);

In 2004: active clients grew 57% and portfolio growth was 61%, much higher than predicted;

Comparison of loan recipient and non-recipient women found clients and their children were better nourished) in two regions. Business growth allowed these women to provide protein-rich foods such as meat and eggs. They were significantly less likely to require food aid;

WISDOM tripled in size between 2000 and 2005;

Success factors: Serves clients through different mechanisms as appropriate (individual and group and community loans).

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WISDOM conducts client satisfaction surveys to refine and streamline its loans, to reach more Ethiopians.

Challenges:
Link to aid

USAID began supporting WISDOM in 2001, and enabled expansion in to secondary towns.

Key source:

http://www.microlinks.org/ev_en.php?ID=8595_201&ID2=DO_TOPIC

Follow up resources:

Title of policy or intervention: Nepal: Nirdhan Utthan Bank (NUB) (10)

Country context:

National: 45 branch offices

Dates:

Since 1997

Sector problem addressed:

10-year Maoist insurgency: MFIs looted and intimidated, such as NUB, as the agents of capitalism exploiting the poor.

Key interventions:

Ensuring financial services during political conflict through modifying its financial products (increased flexibility) and operating procedures (decentralisation of decision making). Key adaptations included:

- Keeping money in control of clients, i.e. disbursing cash as much as possible;
- Reducing loan period to 3, 6 or 9 month periods;
- Permitting loan rescheduling;
- 2% discounts on interests payments for clients who make payments at branch offices rather than centre meetings;
- Decentralised management decisions about when to stop and re-start operations during unrest;
- Removing computers from most affected areas; and backing up all data twice.

Outcomes/ impact:

In 2008: NUB has 85,000 active clients, about \$8 million outstanding portfolio, over 300 staff and 45 branches.

Success factors:

13 years experience. NUM ensured its survival by adapting flexibly to a changing political landscape (pre-conflict, active conflict, and ongoing peace).

Far-reaching public relations and communications strategy involving dialogue with local leaders (including Maoist leaders), public audit meetings (including presentations on community benefits, and Q&A sessions), use of different media (newspapers, radio, TV and pamphlets).

Improved internal communications to maintain staff morale and support for both staff and clients (discussing benefits with clients and wider family, workshops and exchange visits for staff, prompt follow up with clients and senior management visits to branches after insurgencies, particularly those vandalised and robbed).

Challenges:

Link to aid

USAID, Save the Children.

Key source: http://www.microlinks.org/ev_en.php?ID=22208_201&ID2=DO_TOPIC

Follow up resources: http://www.microlinks.org/ev_en.php?ID=14073_201&ID2=DO_TOPIC

http://www.microlinks.org/ev_en.php?ID=17194_201&ID2=DO_TOPIC

SANITATION and HYGIENE

Title of policy or intervention: Malawi – Strategic School Sanitation Hygiene Promotion (1)

<i>Country context:</i>	The programme initially focussed on two districts in Malawi but has now expanded to six additional districts. Additional support is also being provided to the Ministry of Water and Irrigation Development.
<i>Dates:</i>	The Strategic School Sanitation Hygiene Promotion began in 2000 and ran until April 2004.
<i>Sector problem addressed:</i>	A lack of sanitation – specifically toilets for girls – at many schools in the country following the increased enrollment rates after school fees were abolished in 1994. This led to serious hygiene risks and high levels of absenteeism as girls felt unable to go to school. The goal of the initiative was: healthier children, better able to learn.
<i>Key interventions:</i>	Support for schools to construct additional toilets, with particular attention given to the construction of toilets for girls at a suitable distance away from boys' toilets, to ensure privacy. Teaching about good hygiene including hand-washing.
<i>Outcomes/ impact:</i>	Girls are able to use toilets at schools. Improved standards of hygiene. Reduced absenteeism and improved retention. Pupils able to learn more effectively. Strategic School Sanitation Hygiene Promotion improved sanitation at 400 schools, reaching 381,000 children since 2003, as well as improving water supplies at 158 schools.
<i>Success factors:</i>	Simple intervention measures, responding to clear demands. Working with the schools, to support their efforts to improve sanitation.
<i>Challenges:</i>	Need to extend the initiative to other schools and districts and to ensure that coordination in the sanitation and water sector is improved and that Government policies take seriously the issue of sanitation
<i>Link to aid:</i>	DFID, working with UNICEF.
<i>Key source:</i>	DFID Success Stories: http://www.dfid.gov.uk/casestudies/files/africa/malawi-girls-urinals.asp
<i>Follow up resources:</i>	Evaluation report for UNICEF http://www.schoolsanitation.org/Resources/Tools/Malawi%20SSHP%20evaluation%20final%20report%2010%20August%2004.pdf

Title of policy or intervention: The national sanitation programme in Lesotho (2)

<i>Country context:</i>	Lesotho – country-wide.
<i>Dates:</i>	From mid-1980s to present day (20+ years)

<i>Sector problem addressed:</i>	In the early 1980s, only 21% of the population had any sort of sanitation. Diarrhoeal and parasitic diseases were amongst Lesotho’s main health problems.
<i>Key interventions:</i>	Urban Sanitation Improvement Team and Rural Sanitation Improvement Teams established, with former ultimately located in the Ministry of the Interior and the latter in the Ministry of Health.
<i>Outcomes/ impact:</i>	Adoption of Ventilated Improved Pit (VIP) latrines. 38,000 VIP latrines constructed in urban areas. 36,000 new VIP latrines constructed in rural areas. Improved sanitation in urban and rural areas.
<i>Success factors:</i>	The success of the programme is ascribed to the fact that it has consistently and coherently applied a number of key principles: <ul style="list-style-type: none"> • Decentralisation of project work to district level • Community involvement in programme development • Education and promotion to the users • Full cost recovery from the users ie. No government subsidy of the latrine costs • Promotion and use of the private sector • Provision of training to the builders <p>Perhaps most importantly in terms of sustainability, the programme has been institutionalised as part of the Government’s approach to sanitation, with funding part of the budget.</p>
<i>Challenges:</i>	Competing budget priorities, particularly at district level, put pressure on funds available for sanitation.
<i>Link to aid:</i>	Initial support from UNDP and the Water and Sanitation Programme (as part of a World-Bank funded Urban Development Project)
<i>Key source:</i>	http://www.wsp.org/UserFiles/file/af_bg_lesotho.pdf
<i>Follow up resources:</i>	Blackett, I. (1994) <i>Low-cost urban sanitation in Lesotho</i> . Water and Sanitation Discussion Paper Series, World Bank. http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/1994/03/01/00009265_3961006080020/Rendered/PDF/multi_page.pdf Evans, P., Pollard, R. and Narayan-Parker, D. (1994) <i>Rural sanitation in Lesotho: From pilot project to national programme</i> . Water and Sanitation Discussion Paper Series, World Bank. http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/1990/01/01/00009265_3960930113839/Rendered/PDF/multi_page.pdf

Title of policy or intervention: Community-Based Sewer Systems in Malang, Indonesia (3)

<i>Country context:</i>	Indonesia, the city of Malang
<i>Dates:</i>	Mainly from 1997
<i>Sector problem addressed:</i>	Inadequate sewerage systems, poor sanitation and associated health problems.
<i>Key interventions:</i>	Community self-organisation to accumulate funds, plan and construct community-based sewer system. Contributions made by donors and government to main pipe network and treatment plant.
<i>Outcomes/ impact:</i>	Communities have been willing to participate and to pay for improved sanitation services. Sanitation services have been improved. While the approach taken in this case study may have wider relevance, it is in itself of limited scale, connecting only 2000 households to community-based sewerage.
<i>Success factors:</i>	High levels of community participation in all aspects of decision-making, construction and operation of the Community-Based Sewer system. Inexpensive solution to the problem of poor sanitation.
<i>Challenges:</i>	Community Based Sewer Systems need the support of local government and ways need to be found of channelling appropriate technical, financial and organisational support. Need to speed up the establishment of Community Based Sewer systems in other locations in urban Indonesia.
<i>Link to aid:</i>	Some support provided by NGOs and multilateral donors.
<i>Key source:</i>	http://www.wsp.org/UserFiles/file/eap_malang.pdf
<i>Follow up resources:</i>	

Title of policy or intervention: Community Led Total Sanitation, Bangladesh (4)

<i>Country context:</i>	Bangladesh – rural areas (although the approach has spread throughout South Asia and now to Africa)
<i>Dates:</i>	From approximately 2001.
<i>Sector problem addressed:</i>	Low levels of sanitation and high prevalence of open defecation which the provision of subsidized toilets for 20-30 years was doing little to address.
<i>Key interventions:</i>	Facilitating a process to inspire and empower rural communities to stop open defecation and to build and use latrines, without offering external subsidies. Initiated by Village Education Resource Center and Water Aid, with a consultant – Kamal Kar – playing a key role.

<i>Outcomes/ impact:</i>	<p>Community-Led Total Sanitation has had a major impact on reducing the prevalence of open defecation and significantly improving sanitation in many parts of Bangladesh. Some estimates suggest that thousands of villages are now open defecation free.</p> <p>This has the potential to contribute to progress on MDG7 (water and sanitation), MDG6 (major diseases), MDG5 (maternal health) and MDG5 (child mortality).</p> <p>The CLTS approach is changing thinking about sanitation, with the approach introduced in at least six countries in Asia and three in Africa.</p>
<i>Success factors:</i>	Community-led approach. Responds to demands. Effectiveness measured in terms of impacts (open defecation free) rather than outputs (number of toilets).
<i>Challenges:</i>	Need for change in mind-set of donors who may be more comfortable with top-down approaches and may feel that subsidies remain the way to improve sanitation. Possible tensions with subsidy-based approaches to improving sanitation.
<i>Link to aid:</i>	Various NGOs including Water Aid, PLAN, Care.
<i>Key source:</i>	Kar, K. (2003) Subsidy or self-respect? Participatory total community sanitation in Bangladesh http://www.ids.ac.uk/ids/bookshop/wp/wp184.pdf
<i>Follow up resources:</i>	<p>Community Led Total Sanitation in Bangladesh http://www.livelihoods.org/hot_topics/CLTS/Bangladesh.html</p> <p>UNICEF – Global Experiences in improving sanitation and hygiene – what is working and where? (Community Led Total Sanitation) http://esa.un.org/iys/docs/6.%20Global%20Experiences.pdf</p>

Title of policy or intervention: Total Sanitation Campaign, India. (5)

<i>Country context:</i>	India - rural areas
<i>Dates:</i>	1999 and onwards
<i>Sector problem addressed:</i>	Poor standards of sanitation in rural areas, leading to health problems. Initiatives to address the problem that have focussed on the use of subsidies have made few inroads. In 2001, rural sanitation coverage was only 21%.
<i>Key interventions:</i>	<p>Community-based demand-driven initiative, moving away from the approach of providing subsidies for toilet provision and putting the initiative in the hands of communities.</p> <p>Supported since 2003 by a scheme to offer cash rewards to villages attaining open defecation free status as well as key individuals; the Nirmal Gram Puraskar award scheme.</p>
<i>Outcomes/ impact:</i>	<p>10,000 villages awarded Nirmal Gram Puraskar awards in 2008, implying that 10,000 villages had – in 2007 – attained open defecation free status.</p> <p>Change in mind-set away from subsidising the provision of toilets, towards a focus on community-driven efforts.</p>

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<i>Success factors:</i>	Government-supported nation-wide campaign. Award scheme seems to have led to faster progress.
<i>Challenges:</i>	Possibility that not all villages that are deemed to be open defecation free actually are. Danger of target-driven approach diminishing the focus on the community taking control and emphasising/measuring coverage rather than usage and behaviour change.
<i>Link to aid:</i>	NGOs including Water Aid.
<i>Key source:</i>	Water Aid evaluation report – “Feeling the pulse: A study of the total sanitation campaign in five states” http://www.wateraid.org/documents/plugin_documents/feeling_the_pulse_a_study_of_the_total_sanitation_campaign.pdf
<i>Follow up resources:</i>	Government of India, Ministry of Rural Development, Department of Drinking Water Supply page on the Total Sanitation Campaign http://ddws.nic.in/tsc_index.htm

WATER*Title of policy or intervention:* **Wudil Regional Water Scheme (WRWS) (1)**

Country context: Nigeria - Kano, northern Nigeria (edge of the Sahara desert). Wudil area was the pilot site to oversee engineering works, but Government has now committed financial backing to extend the scheme across the state.

Dates: The Wudil Regional Water Scheme was originally built in 1992. DFID involvement started in 2001. The Scheme continues in 2008.

Sector problem addressed: Inadequate and unclean water supply - overused and polluted water sources. Kano State Water Board unable to provide adequate supply to many communities due to poor design and lack of investment in maintenance and repairs of water plant.

Key interventions: Rehabilitation, construction and installation of improved water infrastructure (wells, tanks and pumps).

Water Board staff training provided to improve management and maintenance.

Introduce a public-community partnership in water supply management. Community associations are responsible for collecting tariffs within their own areas. This has followed a consultative process, with the association also providing an effective information channel to communities so that they understand the expectations and objectives of the scheme and their responsibilities within it.

Outcomes/ impact: There are 9 million people in the region, and the project serves approximately 200,000 people. It has claimed to have a substantial impact on the lives of individuals and communities.

Initial scepticism within communities has been replaced by willingness to pay for clean water. They now pay the same amount they previously paid for dirty water from street sellers. Revenue generated from water sales is increasing.

Success factors: Engagement with the local state government, to build capacity, has been a core element of the programme. DFID has worked with the Kano State Water Board to manage the scheme. A new, semi-autonomous unit within the water board was established to manage the scheme, with trained and capable staff. The new team is highly committed. Changes and improvement has maintained this motivation. An intermediary organisation links the Water Board with Community Associations.

The new governance structure is designed to create a clear link between service delivery and payment for services – a factor that has been lacking in Nigeria.

Challenges:

Link to aid DFID: State and Local Government Programme.

Key source: State and Local Government programme: <http://www.htspe.com/files/Water-is-Life-itself.pdf>

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DFID Success Stories: <http://www.dfid.gov.uk/casestudies/files/africa/nigeria-water.asp>

Follow up resources: No independent reviews found.

Title of policy or intervention: Chars Livelihoods Programme, Bangladesh (2)

Country context: Bangladesh: Chars, Jamuna region, Northern Bangladesh

Dates: 2004 to date (8 years)

Sector problem addressed: Reduce extreme vulnerability to flood waters among Bangladesh’s poorest people, specifically targeting 250,000-500,000 poorest char dwellers, in 50,000-100,000 households.

Key interventions: Census of households to determine differences among Char residents and identify poorest people – wealth and income, those owning agricultural land, those cultivating on a shared basis, those entirely reliant upon daily wage labour (high numbers).

Protection from floods: Raise homes on plinths above the 1998 flood level.

Drinking water and sanitation: Provide and relocate free latrines and wells. Plans to experiment with ‘Pur’ - new small scale chemical treatment process being promoted by Proctor and Gamble, to create potable water *during* floods. Provision of latrines supported by small group meetings to discuss hygiene issues.

Increase household income: Cash for work programmes, to involve local workers in construction activities. Asset Transfer Strategy which provides productive assets to extremely poor households. The households themselves choose which assets they want, with most opting for cattle. Local economic activities have been stimulated through market development.

Social Development: CLP emphasises group formation and learning. Members lend each other money and have developed solidarity during hard times. Hope is that this will prove particularly beneficial for extremely vulnerable people (e.g. older people, physically or mentally ill people).

Outcomes/ impact: 32,700 household’s homes raised; During 2007’s floods, only 2% of plinths were washed away.

23,700 latrines and 748 wells provided.

Transferred productive assets worth £100 to 11,420 extremely poor households. Local economic and temporary work activities have been stimulated.

Success factors: It is still early to assess key success factors. There are a number of issues that are apparent:

- CLP works through local NGO networks, who are knowledgeable about the area

- Plinths seen as public goods, reducing divisions between those that receive them and those that did not. Households are eligible if they are judged unable to afford the investment themselves. CLP is planning plinths for a further 100,000 households.
- Delivery through local government assists these bodies to develop capacity to relate to communities and manage funding.

Challenges: Some difficult definitional issues about what constitutes a char and the identification and targeting of the poorest households. Issues raised by decision to invest in plinths as the ownership of the underlying land is in the hand of other people than the home dwellers. Land owners may endeavour to retrieve their homes with this added investment, or demand higher rents. This risk needs careful monitoring, and management with wider community. Erosion of char lands remains a major concern.

Link to aid DFID

Key source: <http://www.dfid.gov.uk/casestudies/files/asia/bangladesh-plinth.asp>
<http://www.bracresearch.org/publications/clp.pdf>

Follow up resources: <http://www.clp-bangladesh.org/>

Title of policy or intervention: *Water Supply and Sanitation commitments in Uganda’s PRSP (3)*

Country context: Uganda

Dates: Since 1997

Sector problem addressed: Poverty Reduction Strategy Paper (PRSP) implementation processes neglected WSS objectives.

Key interventions: Progress on WSS objectives have been well advanced through government commitments to both budgetary and sector reforms. WSS objectives have been accorded a high priority.

Outcomes/ impact: Uganda is a leader in WSS reform. The country is ‘best performance’ in a 12 African PRSP country studies of WSS sector diagnostics, sector reform, Monitoring and Evaluation, and sector financing. Uganda’s PRSP identifies ways to expand WSS coverage nationally.

Relative advances in development of systems for sector performance assessment, and performance benchmarking of local governments through the Local Government Development Programme. Developing an overall framework for sector performance measurement: Ten issues for performance measurement have been identified, with a small number of associated ‘golden’ indicators. Such M&E is essential to ensure strong linkage between policy, planning and implementation.

Reported increases in national coverage - increases in safe water coverage from 39% in 1996 to 51% in 2003, but equity concerns remain at sub-district level.

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Success factors: High level of government commitment to WSS sector, reflected in volume of funds and sector reforms alongside PRSP objectives. Ministry of Finance was original motivator. Key been to focus on relatively few high level policy objectives, and choose cross-cutting themes rather than obvious sub-sector themes. These themes hold relevance and interest across stakeholders. Decision making body is a sector working group comprised of 20-25 members.

The Joint Sector Review process generated momentum for sector reforms, supported by government, donors and other stakeholders in the water sector. Work done to establish clear budget mechanisms which effectively allocate resources to all levels of government, and thereby end users.

Critical mass of donors interested in sector wide approaches, a rotating lead donor.

Local government benchmarking incentivises districts to adhere to national sectoral priorities and objectives, as well as governance criteria. Minimum conditions must be fulfilled for discretionary local development grants. If a local government performs well it receives an additional allocation.

Challenges: Sector performance concerns remain. The reality is that systems to ensure delivery of resources for poverty reduction at local level remain inadequate to achieve safe water supply and sanitation targets. Equity in distribution of new water points within districts is not being achieved. Maintenance of water pumps is also problematic.

Some indications that the move from projects to programme-based aid may have actually caused a reduction in sanitation financing – at least in the short term.

Link to aid PRSP and Joint Sector Reviews supported by donors. Consistent and coordinated donor participation has been an essential ingredient, with a donor working group (i.e. far beyond an initial function of information-exchange).

Key source: <http://www.odi.org.uk/resources/odi-publications/briefing-papers/2004/water-supply-sanitation-poor-africa.pdf>

Follow up resources: http://www.wateraid.org/documents/plugin_documents/watersanitationobjectives.pdf

Title of policy or intervention: Tubig para sa Barangay (TPSB) or Water for the Poor Communities programme (4)

Country context: The Philippines - East Zone of Metro Manila

Dates: 1998 onwards (25 years)

Sector problem addressed: Severe water shortages in Metro Manila, unsafe and inadequate water connections. The Metropolitan Waterworks and Sewerage System (MWSS) unable to keep up with increasing urban population. Waterborne diseases and deaths.

Key interventions: Area needs assessed. Pipes, and systems construction – in some cases with support (waivers for excavation or digging fees and permit fees). Revenues

from the collection of monthly water bills are used for operating maintenance expenses.

Community mobilisation, alongside Local Government Unit engagement – choosing which TPSB scheme is most appropriate (i.e. connection scheme and fee collection arrangements). Communities are organised to supervise pipe-laying and water meter installations (e.g. bulk meters or communal-metres), ensure and monitor daily operations, including repairs, maintenance and monitoring of facilities. They are also responsible for monthly billing and collection of water charges.

Outcomes /impact:

438 TPSB programmes are fully operational, providing over 680,000 urban poor residents with clean, potable and reasonably-priced water (expansion to 100,000 more poor people through additional projects). Water availability and quality is much improved, with many households having house taps and no longer needing to queue or buy from vendors. Households have more time for income generating activities, financial savings, and are better able to meet affordably priced fee payments. Levels of diarrhoea cases are reduced, with improved sanitation and hygiene. Poor residents empowered to participate in community water provision initiative. High willingness to pay.

The cost of delivery has reduced, increasing consumption. Leaks and illegal connections are reduced, reducing non-revenue water levels. MWCI revenues and operational efficiency are improved (90-95% collection efficiency) – showing that pro-poor initiatives can result in strong financial, institutional and operational benefits.

Success factors:

Aggressive role out alongside the dedicated efforts of Manila Water Company Inc. field personnel with close contact with various stakeholders. Other factors of success include the relaxation of connection requirements, active community participation; effective coordination with local officials; plus city government support (financial & physical).

Challenges:

Regulatory functions of MWSS need expanding to cover regulation of water pricing by community leaders/agents, in order to protect the interests of the poorest residents.

Link to aid

None

Key source:

<http://www.unescap.org/pdd/prs/ProjectActivities/Ongoing/Water/TPSB/TPSB.asp>

Follow up resources:

Full UNESCAP case study:

http://www.unescap.org/pdd/prs/ProjectActivities/Ongoing/Water/TPSB/TPSB_MR.pdf

Manila Water website: <http://www.manilawater.com/sustainable-development/water-for-the-community>

Title of policy or intervention: **National Water Development Project Mozambique. (5)**

<i>Country context:</i>	Mozambique: five cities – Maputo (the capital), Beira, Quelimane, Nampula and Pemba.
<i>Dates:</i>	Stage I (1998-2005), Stage II (1999-2007)
<i>Sector problem addressed:</i>	Destroyed or neglected service provisions
<i>Key interventions:</i>	<p>Good management alongside new innovations. Large civil works projects aimed at increasing production, reliability of water supply and quality.</p> <p>Cost recovery and access for the poor.</p> <p>Trying to bring in private providers, alongside capacity building for government regulation service and an investment fund.</p>
<i>Outcomes /impact:</i>	<p>70 % urban population of Mozambique have benefited with high quality, reliable and continuous water services. Over 80% of urban consumers are expected to benefit (2.4 million people).</p> <p>Three cities – Pemba, Quelimane, Nampula – now have 24-hour water supply, seven days a week. Beira’s water supply has risen from 11 hours a day to 17 hours. Water quality has also risen to meet international standards.</p> <p>Connections to water services have increased by 22 percent in Maputo; 25 percent in Beira; 31 percent in Quelimane; 34 percent in Nampula; and 75 percent in Pemba.</p> <p>One pilot = 130 water source points serving 62,000 people and catalyzed other donor programs.</p>
<i>Success factors:</i>	<p>Government commitment to greater private sector participation (PPP), with strong regulation of sector. The water regulatory council (CRA) has effectively balanced consumer and commercial interests.</p> <p>Mozambique’s Water Supply Investments and Assets Fund (FIPAG) has attracted multiple donor investments (US\$350 million over six years) in the urban water sector.</p> <p>The water project started in just five towns. An additional four towns were added in 2004. Another four were added in 2007 (funded by the Dutch).</p>
<i>Challenges:</i>	Intentions not translated into access for all.
<i>Link to aid</i>	WB, AfDB, Canada, the Netherlands, the Nordic Development Fund, Sweden, Switzerland.
<i>Key source:</i>	IDA Success Story, WB: http://www4.worldbank.org/afr/results_survey/dsp_success_tabs.cfm?pid=P052240

<http://web.worldbank.org/external/projects/main?pagePK=64283627&piPK=73230&theSitePK=40941&menuPK=228424&Projectid=P052240>

Follow up resources:

<http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/IDA/0,,contentMDK:21258662~menuPK:3266877~pagePK:51236175~piPK:437394~theSitePK:73154,00.html>

<http://web.worldbank.org/external/projects/main?Projectid=P039015&Type=Overview&theSitePK=40941&pagePK=64283627&menuPK=64282134&piPK=64290415>

<http://web.worldbank.org/external/projects/main?Projectid=P052240&Type=Financial&theSitePK=40941&pagePK=64330670&menuPK=64282135&piPK=64302772>

<http://www.irinnews.org/Report.aspx?ReportId=80282>

Title of policy or intervention: **Water Sector Reforms: Niger (6)**

Country context: Niger: poor urban areas

Dates: 2001-2009

Sector problem addressed: Increase access to potable water supply and sanitation services

Key interventions: Subsidised water access, physical infrastructure innovation, and rehabilitation

Social water connections programme designed for poorer neighbourhoods in urban areas. Community-based management of rural water facilities, involving private sector participation.

Strengthen monitoring and regulation capacity.

Outcomes /impact: Project has out performed its appraisal targets. It has connected 302,000 people to a clean supply of water, and 100,000 people gained access to improved sanitation services.

Subsidised access to water in towns: 12,000 social connections and 260,000 standpipes have been provided free in peri-urban areas. New clients for water connections put down US\$30 deposit, where previously it cost US\$150.

The percentage of water facilities available in rural areas too jumped from 52% to 70% in 2005.

Success factors: Private sector participation (PSP) and regulatory arrangements. Reforms aimed at ensuring management autonomy of the sector, and supported improvements in commercial management and cost effectiveness with a new tariff policy for improving cost recovery.

Challenges:
Link to aid World Bank

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Key source: IDA Success Story, World Bank:
http://www4.worldbank.org/afr/results_survey/dsp_success_tabs.cfm?pid=P061558
<http://web.worldbank.org/external/projects/main?pagePK=64283627&piPK=73230&theSitePK=40941&menuPK=228424&Projectid=P061558>

Follow up resources:

Title of policy or intervention: Senegalese Long-Term Water Sector Project (7)

Country context: Under-served and low-income areas of Dakar and secondary cities
Dates: 2001-2009
Sector problem addressed: Limited household water connections and intermittent service provision.

Key interventions: Subsidized social connections programme for poor neighbourhoods in Dakar and secondary urban centres. There are seven project components.

1. increased production capacity to meet demand, increasing the number of connections, restructuring and balancing water distribution, and increasing storage capacity.
2. expanded and reinforced drinking water networks.
3. increased number of households connected to sewer networks, improved demand management and reduced wastewater and septic pollution, and severity and duration of flooding.
4. improved sanitary conditions of households in peri-urban and low-income settlements. This component includes an investment program and a capacity building and demand generation program.
5. improve the role of the executing agency in regulating water resources and develops an action plan for integrated management.
6. incorporate environmental concerns in the project to increase quality, and to follow safeguard policies and national regulations.
7. strengthening the capacity of public entities involved in the water and sewerage sector and the capacity of small private and community enterprises.

Outcomes /impact: Household connections in Senegal rose to 72.2% in 2006 (highest rate in sub-Saharan Africa).

Many Senegalese residents are now receiving water services 24 hours a day, seven days a week in most of the Dakar peninsula, where about 700,000 people had intermittent services. Also, the project is providing water services to more than 600,000 people in Dakar and 200,000 in secondary urban centers. Affordable wastewater disposal is available to about 500,000 people in Dakar, who were previously far away from the sewerage network. About 830,000 additional people are connected to sewerage facilities.

Overall, nearly 1.6 million more people in urban areas of Senegal have been connected to water services over the past 10 years.

Unaccounted-for-water decreased from 32 percent to less than 20 percent

(representing the water consumption of about 930,000 people), thus contributing to the sustainability of water resources.

Success factors: Effective public-private partnerships were key to supporting this government initiative.

The continued commitment of the government to keep the sector viable, has kept the donor community interested and active in the country. The efficient use of more than US\$220 million in investments during the first five years of the project attracted additional commitments in 2001 from the donor community, the commercial banks in Senegal, and from the World Bank. A third generation of investments is being considered to improve and extend water and sanitation services to other areas of the country.

Challenges:

Link to aid World Bank

Key source: IDA Success Story, WB:
http://www4.worldbank.org/afr/results_survey/dsp_success_tabs.cfm?pid=P041528

and
<http://web.worldbank.org/external/projects/main?pagePK=64283627&piPK=73230&theSitePK=40941&menuPK=228424&Projectid=P041528>

Follow up resources:

Title of policy or intervention: *Rights allocation and management in the Yellow River Basin (YRB) Northern China (8)*

Country context: Yellow River Basin (YRB), Northern China

Dates: 2004 - ongoing

Sector problem addressed: Water shortages, particularly downstream.

Key interventions: Water resources management (e.g. irrigation, basin allocations and permits for use of YRB) and water rights reform (defined rights and issued entitlements for farmers).

Rights allocated among provinces and regions according to a basin allocation plan, down to irrigation districts (IDs) through abstraction permits and finally down to water user associations (WUAs) and individual farmers through informal contracts and areas-based claims.

WUAs purchase water tickets for farm members. Individual farmers assert area-based claims through the WUA. In some areas, rights definition and allocation have been articulated through district water allocation plans.

Outcomes /impact: Effects of policy and legislative changes take time to emerge. Available evidence, though patchy, suggests reforms are paying dividends. Policymakers

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are learning through experimentation, showing a willingness to test alternative approaches through pilots, evaluate results and scale up what seems to work. A process in place to build water rights over time.

A growing number of pilots are contributing water rights. These include assignment of water rights to specific institutions or groups within broader allocation plans; the use of water tickets and certificates to allocate volumetric rights in a transparent way; the use of consultation between various water users and institutional partners; new monitoring and evaluation procedures to determine allowable withdrawals; use of trading to reallocate available supply between users and uses. Lesson learning is a process within all the pilots.

The allocation process is now common in water scarce IDs of northern China.

Success factors:

An effective system of water rights provides a transparent, rules-based system for allocating water between different uses and areas. In countries such as China, this is particularly important because rising urban and industrial demand, and the need to maintain agricultural production, is generating intense competition for water between areas, sectors and users.

A lot of the impetus for reform arose from the drying up of the river in the late 1990s (it failed to reach the sea).

Local govt engaged. Bottom up demands are revised through top-down adjustment and approval (Annual Regulation Plan). The irrigation agency in each district prepares annual and seasonal allocation plans based on farmer consultation through WUAs, with plans implemented through an iterative process of scrutiny and adjustment.

ID agency supplies water to WUAs on a contractual basis through annual and seasonal agreements, signed off by agency managers and WUA chairmen, and publically displayed.

Challenges: Link to aid

None.

Key source:

Calow R, Howarth S and Wang J (forthcoming). Irrigation development and water rights reform in China. International Journal of Water Resources Development.

Follow up resources:

http://www.id21.org/publications/Water_6.pdf

<http://www.mwr.gov.cn/english1/20060110/20060110104434EVNCBZ.pdf>

http://siteresources.worldbank.org/INTEAPREGTOPENVIRONMENT/Resource s/Water_RightsEN.pdf

Title of policy or intervention: Office du Niger II, Sector N'Débougou, Irrigation N'Débougou II (9)

<i>Country context:</i>	Mali - Niger river delta
<i>Dates:</i>	1994 to date
<i>Sector problem addressed:</i>	Unpredictable precipitation and ongoing degradation of natural resources, threatening food security in the region.
<i>Key interventions:</i>	<p>Rehabilitation and extension of old irrigation structures and hydro infrastructure (main conduit, and drainage channels). Levelling and new division of irrigation areas.</p> <p>Advisory services (irrigation management, maintenance, monitoring and organisational development for the executing agency Office du Niger (ON) and the farmers' organisations).</p> <p>Target farming households in region with rights of irrigation use and livelihoods.</p>
<i>Outcomes /impact:</i>	<p>Rehabilitated and extended irrigation areas.</p> <p>Nutrition improved through increased yields and income.</p> <p>Strengthened organisation through user groups, with improved maintenance through their participation in investment measures.</p> <p>Land use rights extended to women.</p>
<i>Success factors:</i>	<p>Complex agricultural irrigation project across a large perimeter, requiring a large amount of coordination and organisation. The implementation of institutional reforms has been important and a sufficiently effective executing agency has been critical. Institutional restructuring clearly defined and distributed responsibilities between farmers, the ON and the State.</p> <p>Underlying sector conditions made it possible to achieve sufficient profitability, particularly regarding rice production: sector liberalisation, currency devaluation and democratisation. Also, as a landlocked country, Mali faces considerable transport costs which effectively form a barrier for imports of staple food and place far less pressure on Mali from international competition.</p> <p>Reform of irrigation systems are complex and take considerable time (over 20 years in Mali). Some enabling factors can be recreated (e.g. donor coordination) but others were unpredictable yet favourable set of circumstances.</p>
<i>Challenges:</i>	Farming enterprises need secure and sufficient liquidity, project may need to consider marketing and credit supply measures too.
<i>Link to aid</i>	Germany: KfW Development Bank
<i>Key source:</i>	<p>Donor Platform Best Practice: Mali</p> <p>Summary: http://www.eldis.org/go/topics&id=22218&type=Document</p>
<i>Follow up resources:</i>	J.L. Couture; P. Lavigne Delville; J.B. Spinat , (2002) <i>Institutional innovations and water management in Office du Niger (1910-1999) : the long failure and new success of a big irrigation scheme</i> , Groupe de recherche et d'échanges

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technologiques

*Title of policy or intervention: **Kodkitunda Watershed Management (10)***

Country India - Mankadamundi village

context:

Dates: 1999-2004

Sector problem addressed: Steep slopes, inadequate land use and intensive rainfall, soil erosion and degradation of arable land. 80% monsoon rains lost as runoff and lack of irrigation water resulting in high yield losses. Many working men migrating away to urban areas in search of livelihood security.

Key interventions: Small-scale irrigation schemes and conservation activities supported by Indian NGO Agramee.

Villagers established Watershed Users' Society (WUS) to govern watershed management and water-saving measures. Examples include contour stone bunds, staggered trenches to harvest rainwater, intercropping. Regulation of water distribution using wooden planks, to allow improved infiltration and seepage.

WUS controls irrigation water, repairs and maintains the dam and pump house. Agramee has created trained barefoot engineers to maintain and repair the pump and the canals voluntarily because they are beneficiaries.

Outcomes /impact: Water availability up to 15ha (in 2004) from 2 ha (1999). Due to raise in water table, drinking water is available in wells during summer months.

Strong positive impacts on food security evident. Improved nutrition evident particularly among children. In 2005, 70% households get food all year round (30% in 1999) and 100% for at least 7 months/year.

Soil moisture levels increased and dug well recharged, and land is protected from drought. Larger farmers now rent out some land to the landless for sharecropping, as their productivity is increased. Market access increased due to sale of produce, with improved interactions with other areas, and reduced migration.

Some contributions to environmental protection.

Success factors: NGO (Agramee) drew from the existing local knowledge and traditional practices of villagers, and facilitated a return to these practices. Costs per hectare have been much less than the typical minor irrigation schemes of state government, because the technique is simple. Many indigenous technologies have potential for scaling up, but require documenting, validating and fine tuning to the needs of local people.

WUS built upon the social structure and culture of the region.

Some funds from sale of produce goes to maintenance fund of the WUS.

Challenges: Scaling up to other hilly areas across India.

Link to aid Not international aid - except NGO aid via AGRAGAMEE, an Indian NGO

Key source: Donor Platform: [South Asia](#)

*Follow up
resources:*

AID EFFECTIVENESS

Title of policy or intervention: **Afghanistan: Mutual Accountability (1)**

<i>Country context:</i>	Afghanistan (post conflict)
<i>Dates:</i>	Since 2001
<i>Sector problem addressed:</i>	New government in Afghanistan, where previously there was none.
<i>Key interventions:</i>	<p>An initial needs assessment and development framework was negotiated and agreed largely between donors.</p> <p>Government of Afghanistan quickly gained control (developed clear national policies and systems and some hard conditions for the acceptance of aid).</p> <p>NGO umbrella org conducted independent review of donor performance and effectiveness</p>
<i>Outcomes /impact:</i>	<p>Strengthened government systems so donors confident to use them.</p> <p>Rapid centralisation of revenue and expenditure allowed for more effective budgeting and reporting to the Min of Finance.</p> <p>Hard conditions for the acceptance of aid, including limiting the number of sectors any donor could work in, and required minimum contributions before donors can expand to new sectors.</p>
<i>Success factors:</i>	<p>The GoA has been prepared to say ‘no’ to some donor proposals (e.g. where overhead costs are excessive, or where proposals involve expensive technical assistance.</p> <p>Transparency and the availability of data about donor behaviour has also helped GoA manage its donors. The Development Assistance Database records over 90% of the aid coming into Afghanistan, and makes data about donors’ pledges and disbursements publically available.</p>
<i>Challenges:</i>	
<i>Link to aid</i>	
<i>Key source:</i>	http://www.odi.org.uk/resources/odi-publications/briefing-papers/1-promoting-mutual-accountability-aid-relationships.pdf
<i>Follow up resources:</i>	WB Aid Effectiveness report, Accra 2008: here

Title of policy or intervention: **Mozambique Programme Aid Partnership (PAP) (2)**

<i>Country context:</i>	Mozambique
<i>Dates:</i>	Since 2000
<i>Sector problem addressed:</i>	Highly fragmented donor programmes putting pressure on weak institutions and government leadership. Government staff spends much of their time maintaining 1000 different bank accounts to meet donor requirements.

<i>Key interventions:</i>	<p>Group of 19 donors (G19) adhere to government procedures and operational cycles as the basis for general budget support; annual evaluation. Mechanisms include:</p> <ul style="list-style-type: none"> • Budget support donors formalised their coordination efforts in a Joint Programme, superseded in 2004 by a Memorandum of Understanding (MoU), which outlines commitments on both sides to improve the quality and effectiveness of programme aid. • The GoM has signed up to a Performance Assessment Framework (PAF), which lays out the policy commitments in the PRSP as a set of monitorable actions • PAF the basis for an annual joint review process whereby donors assess GoM progress and make aid commitments for the following year in a coordinated way. • Since 2003, donors have also been assessed under the Programme Aid Partners Performance Assessment Framework (PAP’s PAF).
<i>Outcomes /impact:</i>	<p>One of the few countries that has implemented a mutual accountability mechanism for donors within the Paris Declaration context. This has improved donor performance on predictable and better aid, and enabled progress towards reducing the burden of managing many different donors’ requirements.</p> <p>PAF links to the PRSP priorities and effectively helped to align external aid with GoM priorities, planning and budgeting cycles.</p> <p>PAP-PAF generating pressure on donors to improve their performance in alignment, predictability, reduction of conditionality, and reduction of transaction costs.</p>
<i>Success factors:</i>	<p>Government publishes an annual league table of donors according to how far they’ve met their commitments on aid effectiveness. Not surprisingly there’s been a clear trend in improved donor performance.</p> <p>Context of long-term relationships with donors, although success has been precipitated by crises in those relationships.</p>
<i>Challenges:</i>	<p>Memorandum of Understanding (MoU) taken a significant period of time and still not yet a fully functioning mutual accountability mechanism. The MoU/PAF system’s main limitation is that it applies only to programme aid (budget support accounts for only one third of total aid).</p>
<i>Link to aid</i>	<p>19 donors: Group of 19 (or G19) - each of which provides general budget support to the government.</p>
<i>Key sources:</i>	<p>World Bank: Mozambique emerges as a success story on donor harmonization</p>
<i>Follow up resources:</i>	<p>PAP website: http://www.pap.org.mz</p> <p>Brief Review of the Evidence on Country-led Approaches for updating DfID Policy and Operational Notes, by Simon Burall, Karin Christiansen and Victoria Wheeler (Centre for Aid and Public Expenditure, ODI)</p>

[Promoting Mutual Accountability in Aid Relationships](#), ODI Briefing Paper, April 2006.

Title of policy or intervention Southern Sudan: Aid Effectiveness (3)

<i>Country context:</i>	Southern Sudan
<i>Dates:</i>	Since 2005
<i>Sector problem addressed:</i>	Capacity at an extremely low base
<i>Key interventions:</i>	Donors worked together to build govt capacity;
<i>Outcomes /impact:</i>	Clear government aid policy and government better able to direct foreign assistance to priority areas. E.g.: <ul style="list-style-type: none">• Introduction of a basic package of health services, highly integrated with GoSS strategy in two states, with roll out to additional states underway;• Delivery of medical supplies to 1000 health facilities, 1 million mosquito nets provided, student-teacher kits for 850,000 pupils;• Improved safe water via 380 boreholes, on track to extend to 500,000 people;• Improved food availability through 500km road network improvements;• Infrastructure in capital city, Juba: wards in local hospital rehabilitated; government ministries provided appropriate buildings (moving out of tents or conflict damaged buildings); 2km water and sewerage pipes laid.
<i>Success factors:</i>	Joint Donor Team aligning donor assistance.
<i>Challenges:</i>	
<i>Link to aid</i>	Fragmented bilateral activities being replaced by joint Trust Fund.
<i>Key source:</i>	UK progress on aid effectiveness report for Accra
<i>Follow up resources:</i>	

Title of policy or intervention: Country Led Assistance – Tanzania (4)

<i>Country context:</i>	Tanzania
<i>Dates:</i>	Since 1994
<i>Sector problem addressed:</i>	Multiple demands on government from large number of donors. Growth and productive sectors not a central element of poverty reduction strategy.

<i>Key interventions:</i>	<p>Mutual accountability mechanisms:</p> <ul style="list-style-type: none"> • Independent monitoring: 1994, GoT commissioned an independent group of advisers to investigate the problems with the aid relationship and propose solutions, which facilitated the definition of specific commitments on both sides to improve aid outcomes. • Progress regularly monitored through a formally constituted Independent Monitoring Group (IMG). • In 2002 GoT strategy for managing its aid formalised in the Tanzania Assistance Strategy (TAS), which is used as the basis for the development of a Joint Assistance Strategy (JAS), initiated by the GoT, DFID and the World Bank. This aims to further improve donor coordination, including identifying donors’ comparative advantages and introducing a single review cycle, and will replace the individual country assistance strategies of the participating donors. • Donor ‘holidays’ to free up time to manage national priorities; <p>By third annual progress report to the WB, the PRSP had a mid term development programme covering a broad range of sectors and linked to mid-term goals:</p> <ul style="list-style-type: none"> • Links central to sector ministries: Rules requiring sector ministries to justify the resources they are bidding to use. • National strategic plans for building government capacity have been adopted; • Joint Assistance Strategy, JAST Action Plan and Monitoring Framework (guidelines agreed by both govt and donors to fully align to national strategies)
<i>Outcomes /impact:</i>	<p>Tighter links between PRS priorities and budget allocations. PRSP increasingly mainstreamed into national processes - framework, linked to MTEFs.</p> <p>Significant increases in funding in absolute terms for PRS priority sectors as well as greater protection from in-year budget cuts.</p>
<i>Success factors:</i>	<p>Progress is possible, but evident that time frame is decades not years. Long-term relationships with donors, change precipitated by crises in those relationships.</p> <p>High-level of political commitment to reform. Government driving the JAS process</p>
<i>Challenges:</i>	<p>Funding increases tend to be in capital investments rather than recurrent expenditure. CSOs have been relatively active and engaged but lack of skills and knowledge of PFM reform and of the macroeconomic impact of different policy choices limits full engagement in the process.</p>
<i>Link to aid</i>	<p>Multi and bi-lateral donors</p>
<i>Key source:</i>	<p>Brief Review of the Evidence on Country-led Approaches for updating DfID Policy and Operational Notes, by Simon Burall, Karin Christiansen and Victoria Wheeler (Centre for Aid and Public Expenditure, ODI)</p> <p>Promoting Mutual Accountability in Aid Relationships, ODI Briefing Paper, April 2006.</p>

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Follow up resources:

WB Aid Effectiveness report, Accra 2008: [here](#)

<https://pppg.odinet.org.uk/cape/p0440/p0440shared/Forms/AllItems.aspx?RootFolder=%2fcape%2fp0440%2fp0440shared%2fOutputs&FolderCTID=&View=%7b939D2949%2dF7E5%2d4232%2d934A%2d07F5B6996AF9%7d>

Economic and Social Research Foundation (2005) Enhancing Aid Relationships in Tanzania: IMG Report, Dar es Salaam, Economic and Social Research Foundation

Cooperation Issues between Tanzania and its Donors: Dar es Salaam, Danish Ministry of Foreign Affairs and GoT

*Title of policy or intervention: **Country Led Assistance – Uganda (5)***

Country context:

Uganda

Dates:

Since 1992

Sector problem addressed:

34 budgetary support programmes in the FY 2003-04 (making up nearly half the aid flow to Uganda), some of which were only small programmes, but individual demands (e.g. timelines and disbursement procedures).

Economic reforms on 1990s not translating into real gains for the poor.

Key interventions:

Move towards general budget support (e.g. 50% DFID funds in 2006);

Consultations around the PEAP/PRSP. NGO and CSO engagement in participatory poverty assessments

Links between central and sector ministries strengthened: Rules requiring sector ministries to justify the resources they are bidding to use.

MTEF linked to PRSP.

Outcomes /impact:

Strong indigenously developed poverty eradication plan. Aligned over time to strong budget process and the MTEF. Participatory consultations builds picture of poverty into PRSP – from perspective of poor people

Government driving the Joint Assistance Strategy process;

Success factors:

Genuine country leadership and ownership: Ministry of Finance, Planning and Economic Development (MFPED) leads revisions of the PRSP/PEAP.

Donors have become accustomed to working at the bureaucratic level, which is strong in Uganda.

Poverty Monitoring and Analysis unit (PMAU) essential in meeting donor demands of PEAP process (annual reports, and updates).

Budget support has improved government’s ability to negotiate with donors. Uganda has taken positive steps to address non-alignment of donor assistance that sits outside the PEAP or JAS.

Time frame has been long. Progress is possible, but requires decades not years.

- Challenges:* Assistance with budget coordination and capacity building:
- Efforts to build government capacity in a number of areas are obviously critical, particularly in the areas of PFM, medium term planning, analytical capacity, and M&E. Planning capacity is stretched.
 - Concerns that MFPED staff are ill-equipped to prioritise across sectors. PRSP/PEAD process overly technocratic.
 - PEAP priorities not costed.

Sustainability issues

- PMAU is donor funded.
- Tensions in donor budget support, between commitments to develop central government leadership, and commitments to promoting human rights, peace, and humanitarian assistance.

Participation tensions as priorities generated through consultation processes not evident in decisions.

Link to aid Multi and bi-lateral agencies.

Key source: [Brief Review of the Evidence on Country-led Approaches for updating DfID Policy and Operational Notes](#), by Simon Burall, Karin Christiansen and Victoria Wheeler (Centre for Aid and Public Expenditure, ODI)

[A Review of Experience in Implementing MTEFs in a PRSP Context: A Synthesis of 8 Country Studies](#)
by Malcolm Holmes and Alison Evans (ODI/CAPE 2003)

Follow up resources: Canarajah, S. & Van Diesen, A. (2006) ‘The Poverty Reduction Strategy Approach Six Years On: An Examination of Principles and Practice in Uganda’, *Development Practice Review*, 2006 24(6): 647-667

Title of policy or intervention: Vietnam: the Hanoi Core Statement on Aid Effectiveness (6)

Country context: Vietnam

Dates: 2005

Sector problem addressed: Mid 1990s, difficult economic situation and GoV began to engage with donors, but with little control.

Key interventions: Moving towards a mechanisms on Mutual Accountability and the Harmonisation Action Plan (HAP), country aid policy, JAS or some form of joint programme.

Outcomes /impact: GoV developed a more proactive strategy; divisions of responsibility among donors, and has also established legal rules that structure relationships with donors, for example with respect to procurement.

Aid funds provided through closely aligned programmes.

Success factors: GoV impressed by dramatic results. Ensures it is involved with donors from an early state. Displayed strong ownership of its public policy agenda and real

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leadership in managing donor relationships.

Challenges: Time required for alignment and harmonisation to develop. Not yet implemented a centralised system for handling donors.

Link to aid Donors meet commitments by putting in place an independent monitoring system.

Key source: [Promoting Mutual Accountability in Aid Relationships](#), ODI Briefing Paper, April 2006.

Follow up resources: [Brief Review of the Evidence on Country-led Approaches for updating DfID Policy and Operational Notes](#), by Simon Bural, Karin Christiansen and Victoria Wheeler (Centre for Aid and Public Expenditure, ODI)

UK [progress on aid effectiveness report](#) for Accra