

## Advancing Good Governance Seminar

7 June 2013 – 3:00 – 4:30 PM

### Success, and Exit? What Is the Way Forward? What Is the End Game?

The closing plenary included discussion amongst representatives from government, INGOs and a think tank regarding a broad range of significant issues and key trends confronting the development sector. Topics included issues of identity, the underlying drivers that motivate the sector and obstacles to the same. The panelists agreed upon the primacy of client voice in the process, and discussed a number of recent trends.

#### Key Points from the Session

1. **Politics and client voice are key.** Politics are often an impediment to furtherance of the development agenda, and arise from disparate causes. Often, borders and ethnicities become drivers of politics, and politics cause governments to fail in serving their citizens. Particularly in situations in which governments fall victim to politics or otherwise fail, the development sector should focus not on “empowering” these citizens but on equipping them to demand from their governments what they are entitled to.
2. **New means of achieving success in wake of crisis.** The existence of a crisis situation, such as the recent tsunami in Indonesia, provides an opportunity for the traditional aid model to be tweaked and advanced. In response to a crisis, the traditional mechanisms and structures may not be able to cope with the influx of aid and assistance a community may receive. Actors often look to cutting-edge ideas from the private and other sectors to develop new means of accepting this aid and assistance.
3. **Rising income disparity.** In certain countries, such as Zambia and Brazil, there has been a concomitant increase in both the overall growth rate and the intra-country income disparity. Certain areas of these countries have become more impoverished, maintaining the marginalization of certain groups. This trend is absent from the development sector dialogue.

#### Emerging Questions

1. Is “aid” another industry, in the sense that the primary actors have lost sight of—or disregarded—the motivating goals of the sector? Do perverse incentives exist which cause these tendencies, e.g., do some organizations prioritize the goal of continued existence over those goals set forth in their mission statement?
2. Is “exit” a precondition of success, or vice versa? Should organizations build an exit strategy upon entry? When is “exit” appropriate?
3. Why do some societies that have historical similarities evolve differently and have vastly different INGO involvement today? E.g., Ghana and Malaysia were granted independence in the same year but INGOs and humanitarian organizations play a substantially different role in these two countries today.