

# Managing for Development Results and Mutual Accountability

*The value of evidence based decision making  
for cross cutting issues*

PRO-POOR

GROWTH

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# Overview

## **PART 1: General considerations**

- What is Poverty Impact Assessment (PIA)?
- How does analysis of distributional impacts (PIA) contribute to achieving the Paris Declaration commitments and advance cross-cutting issues?

## **PART 2: Country experience India**

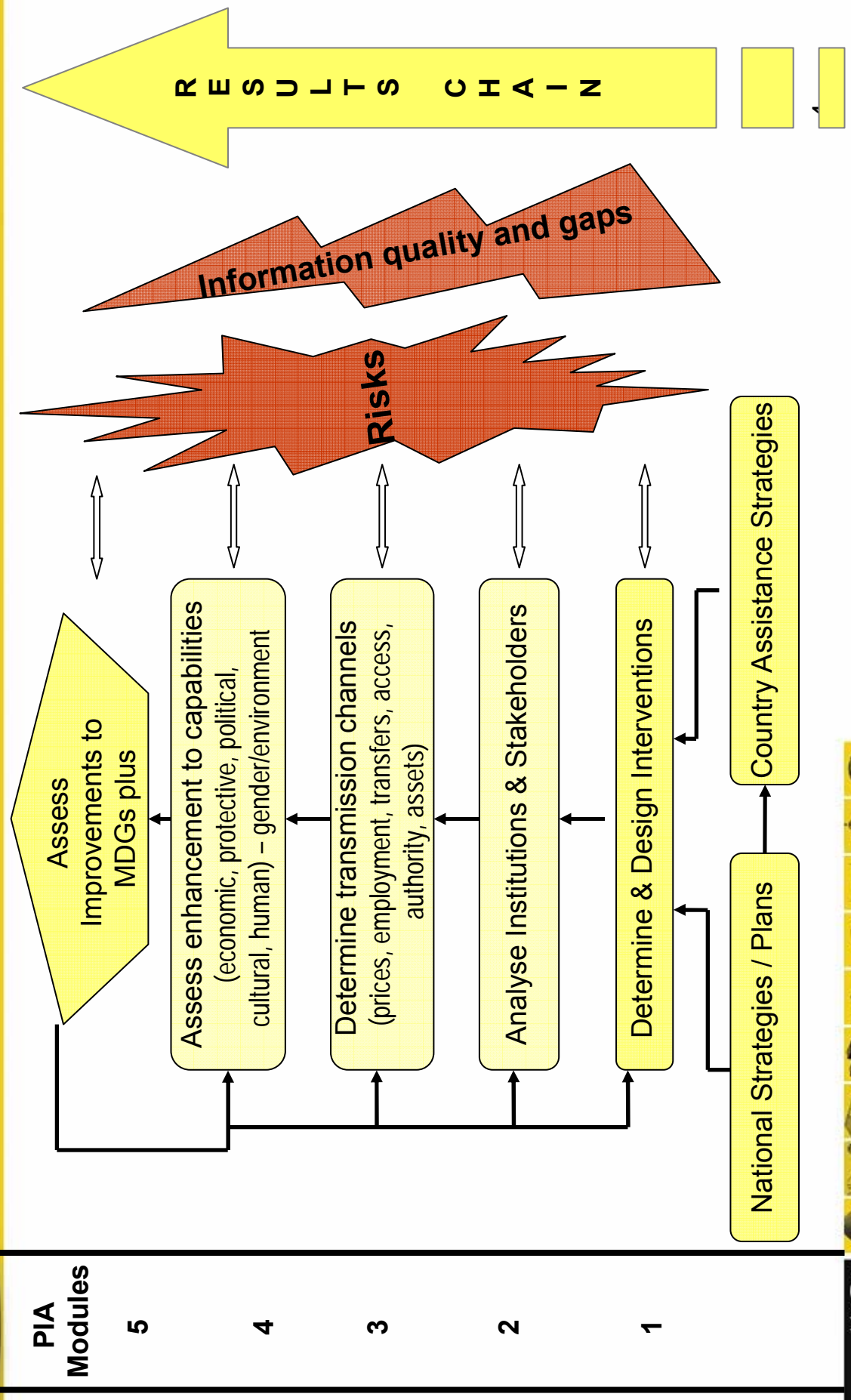
- What are the key features of the PIA conducted in India?
- What are the lessons learned in terms of cross cutting issues, MfDR and mutual accountability?

# What is Poverty Impact Assessment (PIA)?

- Standardized (modules & matrices) but flexible approach to assess the distributional impacts of interventions (policy, programmes, projects)
- Relies on existing approaches (e.g. PSIA, causal chain analysis)
- Uses and assesses existing data and analysis (with the option to collect additional data)
- Process as important as final output

# PIA framework and modules

## - advancing cross-cutting issues



# How does ex ante PIA contribute to achieving the Paris Declaration commitments?

- lowers the transaction costs of delivering and managing aid (**harmonisation**)
- helps to orient donors' assistance on country's development priorities (**alignment**)
- provides a common platform for defining a mutual action agenda (**mutual accountability**)
- defines a flexible and simple performance assessment framework (**managing for results**)
  - a continuous dialogue on results at all phases of the development process
  - Using results information for learning and decision making
  - relevant and timely information for decision making and necessary adjustments
  - simple measurement and reporting

# Key features of the ex ante PIA conducted for the NRM programmes (NABARD/German DC) in India

## NRM Projects studied

1. “Indo-German Watershed Development Programme” (IGWDP)
2. “Comprehensive Tribal Development Programme (Wadi) Project”
3. Planned Public Private Partnership on Bio Fuel

# Key features of the ex ante PIA conducted for the NRM programmes (NABARD/German DC) in India

## Methodology

- Analysis of existing literature: project reports, government of India papers
- Discussion with stakeholders (open interviews) from projects, NABARD, NGOs, private sector
- Field visits (observation, discussion with target groups, Gram Panchayat, Village level groups)
- Report writing

## Lessons learnt from the ex ante PIA of the NRM programmes: Gender Equality

### Women based institutional development is critical for achieving structural impacts

1. A women quota (30%) for membership in Village Watershed Committee doesn't really rectify the prevailing gender bias. In the Andhra Pradesh Rural Livelihood Programme the Village Watershed Committee consists of women alone elected from among the members of the women SHG in the village. Such an approach might really strengthen women's bargaining position within the village.
2. Formation and focused support to women Self Help Groups facilitated their participation in project activities, access to benefits and overall empowerment.
3. Production / commodity (Co-operatives / SHGS) based target group organizations are more sustainable and have greater focus on poverty reduction than project implementing organizations (watershed development associations / village development association).

# Lessons learnt from the ex ante PIA of the NRM programmes: Environmental Sustainability

## A balance between Area Based Approach and People Based Approach will achieve greater environmental sustainability and poverty reduction

- Watershed development is an extremely successful **area-based approach** that lays emphasis on soil and moisture conservation. The involvement of the poor (landless) is a weak point of the programme in terms of its capability to make a structural impact on poverty.
- The Wadi programme is a successful example of combining conservation and pro poor development following a **people-based approach**. It targets the disadvantaged and is explicitly gender sensitive. However, it is obvious that the Wadi programme's long term success will depend upon a general rehabilitation of the degraded land extending beyond micro-schemes.
- Therefore a “watershed plus” approach (watershed + agro-processing + livelihood development) is recommended.
- Socially differentiated funding mechanisms should be considered in order to avoid exclusion of poor.

# Lessons learnt from the ex ante PIA of the NRM programmes: Management for Results

- 1. Improvement in M&E process for poverty assessment**  
Ex Ante PIA assists in identifying the most effective transmission channels that impact on poverty. By monitoring the identified transmission channels we can expect to achieve better structural impacts.
- 2. Integrating PIA into programme management**  
PIA approach could be integrated into programme management with ex ante, concurrent and ex post application. This will make it useful not only for programme formulation, but also for programme review and a process monitoring.
- 3. Harmonizing PIA with programme / project M&E**  
Most programmes monitor a number of indicators, including poverty impact indicators. However, these relate primarily with head counts. By harmonizing PIA with programme M&E it will be possible to monitor poverty reduction processes without unduly loading the programme M&E.
- 4. Complements other results measurement approaches currently used by donor agencies**  
PIA can assist in construction of other results measurement approaches such as Results Framework (World Bank) / Impact Chains by providing inputs related to institutions, processes, stakeholder / target group capacities.

# Lessons learnt from the ex ante PIA of the NRM programmes: Mutual accountability

- 1. Ex ante PIA to be conducted by programme stakeholders assisted by experts**  
To make ex ante PIA more effective the study team should constitute of programme stakeholder representatives with experts only supporting the team. This will allow for mutually accountable and internalization of the study findings for better decision making and planning.
- 2. Develop local expertise in ex ante PIA in partner countries**  
Institutionalization of ex ante PIA into national development policy and monitoring systems would be facilitated by developing local capacities in the use of the tool. This could be done by training government agencies / local consultants in the use of the approach and use their expertise in conducting ex ante PIAs in the partner countries.
- 3. Harmonizing PIA into programme management by donors**  
Most donors pursue their own set of programme management tools, which they insist be used in programme supported by them. This results in recipient partners being saddled with numerous tools and methods. If PIA is harmonized into programme management by donors, the recipient partners will find it easier to institutionalize it and make it part of their national development policy and monitoring systems.



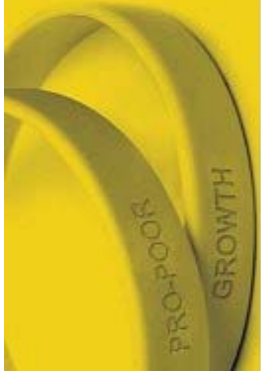
# Thank you!

For more information

[www.oecd.org/dac/poverty](http://www.oecd.org/dac/poverty)

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## MfDR requires appropriate ex ante approaches

### A word of caution:

- Planning and ex ante analysis has limitations, since development results are influenced by ***power relations and negotiation processes*** within government and society

### A word of encouragement:

- Taking into account ***potential outcomes of decisions and paying attention to the decision making process*** increases the probability of sustainable development results



# Module 1: Poverty situation and relevance to national strategies and plans

<p>General poverty situation in country / region / area</p>	
<p>Existing national strategies / programmes relevant to the intervention</p>	
<p>Short description of the intervention and how it aligns to national programmes</p>	



# Module 2: Stakeholder/ Institution Analysis, Example PPP Biofuel

Stakeholders / intermediaries	Main Tasks	Interests and pro-poor agenda; aspects that might hinder them to have a pro-poor agenda (risks)	Rating
Company India	Buy seedlings and produce bio diesel	No particular interest in poverty reduction	0
ICRISAT	Capacity Development Research & Development	Mainly interested in developing viable, sustainable agronomic approach, but also interested in poverty reduction	+
International company	Technology Transfer	No particular interest in poverty reduction	0
NGOs	Organising village level groups to ensure equity	By mandate interested in poverty reduction and equity issues	++

Stength/ Direction impact	++	+	-	--
	Very positive	Positive	Negative	Very negative

# Module 3: Understanding Transmission Channels, example biofuel



Transmission Channels	Transmission Channels Used	Results by Transmission Channel Categories			Information Sources
		Details & Risks	Short term	Medium term	
Prices			+		Market might fluctuate
Employment					
Transfers					
Access			+		
Authority				+	
Assets			+	+	

Stength/ Direction impact	++		+		-		--	
	Very positive		Positive		Not significant		Negative	
							Very negative	



# Module 4: Outcomes related to capabilities, example biofuel

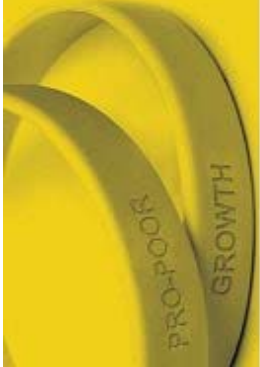
Stakeholder Groups	Outcomes in terms of capabilities										Mitigation or reinforcing measures	Information sources	Detail & risks			
	Economic		Human		Political		Socio-cultural		Protective Security							
	short term	medium term	short term	medium term	short term	medium term	short term	medium term	short term	medium term						
Land owning poor (with large proportion of waste land)	+	++														
Landless poor																
members of SHGs (90% women)		+										+				



# Module 5: Understand impacts at aggregated level, example biofuel

Strategic Development Goals	Impacts	Details & Risks	Information Sources
MDG 1. Eradicate extreme poverty and hunger	+		
MDG 2. Achieve universal primary education			
MDG 3. Promote gender equality empower women	+	If SHG are supported	Interviews with ...
MDG 4. Reduce child mortality			
MDG 5. Improve maternal health			
MDG 6. Combat HIV/AIDS, malaria, other diseases			
MDG 7. Ensure environmental sustainability			
<i>Pro Poor Growth</i>			
<i>Protecting the vulnerable</i>			
<i>Peace, Security, Disarmament</i>			
<i>Human Rights, democracy and good governance</i>			
<i>Protecting the common environment</i>	+	marginal	18





# Comparative advantage of using PIA or PSIA approach for different level of intervention

