

Accountability Frameworks: Who do they Benefit?



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Overview

1. Results Frameworks
2. Research Question
3. Methodology
4. Accountability
5. Concerns
6. Adaptation Measures
7. Conclusions
8. Moving Forward



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Results Frameworks

- “Accountability Agenda”
- Why this movement?



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Research Question

- Do results frameworks lead to increased impact and accountability, specifically in relation to beneficiaries in poverty?



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Methodology

- Literature Review
- Literature Analysis
- Effectiveness Workshop



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Accountability

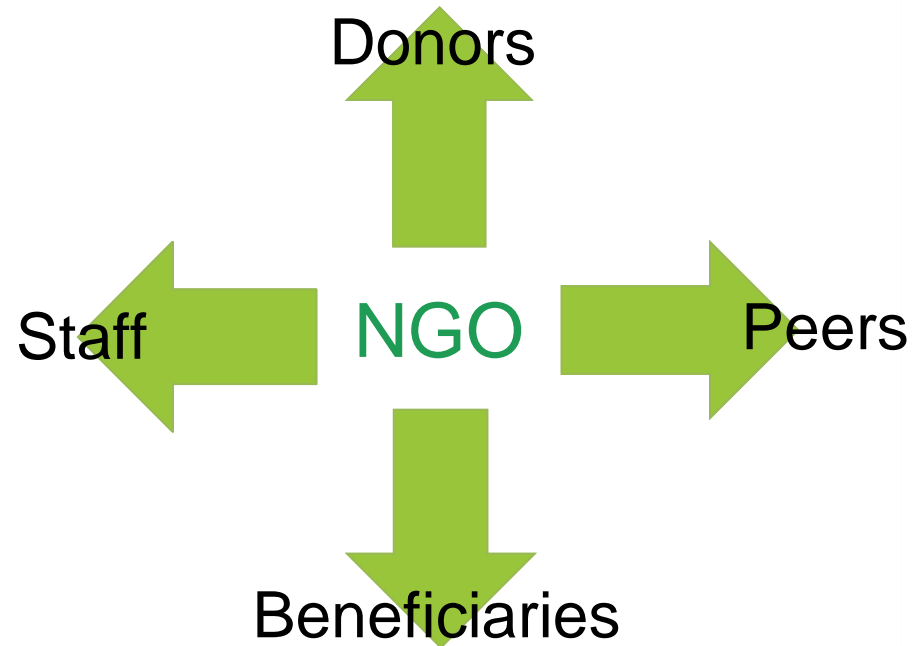
- No consensus within literature how to define it
- Oxfam: “Accountability is the process through which an organisation balances the needs of stakeholders in its decision-making and activities, and delivers against this commitment.
 - Transparency
 - Participation
 - Learning and Evaluation
 - Feedback
- Allows organisation to give account to, take account of, and be held to account by stakeholders”⁵



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Types of Accountability

- Upward
- Horizontal
- Internal
- Social



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Concerns

1. Power Shift to Donors
2. Reflect Donor Agenda and Concerns
3. Ignore Field Context and Culture
4. Financial and Time Burdens
5. Quantitative vs. Qualitative
6. Collecting Genuine Data that Reflects Actual Outcomes



Case Studies

- **Ethiopia:** Failed to prioritise staff and beneficiaries⁷
- **Oxfam Novib:** Neglected program goals and lost sight of social accountability¹
- **Bright Star:** Failed to include staff and decreased effectiveness³
- **Mexico:** Zapatista Movement⁶
- **BRAC and Grameen Bank:** Failed to be transparent with accountability⁴



Adaptation Mechanisms

- Effectiveness versus Efficiency
- Empowering Field Offices and Staff
- Incorporating Beneficiary and Local Input
- Investing in Mechanisms for Monitoring, Evaluating, and Learning
- Failing Fast and Adapting
- NGO Support Organisations



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Conclusions

- No evidence that results frameworks lead to increased impact and accountability, towards the poor
- Upward Accountability > Social Accountability
- Accountability frameworks provide an opportunity to increase efficiency and transparency, strengthen staff, increase outcomes and change lives.



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Moving Forward

- Good Development Saves Lives
- Measuring
- Limitations of Study

The word "CHANGE" is written in white, bold, uppercase letters on a purple rectangular background. The letter 'A' is stylized with a blue and green graphic element that resembles a leaf or a drop, partially overlapping the letter.

CHANGE



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- ⁹Hughes, K. 2012. When we (rigorously) measure effectiveness, what do we find? Initial results from an Oxfam experiment. Oxfam Blog. Available at: <http://oxfamblogs.org/fp2p/when-we-rigorously-measure-effectiveness-what-do-we-find-initial-results-from-an-oxfam-experiment/>



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