

## Aid Effectiveness assessment

### Summary:

The tool developed for sub-national assessment of aid effectiveness is fit for the purpose. Negotiating priorities and clear communication especially between fund-holders and service providers are areas that still need attention if the alignment objective of aid programs are to address the health system developments at the sub-national level – more so in post conflict settings.

### Introduction:

Development assistance and humanitarian aid remain prominent opportunities for functionalizing and rebuilding of health systems during and in the aftermath of social conflicts. Many authors reporting about the role of aid in post-conflict settings highlight the inevitability of missed opportunities and glaring ineffectiveness of resource use. Proliferations of programs of limited duration, duplicative programming and sometime outright resource pilferage are common in the literature on post-conflict setting (ref x3). A multiplicity of organizations with fund-holding responsibilities and the relative autonomy of these agencies from state coordination are cardinal features that characterize post-conflict settings (ref= Brinkerhoff). This makes the agenda for aid-effectiveness in these settings a top priority for all organizations that are seeking to rebuild health and other social and development capabilities in post-conflict settings. Nonetheless, aid and its effectiveness in these settings present a bewildering array of complexities. The congested architecture of service providers, community development and fund-holding

organizations in the context of weak post conflict local governance to coordinate these is a powerful justified to examine aid effectiveness at the subnational levels.

### Study Objectives and Methods:

The general objective of this research was to explore how governance relationships in post conflict sub-region were designed to optimize the principles of aid effectiveness in reconstruction of health systems. This work was undertaken as part of a broader set of studies trying to understand the processes of rebuilding health systems in post conflict settings (ref Rebuild Consortium) in Northern Uganda, Sierra Leon Cambodia and Zimbabwe. The methods were organized around – 1) designing a customized instrument (see table 1) to assess the status of aid-effectiveness in the three post-conflict districts of Amuru, Gulu and Kitgum – in northern Uganda; 2) assessing inter-organizational aid relationships using the developed instrument; and 3) comparing the drivers of satisfaction with aid-effectiveness among different categories of agencies supporting service delivery in these districts.

**Table 1 Construction validity for the measurement instrument**

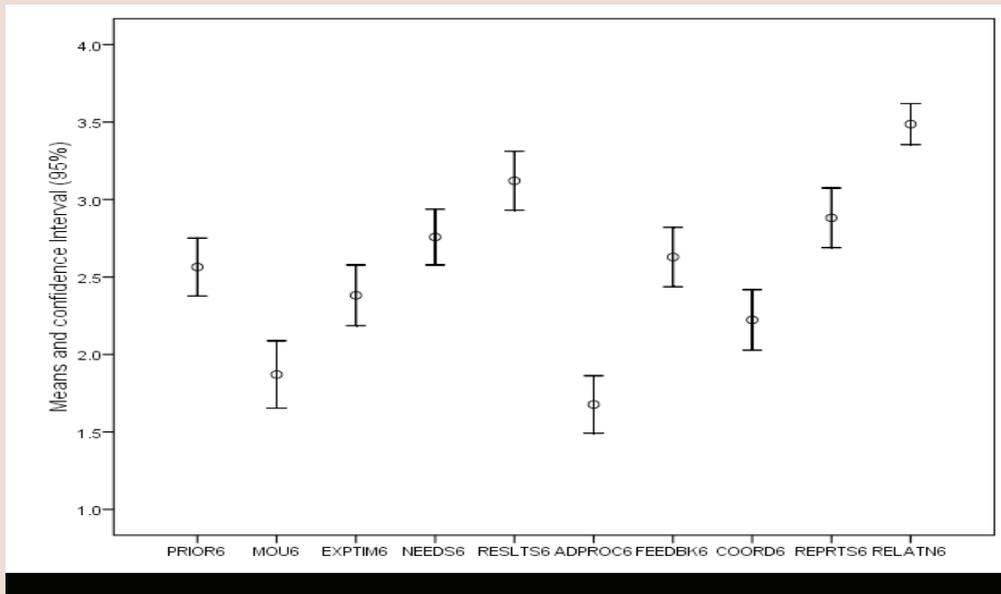
AE Domain and definition	District level concerns	Questions developed to assess the domain at sub-national level
<p><b>Ownership/Alignment</b></p> <ul style="list-style-type: none"> <li>Developing countries set their own strategies for poverty reduction, improve their institutions and tackle corruption</li> <li>Donor countries align behind these objectives and use local systems.</li> </ul>	<p>Respectful relationship that addressing local needs.</p> <p>Burden of diverse reporting requirements and delays in resource disbursements;</p>	<ol style="list-style-type: none"> <li>To what extent did resources received from XX address the main priorities of your organization?</li> <li>To what extent was the organization able to negotiate with XX about the priority needs of your organization?</li> </ol>
<p><b>Harmonization</b></p> <p>Donor countries coordinate, simplify procedures and share information to avoid duplication.</p>	<p>Competition and duplication of activities; limited coverage, by-passing LGs in implementation</p>	<ol style="list-style-type: none"> <li>To what extent did XX organization use pre-existing admin procedures (e.g. reporting tools, bank accounts etc.) of your organization?</li> <li>To what extent did XX coordinate with other organizations to support your organization?</li> </ol>
<p><b>Managing results</b></p> <p>Developing countries and donors shift focus to development results and results get measured.</p>	<p>Realistic targets and performance feedback</p>	<ol style="list-style-type: none"> <li>To what extent was your organization aware about the results expected by XX from your organization?</li> <li>To what extent did XX provide feedback about the performance of your organization?</li> </ol>
<p><b>Mutual accountability</b></p> <p>Donors and partners are accountable for development results.</p>	<p>Changing performance expectations;</p> <p>Delays in resource flow and disbursements</p>	<ol style="list-style-type: none"> <li>To what extent was the resources from XX come within the expected time last year?</li> <li>To what extent were the resources from XX based on a written agreement/contract/ MOU with XX?</li> <li>To what extent did your organization submit timely reports of activities to XX last year?</li> </ol>
<p><b>Overall evaluation</b></p> <p>(Satisfaction with aid relationships and reporting as a proxy for satisfaction)</p>		<ol style="list-style-type: none"> <li>Overall, to what extent are you satisfied about your relationship with XX organization?</li> </ol>

## Findings in Brief:

High item-level means scores indicate that the status of aid-effectiveness was characterized by 1) address priority needs; 2) clarity of expected results; 3) providing feedback on performance; 4) providing timely performance reports; and 5) overall satisfaction. Low mean scores were related to 1) adherence to administrative procedures of

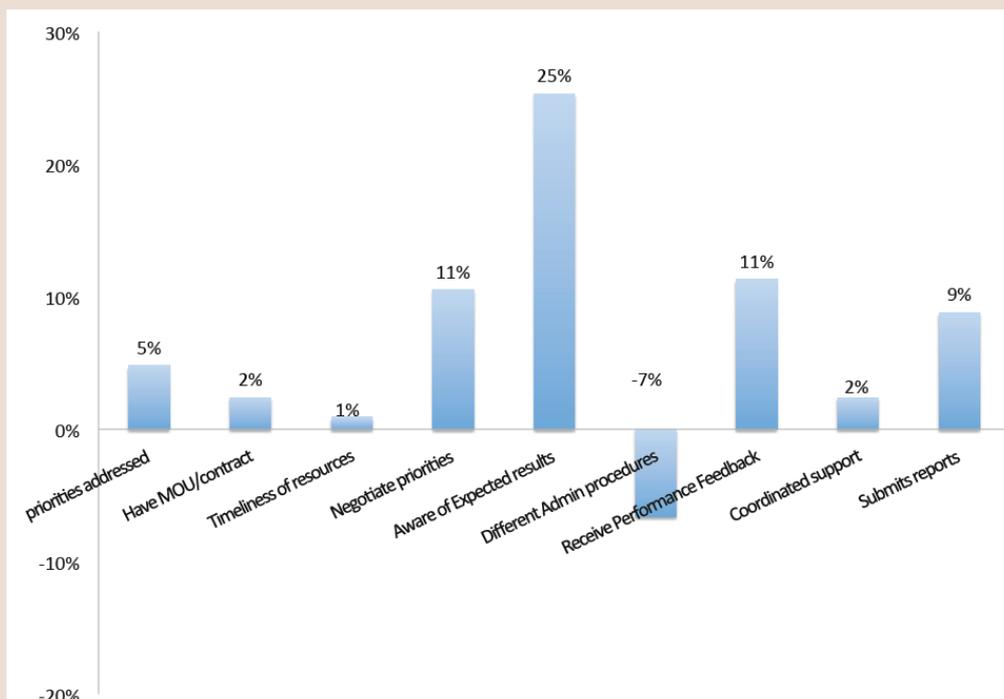
the respondent organization and 2) presence of explicit contract for the relationship. These features broadly imply high attention to “managing results” and a low attention to “ownership/alignment”, “harmonization” and “mutual accountability” among inter-organization aid-relationships in the study districts.

Figure 1: Mean scores for the assessed items



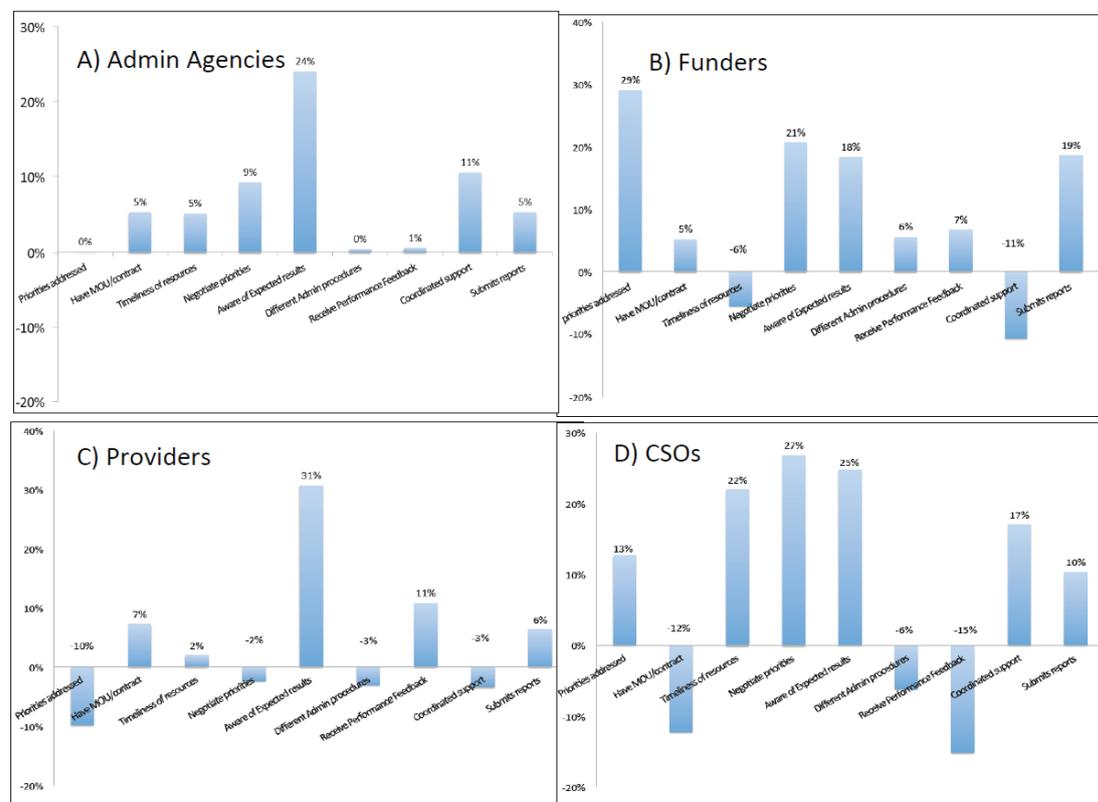
We assessed the unique contribution of each factor to the satisfaction with the aid relationships of the interviewed organization. Linear logistic regression procedure was used for this modeling. The overall model indicates that items related to results related variables provide the highest and significant predictors of aid satisfaction. Other factors being constant, awareness of the expected results in the aid relationship accounts for 25.3 percent increase in the perceived

satisfaction in aid relationship. Receiving performance feedback and being able to negotiate priorities account for 11 and 10 percent respectively. Although marginally significant, the overall model shows that aid satisfaction is inversely related (6%) to the use of administrative procedures of the respondent organizations. By implication, there is aversion to the aid alignment theme in the aid-effeteness' agenda in the study districts.



Some differences were noted among the different categories of organizations.

1. Administrative agencies were more satisfied by 1) awareness of results, coordination and negotiation of local priorities.
2. Fund-holding agencies were more satisfied with 1) negotiating and having their priorities address, awareness of expected results and receiving report from those they fund. However, the push to timely resource provision and coordination with others was associated with dissatisfaction (inversely associated).
3. For health providers, satisfaction was associated with awareness of expected results and receiving feedback. Low satisfaction was noted for timeliness of resource provision. Dissatisfaction was mostly relates failures to addressing provider (local) priorities.
4. CSOs were generally satisfied by many of the assessed practices. They were dissatisfied by performance feedback, not having MOU/contract and being asked to use different procedures in the aid relationships.



## Conclusion:

Local governments have become more central in aid management. Sub-national assessment of aid effectiveness is feasible with indicators adapted from the global ones. These findings illustrate the focus on service delivery results and related feedback on performance. Negotiating priorities and clear communication especially between fund-holders and service providers are areas that still need attention for the alignment goals to be addressed at the sub-national level – more so in post conflict settings.