

# Working with Governments

# Key Lessons – Working with Government

- the need for shared commitment at the highest levels
- the importance of continuity - often highly dependent on a few key individuals
- recognising some areas of Government action are sensitive – good political analysis to understand the dynamics
- using support strategically to meet upfront cost of difficult reforms/supporting “quick wins”

# Key Lessons - Working with Government

- need for time
  - prioritisation/sequencing of measures
  - resisting pressures of donors' "spending horizons"
  - shortcutting the process using short term Technical Assistance as a fix tends to be ineffective
- avoid an over emphasis on detailed technical content – e.g. performance frameworks
- processes need to be even handed – accountability is mutual

# Key Lessons - Working with Government

- the importance of consultation: where process failed stalled or produced negative results imperfections in the coordination process were largely responsible.
- that productive sectors are very complex (unlike the social sectors areas where there is little uncontested policy) and may not be suitable for such approaches
- Issues in ensuring approaches are inclusive
  - stakeholder groups may exclude the non-governmental community (including the private-for-profit group).
  - the need for meaningful participation of the poor in the process
  - the need to engage with multiple stakeholders; Ministries; sections of Ministries

# Key Lessons Working with Government

- a multi-sector area based programmes is very difficult to capture in expenditure framework (e.g. rural livelihoods)
- problems can be caused by donor competitiveness and the need for attribution some donors have “privileged access” causing resentment; like-minded groups
- dependency of sector reforms on wider public sector reforms overall and inability to address cross cutting issues effectively; the complexity of Local Government reform and decentralisation process is difficult to allow for

# Key Lessons - Working with Government

- key links between central and line Ministries
- misalignment of processes the PRSP process has been introduced after SWAps were underway in many cases raising questions of how to integrate them and ensure they are coherent
- planning processes are fragile. Attention can be diverted e.g. when new and large funding sources become available (Global Fund to fight HIV/AIDS, TB and malaria)

# Engaging with the Private Sector

# Aid Instruments and the Private Sector

In principle aid instruments should be irrelevant to engagement with private sector but:

- Role neglected or deliberately ignored
  - Strategic Plans have a para. on the private sector yet it might account for 80% of financing and delivery in the sector
- Governments don't want to give away "their" money. Govts are "political". Donors are "technical"
- Often deliberately bypassing Government

# Many opportunities for public private collaboration

## Service delivery

- Demand side: **vouchers, insurance** and **micro-credit** schemes, conditional cash transfers.
- Supply side: **contracting, social franchising, social marketing**, and working with **unlicensed providers**

## Advocacy

Production of international public goods e.g.  
HIV/AIDS vaccine

# Problems faced

- Who? No single voice to talk to?
- Lack of awareness about policy processes etc
- Focus on action - not disseminating knowledge
- *SWAP seen as threat*. CSOs - eroding their traditional niche
- *Tensions – inclusion and independence*  
independent from government, in which they act as champions of the public, and monitors of the democratic process.
- Lack of demand - prefer traditional project lines
- *Governments unreceptive:.. Suspicion of Private sector: to be regulated – not as a partner :*

# NGO involvement in Uganda health SWAp

- NGOs represented at SWAp joint consultative meetings/ technical working groups
- NGOs have played a full role in design of initiatives to support service delivery
- NGOs closely involve in monitoring of the Poverty Action Fund (conditional grants for ring-fenced priority sectors as identified in the national Poverty Eradication Action Plan)

# Contracting in Fragile States Cambodia

- Effective but sustainable?
- Contracting out v Contracting in v Government provision (International NGOs)
- Contracting in adopted as a compromise
- Donor funded to end 2008 – project mode
- Transition to new arrangements – delayed/still subject to debate – Provinces to manage/international NGOs to monitor??