

# Scaling Up and Aid Effectiveness: Annotated Bibliography

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Research Study*	Focus Area	Principal Regions and Countries	Abstract**
<b>1. Literature on Scaling Up</b>			
Alvord, Sarah H, L. David Brown, Christine W Letts, " <a href="#">Social Entrepreneurship &amp; Societal Transformation</a> ," Journal of Applied Behavioral Science (Sept., 2004, Vol. 40, Iss. 3; pg. 260).	Development nongovernmental organizations, sustainable development, social change, social entrepreneurship, scaling up		This study provides a comparative analysis of 7 cases of social entrepreneurship that have been widely recognized as successful. The article suggests factors associated with successful social entrepreneurship, particularly with social entrepreneurship that leads to significant changes in the social, political, and economic contexts for poor and marginalized groups. It generates propositions about core innovations, leadership and organization, and scaling up in social entrepreneurship that produces societal transformation. The article concludes with a discussion of the implications for social entrepreneurship practice, research, and continued development.
Anderson, Pamela. 2007. " <a href="#">Scaling up technology development and adoption by the poor</a> " Conference on Taking Action for the World's Poor and Hungry People. Beijing, China: International Food Policy Research Institute	Nutrition, sustainable livelihoods, agricultural research	China, Sub-Saharan Africa	The International Potato Center (CIP) has a global mandate to conduct research on potatoes and sweet potatoes for the purpose of poverty and hunger alleviation, improved human health and the development of resilient, sustainable livelihood systems. The geographical areas where potato and sweet potato are major crops also tend to be areas where rural poverty rates are high. Over the past decade CIP conducted fifteen impact assessment case studies, spanning our array of technologies and regions, in order to evaluate the economic and poverty impacts of our work done in cooperation with national agricultural research systems. A scoring technique was developed to appraise the "poverty content" in the case studies. Poverty content measures included: whether farm households adopting the technologies were more or less likely to be poor, whether consumers benefiting from increased supply (at lower prices) of the commodity were likely to be poor, and whether the technologies were likely to generate significant employment or health benefits within the affected regions. While technologies introduced into potato and sweet potato production

\* Text in blue and underlined represents a hyperlink to web-based documents

\*\*Abstracts are generally original text directly from the publication. In any case, they only serve to highlight certain aspects of the documents, not represent a definitive summary.

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			systems have made significant improvements to farm productivity throughout the world, especially in China, India, the Andean highlands, and central Africa, the poverty content has been quite variable, ranging from 18%–85%.
<p>Andrews, David, Lodewyk Erasmus, and Robert Powell. 2005. <a href="#">“Ethiopia: Scaling Up,”</a> <i>Finance and Development</i>, Vol. 42, No. 3 (September), pp. 32–35</p>	<p>Development aid scaling up, MDGs, ODA</p>	<p>Ethiopia</p>	<p>Donor countries have targeted Ethiopia for extra assistance because of its size and potential for growth. The United Nations has selected Koraro in Ethiopia as one of its test villages, singled out by economist Jeffrey Sachs in an experiment to monitor the scaling up of aid at the local level. The authors argue that on current trends, Ethiopia will not meet any of its UN Millennium Development Goals (MDGs) except for the target on primary school enrollment. Considerably faster economic growth supported by a strong policy package and higher inflows of net ODA are therefore needed.</p> <p>The authors undertook a study to assess the potential macroeconomic implications of scaling up assistance to achieve the MDGs. They looked at the potential impact of higher aid flows on the tradable goods sector and reviewed priorities for improving fiscal management and financial sector development. The findings suggest that Ethiopia faces enormous challenges in boosting growth and meeting the MDGs, even with far higher levels of aid—in part because of the need to ensure that this aid is absorbed and used effectively.</p>
<p>ACC/SCN (2001). <a href="#">What Works? A Review of the Efficacy and Effectiveness of Nutrition Interventions</a>, Lindsay H. Allen and Stuart R. Gillespie Allen. ACC/SCN: Geneva in collaboration with the Asian Development Bank, Manila.</p>	<p>Malnutrition, health</p>	<p>Asia and the Pacific region</p>	<p>This review tracks the life cycle impacts of malnutrition in the developing world, highlighting the dynamics of cause and consequence, and then considers what can be done to break the cycle: first from an efficacy perspective, then with regard to large scale effectiveness. The focus is on under-nutrition, which may be manifest as stunting, wasting, underweight, foetal growth retardation, low body mass index and various micronutrient deficiencies. The perspective is low income Asia. The review focuses on the five major nutrition problems in Asia and the Pacific region: low birth weight, early childhood growth failure, anemia, iodine deficiency disorders, and vitamin A deficiency. For each of these, the nature of the problem, its prevalence, distribution, consequences, and causes, are discussed. This is followed by a comprehensive review of existing knowledge of the efficacy of key "nutrition interventions" for preventing or alleviating these conditions. The final two sections review the effectiveness of large scale programs and the process to be adopted for selecting and prioritizing options.</p>
<p>Advance Africa, 2001. <a href="#">Scaling-up Family Planning and</a></p>	<p>Reproductive health</p>		<p>This handbook consists of 10 papers on the 10 key dimensions of scaling up reproductive health programs that are intended to help program managers answer questions regarding the scaling up</p>

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<a href="#">Reproductive Health Programs: Resources and Publications.</a>			<p>process.</p> <p>The following questions on the subject of scaling up are addressed:</p> <ul style="list-style-type: none"> <li>- A question of change: How do we know when we have achieved scale?</li> <li>- A question of capacity: What management, technological, and human competencies are necessary to bring programs to scale?</li> <li>- A question of strategy: What strategies most effectively produce the desired leap?</li> <li>- A question of impact: How should the desired impact be measured?</li> <li>- A question of sustainability: How do we maintain the gains of an expanded and comprehensive program?</li> <li>- A question of access: What kind of coverage is enough to qualify as “scaled up”?</li> <li>- A question of supply and demand: What is being scaled up?</li> <li>- A question of cost: How much will it cost to scale up?</li> <li>- A question of resources: What resources are needed and how can they be mobilized?</li> <li>- A question of timing: When is the right time to scale up?</li> </ul>
<p>Alderman, Harold. 2002b. <a href="#">Subsidies as a social safety net: effectiveness and challenges</a>. In Social Protection Discussion Paper 0224. Washington, D.C.: World Bank.</p>	<p>Social protection, income transfers, subsidies</p>		<p>Many governments use price and tax subsidization to meet social protection objectives in lieu of, or in addition to, direct income transfers. Such subsidies may be perceived as influencing behavior to further other socially desirable policies. For example, the price response induced by lowering the price of schooling or key food items will both lower the cost of living for the beneficiaries and also increase the investment in education or health more than a similar income transfer would achieve. Governments may also choose price subsidies because they are easier to administer than income transfers. In many cases they may also be politically more tractable.</p>
<p>Asian Development Bank 2006. <a href="#">Pathways Out of Rural Poverty and the Effectiveness of Poverty Targeting</a>. Special Evaluation Study 94. Manila, ADB.</p>	<p>Poverty targeting</p>	<p>Viet Nam, PRC, Malaysia</p>	<p>Poverty targeting has been widely used in development projects to channel funds to poor regions or deliver benefits to poor households. Available studies on targeting narrowly focused on leakage of project benefits to the non-poor or low coverage of the poor under targeting projects.</p> <p>Applying a Poverty Exit Framework, this study systematically examined how rural poor selected strategies to rise out of poverty, how various factors—household resources and the contextual conditions they faced—influenced their selection of the strategies, how sustainable the poverty exit was, and how effective poverty reduction interventions were.</p> <p>Based on the evidence from case study projects in People’s Republic of China, Malaysia, and Viet Nam, this study revealed fundamental problems in poverty targeting used in investment projects.</p>

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Banerji, Rukmini, Madhav Chavan, Paresh Vaish, and Atul Varadhachary, “ <a href="#">A point of light in Mumbai</a> ” (McKinsey Quarterly, 2001, No. 1)	Social services	India	Uses case study of Indian social service organization Pratham to highlight an innovative alternative strategy that emphasizes a “capital-light” approach to scale. Offers an example of leveraging underutilized resources, volunteer labor, and in-kind donations to lower investment and operating costs of scaling, while still effectively achieving intended impact. Discusses how NGO strategies must be customized to the resource realities in a developing country.
Behrman, Jere, Piyali Sengupta, and Petra Todd. 2002. “ <a href="#">Progressing through PROGRESA: An Impact Assessment of a School Subsidy Experiment in Mexico</a> .” University of Pennsylvania, Philadelphia. Processed.	Education, social and cash transfers, subsidies	Mexico	<p>A new anti-poverty program in Mexico, PROGRESA, provides monetary transfers to families that are contingent upon their children's regular attendance at school. The benefit levels are intended to offset the opportunity costs of not sending children to school and vary with the grade level and gender of the child. The initial phase of the program was implemented as a randomized social experiment.</p> <p>This paper uses a Markov schooling transition model applied to the experimental data to assess the impact of the educational subsidy program along several dimensions, including effects on initial ages of school entry, dropout rates, grade repetition rates, and school reentry rates. The findings show that the program effectively reduces drop-out rates and facilitates progression through the grades, particularly during the transition from primary to secondary school. Results based on a simulation evaluating the effects of longer terms of exposure to the program indicate that if children were to participate in the program between ages 6 to 14, they would experience an increase of 0.6 years in average educational attainment levels years and an increase of 19% in the percentage of children attending junior secondary school.</p>
Bhushan, Indu, et al. 2004. <a href="#">Scaling-Up Health Sector Activities for Poverty Reduction: Lessons from Papua New Guinea, Cambodia, and Sri Lanka</a> . Poverty and Social Development Papers No. 11, September 2004. Philippines:	Health, poverty reduction	Papua New Guinea, Cambodia, Sri Lanka	<p>This paper attempts principally to draw lessons from the Asian Development Bank’s (ADB) long-term involvement with the Papua New Guinea (PNG) health sector. In doing so, it makes selective references to health sector experiences in two other countries where ADB has been involved, Cambodia and Sri Lanka. While there are considerable differences in the overall economic and social achievements among the three countries, there are many lessons that can be drawn from a comparative study to understand scaling-up of health outcomes for the poor.</p> <p>The main lessons from this study:</p> <ol style="list-style-type: none"> <li>1. <b>Targeting the Poor.</b> Establish a process whereby the needs of the poor are incorporated into development planning and implementation, involving efficient monitoring of outcomes and</li> </ol>

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Regional and Sustainable Development Department, ADB.			<p>granting specific incentives for better delivery.</p> <p>2. <b>Performance Indicators and an Evaluation System.</b> Projects should develop a set of efficient monitoring indicators and a framework to evaluate and disseminate the results. This can be used to increase incentives for providers and to build political support for scaling-up successful interventions.</p> <p>3. <b>Decentralization and Basic Services Delivery.</b> Decentralization can be a powerful instrument to increase local ownership and participation. It should be realistic in its design and phased in carefully so as to not create too many disruptions in transferring services and responsibilities, and to allow strong local involvement and participation.</p> <p>4. <b>Health Financing.</b> The distribution of subsidies and the organization of the health finance system can have a major impact on poverty; projects should explicitly take this into account when designing interventions in the health sector.</p> <p>5. <b>Capacity and Human Resource Development and Management.</b> Capacity constraints should be specifically addressed. Project designs should be realistic and should take into account the capacity of governments.</p> <p>6. <b>Scaling-up to a Sector-wide Approach.</b> Partnerships can play an important role in coordination and lowering transaction costs for the government and development partners, but their design should be realistic. Rather than simply trying to apply the best-practice examples used in other countries to develop a SWAP, the scaling-up process should be gradual and be built around the proven capacity of local stakeholders.</p>
<p>Billings, D. L., et al. <a href="#">2007. Scaling-up a public health innovation: A comparative study of post-abortion care in Bolivia and Mexico.</a> Social Science &amp; Medicine</p>	Public health, maternal health, abortion, post-abortion care	Bolivia, Mexico	<p>Post-abortion care (PAC), an innovation for treating women with complications of unsafe abortion, has been introduced in public health systems around the world since the 1994 International Conference on Population and Development (ICPD). This article analyzes the process of scaling-up two of the three key elements of the original PAC model: providing prompt clinical treatment to women with abortion complications and offering post-abortion contraceptive counseling and methods in Bolivia and Mexico.</p> <p>The conceptual framework developed from this comparative analysis includes the environmental context for PAC scale-up; the major influences on start-up, expansion, and institutionalization of PAC; and the health, financial, and social impacts of institutionalization. Start-up in both Bolivia and Mexico was facilitated by innovative leaders or catalysts who were committed to introducing PAC services into public health care settings, collaboration between international organizations and public health institutions, and financial resources. Important processes for successful PAC expansion included strengthening political commitment to PAC services through research, advocacy, and partnerships; improving health system capacity through training, supervision, and development of service guidelines; and facilitating health system access to essential technologies.</p>

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			Institutionalization of PAC has been more successful in Bolivia than Mexico, as measured by a series of proposed indicators. The positive health and financial impacts of PAC institutionalization have been partially measured in Bolivia and Mexico. Other hypotheses— that scaling-up PAC will significantly reduce maternal mortality and morbidity, decrease abortion-related stigma, and prepare the way for efforts to reform restrictive abortion laws and policies—have yet to be tested.
Binswanger, Hans and Tuu-Van Nguyen. 2005. <a href="#">A step by step guide to scale up Community Driven Development</a> . International workshop on ‘ <i>African Water Laws: Plural Legislative Frameworks for Rural Water Management in Africa</i> ’, 26-28 January 2005, Johannesburg, South Africa	Community-driven development, urban and rural development		This paper synthesizes the experiences of the authors and other practitioners on how to scale up Community Driven Development (CDD) programs into national CDD programs. The objective of the paper is to assist the reader by providing a step-by-step approach to designing and planning the scale-up of multi-sectoral CDD initiatives. It focuses in particular on the program development phase, in which a program is scaled up to first cover one (or a few) district in its entirety, so that all villages and urban neighborhoods (i.e., all “communities”) have access to the program.
Binswanger, Hans, and Swaminathan Aiyar. 2003. <a href="#">Scaling up community-driven development: theoretical underpinnings and program design implications</a> . Washington, D.C.: World Bank.	Community-driven development (CDD)	Uttar Pradesh, India, Zimbabwe, Malawi, Burkina Faso	Community-Driven Development (CDD) boasts many islands of success, but few of them have scaled up to cover entire countries. This paper examines the possible obstacles and possible solutions. It considers the theoretical case for CDD, and case studies of success. Obstacles to scaling up include high economic/fiscal costs, adverse institutional barriers, problems associated with the co-production of outputs by different actors, lack of adaptation to the local context using field-tested manuals, and lack of scaling-up logistics. The paper considers ways to overcome these five obstacles, and scale up CDD like a successful franchise. Detailed annexes and checklists provide a guide to program design, diagnostics, and tools.
Bolton, Giles. “Poor Story: An Insider Uncovers How Globalization and Good Intentions Have Failed	Poverty, aid, trade, globalisation		For eight years, Giles Bolton worked for the British Government's Department for International Development (DFID), in countries as far flung as Kenya, Rwanda and Iraq. Idealistic and committed, he was determined to make a difference, but instead found himself confronted by an appallingly wasteful global aid industry and a persistently unequal trade system. He also began to see how Africa was being ripped off in its relations with the West, and how the western consumer

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the World's Poor" <i>Ebury Press, 352 pages</i>			<p>and taxpayer was also losing out as a result. Born of both passion and frustration, Poor Story addresses the five crucial issues at the heart of this dilemma - Poverty, Aid, Trade, Globalisation and Change. Informed, engaging and jargon-free, the book draws on Giles Bolton's personal experiences to answer the questions behind the campaigns and concerts: Why is Africa still poor? What really happens to our aid money? How do trade rules affect the ordinary consumer at the checkout? And will the new promises made by Tony Blair and others finally make a difference? Accessible to read yet radical in its scope, Poor Story is the definitive insider's guide to how globalization is failing the world's poor.</p> <p><a href="#">Book review by Mario Pisani</a> in Financial Times</p>
Boydell, R, 1996, <a href="#">Scaling Up Rural Water and Sanitation Projects: Reaching the Unreached: Challenges for the 21st Century</a> , WEDC, Loughborough, 22nd WEDC Conference, New Delhi	Rural water supply, sanitation		This paper describes how large scale rural water supply and sanitation projects can be scaled up and sustained using a demand based approach in order to reach the unreached in the 21st Century.
Bradach, Jeffrey, " <a href="#">Going to Scale: The Challenge of Replicating Social Programs</a> " (Stanford Social Innovation Review, Spring 2003)	Organizational replication		Arguing that the lack of scale in the nonprofit sector represents a loss to society, the Managing Director of the Bridgespan Group consultancy and expert on business franchising provides an overview of one path to scaling nonprofit impact – organizational replication. The article highlights important considerations and factors contributing to successful replication, and discusses questions about where and how to grow, what kind of network structure to build, and what the role of the center should be.
Carter, Michael R., and Christopher B. Barrett. 2006. <a href="#">The economics of poverty traps and persistent poverty: an asset-based approach</a> .	Poverty traps, asset-based poverty		Longitudinal data on household living standards open the way to a deeper analysis of the nature and extent of poverty. While a number of studies have exploited this type of data to distinguish transitory from more chronic forms of income or expenditure poverty, this paper develops an asset-based approach to poverty analysis that makes it possible to distinguish deep-rooted, persistent structural poverty from poverty that passes naturally with time due to systemic growth processes. Drawing on the economic theory of poverty traps and bifurcated accumulation strategies, this paper

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<i>Journal of Development Studies</i> 42 (2):[178]-99.			briefly discusses some feasible estimation strategies for empirically identifying poverty traps and long-term, persistent structural poverty, as well as relevant extensions of the popular Foster-Greer-Thorbecke class of poverty measures. The paper closes with reflections on how asset-based poverty can be used to underwrite the design of persistent poverty reduction strategies.
Chambers, R. 1992. "Spreading and self-improving: A strategy for scaling-up." In <i>Making a difference: NGOs and Development in a Changing World</i> . Eds. Michael Edwards and David Hulme. London, England: Save the Children/Earthscan.			
Chapman, K. 2005. <a href="#">"Using Social Transfers to Scale Up Equitable Access to Education and Health Services"</a> Background Paper, DFID Policy Division.	Health and education policies		This paper provides background analysis to support a DFID Policy Division Briefing Note on Using Social Transfers to Improve Human Development produced by the Scaling up Services team in collaboration with the Social Protection team, part of a series of briefing notes on social protection. This paper focuses on the impact of one form of demand-side policy option – social transfers, particularly cash transfers and vouchers - on access to health and education services by the extreme poor. It also touches upon the broader contribution that social transfers make to human development outcomes.
Chatterjee, Shiladitya, et al. <a href="#">Scaling-up Poverty Reduction: ADB in Asia and the Pacific</a> . Manila: Asian Development Bank, 2004.	Poverty reduction strategies, developing countries, regional cooperation	Asia-Pacific region, Greater Mekong Subregion	The paper first describes how developing member countries (DMCs) of the Asian Development Bank (ADB) have reduced poverty incidence in recent decades. It briefly summarizes the factors behind Asia's economic performance and their relevance when attempting to replicate successful initiatives or when seeking to learn from failures. The paper traces the evolution of ADB through a process of development from a simple project financing institution to a full-service development agency, and discusses its recently adopted enhanced poverty reduction strategy. The concept of scaling-up is then described, noting in particular the requirement to build on a reservoir of knowledge. Finally, the paper examines regional cooperation as a cross-border networking modality through which scaling-up potential is realized. It cites the example of the Greater Mekong Subregion, which is the flagship of regional cooperation in ADB. With the expansion of regional cooperation throughout the region, this is potentially the most promising way of scaling-up poverty reducing interventions.



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<p>Chester, Randy. 2005. <a href="#">Achieving Scale in Agriculture, Past Efforts, Present Promise</a>, Discussion Paper, Washington, D.C.: U.S. Agency for International Development</p>	Agriculture		<p>This paper provides an historical overview of efforts to achieve scale in agricultural extension, examining the role of previous extension methods and their limitations for achieving scale. With this backdrop in mind, it highlights new efforts and methods for “scaling up” in agricultural development, looking in particular at SCALE, an approach that is being applied through Agricultural Partnerships for Productivity and Prosperity (AP3), a recent USAID initiative that operates under the auspices of the GreenCOM project.</p>
<p>Christen, Robert at al. 2004. <a href="#">Scaling Up Poverty Reduction: Case Studies in Microfinance</a>. Consultative Group to Assist the Poor, World Bank Financial Sector Network, Washington, D.C.</p>	Microfinance	Brazil, Mongolia, Bangladesh, Madagascar, Rakyat Indonesia; Mexico; Kazakhstan, Kenya	<p>This document is a compilation of ten case studies prepared for the “Scaling Up Solutions to Poverty Reduction” conference in Shanghai in May 2004. These case studies present examples of scaling up in the history of the modern microfinance industry. The cases provide diversity in terms of both geography and institutional type. They include traditional NGOs, commercial banks, agricultural banks, and building societies. They relate experiences of institutions that had made conscious management decision to pursue scale while serving poor clientele. All demonstrated creativity and a willingness to take calculated risk and all operate in accordance with commercial business principles, regardless of governance structure or legal status.</p>
<p>Cooley, L and R. Kohl. 2005. <a href="#">From Initial Vision to Large-Scale Change: A Management Framework for Scaling-Up.</a> Washington, D.C.: Management Systems International.</p>	Scaling-up process		<p>Management Systems International (MSI) developed a field-tested framework and set of guidelines for improved management of the scaling-up process. This framework is intended to be of direct and immediate use to those planning, implementing, and funding pilot projects and to those hoping to take the results of such projects to scale. The authors offer practical advice on a three-step process to carry out each of ten key tasks needed for effective scaling up.</p>
<p>CORE. 2005. <a href="#">"Scale' and Scaling-Up" A CORE Group Background Paper on Scaling-Up Maternal,</a></p>	Health care, maternal, child and neonatal health	India	<p>This paper briefly summarizes definitions, approaches, and challenges to achieving “scale” in community-focused health programs as discussed at the 2005 CORE spring meeting and the USAID child survival and health grants program mini-university. This paper is meant to harmonize a vocabulary for use by NGOs and their partners as they further discuss, debate, and analyze how NGOs and their partners can reach more people with high quality maternal, child and neonatal</p>

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<a href="#">Newborn and Child Health Services</a> , July 11, 2005.	intervention		health interventions. Case studies and further documentation of discussions on scale can be found in the proceedings from the CORE Spring 2005 Meeting.
Coady, David, Margaret E. Grosh, and John Hoddinott. 2004. <a href="#">Targeting of transfers in developing countries: review of lessons and experience</a> , World Bank regional and sectoral studies. Washington, D.C.: World Bank.	Targeted transfers, antipoverty programs	47 developing countries	Targeting of Transfers in Developing Countries: Review of Lessons and Experience reviews the lessons learned from 122 antipoverty interventions in 47 transition and developing countries to quantify outcomes and their determinants and to inform the design and implementation of methods for targeting the beneficiaries of antipoverty programs. In addition to providing comparative quantitative analysis of targeting outcomes and their determinants, the authors provide a qualitative treatment of common targeting methods. In each case, they review international experiences: how the methods work, what determines how well they work, what costs are likely to be incurred, and what are appropriate circumstances for implementing antipoverty programs. The authors also provide a brief review of targeting, discussing the benefits and costs of targeting, methods for assessing targeting performance, and a taxonomy of targeting methods. Of particular interest to policymakers and program managers in developing countries, donor agencies, and nongovernmental organizations, this book offers important information to facilitate the effective design of antipoverty interventions that reach the poor.
Coady, David P. 2004. <a href="#">Designing and evaluating safety nets: theory, evidence, and policy conclusions</a> . In <i>Food Consumption and Nutrition Division Discussion Paper 172</i> . Washington, D.C.: International Food Policy Research Institute.	Cash transfers, public works, subsidies, safety nets, poverty alleviation		This paper reviews the literature on the performance of commonly found social safety net programs in developing countries. The evidence suggests that universal food subsidies have very limited potential for redistributing income. While targeted food subsidies have greater potential, this can only be realized when adequate attention is given to the design and implementation, as well as to the social and political factors influencing the adoption, of these programs. Although well-designed public works programs have impressive targeting performance, they have large non-wage costs; thus, to be cost-effective, they need to produce outputs that are especially beneficial to poor households. Social funds, which emphasize both community involvement and asset creation, have been cost-effective, but they are difficult to target to extremely poor households. Traditional public works programs are particularly attractive for addressing vulnerability, but they require flexibility regarding choice of output. Targeted human capital subsidies appear to have great potential for addressing extreme poverty; but again, their design needs to reflect the human capital profile of countries and the administrative capability of the government.

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<p>Dalberg Global Development Advisors. “<a href="#">From Talk to Walk: Ideas to Optimize Development Impact</a>”, New York/Washington DC: Dalberg, September 2006. Download freely available online at <a href="http://www.dalberg.com/taskforce.pdf">www.dalberg.com/taskforce.pdf</a>.</p>	<p>Health, access to water and electricity, public aid, accountability</p>		<p>The report states that the international community has never expressed greater interest in addressing the world's major development needs, among them increased economic opportunity, improved health and secure access to water and electricity. This commitment is said to be demonstrated by significant increases in public aid and dramatic growth in private philanthropy and NGO engagement. With these resources comes an unprecedented opportunity to improve the lives of millions but it also comes with an enormous responsibility to ensure that these resources are spent efficiently and accountably and that they contribute to development goals. This report identifies four key drivers behind poor performance in development programs: focus on the 'supply' of funds rather than the 'demand' of need; costly and slow systems of public aid; lack of innovation; insufficient accountability. The report includes recommendations for foundations as well as other international donors.</p>
<p>Dale, Nan, Amy J.L. Baker, and David Racine, “<a href="#">Lessons Learned: What the WAY Program Can Teach Us About Program Replication</a>,” American Youth Policy Forum</p>	<p>Replication, education community development</p>		<p>The report, compiled from visits by groups of policymakers, discusses the challenges to out-of-school-time program implementation, including issues of going to scale, state and local roles and responsibilities, funding and sustainability, the role of intermediaries and advocates, and the relationship between OST programming and academic achievement. The reader will find tips on how communities provide OST activities that are both effective and responsive to local needs. Also illustrated are numerous uses and public policy solutions to which OST programming has been applied, including leverage for school reform initiatives; opportunities for teacher professional development; expanded resources for schools and communities; sites for school-based services; reinforcement of mutual school and community interests; and outlets for individual/group expressions, extended youth development, community culture and community education.</p>
<p>Davis, D. “<a href="#">Scaling Up Action Research Project Phase One: Lessons From Six Case Studies</a>”, Washington D.C., 2004</p>	<p>Community-driven development</p>	<p>15 CDD projects in Benin, Uganda, and Zambia; India; Indonesia; Mexico;</p>	<p>This paper presents a comparative analysis of the 15 CDD projects that were scaled up. One purpose of the research was to test the usefulness of the framework of weighing the strengths, weaknesses, and findings of each case and the analytical framework and assessment tools for evaluating CDD – to determine whether the concepts, questions, and hypotheses that guided the reviewers’ work were both precise enough and flexible enough to capture the complexities of scaling up in different cultural and institutional contexts, while providing a basis for comparability across all the studies.</p> <p>The paper gives the description, findings and lessons learned from each project as well as illuminates cross-cutting themes and issues and areas for future research.</p>

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<p>Davis, Jennifer and Parameswaran Iyer. 2002. Taking Sustainable Rural Water Supply Services to Scale: A Discussion Paper, Bank Netherlands Water Partnership, Energy and Water Department, Washington, D.C.: World Bank</p>			
<p>Dees, J. Gregory, Beth Battle Anderson, &amp; Jane Wei-Skillern, "<a href="#">Pathways to Social Impact: Strategies for Scaling Out Successful Social Innovations</a>," (CASE Working Paper Series, No. 3, Aug. 2002, Fuqua School of Business, Duke Univ.).</p>	<p>Entrepreneurship, innovation, replication</p>		<p>Authors argue that social entrepreneurs have commonly sought to spread or "scale out" their innovations by replicating or "scaling up" their organizations, the article offers a framework for a larger set of pathways from which to choose. The article offers a decision matrix for considering what type of innovation to scale (program, organization, or principle) as well as the mechanisms for how to scale (along a spectrum from dissemination to affiliation to branching). Also provides a useful checklist of "Five R's" factors to consider when choosing a strategy for scaling out: readiness, resources, receptivity, risks, and returns.</p>
<p>Devarajan, Shantayanan, and Ravi Kanbur. 2005. <a href="#">A framework for scaling up poverty reduction, with illustrations from South Asia</a>. Working paper. Ithaca, NY: Cornell University.</p>	<p>Poverty reduction</p>	<p>India, Pakistan and Bangladesh</p>	<p>This paper develops a framework for thinking about the policy challenge of scaling up small scale interventions, governmental and non-governmental, that address poverty reduction successfully. The framework sees scaling up as addressing different components of market failure, government failure and civil society failure. Viewed in this way, constraints to scaling up can be analyzed using a supply and demand framework on the one hand, a political economy framework on the other. The main conclusions are: (i) in scaling up the provision of basic social services, it is crucial to understand whether the binding constraint is on the supply side or the demand side, and (ii) successful expansion of successful civil society organizations has to manage in different ways constraints imposed by the market and by the government.</p>

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Desai, Raj, "The Political Economy of Poverty Reduction: Scaling Up Antipoverty Programs in the Developing World", Wolfensohn Center for Development Working Paper #2, Brookings Institution, Washington, DC. November 2007			Large-scale antipoverty programs have achieved significant and positive results in many developing countries around the world in the past decade. This paper explores the challenges of scaling up small-scale antipoverty programs - taken here to mean the processes by which successful efforts to raise the incomes of the poorest citizens in developing countries are expanded in coverage over time and across geography. In particular, I advocate supplementing approaches that highlight resource and program constraints with an expanded focus on the political dynamics involved in expanding pro-poor policies. Thus, greater emphasis should be placed on understanding the political factors that limit the expansion and survivability of antipoverty programs. A broader view along these lines highlights the bargaining strength of beneficiaries, the need to secure public support, the potential for political misuse of antipoverty programs, and how institutional fragilities affect their sustainability. Antipoverty programs can be effectively scaled up if attention is paid to addressing these political and institutional challenges. An agenda for future research is also identified.
deRenzio P. <a href="#">Scaling up versus absorptive capacity: challenges and opportunities in reaching the MDGs in Africa</a> . ODI Briefing Paper. London: Overseas Development Institute, 2005.			The 'scaling up' of aid flows that could materialize in 2005 is likely to run up against 'absorptive capacity' constraints, unless these are taken into account from the beginning, and adequately addressed in the design and implementation of improved aid delivery mechanisms.
Duflo, Esther. 2004. <a href="#">Scaling up and evaluation</a> . Annual World Bank Conference on Development Economics: 341-369.	Randomized evaluation, scaling-up,		This paper discusses the role that impact evaluations should play in scaling up. Credible impact evaluations are needed to ensure that the most effective programs are scaled up at the national or international levels. Scaling up is possible only if a case can be made that programs that have been successful on a small scale would work in other contexts. Therefore the very objective of scaling up implies that learning from experience is possible. Because programs that have been shown to be successful can be replicated in other countries while unsuccessful programs can be abandoned, impact evaluations are international public goods, thus the international agencies should have a key role in promoting and financing them. In doing this, they would achieve three important objectives: improve the rates of return on the programs they support, improve the rates of return on the programs other policymakers support by providing evidence on the basis of which programs can be selected, and build long-term support for international aid and development by making it possible to credibly signal what programs work and what programs do not work.

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			The paper argues that considerable scope exists for expanding the use of randomized evaluations. For a broad class of development programs, randomized evaluation can be used to overcome the problems often encountered when using current evaluation practices.
Dutta, Arin. "Memo: Shanghai Conference on Scaling up Poverty Reduction: Africa Case Studies." <u>Scaling Up Poverty Reduction Conference</u> . Shanghai, China, 2004.			
Edwards, M. and D. Hulme. 1992. "Scaling-up the developmental impact of NGOs: Concepts and experiences." In Making a difference: NGOs and Development in a Changing World. Eds. Michael Edwards and David Hulme. London, England: Save the Children/Earthscan.			
Edstrom, J, 2002, Indonesia's Kecamatan Development Project: Is it Replicable? Design considerations in a community driven development, World Bank Environmentally			

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and Socially Sustainable Development Network, Social Development Paper No. 39			
Fajans P, Simmons R, Ghiron L. Helping public sector health systems innovate: the strategic approach to strengthening reproductive health policies and programs. American Journal of Public Health, 2006, 96:435–440.			
Farrington, John and Crispino Lobo, 1997, Scaling Up Participatory Watershed Development in India, ODI, London, <i>Overseas Development Institute (ODI) Natural Resource Perspectives, No 17</i> <a href="http://www.odi.org.uk/nrp/17.htm">www.odi.org.uk/nrp/17.htm</a>			For several years prior to the full start-up of the Indo-German Watershed Development Program (IGWDP), its architects were driven by one principal concern: that participatory watershed development should be replicable over wide areas. This stimulated the close engagement of stakeholders at international, national, district and local levels, and the creation of confluences of interest (and corresponding checks and balances) within and across these levels. It has also generated a technically sound but participatory watershed planning methodology, a coherent transition from capacity building to full-scale implementation within watersheds, and a practical framework for field-level collaboration among NGOs, community-based organizations and government departments. The Program currently covers 92,000 ha of private and other land in 20 districts in Maharashtra, involving 50 NGOs working in 74 watersheds. It is set to expand within Maharashtra as new NGOs register themselves some growing from village groups in successful watersheds and to other States through a system of franchising.
Fedelino, Annalisa & Gerd Schwartz & Marijn Verhoeven, 2006. " <a href="#">Aid Scaling Up: Do Wage Bill Ceilings Stand in the Way?</a> ,"			This paper assesses whether the scaling up of aid and the resulting increase in government spending that is needed to meet the Millennium Development Goals (MDGs) would be hampered by wage bill ceilings that are often part of government programs supported by the IMF's Poverty Reduction and Growth Facility (PRGF). Based on country case studies for 2003-05, the paper suggests that, in the past, wage bill ceilings have not restricted the use of available donor funds. Yet the paper offers a number of suggestions for further enhancing the flexibility of wage bill

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IMF Working Papers 06/106, International Monetary Fund, revised			conditionality in PRGF-supported programs to respond to higher aid flows that may result in the future.
Fiedler, J.L. 2001. The Nepal National Vitamin A Program: Cost estimates for 2000 and alternatives configurations of a nationwide program. USAID Partnerships for Health Reform (PHR) Project, Special Initiatives Report, No. 41. Bethesda, MD: Abt Associates, Inc.			
Fiedler, J.L., Dado Dr, Maglalang H. et al. 2000. Cost analysis as a vitamin A program design and evaluation tool: A case study of the Philippines. Social Science and Medicine 51(2): 223-242			
Furano, Kathryn, Linda Z. Jucovy, and David P. Racine. 1995. The Essential Connection: Using Evaluation to Identify Programs Worth Replicating. PPV, p. 36			This publication describes how to use practical evaluation methods to identify social programs that are both effective and capable of being successfully transferred to new settings. It also provides guidance in making sound decisions about the suitability of investing time and money in program expansion.



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Ghemawat, Pankaj, "Distance Still Matters: The Hard Reality of Global Expansion," Harvard Business Review, September 2001.	Growth strategy, geographic expansion		Applicable to scaling social impact strategies that involve expansion to new markets, especially other countries. Arguing that by using traditional country portfolio analysis, corporations seeking international expansion often misjudge the costs and risks of entering a new market that are associated with distance. Provides the "CAGE" framework and specific criteria for assessing four aspects of distance: cultural distance, administrative and political distance, geographic distance, and economic distance.
Gillespie, S. 2003. <a href="#">Scaling Up Community Driven Development: A Synthesis of Experience</a> . International Food Policy Research Institute, December 31, 2003	Community-driven development, scaling up	Zambia Malawi Nepal and India	The study considers the key contextual factors, institutional arrangements, capacity elements and processes related to successful scaling up of CDD and the main constraints or limiting factors, in different contexts. Drawing upon recent literature and the findings from five case studies, key lessons on how best to stimulate, facilitate and support the scaling up of CDD in different situations, along with some major challenges, are highlighted. Lessons include the need for donors and supporters of CDD including governments to think of the <i>process</i> beyond the project, and of transformation or transition rather than exit. Overall, capacity is pivotal to successful CDD and its successful scaling up over time. Ultimately, for CDD to be sustained, it should be anchored within existing contextual systems (government), frameworks (e.g. PRSP) and processes (decentralization) even where these may be imperfect.
Gonsalves, J. 2001. Going to scale: <a href="#">What we have garnered from recent workshops</a> . LEISA 17(3):6-10.	Agriculture and natural resource management		Agricultural and Natural Resource Management (NRM) research and development projects often have too little impact in terms of farmers reached, poverty reduced, sustainability of the development process or influence on policy. In the article, the author defines scaling-up and its types and methods; he also delineates why the interest in "going to scale" is growing in the present situation of reduced financial support to agricultural R&D and what is the role of planning and partnerships in this process.
Gonzales, F., E. Arteaga, and L. Howard-Grabman. 1999. " <a href="#">Scaling up the WARMI project: Lessons learned</a> ." In Presented Papers: High Impact PVO Child Survival Programs. Eds. Barton R. Burkhalter and Victoria L. Graham. Volume 2. Proceedings of an Expert Consultation,	Scaling up of reproductive health programs	WARMI Project, Save the Children/Bolivia	From 1995 through 1997, SCF/Bolivia expanded the Warmi Project from a pilot in three rural communities in one province to a national program affecting 513 communities in Bolivia while working with the Ministry of Health and other partners. Their experience demonstrates how participatory approaches, specifically the community action cycle can be brought to national scale through flexibility, inter-institutional coordination and establishment of common goals. The authors suggest that as the Warmi model expands to other countries in Latin America and Africa, health planners need to examine lessons learned from this seminal work in Bolivia.

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Gallaudet University, 21-24 June. Arlington, VA: CORE Group/BASICS Project/USAID.			
Grunewald, Rob and Arthur Rolnick. 2005. <a href="#">A Proposal for Achieving High Returns on Early Childhood Development</a> . Federal Reserve Bank of Minneapolis			<p>While small-scale ECD programs can work, can they be reproduced at a much larger scale? There are reasons to be skeptical as some recent attempts at scaling-up ECD have been disappointing. Nevertheless, the authors argue that a large-scale program can succeed if it has the following three features:</p> <ol style="list-style-type: none"> <li>1. The program focuses on at-risk2 children and encourages direct parent involvement.</li> <li>2. The program represents a long-term commitment to ECD.</li> <li>3. The program rewards successful outcomes in order to encourage high-quality and innovative practices.</li> </ol> <p>To establish a successful, large-scale ECD program, therefore, we propose a permanent scholarship fund for all families with at-risk children. Similar to endowments in higher education, earnings from an endowment for ECD would be used to provide scholarships for children in low-income families who aren't able to afford a quality ECD program. The program would be financed and managed as follows: A state or local government, in partnership with the private sector and the federal government, would create an ECD endowment to fund the scholarships. The scholarships would cover child tuition to qualified ECD programs <i>plus</i> the cost of parent mentoring to ensure parental involvement. Scholarships would be outcome-based, meaning that they would include incentives for achieving significant progress toward the life and learning skills needed to succeed in school.</p>
Guendel, S., J. Hancock, and S. Anderson. 2001. <a href="#">Scaling-up Strategies for Research in Natural Resources Management: A Comparative Review</a> . Chatham, UK: Natural Resources Institute.	Natural resource management and agriculture	Case studies from national agricultural research systems target countries and elsewhere	<p>This review identifies appropriate strategies for acceleration of uptake of innovations by target farmers, and provides a framework to guide the formulation of scaling-up mechanisms for these innovations towards the aim of poverty reduction and improvement of livelihoods. The review methodology consists of key literature consultation, an electronic discussion, a mid-term workshop with various stakeholders from Asia, Africa, Latin America and Europe and a detailed case study analysis.</p> <p>A key finding is that research has to be integrated within wider pro-poor development processes. The report concludes from case studies and wider experiences that creating an impact from research results has in the past focused heavily on the 'post-project' stage, but many of the key strategies which have been identified as prerequisites for successful scaling-up need to be addressed more extensively in the pre-project and implementation phases.</p>

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<p>Gupta, Sanjeev, Robert Powell and Yongzheng Yang. “<a href="#">Macroeconomic Challenges of Scaling Up Aid to Africa. A Checklist for Practitioners</a>”, Washington, DC: International Monetary Fund, March 2006</p>	<p>Scaling-up of ODA</p>	<p>Africa</p>	<p>This handbook provides a checklist of the macroeconomic challenges that low-income countries are likely to face if they begin to receive significantly higher official development assistance (ODA) than in the recent past. The checklist, which is derived from a survey of the economic literature, is a tool for developing illustrative macroeconomic scenarios for individual countries in response to a scaling up of aid flows. For example, one scaling-up scenario might involve a doubling of official resource transfers as a share of a recipient country’s GDP, with higher aid flows being sustained for a decade or more. The handbook offers a checklist for preparing scaling-up scenarios, using a survey of the recent empirical literature to identify the key policy issues to be considered and the primary assumptions and judgments that should underlie such scenarios.</p>
<p>Hagmann, Jurgen, Edward Chuma and Kudakwashe Murwira, 1998, <i>Scaling-up of participatory approaches through institutionalization in Government Services: the case of agricultural extension in Masvingo Province, Zimbabwe</i>, in Blackburn and Holland (Eds.) 1998, <i>Who Changes? Institutionalizing participation in development</i>, ITDG Publishing; London</p>			
<p>Hanlon, Joseph (2004) <a href="#">It is possible to just give money to the poor.</a></p>		<p>Mozambique</p>	<p>Meghnad Desai of the London School of Economics recently suggested that, rather than 'giving fifty billion dollars of overseas aid,' we should simply 'find the poor and give them one dollar a week. ... That would probably do more to relieve poverty than anything else.' Two experiences in</p>

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Development and Change, 35 (2). pp. 375-383.			Mozambique of simply handing out money show this is possible. Payments to demobilised soldiers over a two-year period and single payments to flood victims were of the order of magnitude suggested by Desai. Rural people had no difficulty cashing cheques and used the money prudently. The money stimulated the rural economy and thus had a development impact. Administrative costs were between 5 and 10 per cent, much less than other aid projects. Using the Mozambique experience, this article concludes by suggesting that Desai's proposed one dollar per person per week could be paid as a family grant bi-monthly, which would keep administrative costs low.
Hancock, James. 2003. <a href="#">Scaling up the impact of good practices in rural development</a> . In <i>Agriculture and Rural Development Department Report 26031</i> . Washington, D.C.: World Bank.		India, Bangladesh, Brazil, Paraguay	This working paper, written in support of the Bank's rural development strategy, is intended to contribute to the development of a framework for thinking about scaling-up. Although the focus of this paper is on scaling-up interventions in rural areas, the authors hope that the paper will be useful to a wider audience within the World Bank, other development support agencies, and governments. Increasing the coverage and socioeconomic impact of development interventions is central to achieving the U.N. Millennium Development Goals for 1990-2015. The World Bank and other institutions involved in development are committed to these goals, which include eradicating extreme poverty and hunger, achieving gender equity, ensuring environmental sustainability, and developing a global partnership for economic growth and development, especially in developing countries.
Hailu, Degol 2007. " <a href="#">Scaling-up HIV/AIDS Financing and the Role of Macroeconomic Policies in Kenya</a> ," <a href="#">Conference Paper 4</a> , International Poverty Centre.			
Hanson, Kara, Kent Ranson, Valeria Oliveira-Cruz, Anne Mills. <a href="#">Constraints to Scaling up Healthinterventions: A Conceptual Frameworkand Empirical Analysis</a> . London: London School of	Health interventions		While many constraints facing the health sector can be relaxed through the injection of new health sector resources, a lack of money is not the only problem facing the health sector in low and middle income countries. Poor countries differ according to the type and level of constraints they face. This paper argues that it is important to understand the full range of constraints that influence the use and provision of health services in specific settings when making strategic choices about how to scale-up key interventions to improve the health of poor people. This paper presents a conceptual framework for understanding constraints which is based on the level at which a constraint operates, the nature of the constraint, and its amenability to buy-out in the short term. Cross-sectional data is used to identify proxy measures of these constraints in order to categorize

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Hygiene and Tropical Medicine, 2001.			countries according to the type and level of constraint they face. An overall index of constraints is created, which includes variables reflecting demand, health system strength, and environmental characteristics including both governance and geography. Measures of government commitment to the health sector, and the distribution of key health sector inputs are explored but excluded from the index. A typology of countries according to the constraints they face can feed into the estimates of the cost of scaling up interventions, the choices of how to delivery priority interventions, and, potentially, of which countries should be the focus of early efforts.
Hassel, Bryan C., Lucy Steiner. " <a href="#">Strategies for Scale: Learning from Two Educational Innovations</a> ," Occasional Paper 6-00, Innovations in American Government, John F. Kennedy School of Government.	Scaling social impact, education		The authors examine two education programs: Success for All and the Accelerated Schools Program, each of which has been adopted by more than 1,000 schools nationwide. The hypothesis is that given the relative success of these programs at scaling up, focusing some attention on the strategies that their promoters have used in taking them to scale might prove informative and useful for subsequent efforts to scale up good practice.
Howes, M. and M.G. Sattar. 1992. "Bigger and better? Scaling-up strategies pursued by BRAC 1972-1991." In Making a difference: NGOs and Development in a Changing World. Eds. Michael Edwards and David Hulme. London, England: Save the Children/Earthscan.			<p>Today, NGOs are a major feature in the international development scene. Their number, size and influence continue to grow in response to increasing funding from Northern donors and the prominence given to the voluntary sector in current political thinking. Yet there is currently little information available on the implications of these changes, and many NGOs have no clear view of how to maximize their contribution to the alleviation of poverty.</p> <p>Making a Difference is designed to enhance the effectiveness of the work of NGOs by encouraging them, their staff and their supporters to examine the different ways to increase their impact. Comprising a range of essays from experts recognized for their experience in NGOs and the voluntary sector, it reviews the strengths, weaknesses, problems and opportunities presented by the different options available to NGOs. and illustrates them with a wide range of specific case studies. This volume represents a vital contribution to the work of NGOs and the different ways they can respond to and benefit from their rapidly changing circumstances.</p>
Hooper, Michael, Rubab Jafry, Matthew Marolla and Josselin Phan. <a href="#">Scaling-up Community</a>	Biodiversity conservation. MDGs, community	Cases of 25 finalists for the Equator Prize 2002	This chapter explores the concept and definitions of scaling up by drawing on the experience of 25 finalists for the Equator Prize 2002 to investigate further the concept of 'scaling-up' and to explore its implications for achieving the MDGs. The Equator Prize is an international award that recognizes local efforts to reduce poverty through the conservation and sustainable use of

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<p><a href="#"><i>Efforts to Reach the MDGs - An Assessment of Experience from the Equator Prize, The Millennium Development Goals and Conservation: Managing Nature's Wealth for Society's Health.</i></a> Ed. Dilys Roe. London: International Institute for Environment and Development, 2004.</p>	development		biodiversity. The biennial prize is awarded by UNDP's Equator Initiative.
<p>Horner, Robert H., and George Sugai. <a href="#"><i>Policy Brief: Scaling up Effective Educational Innovations</i></a>, 2006.</p>			<p>This document is prepared at the request of the US Department of Education to outline considerations in the development of policy that will promote large scale implementation of evidence-based practices in education. There are currently over 100,000 schools in the United States and any systematic effort to improve educational practices must include not only strategies for assessing effectiveness, but strategies for sustained implementation at levels of social and educational importance. A need exists for establishing a better understanding of the variables that affect large scale implementation.</p> <p>Ample evidence suggests that scientifically validated educational practices are not being implemented or sustained at levels that are in the best interest of children (Carnine, 1997; Latham, 1988). Given a growing focus on policies that facilitate large scale implementation of evidence-based practices, we encourage consideration of variables related to defining (a) core features of scalable innovations, (b) foundation variables that affect large-scale implementation, (c) implementation for capacity building, and (d) phases of implementation.</p>
<p>Huicho, L., Davila M., Campos M., Drasbek C., Bryce J., and Victora CG. 2005. <a href="#"><i>"Scaling up Integrated Management of Childhood Illness to the national level: achievements and</i></a></p>	Child health, scaling up, Integrated Management of Childhood Illness	Peru	<p>This paper presents the first published report of a national-level effort to implement the Integrated Management of Childhood Illness (IMCI) strategy at scale. IMCI was introduced in Peru in late 1996, the early implementation phase started in 1997, with the expansion phase starting in 1998. Here we report on a retrospective evaluation designed to describe and analyze the process of taking IMCI to scale in Peru, conducted as one of five studies within the Multi-Country Evaluation of IMCI Effectiveness, Cost and Impact (MCE) coordinated by the World Health Organization. The paper summarizes the constraints to scaling up IMCI, and examines both the methodological and</p>

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<p><a href="#">challenges in Peru</a>". Health Policy and Planning, 20: 14-24.</p>			<p>policy implications of the findings. The findings document weaknesses in the policy and programme supports for IMCI that would cripple any intervention delivered through the health service delivery system.</p>
<p>Hunter, S. 2002. Supporting and expanding community-based HIV/AIDS preventions and care responses: A report on Save the Children U.S. Malawi COPE project. Washington, D.C.: Save the Children Federation/US.</p>			<p>In 1995, Save the Children/US- Malawi introduced a small pilot project called COPECommunity-based Options for Protection and Empowerment, to provide direct services to prevent and mitigate the impact of HIV/AIDS on children, families and communities in 1district. Over the past six years, the program has evolved and expanded to four districts, covering 9% of the national population.</p> <p>Program success includes: the ability of communities to identify the most vulnerable members and provide them with care and support; the DACC/CAC/VAC structures mobilized MK1.5 million during the 5 year period; 295 VACs formed; health centers in COPE focus communities reporting substantial drop in cases of STD infections; and a drop in school drop-out rates of orphans.</p> <p>Challenges for COPE include: lack of resources to go to national scale; donor support often unreliable, unrealistic and inconsistent in terms of timeframe and resource availability. Some of the lessons learned are: prevention messages can be conveyed effectively using care and support focused responses; community members who are directly affected need to be equally involved in all program processes; multisectoral approach the most effective to address multiple and interrelated impacts of HIV/AIDS; and lastly not least no single approach is appropriate for all communities, hence the need for flexibility and relevance in HIV/AIDS programming.</p>
<p>Imran Matin and Yasmin Rabeya. 2004. <a href="#">Managing scaling up challenges of a programme for the poorest: Case study of Brac's IGVD programme</a>. In: CGAP/WB (ed), 'Scaling up poverty reduction: Case studies in Microfinance'.</p>	<p>Microfinance , microcredit</p>	<p>Bangladesh</p>	<p>BRAC approaches microfinance as a key instrument to build ladders of opportunity for the poorest people, who tend to be left out. BRAC's main point of departure from conventional thinking is that, although the poorest do need subsidy-based programs to supply their immediate food needs, microfinance can play a fundamental role in constructing a long-term, sustainable foundation for improving food security and livelihoods. However, this is unlikely to happen automatically. BRAC's experiences suggest that creating a strategic linkage between grant-based and market-based microfinance programs requires careful planning, and solid and committed management. Scaling up this approach to reach significant numbers of the poorest requires constant learning and innovation, and ongoing negotiation with partners based on practical field experience. In particular, it requires an appetite for tackling the larger challenge of developing markets that can open up new opportunities for the very poor. Most important of all, it requires vision and commitment to include the poorest. BRAC's experiences suggest that carefully designed strategic linkages, which include grants with a central role for microfinance, can work for the poorest. There certainly will be many</p>

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			different models and approaches for including the poorest, which will vary according to country contexts. However, the starting point has to be reversing the trend of apathy, which either excludes the poorest or treats them as relief cases to be dealt with by others. BRAC believes that the poorest are, can, and must be central to the vision and commitment of microfinance institutions. Only then will the search for possibilities and opportunities to include the poorest begin and develop.
International Institute of Rural Reconstruction. 2000. <a href="#">Going to Scale: Can we bring more benefits to more people more quickly?</a> Cavite, Philippines: Y.C. James Yen Center, International Institute of Rural Reconstruction.			This is a draft document that attempts to capture the highlights of the GOING TO SCALE Workshop held April 10-14, 2000 at the IIRR Campus in Silang, Cavite, Philippines including part of the Washington Workshop document <i>Scale Up!</i> that has earlier been circulated electronically. The general objective of this GOING TO SCALE Workshop (the Philippine Workshop) was to “generate guideposts and a list of available/emerging tools for development stakeholders particularly SA practitioners for use in their scaling up efforts.” The general workshop methodology observed was one of “search conferencing” where participants and the steering committee went through the learning process – from divergence to assimilation to convergence to accommodation.
International Monetary Fund. 2006. <a href="#">Using increased aid effectively.</a> <i>IMF Survey</i> 35 (5):80.	Scaling-up of aid	Africa	Over the next decade, African countries are expected to be the largest beneficiaries of increased donor aid, which is intended to improve their prospects of achieving the Millennium Development Goals. To help these countries assess the macroeconomic implications of increased aid and respond to the associated policy challenges, the IMF has published a study by its African Department: <i>Macroeconomic Challenges of Scaling Up</i> . The handbook is directed at policymakers, practicing economists in African countries, and the staffs of international financial institutions and donor agencies who participate in preparing medium-term strategies for African countries, including in the context of poverty reduction strategy papers. It provides five main guidelines for developing “scaling up” scenarios to help countries identify important policy issues involved in using higher aid flows effectively.
IFC. 2004. <a href="#">Scaling Up: Private Sector Models for Poverty Reduction. A Report on the Field Visits to Sichuan and Zhejiang</a>	Private sector models for poverty reduction	China, Sichuan and Zhejiang provinces	As part of the learning program related to the Shanghai conference on Scaling Up Poverty Reduction the International Finance Corporation in cooperation with the Chinese Ministry of Finance, sponsored a field visit program to Sichuan and Zhejiang provinces from April 12-16, 2004. The program focused on private sector models for poverty reduction. In an effort to better understand and exhibit the role of the private sector in China, IFC, the World Bank, and the China Project Development Facility, in cooperation with the Chinese Ministry of Finance and local and provincial governments, reviewed some of the success stories in Sichuan and Zhejiang province.



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<a href="#">Povinces, China</a> ”			This publication highlights what participants saw on their field visits to private sector companies and other enterprises supporting private sector development. IFC, May 2004.
Jensen, P.S. and M.Paldam (2003). <a href="#">Can the New Aid-Growth Models be Replicated?</a> , Working Paper No. 2003-17, Institute for Economics, Aarhus.	Aid effectiveness, growth		Recent aid effectiveness literature centers on two competing models from the family of conditional models: The Good Policy Model, where the key feature is policy times aid (aid helps in countries with governments that pursue sound economic policies), and the Medicine Model, where it is aid squared (aid helps up to a point after which it turns harmful). Both models were reached on a sample of 1/3 of the available data. The models are simplified to be replicable on more of the data. Within sample the Good Policy Model proves fragile, while the Medicine Model is more robust. Both models fail in out-of-sample replications. A semi-parametric technique is used to test for an unknown functional form of the aid-growth term. It rejects that aid is statistically significant.
Johns, B. and T. Tan Torres. 2005. <a href="#">"Costs of scaling up health interventions: a systematic review"</a> Health Policy and Planning. 20: 1-13.	Health care	37 studies	<p>This paper presents a systematic review of the literature on the costs of scaling up health interventions.</p> <p>The objectives of this review are to identify factors affecting costs as coverage increases and to describe typical cost curves for different kinds of interventions. Thirty-seven studies were found, three containing cost data from programs that had already been scaled up. The other studies provide either quantitative cost projections or qualitative descriptions of factors affecting costs when interventions are scaled up, and are used to determine important factors to consider when scaling up. Cost curves for the scaling up of different health interventions could not be derived with the available data.</p> <p>This review demonstrates that the costs of scaling up an intervention are specific to both the type of intervention and its particular setting. However, the literature indicates general principles that can guide the process: (1) calculate separate unit costs for urban and rural populations; (2) identify economies and diseconomies of scale, and separate the fixed and variable components of the costs; (3) assess availability and capacity of health human resources; and (4) include administrative costs, which can constitute a significant proportion of scale-up costs in the short run.</p>
Jowell, R (2003) <a href="#">Trying it Out. The Role of ‘Pilots’ in Policy-Making.</a> London: Cabinet Office.	Community Based Development , Collective Action, Empowerment	Case studies from government departments across	Authors drew on a number of sources, including a literature review, a postal survey of policy makers and researchers in nine departments, and face-to-face interviews with a selection of these respondents, as well as a handful of Ministers. On the basis of these data and the literature search, then assembled a series of illustrative case studies that appear throughout the body of this report. The study examines the role of pilots, the preconditions and key properties of pilots, methods and practices of piloting, and the use of pilot results. The report recommends 'more and better use of pilots to test the impacts of policies before national roll-out'.

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		UK administrations	<p>This review aims to:</p> <ul style="list-style-type: none"> <li>• Identify and describe the range of policy testing mechanisms used in Government including pilots trailblazers, prototypes, and pathfinders.</li> <li>• Map and develop a typology of major trials based on UK experience.</li> <li>• Identify and describe examples of good practice in different policy areas and using a range of evaluation methodologies, including wherever possible an assessment of how results from pilots have been used.</li> <li>• Describe the benefits and limitations of policy trials and provide guidance on how to approach trials within a UK policy context</li> </ul>
Kadiyala, Suneetha. 2004 <a href="#">“Scaling Up Kudumbashree. Collective Action for Poverty Alleviation and Women’s Empowerment.”</a> FCND briefs 180, International Food Policy Research Institute (IFPRI).	Gender empowerment	Kudumbashree poverty alleviation program in India	This paper discusses the factors that enabled and constrained the scaling up of a multisectoral poverty alleviation program called Kudumbashree, initiated by the government of Kerala (GOK), India, in 1998 to eradicate poverty by 2008. It also discusses some potential threats to and trade-offs of scaling up Kudumbashree. This report draws primarily upon the available literature and qualitative data collected during a five-day visit to Kudumbashree in March 2003.
Kara Hanson, M. Kent Ranson, Valeria Oliveira-Cruz, Anne Mills “Expanding access to priority health interventions: a framework for understanding the constraints to scaling-up”, <i>Journal of International Development</i> , Volume 15, Issue 1, 2003. Pages	Health interventions		The Commission on Macroeconomics and Health recommended a significant expansion in funding for health interventions in poor countries. However, there are a range of constraints to expanding access to health services: as well as an absolute lack of resources, access to health interventions is hindered by problems of demand, weak service delivery systems, policies at the health and cross-sectoral levels, and constraints related to governance, corruption and geography. This special issue is devoted to analysis of the nature and intensity of these constraints, and how they can best be overcome.

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1-14			
Kaufman, J., E. Zhang, and X. Zhenming. (2006) <a href="#">Quality of Care in China: Scaling Up a Pilot Project into a National Reform Program</a> . <i>Studies in Family Planning</i> 37:1, 17-28	Family planning, population policy,	China	China's family planning program ranks as history's most intensive effort to control national population growth. Although advocates for global population control have lauded China's effort to limit births as a fundamental part of its sustainable development goals, the country's population policy has also generated much international criticism. As China enters the new millennium, a long-overdue reform of its approach to implementing its family planning program has begun to refocus the program on clients' needs, informed choice of contraceptives, and better-quality services. Originally inspired by the 1994 International Conference on Population and Development held in Cairo, the reform program began as a pilot project among six counties and has now become a blueprint for reorienting the national family planning program. This article reviews the process by which a small, innovative pilot project was scaled up into a national reform effort and the key lessons learned about scaling up sensitive but necessary innovation in a difficult political environment.
Khwaja, Asim Ijaz. 2006. <a href="#">Can Good Projects Succeed in Bad Communities?</a> Working Paper, Cambridge, MA: Harvard University.	Development ; Collective action; Social capital; Public goods; community participation, heterogeneity and inequality	Pakistan	The lack of “social capital” is increasingly forwarded as an explanation for why communities perform poorly. Yet, to what extent can these community-specific constraints be compensated? This question is addressed by examining determinants of collective success in a costly problem in developing economies - the upkeep of local public goods. A difficulty is obtaining reliable outcome measures for comparable collective tasks across well-defined communities. In order to resolve this, detailed surveys of community-maintained infrastructure projects in Northern Pakistan were conducted. The findings show that while community-specific constraints do matter, they can be compensated by better project design. Inequality, social fragmentation, and lack of leadership in the community do have adverse consequences but these can be overcome by changes in project complexity, community participation and return distribution. Using community fixed effects and instrumental variables offers a significant improvement in empirical identification over previous studies. Moreover, the evidence suggests that better design matters even more for communities with poorer attributes. Projects can be designed to succeed even in “bad” communities.
Kirk, E., Standing H. 2005. <a href="#">"Institutional issues in scaling up programmes for meeting the health</a>	Health care sector interventions		This paper from the DFID Health Systems Resource Centre reviews current strategies for scaling up successful interventions to meet the health-related needs of the poorest in developing countries. Findings show that all mechanisms for targeting the poorest suffer from elements of leakage, as well as weak institutional and governance structures. However, these problems are outweighed by the distributive benefits of some schemes. Demand-driven financing (involving the provision of

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<p><a href="#">related needs of the very poor.</a>" London, England: Department for International Development Health Systems Resource Centre.</p>			<p>resources to supply services for a distinct group) also has potential for reaching the poorest. However, parallel interventions on the supply side are needed to ensure quality is raised in addition to coverage.</p> <p>The authors identify several institutional obstacles to scaling-up small-scale interventions. These include prohibitive or unsustainable costs, problems with scaling up targeting mechanisms (which often rely on local knowledge to target the poor effectively), and the risks of capture of decentralized resources by local elites. Key principles for successful scaling-up are identified as: a gradualist approach, a serious commitment to shifting power to the local level, a focus on ease of replication, and working within existing structures.</p>
<p>Kirpal, Simone. 2002. "Communities Can Make a Difference: Five Cases Across Continents." In: Mary Eming Young, (ed.), <i>From Early Child Development: Investing in our Children's Future</i>, Washington, D.C.: World Bank</p>			<p>In April 2000, the World Bank hosted a global conference that addressed the benefits and challenges of investing in early child development (ECD). The landmark conference brought together the world's leading experts, academicians, practitioners, and policymakers to focus on various aspects of ECD. This volume contains the proceedings of the conference, to encourage countries to adopt policies that target early child development, especially for children and families living in poverty, and to spark other groups and organizations to invest in ECD programs. The papers are organized into five areas: the benefits of investing in young children; measuring the early opportunity gap, evaluating effectiveness of early childhood programs, the private sector's influence on the public sector, and action and policy for the future.</p>
<p>Kramer, Mark R., "<a href="#">One Business Maxim to Avoid: 'Going to Scale'</a>" (Chronicle of Philanthropy, Feb. 3, 2005)</p>	<p>Scaling Social Impact vs. Scaling Organizations</p>		<p>Co-founder of the Center for Effective Philanthropy and Foundation Strategy Group warns in this opinion piece against the dangers of nonprofit leaders being "trapped by the [business] metaphor" of scaling their organizations, when the true objective should be to scale the organization's impact and influence by considering alternative strategies.</p>
<p>Lane, Christopher and Amanda Glassman <i>Bigger And Better? Scaling Up And Innovation In Health Aid</i> <i>Health Affairs</i>, July/August 2007; 26(4):</p>			<p>As the volume of health aid to developing countries increases and allocations shift toward specific disease burdens, issues of allocation efficiency become more important to the achievement of better health outcomes. This paper examines (1) whether health aid—traditional and innovative—corresponds to recipients' needs and priorities and (2) how the terms of aid affect its efficiency. We find that there is considerable scope for improvement through consolidation, improvement of terms, and increased attention to the efficient allocation of the marginal dollar of aid.</p>

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935-948.			
<p>Lele, Uma, et al. <u>Scaling up Development Assistance: Lessons from Donor Evaluations and Evaluation Journals for Achieving Large Scale Sustainable Impacts</u>. Washington, D.C.: Wolfensohn Center for Development, 2007</p>			
<p>Levy, Santiago. 2007. <u><a href="#">Progress against poverty: sustaining Mexico's PROGRESA-Oportunidades program</a></u>. Washington, D.C.: Brookings Institution Press.</p>		<p>Mexico, PROGRES A</p>	<p>In 1997, Mexico launched a radical new program to combat poverty. Initially named ProgresA and now known as Oportunidades, the revolutionary program has become an important example of a sustainable and scalable poverty reduction strategy in the developing world. In <i>Progress against Poverty</i>, Santiago Levy—the main architect of ProgresA-Oportunidades—offers his unique perspective on the development of the program, the reasons for its success, the challenges it faces, and its applicability in other nations. ProgresA-Oportunidades was pioneering in its approach. It dispenses money directly to poor households—a change from the traditional method of providing subsidized necessities through intermediaries. However, those cash transfers are conditioned on specific patterns of behavior—recipients must invest in their own nutrition, health, and education. Also, ProgresA-Oportunidades was designed to have a widespread, measurable, and sustained impact on various indicators of poverty. It is ambitious in scale, with a national rather than local focus, and its progress is measured through comprehensive evaluation of program operations and results.</p> <p>Scholarly evaluations of ProgresA-Oportunidades have been overwhelmingly positive, and it has inspired similar strategies in numerous developing nations. In addition to discussing micro- and macroeconomic dimensions of the program, Levy reveals the factors that have contributed to its sustainability, as well as the public information mechanisms supporting its implementation and the role of the evaluation process. He identifies the future challenges the program faces, such as making its incentives compatible with those of other social programs, and discusses its</p>

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			transferability to other countries.
Levin, Ann, England Sarah, Jorissen Joanne, Garshong Bertha, Teprey James. 2001. Case study on costs and financing of immunization services in Ghana. Partners for Health Reform Plus, Bethesda, MD: Abt Associates Inc.			This study estimates the current and future costs of Ghana's immunization program, including the additional costs proposed for improvements to the program, both to assist planning and to inform the international community about global immunization costs.
Lindert, Kathy, "Brazil: Bolsa Familia Program: Scaling-up Cash Transfers for the Poor," MfDR Principles in Action: Sourcebook on Emerging Good Practices, Managing for Development Results, March 2006, available at <a href="http://www.mfdr.org/Sourcebook.html">www.mfdr.org/Sourcebook.html</a>			<p>In 2003, the government of Luiz Ignacio Lula da Silva launched a comprehensive program to stimulate growth and social progress. On the social side, the centerpiece was a sweeping reform of Brazil's social safety net, the Bolsa Familia Program (BFP), which integrated four cash transfer programs into a single program under the umbrella of a new Ministry of Social Development. The transfers are made preferentially to women in each family. The program supports the formation of human capital at the family level by conditioning transfers on behaviors such as children's school attendance, use of health cards, and other social services.</p> <p>Since its launch, the Bolsa Familia Program has grown exponentially, and by January 2005 had expanded to cover about 26.4 million people. By the end of 2006, about 44 million people are expected to be covered, at least two-thirds of whom are extremely poor.</p> <p>In terms of numbers of beneficiaries, the Bolsa Familia Program is by far the largest conditional cash transfer in the developing world. Its systems for beneficiary selection, monitoring and evaluation, quality control, and scaling up have implications that extend well beyond Brazil. The World Bank's project to support the Bolsa Familia Program was conceptualized within a results-based management framework, of which there are two key aspects. First, mechanisms were developed to pace loan disbursements according to results – for example, through concrete technical improvements in areas such as beneficiary targeting.</p> <p>Activities undertaken under three technical components of the loan cumulatively contribute toward attainment of performance milestones. As these milestones are demonstrably met, they trigger increases in the rates of loan disbursements. Disbursement percentages increase from 8 to 9 to 11</p>

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			percent, depending on performance. Second, the project includes a monitoring and evaluation system that is focused on results and thus intrinsic to both the architecture and the implementation of the program.
<p>Lovell, C. and F.H. Abed. 1993. "Scaling-up in health: Two decades of learning in Bangladesh." In Reaching Health for All. Eds. Jon Rohde, Meera Chatterjee, David Morley, and Stephen Marazzi. Delhi, India: Oxford University Press.</p>			
<p>Lundy, M. 2004. <a href="#">Learning alliances with development partners: A framework for outscaling research results</a>. In: Pachico, D. (ed.).(2004) Scaling up and out: Achieving Widespread Impact through Agricultural Research. Cali, CO: Centro Internacional de Agricultura Tropical (CIAT). 293 p.</p>	International agricultural research	Rural Agro-enterprise Development Project	The main question that the chapter attempts to answer is how can research findings be translated into effective development outcomes that improve the livelihoods of the rural poor on a broad scale? It describes work by CIAT's Rural Agro-enterprise Development Project to forge a stronger link between research and development (R&D) outcomes through the promotion of Learning Alliances (LAs) with international development agencies. The chapter includes a review of key inputs that led to the idea of LAs, a section describing the concept in more detail, a comparison between Las and Learning Selection processes, two brief case profiles, and conclusions and further research questions.
<p>MacDonagh, S. 2005. <a href="#">"Achieving skilled attendance for all; a synthesis of current knowledge and recommended actions for</a></p>	Health care, maternal mortality		The UK Department for International Development's strategy on reducing maternal deaths highlights the benefits to maternal and newborn health of increasing skilled attendance. This report, compiled under the umbrella of the Partnership Safe Motherhood and Newborn Health, provides a synthesis of the evidence for the drive towards 'skilled attendance for all' and suggests steps that need to be taken to achieve this vision. Experiences drawn from retrospective reviews of the interventions taken in countries that have reduced maternal mortality underpin the recommendation

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<p><a href="#">scaling up</a>" DFID Health Resource Centre, London, England.</p>			<p>for investment in skilled attendants. These historical reviews are complemented by epidemiological studies, evaluations of intervention programs and data modeling. The report also explores the human resource management issues that require attention in order to develop and empower skilled attendants as well as the specific aspects of health system organization that must be addressed to provide an enabling environment for the provision of skilled attendance.</p>
<p>Mahmud, Khan, Disha Ali, Zohra Ferdousy, and Abdullah Al-Mamun 2001. <a href="#">A cost-minimization approach to planning the geographical distribution of health facilities</a>. Health Policy and Planning 16 (3): 264-272.</p>			<p>This paper illustrates a method of planning the geographic distribution of health facilities in order to maximize the social benefits achievable from the investment. Data from Bangladesh have been used to determine the optimal distribution of emergency obstetric care (EOC) facilities in the country using the estimates of average social cost per woman. Costs incurred by households, including the costs associated with maternal mortality, tend to increase with increasing radius of a facility's catchment area. The average facility-based costs tend to decline with increasing radius due to lower per capita capital expenditures. The summation of these two average cost functions generates a U-shaped curve. In this research, the minimum point of the aggregated average cost curve defines the 'optimal' radius of a health facility. The catchment area defined by the optimal radius minimizes the average social cost of providing EOC services in a region. The empirical analysis suggests that the optimal radius for the 20 regions of Bangladesh varies from about 6 to 12 km. If the optimal radius of the catchment area is used in planning health centre locations, Bangladesh will need to set up 450 EOC facilities; currently there are only 90 such facilities.</p>
<p>Mansuri, G and V. Rao. 2004. "<a href="#">Community Based and –Driven Development: A Critical Review</a>". The World Bank Research Observer, vol. 19. no. 1.</p>	<p>Participatory development, community-based development (CBD)</p>		<p>This paper includes a review of the evidence by briefly examining the history of participatory development and the move towards CBD as a key mechanism for channeling development assistance. It also examines the literature on participatory development and collective action with a view to understanding what is really meant by 'participation' and 'social capital', what constitutes a 'community', and what are the likely limits and constraints on community participation. A review of the evidence on the effectiveness of CBD/CDD and feasibility of sustainably scaling up CBD/CDD is also presented.</p>
<p>Mansuri, Ghazala &amp; Rao, Vijayendra, 2004. "<a href="#">Community-based (and driven) development : A critical review</a>," Policy Research Working Paper Series 3209, The World Bank.</p>	<p>Community-based (and driven) development (CBD/CDD)</p>		<p>Community-based (and driven) development (CBD/CDD) projects have become an important form of development assistance, with the World Bank's portfolio alone approximating 7 billion dollars. The authors review the conceptual foundations of CBD/CDD initiatives. Given the importance of the topic, there is, unfortunately, a dearth of well-designed evaluations of such projects. But there is enough quantitative and qualitative evidence from studies that have either been published in peer-reviewed publications or have been conducted by independent researchers to glean some instructive lessons. The authors find that projects that rely on community participation have not been particularly effective at targeting the poor. There is some evidence that CBD/CDD projects create effective community infrastructure, but not a single study establishes a causal relationship</p>



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			<p>between any outcome and participatory elements of a CBD project. Most CBD projects are dominated by elites and, in general, the targeting of poor communities as well as project quality tend to be markedly worse in more unequal communities. However, a number of studies find a U-shaped relationship between inequality and project outcomes. The authors also find that a distinction between potentially "benevolent" forms of elite domination and more pernicious types of "capture" is likely to be important for understanding project dynamics and outcomes. Several qualitative studies indicate that the sustainability of CBD initiatives depends crucially on an enabling institutional environment, which requires upward commitment. Equally, the literature indicates that community leaders need to be downwardly accountable to avoid a variant of "supply-driven demand-driven development." Qualitative evidence also suggests that external agents strongly influence project success. However, facilitators are often poorly trained and inexperienced, particularly when programs are rapidly scaled up. Overall, a naive application of complex contextual concepts like "participation," "social capital," and "empowerment" is endemic among project implementers and contributes to poor design and implementation. In sum, the evidence suggests that CBD/CDD is best done in a context-specific manner, with a long time-horizon, and with careful and well-designed monitoring and evaluation systems.</p>
<p>Marchione, T.J. 1999. <i>Scaling Up, Scaling Down - Overcoming Malnutrition in Developing Countries</i>. Australia: Gordon and Breach.</p>	<p>Health and nutrition</p>		<p>This book identifies the individual and institutional capacities required for the prevention and reduction of nutritional insecurity and hunger in lesser-developed countries as the twenty-first century approaches. Household nutritional "security" can be defined as the successful - and sustainable - achievement of nutritional status that is adequate for maintaining a healthy and active life for all individuals in the household. The essays in this book champion the idea of increasing, or scaling up, grass roots operations to provide nutritional security, while scaling down the efforts of national and international institutions.</p>
<p>Mattina, Todd. 2006. <a href="#">"Money Isn't Everything: The Challenge of Scaling Up Aid to Achieve the Millennium Development Goals in Ethiopia," IMF Working Papers</a> 06/192, International Monetary Fund</p>	<p>MDGs, PFM</p>	<p>Africa</p>	<p>This paper outlines the challenge of developing an operational macroeconomic framework in Ethiopia consistent with the large envisaged scaling up of aid to achieve the Millennium Development Goals (MDGs). This paper describes an MDG scenario that addresses both microeconomic and macroeconomic constraints, such as the need to boost sustainable growth, limit Dutch disease, formulate an exit strategy from aid dependency, enhance public financial management (PFM), and expand the supply of skilled labor. The paper will argue that a carefully sequenced MDG strategy is essential so that the scaled-up aid and public spending will remain in line with Ethiopia's absorptive capacity.</p>

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<p>Mitlin, D. and D. Satterthwaite. 1992. "Scaling up in urban areas." In Making a difference: NGOs and Development in a Changing World. Eds. Michael Edwards and David Hulme. London, England: Save the Children/Earthscan.</p>			
<p>Moreno-Dodson, Blanca (ed.). 2005. <a href="#">Reducing Poverty on a Global Scale: Learning and Innovating for Development</a>. Washington, DC: World Bank.</p>		<p>103 case studies on poverty reduction interventions</p>	<p>Capturing the findings from the Shanghai Global Learning Initiative, <i>Reducing Poverty on a Global Scale</i> attempts to contribute to the broader existing knowledge on poverty reduction and the effectiveness of aid. The objective is to enlighten development practitioners about observed achievements towards reducing poverty and the factors behind them. The report emphasizes the "practitioners' perspective" rather than imposing an academic or "expert" point of view and draws from 103 case studies on poverty reduction interventions. Prepared for the "Global Learning Process and Conference on Scaling Up Poverty Reduction" in <a href="#">Shanghai</a> 2004, the cases prepared by development practitioners worldwide analyze what works, what doesn't, and why. This World Bank book concludes that reducing poverty at a global scale depends on a large set of factors. These include leadership and commitment, institutional innovation, learning and experimentation, external catalysts such as donor assistance, and sometimes even being responsive to exogenous shocks.</p>
<p>Morduch, Jonathan, Syed Hashemi, and Elizabeth Littlefield. 2003. <a href="#">Is microfinance an effective strategy to reach the Millennium Development Goals?</a> In <i>Focus Note 24</i>. Washington, D.C: Consultative Group to Assist the Poorest.</p>	<p>Millenium Development Goals (MDGs), microfinance</p>		<p>The MDGs are framed as concrete outcomes in the areas of nutrition, education, health, gender equity, and environment. Thus work in these specific areas will be a large part of any development strategy driven by the MDGs. But decades of experience has shown that progress in these areas is powerfully affected by other factors in the broader context, such as a functioning government, physical security, economic growth, and basic infrastructure (for example, transportation). This paper reviews the mounting body of evidence showing that the availability of financial services for poor households ("microfinance") is a critical contextual factor with strong impact on the achievement of the MDGs.</p>

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Moser, <a href="#">Caroline O. N. 2006. Asset-based approaches to poverty reduction in a globalized context</a> . In <i>Global Economy and Development Working Paper 01</i> . Washington, D.C.: Brookings Institution.	Asset-based approaches to poverty reduction		This working paper provides a brief introduction to asset-based approaches to poverty reduction in a globalized context. The aim is to show the added value of asset-based approaches, in terms of both better understanding poverty and developing more appropriate long-term poverty reduction solutions. The paper draws on a number of sources, including: a longitudinal research project on Intergenerational asset accumulation and poverty reduction in Guayaquil 1978–2004; a number of associated background papers; and contributions to the recent Brookings Institution/Ford Foundation Workshop on Asset-based approaches to poverty reduction in a globalized context held in Washington DC on 27–8 June 2006.
Moss Kanter, Rosabeth, <a href="#">“Even Bigger Change: A Framework for Getting Started at Changing the World,”</a> Harvard Business School Teaching Note, May 12, 2005.	Change management, corporate responsibility, leadership, organizational change, social enterprise.		Presents a framework for leading change in institutions or society, showing leaders how to manage political, economic, or social change by mapping their targets (policy, programs, or people/culture) and choice of action vehicle (single organizations or coalitions of organizations).
Myers, Robert G. <a href="#">"Going to Scale." Inter-Agency 2nd Meeting on Community-Based Child Development</a> New York, NY: The Consultative Group on Early Childhood Care and Development, October 29-31, 1984.	Early childhood development		The main purpose of this paper is to provide a basis for discussing issues associated with the process of "Going to Scale"1 with programs of early childhood development. Section I summarizes results from three analyses of successful projects and programs in an attempt to identify barriers to scale and to specify conditions, characteristics, strategies and processes accompanying successful programs. A second section examines advantages and drawbacks of three broad approaches to achieving scale. The third section draws implications for child development programs from the preceding two sections. The final section discusses costs, organizational issues, the role of communications, evaluation, and some options for international organizations as they consider ways to increase the coverage and impact of early childhood development programs.
Natsios, Andrew S. (2006) <a href="#">Five Debates on International Development: The US</a>			Andrew S. Natsios was Administrator of the United States Agency for International Development until January 2006. This article, a version of that APGOOD speech revised by Mr Natsios since his November resignation, has been judged by DPR Editors to be an important development policy statement worthy of publication. It is challenging the international consensus on aid effectiveness

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<p><a href="#">Perspective</a>. <i>Development Policy Review</i> 24 (2), 131-139.</p>			<p>and aid instruments, urging development agencies to follow USAID in setting their sights on the 'transformation' of societies, rather than narrowly on the millennium goals.</p>
<p>Nsutebu, Emmanuel, John Walley, Elisabeth Mataka, and Chanda Fikansa Simon. <a href="#">Scaling-up HIV/AIDS and TB home-based care: lessons from Zambia</a>. <i>Health Policy Plan.</i> 16: 240-247.</p>	Health care	Two home-based care projects in Zambia	<p>Home-based care coverage in Africa is currently very low and likely to reduce drastically in the near future. This paper investigates the low coverage of home-based care programs in Africa and uses two home-based care projects in Zambia as case studies. The very limited involvement of governments in the provision of home-based care services appears to be one of the main reasons behind the low coverage of home-based care in Africa. Governments therefore should provide some form of basic home-based care services and/or strengthen support to other institutions providing home-based care. In order to facilitate governments' involvement in home-based care activities, an analysis of tasks performed by community nurses and volunteers is used to identify tasks that government, missionary or NGO employed nurses may be able to provide without, or with very limited, donor assistance. However, further research and development is needed to develop affordable, feasible and sustainable home care programs that can be implemented by staff working in government, NGO and missionary health facilities. In addition, innovative strategies are required to establish effective partnerships between the NGO, missionary and government health facilities.</p>
<p>Nyonator, Frank, Tanya C. Jones, Robert A. Miller, James F. Phillips, and John Koku Awoonor-Williams. <a href="#">"Guiding the Ghana Community-based Health Planning and Services approach to scaling up with qualitative systems appraisal,"</a> <i>International Quarterly of Community Health Education</i> 23(3): 189-213.</p>	Health care	Community-based Health Planning and Services Initiative, Ghana	<p>When a Navrongo Health Research Centre experiment demonstrated that community-based health services could reduce child mortality and fertility in impoverished communities, the Government of Ghana launched the Community-based Health Planning and Services (CHPS) Initiative to scale up results. This article reports on a "Qualitative Systems Appraisal" (QSA) of factors explaining why CHPS is implemented in some districts, but stalled in others. QSA consists of groups representing levels of the service hierarchy (community members, frontline service providers, supervisors, and district managers) to portray systemic reactions to CHPS. Demonstrating CHPS at functioning sites clarifies ways to bridge resource gaps, address concerns, and build consensus for the implementation process.</p>

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<p>OECD-DAC, 2005. <a href="#">“Scaling up versus Absorptive Capacity: Challenges and Opportunities for Reaching the MDGs in Africa.”</a> Briefing Paper, May, London, UK.</p>	<p>ODA, MDGs, absorptive capacity</p>		<p>This briefing paper argues that the ‘scaling up’ of aid flows that could materialize in 2005 is likely to run up against ‘absorptive capacity’ constraints, unless these are taken into account from the beginning, and adequately addressed in the design and implementation of improved aid delivery mechanisms. It states that the factors affecting absorptive capacity include macroeconomic constraints, institutional and policy constraints, and technical and managerial constraints. The paper investigates the following questions: can poor countries effectively absorb a significant increase in aid flows and what can be done to address absorptive capacity constraints?</p> <p>There are three main points made:</p> <ul style="list-style-type: none"> <li>• aid’s impact on growth depends on the quality of the recipient country’s institutions and policies</li> <li>• an ‘aid saturation point’ could be reached anywhere between 15% and 45% of GDP, beyond which the marginal benefits of additional aid inflows become negative</li> <li>• the bigger and faster the increase in aid flows, the sooner diminishing returns will set in, as they will put additional strain on existing systems</li> </ul>
<p>Oster, Sharon, Non-Profit Organizations as Franchise Operations, Nonprofit Management Leadership, Vol. 2, No.3, Spring 1992</p>			<p>This article examines the structural relationship between national nonprofit organizations and their local affiliates. For a substantial number of nonprofits, the national-local relationship can be modeled as a franchise relationship. The author considers ways in which the franchise system serves to mitigate a number of the organizational and economic problems facing nonprofits. Finally, particular devices used by franchises are examined, focusing on the ways in which national organizations tax their local affiliates and the extent of territorial restrictions placed on local affiliates.</p>
<p>Otto, S., C. Alamedine, et al. (2006). Capacity for Development: Concepts and Indicators. Washington, D.C., World Bank</p>			
<p>Oxfam International, <a href="#">Scaling up aid for trade: how to support poor countries to trade their way out of poverty.</a></p>			<p>Trade can be an engine for growth that lifts millions of people out of poverty, but many developing countries face constraints that prevent them from participating in the global trading system. Even if trade rules are radically reformed and a pro-development round is achieved at the WTO Ministerial in Hong Kong in December 2005, current ‘behind the borders’ problems mean that poor countries will continue to lose out on the potential benefits of global trade.</p>

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Oxfam Briefing Note, 2005.			<p>Aid to address these constraints was a key promise of the Uruguay and Doha Rounds, but donor efforts to date have been wholly inadequate. More money to help countries strengthen their ability to trade is urgently needed. Oxfam believes this assistance must be recipient-driven, additional to existing development aid, free of economic conditions, adequate, predictable and complementary to — rather than a substitute for — better and fairer trade rules.</p> <p>However, the current World Bank/IMF proposal will not meet these criteria, and instead could be used to coerce countries to liberalize their trade regimes. Therefore Oxfam believes the proposal for an enhanced Integrated Framework needs considerable reform if it is to deliver real aid for trade.</p>
<p>Pachico, Douglas, and Sam Fujisaka, eds. <a href="#">Scaling up and Out: Achieving Widespread Impact through Agricultural Research</a>. Cali, CO: Centro International de Agricultura Tropical (CIAT), 2004.</p>	<p>Agriculture, natural resource management, institutional innovations</p>	<p>Forages for Smallholders Projects in the Philippines', Latin American and Caribbean Rice Sector, Pest Management and Sustainable Livelihoods in Central America, Community Telecentre in South-western Colombia</p>	<p>This book is based on experiences with "scaling up and out" presented at CIAT's 2002 Annual Review by the Center's scientists and partners. This new approach to agricultural research and development (R&amp;D) aims to ensure that R&amp;D activities achieve widespread, lasting, and positive impact on the rural poor in terms of sustainability and equity. Through various case studies, the book discusses issues such as how to achieve widespread impact with R&amp;D results, tools, institutionalizing successful procedures, and innovation and its sustainability.</p> <p>This book explores how to achieve and demonstrate greater impacts in agricultural research: i.e. how more people over greater areas can benefit as well as how useful approaches within agricultural research can be institutionalized. In order to do so, the book is divided into four sections, which present</p> <ul style="list-style-type: none"> <li>-an overview of the issues</li> <li>-germplasm technology</li> <li>-natural resource management</li> <li>-institutional innovations for scaling out the impact</li> </ul>
Papola, T S (2005), "A universal programme is feasible", Economic and Political Weekly, Vol. 40	Employment guarantee programs,	India	<p>This article argues that it is feasible to have an employment guarantee program covering all rural households and offering work to all persons, on all the required days, in all districts right from the beginning at a cost lower than the one being projected for a restricted program. A universal program will be closer to the spirit of a guarantee and reduce the bureaucratic problems in</p>

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No.7, p. 594-598			administering a restricted program.
Phiri, S. N., G. Foster, and M. Nzima. 2001. Expanding and strengthening community action: A study of ways to scale-up community mobilization interventions to mitigate the effect of HIV/AIDS on children and families. Washington, D.C.: U.S. Agency for International Development.			The purpose of this study is to make a series of recommendations on how to scale up effective, sustainable community mobilization and capacity-building interventions to mitigate the effects of AIDS on children and families in the countries most seriously affected by the pandemic. Recommendations for change are made in two main areas: programmatic methods and approaches, with analysis of strengths and limitations, for systematically mobilizing and strengthening the capacities of communities to respond to the needs of their most vulnerable children and households global, regional, and national efforts to develop and implement effective strategies to systematically mobilize AIDS-affected communities to benefit the most vulnerable children and households. The overall conclusion is that to maximize expansion of programming and to keep it effective, it is important that scaling-up programs support existing scaling-out activities of implementers and promote and build on community-owned initiatives.
Platteau, Jean Philippe. 2004.. " <a href="#">Decentralized Development as a Strategy to Reduce Poverty ?</a> ", in Poverty, Inequality and Growth, Proceedings of the AFD-EUDN Conference, 2003 Notes et Documents, N° 10, Agence Française de Développement, Paris, 2004.	Community-based development		The main purpose of the paper is to discuss the ability of CBD projects to reach the poor effectively, which implies considering the risk of is appropriation of CBD aid funds by local elites. It is argued that the issue of whether CBD is more effective than centralized approaches to tackle poverty can be framed in terms of a trade-off between information advantages and the risk of ‘elite capture’. In Section 2, the above trade-off is described in more detail and theoretical contributions by economists are summarized. Section 3 will then appraise its practical relevance in the specific context of foreign aid relations, ending with an illustrative story that relies on a personal experience of the author with participatory development. The two following sections are policy-oriented. Section 5 turns to the question as to how entrenched local elites could be disciplined through a mechanism (labeled leader-disciplining mechanism) that relies on a sequential and conditional disbursement of aid funds in the context of decentralized bilateral relationships.
Ratliff, Gregory A., & Kirsten S. Moy, " <a href="#">New Pathways to Scale for Community Development Finance</a> "	Community development finance		This research paper provides a strategic framework or “new architecture” for facilitating the effectiveness and growth to scale of the community development finance field. It offers important multi-level view of scale, by providing scale models at the product, organization, and industry levels. Based on case study research of 10 for-profit and nonprofit institutions viewed as achieving scale, the study defines scale, analyzes key factors influencing or constraining scale, and provides models or pathways for CDFI’s to achieve scale. Useful within and beyond the development

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(Profitwise, Dec. 2004)			finance field.
Rawlings, Laura. 2004. <a href="#">A new approach to social assistance: Latin America's experience with conditional cash transfer programs</a> . In <i>Social Protection Discussion Paper 0416</i> . Washington, D.C.: World Bank Institute.	Conditional cash transfers	Latin America	Conditional cash transfers are a departure from more traditional approaches to social assistance that represents an innovative and increasingly popular channel for the delivery of social services. Conditional cash transfers provide money to poor families contingent upon certain behavior, usually investments in human capital such as sending children to school or bringing them to health centers on a regular basis. They seek both to address traditional short-term income support objectives and promote the longer-term accumulation of human capital by serving as a demand-side complement to the supply of health and education services. Evaluation results reveal that this innovative design has been quite successful in addressing many of the failures in delivering social assistance such as poor poverty targeting, disincentive effects and limited welfare impacts. There is clear evidence of success from the first generation of programs in Brazil, Colombia, Mexico and Nicaragua in increasing enrolment rates, improving preventive healthcare and raising household consumption. Despite this promising evidence, many questions remain unanswered about conditional cash transfer programs, including the replicability of their success under different.
Simmons, R., J. Brown, and M. Diaz, <a href="#">Facilitating Large-scale Transitions to Quality of Care: An Idea Whose Time Has Come</a> . <i>Studies in Family Planning</i> , 2002. 33(1): p. 61-75.	Reproductive health	Taiwan, China, Bangladesh, Ghana, and Brazil.	In the field of reproductive health, investigation of the transfer of knowledge gained from demonstration and pilot projects to large public-sector programs typically has not been considered a relevant domain for research or other investigation. This article draws on a range of research in the social sciences and presents two frameworks for understanding the critical attributes of successful expansion of small-scale innovations. Seven key lessons are developed using examples from family planning where scaling up was an explicit objective, including the early Taichung Study of Taiwan, the Chinese Experiment in Quality of Care, the Bangladesh MCH-FP Extension Project, the Navrongo Project in Ghana, and the Reprolatina Project in Brazil. Unless small, innovative projects concern themselves from the outset with determining how their innovations can be put to use on a larger scale, they risk remaining irrelevant for policy and program development.
Smith J, Colvin C (2000). <a href="#">Getting to scale in young adults reproductive health programs</a> . Washington, DC. Focus on Young Adults (Focus Tool Series 3).	Reproductive health	FOCUS program for young adults led by Pathfinder International	This tool is produced by FOCUS on young adults and aims to improve programs leaders' and policymakers' understanding of scaling up, and to help them plan for scaling up their own young adult reproductive health (YARH) programs. It describes four main approaches to scaling up YARH programs which are: planned expansion, association, grafting and explosion. Most YARH programs achieve scale-up through a combination of these approaches. Many programs also start out as pilot projects before they are taken to scale. The authors have also identified key recommendations for scaling up YARH programs. The authors conclude that with key ingredients like leadership, staff, funding sources and advocates, programs can move beyond local origins to operate at scale.
Smits, Stef; Moriarty, Patrick and Sijbesma,			Massive efforts are put into developing innovative approaches that will rapidly increase access to sustainable water and sanitation services and deliver improved hygiene practices. These



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<p>Christine (eds) (2007). <a href="#"><u>Learning alliances : Scaling up innovations in water, sanitation and hygiene</u></a>. Delft, The Netherlands, IRC International Water and Sanitation Centre. (Technical paper series; no. 47). 174 p.</p>			<p>innovations often lead to local success, but most remain isolated. One of the main reasons is that innovations do not become institutionalized and sector institutions lack sufficient capacity to adapt promising innovations to changing circumstances and to support their longer-term development.</p> <p>Learning alliances have emerged at least partly in response to this blockage, to create a platform for joint learning and innovation. They provide a structure to link users of water and sanitation services, district or provincial level organizations with responsibility for service provision and support, and national policy makers. They aim to strengthen institutional capacity at all these levels to develop, support and scale up innovation.</p> <p>Learning alliances is a relatively new concept in development, particularly in the water sector. This state of the art report provides:</p> <ul style="list-style-type: none"> <li>• a conceptual introduction to learning alliances</li> <li>• case studies of current practice in Latin America, South Africa and the Middle East</li> <li>• a critical reflection on lessons learnt, in regard to both practice and outcomes</li> <li>• an analysis of remaining questions and uncertainties</li> </ul> <p>This book brings together theory and practice to examine the challenges of widespread innovative change in a real-world setting. It is in the first place geared towards water sector professionals with an interest in strengthening the developmental impacts of research and innovation, the scaling up of innovative implementation practices, and new approaches for capacity development. It will also have a wider appeal for anyone with an interest in the practical application of learning methods, innovation and change.</p>
<p>Stern, Nicholas. "<a href="#"><u>What Do We Mean by Scaling Up?</u></a>" <a href="#"><u>Scaling Up Poverty Reduction Conference</u></a>. Shanghai, China: World Bank, 2004.</p>			
<p>Sternin M, Sternin J, March D. (1999). Scaling up a poverty alleviation</p>	<p>Nutrition, Poverty alleviation,</p>	<p>"Poverty Alleviation and</p>	<p>Sternin et al. provide a case study on how a successful nutrition program in Vietnam was scaled up from the 1991 Save the Children-managed "Poverty Alleviation and Nutrition Program" covering four communes with a population of 20,000 to a largely government-managed, multi-district</p>

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and nutrition program in Vietnam. In: Marchione TJ, ed. <i>Scaling-up, scaling down – overcoming malnutrition in developing countries</i> . Amsterdam, Gordon Breach Publishers.	malnutrition	Nutrition Program" in Vietnam	program covering 1.2 million persons on 1998. Evaluations of the program find that it virtually eliminates severe malnutrition in young children. Many innovations were incorporated into the program to enhance sustainability and replicability. For example, the use of positive deviance to identify sustainable local practices which lead to healthy child nutritional status was key to designing the village-based interventions. Therefore, many different lessons can be drawn from this experience.
Paul, Samuel, <i>Managing development programs: the lessons of success</i> . Boulder, CO: Westview Press, 1982			
Picciotto, Robert. (2002), <a href="#">Scaling Up: A Development Strategy for the New Millennium</a> , Global Policy Project, Washington DC: World Bank.			The author explores the concept and paradigm development of scaling-up. He identifies the process, instruments, main challenges, and trends of scaling up on a global scale. He argues that the development enterprise must be reshaped to reflect shared objectives, distinct accountabilities and reciprocal obligations between rich and poor countries, that the development paradigm must become holistic and that development metrics must be reconsidered to emphasize results. Capacity building should strike the right balance between hierarchical, individualistic and relational conceptions of development. Projects should be used to experiment, innovate, learn and evaluate what works and does not work. To trigger an accelerated and self-sustaining reform of the global policies that shape development, new partnerships will be needed to mobilize skills and resources; to generate new ideas; to mobilize public opinion; to trigger judicious standard setting and to implement scaled up development programs.
Pokhrel, S. 2006. <i>Scaling up health interventions in resource-poor countries: what role does research in stated-preference framework play?</i> Health Research Policy and Systems 4:4.			
Poletti, T. et al. 2007. <i>The Desirability and</i>			

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Feasibility of Scaling Up Community Health Insurance in Low-Income Settings - Lessons From Armenia. Social Science & Medicine, Vol 64, pp.509-520.			
Racine, David P. 1998. <a href="#">Replicating Programs in Social Markets.</a> Replication & Program Strategies. Inc.			This paper details the multiple factors that must be taken into account in assessing a program's chances of being successfully replicated, and investigates the various dimensions of replicability √ the program, the process, and the market. The dimensions of replicability represent a systematic method for parsing the opportunity that arises when a program model appears ready for broader implementation.
Ranson, K., Hanson K., Oliveira-Cruz V., Mills, A. <a href="#">Constraints to expanding access to health interventions: an empirical analysis and country typology.</a> Journal of International Development, 2003. 15(1): p. 15-39.	Health care	Africa, FSU, Asia	This paper adopts three approaches to classifying countries by level of constraint, in order to inform the choice of strategies for expanding access to health interventions in different contexts. The authors find substantial heterogeneity across the 84 low-income and (all) sub-Saharan African countries analysed. Poor sub-Saharan African countries are the most highly constrained; Asian countries, in general, less constrained; and the two Asian giants, China and India, consistently fall above the median. Former Soviet Union countries rank low in terms of governance, but high for health systems variables. Only 10 per cent of the total population of the countries included lives in countries with the greatest constraints. The potential applications of the analysis are discussed, as are the limitations of the cross-sectional, macro level approach.
Robinson, M. 1992. "NGOs and rural poverty alleviation: Implications for scaling-up." In Making a difference: NGOs and Development in a Changing World. Eds. Michael Edwards and David Hulme. London, England: Save			

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the Children/Earthscan.			
RPS. 1994. Building from Strength: Replication as a Strategy for Expanding Social Programs that Work, Philadelphia: Replication and Program Services, Inc..			This study of replication was undertaken to investigate its potential as a strategy for extending the scale of effective services in a number of areas of domestic social policy. One goal of the work was to contribute, at a time of severe austerity and budget constraint, to the cost-effective use of scarce resources available for domestic investment. A second goal was to consider possible steps that might be taken by foundations and public agencies to help promising local programs expand their activities to new sites by building upon the body of knowledge that is described in this study.
Samuel Rich “ <a href="#">Africa's Village of Dreams</a> ”, The Wilson Quarterly, Spring '07, p. 14	Scaling-up, Jeffrey Sachs, Millennium villages	Africa, “Millennium Village” projects	Sam Rich, a development consultant provides describes his impressions of the Millennium Village projects in Africa based on his conversations with the village inhabitants. A detailed and balanced overview of project operations, implementation and innovations as seen from the donor as well as receipts side. Rich points out project shortcomings that are recognized by the villagers yet aren't talked about due to the fear of the funding being pulled out.  Review by Danny Ridrik: <a href="#">What is really going on in the Millennium Villages?</a>
Safe Youth Worldwide. 2005. <a href="#">Scaling Up HIV Prevention Programs for Youth: The Essential Elements Framework in Action</a> . New York: Margaret Sanger Center International.			
Stephens, D. 2006. <a href="#">Stigma, Scale-up, and Treatment Governance: Stumbling Block or Window of Opportunity?</a> United States Agency for			

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International Development.			
Samoff, Joel, E. Molapi Sebatane, and Martial Dembélé, <a href="#">Scaling Up by Focusing Down: Creating Space to Expand Education Reform</a> , January 2003	Education	Africa	The authors argue for the effectiveness of “start small but think big” approach to innovation and reform for education in Africa. They propose to begin with an initial effort in a particular school or district, then to prepare the ground with careful planning, extensive communication among those involved, and adequate funding. Then the results should be monitored and assessed. After that, the practice should be modified to respond to local settings and only after it becomes clearer what has worked and what has not, the pilot should be scaled up. They argue that with such an approach eventually the entire education system becomes the site for the reform. The authors explore the challenges and review efforts to enlarge the scale of education initiatives and reforms in Africa by reporting findings, highlighting major themes, and framing issues for discussion and negotiation.
Simmons, R., J.W. Brown, and M. Díaz. 2002. “ <a href="#">Facilitating large scale transitions to quality of care in family planning programs: An idea whose time has come.</a> ” <i>Studies in Family Planning</i> 33(1): 61-75.	Reproductive health	Cases from China, Taiwan, Ghana and Brazil.	In the field of reproductive health, investigation of the transfer of knowledge gained from demonstration and pilot projects to large public-sector programs typically has not been considered a relevant domain for research or other investigation. This article draws on a range of research in the social sciences and presents two frameworks for understanding the critical attributes of successful expansion of small-scale innovations. Seven key lessons are developed using examples from family planning where scaling up was an explicit objective, including the early Taichung Study of Taiwan, the Chinese Experiment in Quality of Care, the Bangladesh MCH-FP Extension Project, the Navrongo Project in Ghana, and the Reprolatina Project in Brazil. Unless small, innovative projects concern themselves from the outset with determining how their innovations can be put to use on a larger scale, they risk remaining irrelevant for policy and program development.
Simmons R, Fajans P, Ghiron L, eds. <i>Scaling-up health service delivery: from pilot innovations to policies and programmes</i> . Geneva, World Health Organization, 2006 ( <a href="http://www.expandnet.net/volume.htm">http://www.expandnet.net/volume.htm</a> , accessed 12 August 2007).			This book seeks to fill gaps in scaling up research on health by: <ul style="list-style-type: none"> <li>— drawing attention to insights from relevant literature found in a variety of fields and disciplines;</li> <li>— presenting a conceptual framework for thinking about the process of scaling up experimental or pilot projects;</li> <li>— critically examining experience with scaling up health service pilot or experimental projects from Africa, Asia and Latin America through the use of case-studies;</li> <li>— identifying practical lessons derived from the case-studies, as well as future directions for research.</li> </ul> This book highlights the key themes identified for scaling up interventions, as follows: <ul style="list-style-type: none"> <li>— an explicit normative rationale;</li> <li>— the multidimensional character of the scaling-up process;</li> <li>— continuing participation by stakeholders;</li> <li>— innovations adapted to local conditions;</li> </ul>

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			<ul style="list-style-type: none"> <li>– going to scale as a learning process;</li> <li>– designing innovations with scaling up in mind;</li> <li>– the need for research on scaling up.</li> </ul> <p>The book includes the following chapters:</p> <p><a href="#">Scaling Up Reproductive Health Service Innovations: A Framework for Action</a> by Ruth Simmons and Jeremy Shiffman</p> <p><a href="#">Strategic Choices in Scaling Up: Introducing Injectable Contraception and Improving Quality of Care in Viet Nam</a> by Peter Fajans, Nguyen Thi Thom, Maxine Whittaker, Jay Satia, Tran Thi Phuong Mai, Trinh Dinh Can, Do Thi Thanh Nhan and Nancy Newton</p> <p><a href="#">Quality of Care in China: From Pilot Project to National Program</a> by Joan Kaufman, Zhang Erli and Xie Zhenming</p> <p><a href="#">Expanding Contraceptive Choice and Improving Quality of Care in Zambia’s Copperbelt: A Case Study in Moving from Pilot Projects to Regional Programs</a> by John Skibiak, Peter Mijere and Mary Zama</p> <p><a href="#">Scaling Up Experimental Project Success with the Community-based Health Planning and Services Initiative in Ghana</a> by Frank K. Nyonator, Agyeman Badu Akosa, John Awoonor-Williams, James F. Phillips and Tanya C. Jones</p> <p><a href="#">Evidence-based Systems Development in Bangladesh and Ghana</a> by James F. Phillips, Tanya C. Jones, Frank K. Nyonator and Shruti Ravikumar</p> <p><a href="#">Scaling Up Family Planning Service Innovations in Brazil: The Influence of Politics and Decentralization</a> by Juan Díaz, Ruth Simmons, Margarita Díaz, Francisco Cabral and Magda Chinaglia</p> <p><a href="#">An Innovative Educational Approach Facilitates Capacity-Building and Scaling Up to Address the Cairo Agenda in Latin America</a> by Margarita Díaz and Francisco Cabral</p>
Smith, J. and C. Colvin.	Reproductive	Young adult	As used in this practical guide, the term “scaling-up” refers to the process of institutionalizing effective programs to achieve greater impact in terms of increasing the numbers of young people

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<p>2000. <a href="#">“Getting to scale in young adult reproductive health programs.”</a> Focus on Young Adults 2000. Focus Tool Series 3, Futures Group International.</p>	<p>health</p>	<p>reproductive health (YARH) programs in Bangladesh, Ecuador, Botswana, and Colombia</p>	<p>served, broadening the geographic coverage, and, sometimes, expanding mandates. This tool aims to improve program leaders’ and policymakers’ understanding of scaling up and to help them plan for scaling up their own YARH programs.</p> <p>It is argued in the guide that in deciding whether or not to scale up, programs need to consider four important factors: whether the program has been effective, how scaling up will affect the program’s impact, whether the increased scale will be sustainable, and what their objective of scale is. The authors argue that it is critical to plan early for subsequent scaling up; to use a participatory process to include youth, staff members, and stakeholders; and to infuse the process with dynamic leadership. By identifying specific requirements of program development and a range of favorable policy factors in the design phase, the large tasks of program and policy development can be subdivided into more manageable steps to which planners and activists can devote particular attention.</p>
<p>Subbarao, Kalanidhi. 1997. <a href="#">Public works as an anti-poverty program: an overview of cross-country experience.</a> <i>American Journal of Agricultural Economics</i> 79 (2):678-683.</p>	<p>Public works programs, safety nets</p>		<p>The article discusses basic features of public works programs and reviews the cross-country experience. Public works programs work as safety nets - conferring transfer and/or stabilization benefits to the poor, while at the same time using the poor's labor to build infrastructure for development. Their effectiveness depends on the benefits, costs, and the way resources are raised to finance the programs. If the program is financed out of general tax revenues, then the relative impact of the program is important to study. Design features, institutional framework, implementing agencies - also influence benefits transferred to the poor through leakages, participation decisions, mode of payment, etc. The author draws three general conclusions from the review of country experience:</p> <ol style="list-style-type: none"> <li>1. The level of wage rate is critical in determining distribution of benefits and targeting. A wage-rate no higher than the ruling market wage rate for unskilled labor can enable self-selection of poor.</li> <li>2. Stabilization benefits depend on program timing, the highest benefits arriving during periods of low labor demand - such as agricultural slack seasons and bad agricultural years. Even if the transfer benefits are small, income stabilization can pre-empt acute distress and prevent poor households from onerous adjustments such as distress-selling of productive assets in bad agricultural years. The more narrowly the program is restricted to operate only during agricultural slack seasons, the lower the transfer benefits and higher the stabilization benefits. Short duration of programs is appropriate in counties with seasonal or transient poverty - programs need to be longer and year-round where poverty is chronic and severe or where inter-year fluctuations are high.</li> <li>3. Programs can be designed to encourage greater participation of women, higher degree of involvement of private sector, and lower transaction costs for the participating poor.</li> </ol>
<p>Sen, Amartya. <a href="#">"The Man without a Plan."</a> <i>Foreign</i></p>			<p>In <i>The White Man's Burden</i>, William Easterly offers important insights about the pitfalls of foreign aid. Unfortunately, his overblown attack on global "do-gooders" obscures the real point: that aid</p>

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<a href="#">Affairs</a> 2006.			can work, but only if done right.
Steiner, Lucy. 2000. <a href="#">A Review of the Research Literature on Scaling Up in Education.</a>	Education		The article synthesizes the available literature and research on scaling up in education. The author argues that little is known about reforms and improvements that have gone from small programs to large, well-integrated and coordinated programs fully implemented in many schools and districts. The challenge of "going to scale" with a reform is, however, the key to making changes in more than a few "lighthouse" schools of excellence. If the ultimate goal is to raise all schools to higher levels of performance and excellence, then understanding how to go from the "one to the many" is very important. Increasing the number of schools engaged in the reform is not the only factor, researchers are also working on identifying what the conditions for scale-up to occur are, and what factors both slow efforts to go to scale as well as those that accelerate the scale-up process.
Sternin, M., J. Sternin, and D. Marsh. 1999. " <a href="#">Scaling up poverty alleviation and nutrition program in Vietnam.</a> " In <i>Scaling Up, Scaling Down - Overcoming Malnutrition in Developing Countries.</i> Ed. Thomas J. Marchione. Australia: Gordon and Breach.	Nutrition and health	Save the Children Poverty Alleviation and Nutrition Program (PANP) program, Vietnam	The paper describes Save the Children's work in Vietnam to help reduce malnutrition in poor rural families. The goal of the program has been to provide a demonstrably successful low cost, high impact nutritional model which can be used to advocate the viability of addressing malnutrition without addressing all causal factors. The paper describes how this grass-roots program was initially set up and how Save the Children successfully expanded the program to 10 more communes, adapting key components, and eventually reached over 200 communes and over 1 million poor Vietnamese.
Tall Thiam, F., Suh, S., Moreira, P. 2006. <a href="#">Scaling Up Postabortion Care Services: Results from Senegal.</a> Cambridge, MA: MSH Occasional Paper No. 5.			
Taylor, Melissa, J. Gregory Dees, Jed Emerson, "The Question of Scale: Finding an	Social-purpose organizations		As a follow-up to their book <i>Enterprising Nonprofits</i> , the authors of <i>Strategic Tools for Social Entrepreneurs</i> provide a full set of practical tools for putting the lessons of business entrepreneurship to work in your nonprofit. The book offers hands-on guidance that helps social sector leaders hone their entrepreneurial skills and carry out their social missions more effectively



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<p>Appropriate Strategy for Building on Your Success,” Ch.10, Strategic Tools for Social Entrepreneurs: Enhancing the Performance of Your Enterprising Nonprofit, ed. Dees, Emerson, Economy, (Wiley, 2002).</p>			<p>than ever before. This practical and easy-to-use book is filled with examples, exercises, checklists, and action steps that bring the concepts, frameworks, and tools to life. Detailed explanations of all the tools and techniques will help you personalize and apply them to your nonprofit organization—making it stronger, healthier, and better able to serve the needs of our communities. Offers and defines several pathways for “scaling deep” (achieving greater impact in home community or market) and “scaling out” (disseminating principles, creating learning networks, or packaging/selling programs) as well as a four-step process for deciding whether and how to scale: 1) define what you are scaling and determine its replicability, 2) assess the opportunity, 3) evaluate your readiness, 4) formulating a scaling up strategy that fits.</p>
<p>Uvin, P. 1995. <a href="#">“Fighting hunger at the grassroots: Paths to scaling up.”</a> World Development 23(6): 927-940.</p>	<p>Grassroots poverty alleviation programs</p>		<p>This article proposes some clear definitions and taxonomies of scaling up, i.e., the processes by which grassroots organizations expand their impact. It then goes on to apply this taxonomy of scaling up to 25 Third World organizations that were nominated for the Alan Shawn Feinstein Hunger Awards, a yearly set of three awards given by Brown University to organizations that have been especially meritorious in combating or preventing hunger. This case study describes a number of paths for scaling up that might have general relevance.</p>
<p>Uvin, P. 1999. “Scaling up, scaling down: NGO paths to overcoming hunger.” In Scaling Up, Scaling Down - Overcoming Malnutrition in Developing Countries. Ed. Thomas J. Marchione. Australia: Gordon and Breach.</p>	<p>Nutrition,</p>	<p>"Poverty Alleviation and Nutrition Program" in Vietnam, nutrition education program in Haiti, nutrition improvement program in Bangladesh</p>	<p>The book addresses the challenge of "scaling up" from proven, effective narrow interventions to larger regional or countrywide programs. Each chapter explores the ways that aid and development organizations are learning to grapple with hunger and nutrition issues by replicating programs that work, and also by devolving control to grassroots level ownership. Several parts of the book's focus analyze trends in malnutrition in developing countries.</p> <p>Uvin looks at global food trends, observing that overall, "the world produces enough food to feed its entire population on a basic diet, and has sufficient stocks to protect itself against disasters. However, the margins seem to be slim." Because of WTO/GATT and because of the decline in subsidized agriculture in wealthier countries, Uvin expects "as world food prices rise, food production in the Third World should increase, as should Third World food exports: local farmers would not suffer anymore from artificially low-priced, subsidized, import competition, and would thus be able to increase their own production."</p>
<p>Uvin, P. and D. Miller. 1996. “Paths to scaling-up: Alternative strategies</p>			<p>There are different ways for nongovernmental organizations to scale-up. The authors describe "quantitative" scaling-up as increasing the size and number of programs that an organization offers. However, there are different "paths" to quantitative scaling-up. Uvin and Miller describe 5 quantitative scaling-up paths and point out, however, that the 5 different paths are not mutually</p>

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for local nongovernmental organizations.” Human Organization 55(3): 344-354.			exclusive. They say that an organization may pass through more than one of these processes during the life of the organization. They also present what they call a "pre-theory" of scaling-up where they propose a working set of definitions and conceptual framework for studying issues involved in scaling-up.
Uvin, Peter, and David Miller. 1994 “ <a href="#">Scaling Up: Thinking Through the Issues</a> .”	Taxonomy of scaling up		This article proposes a first scientific look at scaling up. It represents what can be called a "pre-theory:" the development of some clear definitions and taxonomies, which can constitute the basis for scientific investigation and discussion. Article reviews the history and taxonomy of scaling up and describes its 4 types.
UNGEI. 2004. ‘ <i>Scaling up Good Practices in Girls’ Education</i> ’. UNGEI Policy Consultation.  <i>Summary Report of Outcomes and Proceedings</i> . Nairobi, June 23-25.			
Unwin, P.; Jain, P.; Brown, L. 2000. <a href="#">Think large and act small: Toward a new paradigm for NGO scaling up</a> . World Development. 28(8):1409-1419.	NGOs, civil society, scaling	Asia and India	Scaling up is about "expanding impact" and not about "becoming large," the latter being only one possible way to achieve the former. The experiences of five Indian NGOs suggest the emergence of a new paradigm of scaling up, in which NGOs become catalysts of policy innovations and social capital, creators of programmatic knowledge that can be spun off and integrated into government and market institutions, and builders of vibrant and diverse civil societies. The authors specify the mechanisms by which NGO impact can be scaled up without drastically increasing the size of the organization.
UNTERHALT, E.; KIOKO-ECHESSA, E.; PATTMAN, R.; RAJAGOPALAN, R.; N’JAI, F. 2004. Scaling up Girls’ Education:			

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Towards a Scorecard on Girls' Education in the Commonwealth. (Beyond Access Project.) London, Institute of Education and Oxford, Oxfam GB.			
Van Oudenhoven, Nico, and Rekha Wazir, " <a href="#">Replicating Social Programmes: Approaches, Strategies and Conceptual Issues</a> " Management of Social Transformation, Discussion Paper Series, No. 18. Note 3. (Paris: UNESCO).	Social programs		This paper reviews the key issues and methodologies involved in the replication of social programs. The related, but more general, processes of knowledge transfer and dissemination as well as the more specific strategies involved in replication and going-to-scale are examined. A main argument running through this paper is that effective and sustainable programs reaching out to large numbers are few and far between and take a long time to establish.
Varma, Sona. " <a href="#">Scaling up Microfinance Initiatives by the Private Sector: The Case of Icici Bank, India.</a> " Conference on Taking Action for the World's Poor and Hungry People. Beijing, China: International Food Policy Research Institute, 2007.			
World Bank (2006), ' <a href="#">Repositioning Nutrition as Central to Development: A Strategy for Large-Scale Action</a> ',	Nutrition, health		<i>Repositioning Nutrition as Central to Development: A Strategy for Large-Scale Action</i> makes the case that development partners and developing countries must increase investment in nutrition programs. This case is based on evidence that the scale of the problem is very large and that nutrition interventions are essential for speeding poverty reduction, have high benefit-cost ratios, and can improve nutrition much faster than reliance on economic growth alone. Much more

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The International Bank for Reconstruction and Development/The World Bank, Washington D.C.			attention therefore needs to be given to shorter routes to better nutrition—providing health and nutrition education and micronutrient fortification and supplementation. In addition, more attention needs to be directed to gender issues such as pregnant women’s care of themselves and their children. Conditional cash transfers, when coupled with improvements in service quality and access, are a good way to get poor people to use nutrition services. Moreover, improved nutrition can drive economic growth. This report proposes to the international development community and national governments a global strategy for accelerated action in nutrition.
World Bank. <a href="#">"Opportunities to Scale Up: Delivering on Commitments."</a> January 2007. Vol. 1.	Scaling up aid		
World Bank. <a href="#">A Chance to Eliminate Poverty: Scaling up Development Assistance in South Asia.</a> Washington, DC, January 2007.			
World Bank. <a href="#">"The Country-Based Development Model and Scaling Up."</a> Scaling Up Newsletter Series, April 2007.			The Scaling Up Newsletter Series was introduced early in 2007 to chart international progress in achieving the commitments for scaling up made at Gleneagles in 2005 and to help identify opportunities for increasing aid at the country level. The first edition presented basic principles for delivering more and better aid and underscored some of the tensions inherent in the scaling up agenda. This edition considers the inextricable link between country-based development and scaling up, reviewing best practice at the country and donor levels. Future editions will report on results and resources meetings and will take a deeper look at systematic issues that must be addressed to successfully deliver scaled up aid and more rapid poverty reduction.

Research Study	Focus Area	Principal Regions and Countries	Abstract
<p>Wambugu, C., Franzel, S., Tuwei, P. &amp; Karanja, G. (2001). <a href="#">Scaling up the use of fodder shrubs in central Kenya</a>. <i>Development in Practice</i> 11(4), 487-494.</p>			<p>Fodder shrubs provide great potential for increasing the income of smallholder dairy farmers. Following successful on-station and on-farm trials and considerable farmer-to-farmer dissemination in Embu District, Kenya, a project was initiated to introduce fodder shrubs to farmers across seven districts. Over a two-year period, a dissemination facilitator working through field-based partners assisted 150 farmer groups comprising 2600 farmers to establish 250 nurseries. Farmers planted an average of about 400 shrubs each. The experience has confirmed that successful scaling up requires much more than transferring seed and knowledge about a new practice; it involves building partnerships with a range of stakeholders, ensuring the appropriateness of the practice and farmers' interest in it, assisting local communities to be effective in mobilising local and external resources, and ensuring the effective participation of farmer groups and other stakeholders in testing, disseminating, monitoring, and evaluating the practice.</p>
<p>WHO/ExpandNet. <a href="#">Practical Guidance for Scaling up Health Service Innovations</a>. Geneva: World Health Organization, 2007.</p>			<p>One of the important contributions of the document is that it identifies general principles as well as makes very specific, concrete suggestions. Guidance is organized around a framework that highlights the interrelationships among the central elements and strategic choices involved in scaling up. The following lessons stand out:</p> <p>Interventions that are backed by locally generated evidence of programmatic effectiveness and feasibility increase the likelihood of being successfully scaled up.</p> <p>Scaling up often involves an institution-building task that requires a variety of special technical, managerial, human resource, leadership and financial inputs as well as longer timeframes than typical project cycles.</p> <p>Scaling up must be concerned with sustainable policy and program development, including both institutional capacity and availability of financial resources.</p> <p>When tested interventions involve a large degree of change in the institutions expected to adopt them, scaling up will require extensive technical support and time.</p> <p>Adapting health service innovations to changing socio-cultural, economic and institutional contexts in the course of expansion is vital for success.</p> <p>Integrating considerations of gender and human rights into scaling-up initiatives is essential.</p> <p>Special attention to monitoring and evaluation is needed as scaling up proceeds to ensure that results inform strategic adjustments and adaptations.</p>
<p>Wils, F. 1995. "Scaling-up, mainstreaming and accountability: The</p>			

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<p>challenge for NGOs.” In Non-Governmental Organisations: Performance and Accountability beyond the Magic Bullet. Eds. Michael Edwards and David Hulme. London, England: Earthscan.</p>			
<p>Wolfensohn, James D. "Reducing Poverty on a Large Scale." <u>Development Outreach</u> 6.3 (2004): 2-3</p>			
<p>World Bank. "Lessons: Scaling up Successful Efforts to Reduce Poverty." <u>Scaling Up Poverty Reduction Conference</u>. Ed. Mohini Malhotra. Shanghai, China: World Bank, 2004.</p>			
<p>World Bank. 2003. <a href="#">Scaling-up the impact of good practices in rural development: A working paper to support implementation of the World Bank's Rural Development Strategy</a>. Report Number 26031 (Link)</p>	<p>Agricultural research; regional rural development; health economics</p>		<p>A key thrust in the implementation of the Bank's new rural development strategy is identifying and "scaling-up good practice investments and innovations in rural development." This working paper, written in support of the Bank's rural development strategy, is intended to contribute to the development of a framework for thinking about scaling-up. The paper begins with a review of the literature on scaling-up in rural development and other contexts to develop an understanding of basic concepts and terms. Drawing from the literature review and interviews, the authors develop a working definition of the term scaling-up and a provisional framework for analyzing experiences of scaling-up in rural development. Then, to evaluate the provisional framework, the authors apply it to a few well-documented case studies of rapid scaling-up. The final sections of the paper draw lessons from the application of the framework to the case studies and identify key areas for moving forward to support scaling-up impacts in rural development.</p>

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<p>Wyss, K., Doumagoum Moto D., Callewaert B. <a href="#">Constraints to scaling-up health related interventions: the case of Chad, Central Africa.</a> Journal of International Development, 2003. <b>15</b>(1): p. 87-100.</p>	Health interventions	Chad	<p>This country case study examines constraints to scaling up health related interventions in Chad. The first part assesses difficulties in overcoming these constraints at several levels and the second part documents briefly the experience of four development projects in the health sector to serve as case studies for evaluating constraints and opportunities for scaling up health related interventions. This analysis shows that emphasis has to be put on systemic approaches which address absorptive capacity, on removal of structural constraints, and on efficient and equitable production of health services. In the production of services the development of infrastructure must not exceed the development of human resources. If the millennium development goals are to be achieved, major investments in basic and in-service training and in management skills are crucially needed. In addition, the study shows the importance of promoting health services which actively seek to fulfill community demands and those of disadvantaged groups.</p>
<p>Zadek, Simon, <a href="#">Accountability Compacts: Collaborative Governance for the 21<sup>st</sup> Century</a>, Paper presented at the Brookings Blum Roundtable, August 1-3, 2007</p>			<p>Accountability is the DNA of civilized societies, and so also of meaningful development. As the context for development is reshaped by unfolding geopolitical and environmental factors, our inheritance of bygone accountability innovations are proving inadequate to the task. Reinventing approaches to accountability fit for the needs of this century has become an imperative. Experiments in collaborative governance between public bodies, business and civil and labour organizations offer a host of exciting new players. Actions rooted in collaborative governance can be the new development actor, overcoming many of the inertias and inadequacies of our traditional institutions. But its contribution will depend, fundamentally, on how these new institutional constellations are held to account. “Accountability Compacts”, grounded mutual accountability, offers a route for ensuring that collaborative governance strengthens the pre-condition for development: effective accountability.</p>
<p>Zaman, Hassan. “<a href="#">The Scaling-Up of Microfinance in Bangladesh : Determinants, Impact, and Lessons</a>”. No 3398, Policy Research Working Paper, World Bank</p>	Microfinance	Bangladesh	<p>The author describes the factors that led to the scaling-up of micro-credit in Bangladesh, the impact this has had on the poor, future challenges in Bangladesh, and possible lessons for other countries. The author argues that strategic donor investments in a handful of well-managed institutions that offer a simple, easily replicable financial product could lead to large gains in access to finance for the poor. However, this approach could sacrifice other objectives of financial sector development, such as product and institutional diversity, which could be promoted after the initial expansion has taken place. Governments can also have a crucial role in promoting access to microfinance by ensuring macroeconomic stability, enforcing a simple regulatory structure, and developing communications networks that reduce transaction costs. Another lesson is that while visionary leadership cannot simply be franchised, the internal management systems that led to the scaling-up can be replicated in other settings.</p>

Research Study	Focus Area	Principal Regions and Countries	Abstract
<p>Zoomers, A. 2006. <a href="#">“Three Decades of Rural Development Projects in Asia, Latin America, and Africa. Learning From Successes and Failures”</a>. Research Paper No. 2006/33, UNU World Institute for Development Economics Research (UNU-WIDER)</p>	<p>Rural development, agricultural research, project evaluation</p>	<p>46 projects in Latin America, Asia, and Africa</p>	<p>This article aims to contribute to the discussion about how to make development interventions more effective by analyzing the factors contributing to the success or failure of rural development projects. We made an aggregate level analysis of 46 projects in the field of agricultural research (AR), water management (WM), natural resource management (NRM), and integrated rural development (IRD), financed by the Netherlands’ Directorate-General for International Cooperation (DGIS) and carried out between 1975-2005 in Asia, Africa and Latin America. Making a distinction between the successful projects and failures, we showed the possibilities and limitations of evaluating projects on the basis of the official criteria (relevance, efficiency, effectiveness, sustainability and impact and/or using criteria such as poverty, gender, institutional development, governance and environment). We learned that project performance very much depends on whether interventions ‘keep track’ with local priorities and trends. This is much more important than ‘measuring output’ (are results in line with the project goal?) which is wrongly presented as a priority in monitoring and evaluation practices.</p>
<p>A. P. Zwane and M. Kremer What Works in Fighting Diarrheal Diseases in Developing Countries? A Critical Review World Bank Res. Obs., May 4, 2007; (2007).</p>			<p>The Millennium Development Goals call for reducing by half the proportion of people without sustainable access to safe drinking water. This goal was adopted in large part because clean water was seen as critical to fighting diarrheal disease, which kills 2 million children annually. There is compelling evidence that provision of piped water and sanitation can substantially reduce child mortality. However, in dispersed rural settlements, providing complete piped water and sanitation infrastructure to households is expensive. Many poor countries have therefore focused instead on providing community-level water infrastructure, such as wells. Various traditional child health interventions have been shown to be effective in fighting diarrhea. Among environmental interventions, hand washing and point-of-use water treatment both reduce diarrhea, although more needs to be learned about ways to encourage households to take up these behavior changes. In contrast, there is little evidence that providing community-level rural water infrastructure substantially reduces diarrheal disease or that this infrastructure can be effectively maintained. Investments in communal water infrastructure short of piped water may serve other needs, and may reduce diarrhea in particular circumstances, but the case for prioritizing communal infrastructure provision needs to be made rather than assumed.</p>



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## 2. Literature on aid and development effectiveness

ADB (Asian Development Bank), 2005. "Comments on Poverty Reduction Strategy Initiative and Country Experiences." Manila, Philippines.			
Agence Française de Développement, Bundesministerium für Wirtschaftliche Zusammenarbeit und Entwicklung, Kreditanstalt für Wiederaufbau Entwicklungsbank, U.K. Department for International Development, and the World Bank, 2005. " <a href="#">Pro-Poor Growth in the 1990s: Lessons and Insights from 14 Countries</a> ". Working Paper 32885, Washington, D.C.	Economic growth	Bangladesh, Bolivia, Brazil, Burkina Faso, El Salvador, Ghana, India, Indonesia, Romania, Senegal, Tunisia, Uganda, Vietnam and Zambia	The Operationalizing Pro-Poor Growth (OPPG) work adds to the literature by drawing on 14 country case studies. The country studies systematically analyzed the distributional pattern of growth and how it was affected by country policies and conditions, thus overcoming some of the well-known shortcomings of cross-country econometrics. The studies looked at four broad policy areas and how each affected the ability of poor people to participate in growth: the macro framework and the composition of growth; agriculture and non-farm income; labor markets and employment; and public expenditure policies. In looking at the distributional impact of growth on the poor, the study adopts an income-based metric of poverty reduction (based on national poverty lines). The country cases and the synthesis paper focus on the 1990s, but overall poverty, growth and inequality trends of the decade are viewed, where possible, within the countries' broader historical experience.
Alesino, Alberto and David Dollar, " <a href="#">Who Gives Aid to Whom and Why</a> ," <i>Journal of</i>	Foreign aid, economic development, democracy.		This paper studies the pattern of allocation of foreign aid from various donors to receiving countries. We find considerable evidence that the direction of foreign aid is dictated as much by political and strategic considerations, as by the economic needs and policy performance of the recipients. Colonial past and political alliances are major determinants of foreign aid. At the

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<i>Economic Growth</i> , Vol. 5 (1), pp.33-63			margin, however, countries that democratize receive more aid, ceteris paribus. While foreign aid flows respond to political variables, foreign direct investments are more sensitive to economic incentives, particularly “good policies” and protection of property rights in the receiving countries. We also uncover significant differences in the behavior of different donors.
Anderson, L. and K. Stamoulis. 2006. “ <a href="#">Applying Behavioral Economics to Internatioanl Development Policy</a> ”. Research Paper No. 2006/24, UNU World Institute for Development Economics Research (UNU-WIDER)	Behavioral economics	Russia, Vietnam	<p>Many development policies and programs are premised on a traditional economic model of rationality to predict how individuals will respond to changes in incentives. Despite the emphasis of these programs on poverty reduction, economists and the development community in general are still unable to fully understand how the poor make decisions, especially under uncertainty and over time. The rise and fall of different descriptive models and paradigms of poor household behavior can partly be attributed to this limited understanding. More helpful answers may lay within behavioral economics, that these insights are particularly important for poor populations, and that they can improve the future design, implementation and subsequent effectiveness of development programs. Behavioral economics is an approach that rigorously combines the insights of psychology and economics to try to better understand and predict human decision making.</p> <p>The authors discuss what they mean by behavioral anomalies and with a brief review of some USA and Western European experiments, drawing on earlier experimental summaries. They also used original field data collected with stated and revealed preference surveys in Vietnam and Russia to examine discount rate patterns, risk attitudes and decision heuristics.</p>
Azam, Jean-Paul & Laffont, Jean-Jacques, 2003. " <a href="#">Contracting for aid</a> ," <a href="#">Journal of Development Economics</a> , Elsevier, vol. 70(1), pages 25-58, February	Aid; Contract; Poverty		Foreign aid is analyzed as a contract where the North gives a transfer to the South in return for poverty reduction, regarded as an international public good. The issue of conditionality is first discussed in a moral hazard framework, and then under asymmetric information about the degree of altruism of the government of the South. Additional actors like local NGOs and multilateral aid institutions are then added to the model. The optimal contracts to avoid free-riding or collusion are then presented.
Baldacci, Emanuele, Benedict J. Clements, Sanjeev Gupta, and Qiang Cui, 2004. “ <a href="#">Social Spending, Human Capital, and Growth in Developing Countries: Implications for Achieving the MDGs</a> ,”	Economic Growth, Human Capital, Social Spending, MDGs	120 developing countries	Using panel data from 120 developing countries from 1975 to 2000, this paper explores the direct and indirect channels linking social spending, human capital, and growth in a system of equations. The paper finds that both education and health spending have a positive and significant direct impact on the accumulation of education and health capital, and thus can lead to higher economic growth. The paper also finds that other policy interventions, such as improving governance, reducing excessive budget deficits, and taming inflation, can also be helpful in moving countries toward the MDGs. As such, higher spending alone is not sufficient to achieve the MDGs.

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IMF Working Paper 04/217 (Washington: International Monetary Fund).			
Banerjee, Abhijit, and Ruimin He. 2003. " <a href="#">The World Bank of the Future</a> ." <i>American Economic Review Papers and Proceedings</i> 93(2): 39–44.			This paper argues that the prima facie evidence suggests that the World Bank is not particularly effective either in dealing with countries that default or in promoting countries, projects and ideas that are likely to do well. The authors argue that this is probably related to the fact that the Bank does not make adequate use of scientific evidence in its decision-making and suggest ways to improve matters.
Beynon, Jonathan " <a href="#">Policy Implications for Aid Allocations of Recent Research on Aid Effectiveness and Selectivity</a> ", Paper presented at the Joint Development Centre/DAC Experts Seminar, OECD, Paris, 17 January 2001			Recent research by the World Bank into aid effectiveness and the implications for the allocation of donor aid has prompted a vigorous debate embracing the impact of aid on growth, conditionality and selectivity, and the implications for poor performers. This paper reviews the main arguments and evidence and suggests some policy conclusions. It summarizes the key findings of the World Bank "Assessing Aid" research, notably that aid is only really effective in accelerating growth when the quality of economic management is good. This potential has been more recently assessed in the Collier/Dollar (CD) poverty efficient aid allocation models, which is also reviewed in the paper. A comparison of actual aid allocations with the CD poverty efficient allocations suggests that South and Central Asia appear to be significantly under-funded, even with an artificial constraint imposed on India (which would otherwise get two thirds of all aid). As a conclusion, five main policy implications for donors are drawn from this analysis.
Bigman, D. 2007. <i>Globalization and the Least Developed Countries: Potentials and Pitfalls</i> . CABI, Oxfordshire, UK	economic development, economic growth, globalization, poverty, least developed countries, developing countries, africa south of sahara, development		One of the most notable changes in the world economy during the past three decades has been the diverging trends in the growth of the developing countries. Compared to East Asian countries that have integrated well into the global economy, those of Sub-Saharan Africa have remained stagnant and have become the world's least developed area. The policies and programmes of international organizations have failed to improve the situation while the global economy becomes dominated by trans-national corporations. A review of the suitability of globalization as an economic strategy for these under-developed countries is therefore needed. Focusing on the impact of globalization and on the constraints imposed by the changes in the world's production and trade, this book examines the opportunities open to the least developed countries as they design their strategies to accelerate growth and alleviate poverty. As the world's awareness of issues concerning globalization grows, this study will provide valuable insights.

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	policy		
<p>Bolger, Joe, “<a href="#">Capacity Development: Why, What and How</a>”, Capacity Development, Occasional Series, Vol. 1, No. 1, CIDA, Policy Branch, May 2000</p>			<p>The purpose of this introductory paper is to provide an overview of capacity development (CD) for development practitioners. In brief, it outlines some of the reasons for the emergent interest in capacity development within the international development community. The paper also attempts to explain what is meant by the term capacity development while detailing some of the implications for donors and developing countries of embracing a CD approach.</p>
<p>Bourgignon, Francois, Luiz Pereira da Silva, and Nicholas Stern. 2002. “<a href="#">Evaluating the Poverty Impact of Policies: Some Analytical Challenges</a>”, World Bank Working Paper</p>	<p><i>Keywords:</i> Evaluation, Poverty, Distribution, Incidence, Micro simulation, Macroeconomic model</p>		<p>This paper reviews the various tools presently available to evaluate the impact of economic policies in general on poverty reduction, or on the distribution of living standards, and explores directions for improvement. It is organized around the common thread of 'incidence analysis'. But this basic micro-economic evaluation tool is used in different contexts and in different ways so as to accommodate a wide range of policies with some potential impact on poverty. In particular, the paper covers indirect taxation and subsidies, public spending programs, at the national and local levels and from an ex-ante and an ex-post point of view, and macro-economic policies, in situations of either steady growth or crisis periods. By suggesting that incidence analysis could also be applied using samples of firms, it also touches upon the role of institutions and more generally policies aimed at improving the investment climate.</p>
<p>Burnside, Craig and David Dollar, “<a href="#">Aid, Policies, and Growth</a>,” American Economic Review 90(4) (September 2000): pp. 847–68.</p>			<p>This paper uses a new database on foreign aid to examine the relationships among foreign aid, economic policies, and growth of per capita GDP. In panel growth regressions for 56 developing countries and six four-year periods (1970-93) the policies that have a large effect on growth are fiscal surplus, inflation, and trade openness. The authors find robust evidence that aid has a positive impact on growth in developing countries with good fiscal, monetary, and trade policies. In the presence of poor policies, on the other hand, aid has no positive effect on growth. They find no evidence that aid has systematically affected policies - either for good or for ill; also, they show that any tendency for aid to reward good policies has been overwhelmed by donors’ pursuit of their own strategic interests. In a counterfactual they reallocate aid, reducing the role of donor interests and increasing the importance of policy, and find that such a reallocation would have a large, positive effect on developing countries’ growth rates.</p>
<p>Canagarajah, Sudharshan and Arthur van Diesen, 2005: “Uganda’s Experience with the</p>			

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Poverty Reduction Strategy Approach: an Overview of Lessons Learned,” draft mimeo.			
Chauvet, Lisa, and Patrick Guillaumont, 2004, “ <a href="#">Aid and Growth Revisited: Policy, Economic Vulnerability and Political Instability</a> ,” in <i>Toward Pro-Poor Policies Aid, Institutions, and Globalization</i> , ed. by Bertil Tungodden, Nicholas Stern, and Ivar Kolstad (New York: Oxford University Press and World Bank).			This paper revisits the relationship between aid and growth, adding three new assumptions to the standard Burnside-Dollar model, where aid effectiveness depends only on policy: 1) policy itself depends on aid, which involves a dynamic (re)formulation of the standard model, 2) aid effectiveness (positively) depends on structural economic vulnerability, 3) it depends (negatively) on political instability. An augmented model including these assumptions is estimated on 5-year sub-periods from 1975 to 1999 for 53 developing countries, using the Arellano-Bond GMM estimator and new composite indicators of policy, economic vulnerability and political instability. None of the previous assumptions is rejected. It follows that an "efficient" allocation of aid has to consider not only the quality of the present policy, but also its potential improvement, the economic vulnerability faced by the recipient country (more aid needed), and its political instability as well (aid presently less productive).
P. Guillaumont & L. Chauvet, 2001. " <a href="#">Aid and Performance: A Reassessment</a> ," <i>The Journal of Development Studies</i> , Taylor and Francis Journals, vol. 37(6), pages 66-92, August			Two visions of aid effectiveness and allocation are compared. The first, corresponding to the new aid paradigm, argues that aid is only effective if domestic policies are appropriate. The second, in contrast, argues that aid effectiveness depends on the external and climatic environment: the worse this environment, or the more vulnerable the recipient countries, the greater the effectiveness of aid. Cross-sectional econometric tests related to GDP growth on two 12-year pooled periods clearly favour the second view. The two views can be reconciled through the principle of performance-based aid allocation, where performance is defined as outcomes adjusted for the impact of environmental factors. Performance can then be measured in several manners which are subject to comparison. One approach would lead one to allocate more aid the worse the (external) environment is (for a given policy) and the better the policy is (for a given environment).
Choritz, Samuel. 2002. " <a href="#">Literature Review of Evaluative Evidence on the Three Drivers of Effective Development</a> :"			The author argues that while there are many variables that will ensure a country’s effective use of aid and its overall development effectiveness, three drivers namely ownership, policy framework and capacity development are particularly critical in this regard. He conducted a survey of evaluations which demonstrates the importance of these three key drivers of effective development. He concludes that by emphasizing these three drivers, and the manners in which they interact, and incorporating them properly into donor and developing country practice, overseas development

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<p><a href="#">Ownership, Policy, and Capacity Development.</a>” UNDP Evaluations Department. Mimeo, December 2002.</p>			<p>assistance will have a greater impact on development.</p>
<p>Chunharas, S. 2001. <a href="#">“Linking research to policy and action.”</a> In Forging Links for Health Research: Perspectives from the Council on Health Research for Development. Eds. Victor Neufeld and Nancy Johnson. Ottawa, Canada: International Development Research Centre.</p>			<p>A key element in ensuring that health research indeed becomes an “essential link to equity in development” is creating a dynamic link between research and policy. This chapter analyzes some of the experiences of developing countries in strengthening this link over the past 10 years. It begins by identifying the key components of effective research–policy linkages. These include the dual processes of research and policy development, the context in which they both operate, the stakeholders involved, the products or outputs of both processes, and the critical role of mediators.</p>
<p>Collier, Paul. 2007. The Bottom Billion. Why the Poorest Countries are Failing and What Can Be Done About It. Oxford University Press, p. 224</p>	<p>Poverty alleviation, failed states, G8</p>	<p>50 failing states</p>	<p><a href="#">Book review by Martin Wolf “How the bottom billion are trapped”.</a></p> <p>Global poverty, Paul Collier points out, is actually falling quite rapidly for about eighty percent of the world. The real crisis lies in a group of about 50 failing states, the bottom billion, whose problems defy traditional approaches to alleviating poverty. In <i>The Bottom Billion</i>, Collier contends that these fifty failed states pose the central challenge of the developing world in the twenty-first century. The book shines a much needed light on this group of small nations, largely unnoticed by the industrialized West, that are dropping further and further behind the majority of the world's people, often falling into an absolute decline in living standards. A struggle rages within each of these nation between reformers and corrupt leaders--and the corrupt are winning. Collier analyzes the causes of failure, pointing to a set of traps that snare these countries, including civil war, a dependence on the extraction and export of natural resources, and bad governance. Standard solutions do not work against these traps, he writes; aid is often ineffective, and globalization can actually make matters worse, driving development to more stable nations. <u>What the bottom billion need, Collier argues, is a bold new plan supported by the Group of Eight industrialized nations.</u> If failed states are ever to be helped, the G8 will have to adopt preferential trade policies, new laws against corruption, and new international charters, and even</p>

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			<p>conduct carefully calibrated military interventions.</p> <p>As former director of research for the World Bank and current Director of the Center for the Study of African Economies at Oxford University, Paul Collier has spent a lifetime working to end global poverty. In <i>The Bottom Billion</i>, he offers real hope for solving one of the great humanitarian crises facing the world today.</p>
<p>Collier, P., Dollar, D., 2001. <a href="#">Can the World Cut Poverty in Half? How Policy Reform and Effective Aid Can Meet International Goals</a>. <i>World Development</i> 29(11), November, P.1787-1802.</p>			<p>More effective development aid could greatly improve poverty reduction in the areas where poverty reduction is expected to lag: Sub-Saharan Africa, Eastern Europe, and Central Asia. Even more potent would be significant policy reform in the countries themselves. Collier and Dollar develop a model of efficient aid in which the total volume of aid is endogenous. In particular, aid flows respond to policy improvements that create a better environment for poverty reduction and effective use of aid. They use the model to investigate scenarios - of policy reform, of more efficient aid, and of greater volumes of aid - that point the way to how the world could cut poverty in half in every major region.</p> <p>Collier and Dollar find that the world is not operating on the efficiency frontier. With the same level of concern, much more poverty reduction could be achieved by allocating aid on the basis of how poor countries are as well as on the basis of the quality of their policies. Global poverty reduction requires a partnership in which third world countries and governments improve economic policy while first world citizens and governments show concern about poverty and translate that concern into effective assistance.</p>
<p>Collier, Paul and David Dollar, “<a href="#">Development Effectiveness: What Have We Learnt?</a>” Development Research Group, World Bank, January 2001</p>			<p>The authors suggest that the 'poverty-efficiency' aid allocation is merely a benchmark guide if a donor lacks other information about the country and also the power to change or prevail over government preferences. They argue that in most circumstances donors have only limited scope for the latter and that, while high aid dependence may reduce the fungibility problem and the use of NGOs can by-pass it altogether, such circumstances are not very common. Hence, the main reasons for departing from the benchmark are when the donor has additional information about likely poverty impact, or if poverty reduction is not the objective</p>
<p>Collier, Paul, David Dollar, and Nicholas Stern, “<a href="#">Fifty Years of Development</a>”, World Bank, Washington D.C.,</p>			<p><i>Fifty Years of Development</i> is a report written by Paul Collier, David Dollar, and Nicholas Stern, all of the World Bank. It provides "an interpretative view of the development experiences of the past 50 years," with a special emphasis on the past ten years. The authors' analysis of development in the 1990s found, overall, that market-oriented reform worked unreliably and often neglected "the institutional foundations necessary for markets to be effective for poverty reduction. It is not</p>

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2000			enough to focus attention on 'getting prices right'; public action is needed to 'get the markets right'." The report especially examines development in the Middle East, North Africa, and South Asia. It also looks at financial institutions, public service delivery, and financial sectors.
Collier, Paul, Shantayanan Devarajan, and David R. Dollar. 2001. " <a href="#">Measuring IDA's Effectiveness</a> ". Unpublished paper, World Bank, Washington, DC	Keywords: education, IDA, economic growth, poverty reduction		The authors use an established model to estimate the impact of an expansion of IDA on growth and poverty. They first tackle the big picture impact on growth and poverty reduction and then focus in on what is probably the most important other development goal, education.
Crewe, E. and J. Young. 2002. " <a href="#">Bridging Research and Policy: Context, Evidence and Links</a> ." Overseas Development Institute Working Paper No. 173. London, England: Overseas Development Institute.			The ODI Bridging Research and Policy project aims to increase understanding of linkages between development research, policy and practice and develop simple tools for researchers and policy makers to promote evidence-based policy that contributes to poverty reduction, alleviation of suffering or the saving of lives. This paper appraises current models of knowledge utilization and policy making, as well as other literature that sheds light on the research/policy linkages, and offers an integrated three-dimensional approach – consisting of context, links and evidence – to further assist the investigation into the impact of research on policy.
Dalgaard, C.J., and Henrik Hansen. 2005. " <a href="#">The Return to Foreign Aid</a> ," Discussion Papers 05-04, University of Copenhagen. Department of Economics (formerly Institute of Economics).			This paper investigates the marginal productivity of investment in the world's poorest economies. The aim is to estimate the return on investments financed by foreign aid as well as by domestic resource mobilization, using crosscountry aggregate data. In practice the return on both investment categories can be expected to vary considerably across countries and time. As a consequence we develop a correlated random coefficients approach to the issue at hand, which allows us to estimate the average aggregate rate of return on "aid investments" and "domestic investments". Across a wide array of estimators our principal finding is remarkably robust; the average aggregate gross return on "aid investments" falls in a 20-30 percent range, roughly the same as the return on investments funded by other sources than aid. This finding is well in accord with micro estimates of the economic return to aid.
Dalgaard, C.J., and Henrik Hansen, "On Aid, Growth and Good Policies," <i>Journal of</i>	Keywords: growth, aid, good policies, aid		This study provides a critical analysis of the growth regressions in Burnside and Dollar [2000]. First, we analyze the relationship between aid and government expenditure in a modified neo-classical growth model. One of the main results of the analysis is that while good policies spur



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<i>Development Studies</i> , Vol. 37 (6), 2001	effectiveness		growth they may at the same time reduce the effectiveness of foreign aid. Second, we show that the econometric results in Burnside and Dollar emphasizing the crucial role of interaction between aid and good policies in the growth process are fragile, as they are extremely data dependent. Finally, we demonstrate that the Burnside and Dollar data lend support to the idea that the association between aid and growth can be approximated by decreasing returns to aid. This finding conforms well to regression results in other recent studies.
DeJong, J. 2001. " <a href="#">A question of scale? The challenge of increasing the scale of non-governmental organisations' HIV/AIDS efforts in developing countries.</a> " Horizons/Alliance Project on Scaling Up HIV/AIDS Programmes. Washington D.C.: Population Council.	Keywords: health interventions, HIV/AIDS, challenges to scaling-up	12 NGOs	<p>This publication was prepared as part of the Horizons and the International HIV/AIDS Alliance initiative aimed at examining the nature of the challenge to scale up in the context of HIV/AIDS internationally. It addresses the specific challenge of deliberately increasing the scale of HIV/AIDS prevention, care and support programs in developing countries. It asks whether there are lessons from the broader literature on development which are of relevance to HIV/AIDS.</p> <p>The first part provides a background to and definitions of the term "scaling up" and describes contrasting perspectives to defining this term within the field of HIV/AIDS. In section two, drawing on the existing broader experience of scaling up development programmes, a typology of these processes relevant to HIV/AIDS is proposed. The third section examines the institutional implications of scaling up and the many internal dimensions that must be taken into consideration to prepare for scaling up.</p>
DeJong, J. 2003. <a href="#">Making an Impact in HIV and AIDS: NGO Experiences of Scaling Up.</a> London, England: Intermediate Technology Development Group Publishing.			<p>This book analyzes the issues of timing, appropriateness, cost and implications of scaling up through the experience of NGOs working in different contexts in developing countries. The author draws on case studies presented at an international seminar of NGOs and others specifically to address the issues of growth and scaling up, and she integrates the new insights from this process with existing thinking. A new typology of approaches to scaling up is proposed, and key elements of scaling up are described and discussed, as are issues such as risks entailed in growth, motivation for scaling up and the special challenges related to scaling up work on HIV and AIDS.</p>
De Renzio, Paolo and Sarah Mulley, Promoting Mutual Accountability in Aid Relationships, Overseas Development Institute Briefing Paper, April 2006			<p>The quality of aid must improve if poverty reduction objectives are to be met. There are two main challenges: first, changing donor practices to increase aid effectiveness (e.g. aid untying, harmonisation), and second, donors recognising that aid will only be successful if it is truly 'owned' by recipient countries. Mutual accountability goes to the heart of these two challenges. In the current aid system, recipients are highly accountable to donors, but donors are seldom accountable to recipients. Making donors more accountable to recipients could encourage them to improve their aid practices, and more leadership by recipients in the aid relationship</p>

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			itself could promote better country ownership.
<p>Dixit, Avinas. 2006. <a href="#"><i>Evaluating Recipes for Development Success</i></a>, Policy Research Working Paper 3859, Washington, DC: World Bank</p>			<p>This paper provides a review of the contradictions and conflicts in the literature on economic governance and sketches an approach to use some of the conceptual and empirical findings from that literature for development policy. The author suggests a preliminary approach to combine the practitioner's detailed knowledge of country conditions with the broader patterns uncovered by scholars, building on "growth diagnostics" that identify binding constraints to development. But he shifts from the sequential "decision tree" framework to a more directly "diagnostic" approach that recognizes that policymakers must deal with many factors simultaneously. The framework he suggests combines empirical information on potential causes, estimates of their probabilities, and observed effects. He proposes this framework as the foundation, not for another recipe, but for a broader mode of thought to tackle the complexity and variance in development processes and patterns across countries and time-one country at a time.</p>
<p>Dijkstra, Geske. 2005. <a href="#"><i>The PRSP approach and the illusion of improved aid effectiveness: lessons from Bolivia, Honduras and Nicaragua</i></a>. Development policy review, 23, no.4, 443-64</p>	<p>Main keywords: Poverty alleviation, debt relief, development aid, aid evaluation</p>		<p>Since 1999, poor countries that want to qualify for concessionary IMF loans and debt relief must elaborate and implement Poverty Reduction Strategy Papers. Donors claim that the PRSP approach will increase aid effectiveness since PRSPs will enhance broad country ownership and lead to better 'partnership' with donors, implying more donor co-ordination under government leadership. By examining the experiences of Bolivia, Honduras and Nicaragua, this article finds that the results are disappointing. The article also shows that, by emphasizing rational planning and ignoring politics, the PRSP approach has unintended and sometimes harmful consequences. This leads to recommendations for changes of the approach.</p>
<p>Dollar, David, and Victoria Levin. 2005. <a href="#"><i>"Sowing and Reaping: Institutional Quality and Project Outcomes in Developing Countries."</i></a> World Bank, Policy Research Working Paper No. 3524, February.</p>			<p>Much of the academic debate on the effectiveness of foreign aid is centered on the relationship between aid and growth as different aid-growth studies find conflicting results. In this paper, Dollar and Levin introduce microeconomic evidence on factors conducive to the success of aid-funded projects in developing countries. The authors use the success rate of World Bank-financed projects in the 1990s, as determined by the Operations Evaluation Department, as their dependent variable. Using instrumental variables estimation, the authors find that existence of high-quality institutions in a recipient country raises the probability that aid will be used effectively. There is also some evidence that geography matters, but location in Sub-Saharan Africa is a more robust indicator of lower project success rate than tropical climate. The authors proceed to disaggregate the success rate of World Bank projects by lending instrument type and by investment sector, finding that different institutions are more important for different types of projects. The finding of a strong relationship between institutional quality and project success serves to provide further support to the hypothesis that aid effectiveness is conditional on institutions and policies of the recipient country.</p>

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Duflo, Esther and Michael Kremer. <a href="#">Use of Randomization in the Evaluation of Development Effectiveness</a> , MIT and Harvard Working Paper, 2003.			In this paper, we argue that current evaluation practices often encounter problems that prevent them from effectively determining program impact, and that there is considerable scope for greater use of randomized evaluation methods in addressing these problems. We review recent randomized evaluations of educational programs in developing countries, including programs to increase school participation, provide educational inputs, and reform education, and then extract lessons from these examples. Finally, we discuss the role the international agencies can play in promoting and financing rigorous impact evaluations, including randomized evaluations.
Easterly, W., R. Levine, and D. Roodman. 2000 <a href="#">"New Data, New Doubts: A Comment on Burnside and Dollar's "Aid, Policies, and Growth"</a> <i>American Economic Review</i> , June 2004			The Burnside and Dollar (2000) finding that aid raises growth in a good policy environment has had an important influence on policy and academic debates. Easterly et al. conduct a data gathering exercise that updates their data from 1970–93 to 1970–97, as well as filling in missing data for the original period 1970–93. They find that the BD finding is not robust to the use of this additional data.
Easterly, William. 2001. <i>The Elusive Quest for Growth</i> . Cambridge, MA: MIT Press.			
Easterly, William. <a href="#">"Why Doesn't Aid Work?"</a> <i>Cato Unbound</i> , 2006.			
Easterly, William. 2006. <a href="#">Planners versus Searchers in Foreign Aid</a> , <i>Asian Development Review</i> , Vol. 23, No. 2, pp.1-35			Each year countries and international organizations pour billions of dollars into development actions in Asia and the Pacific. How should this work be managed? Do the Millennium Development Goals reflect the return of central planning in development economics and foreign aid? Is it productive to set outcome targets for foreign aid in Asia? Or should aid workers determine what projects will work and be held accountable for the results?
Easterly, William “The White Man’s Burden: Why the West’s Efforts to Aid the Rest Have Done So Much Ill, and So Little Good”, Penguin			

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Press, March 16, 2006			
Easterly, William, “ <a href="#">How the Millennium Development Goals are Unfair to Africa</a> ”, Global Economy & Development Working Paper # 14, Brookings Institution, Washington, DC. November 2007	MDGs	Africa	<p>One of the centerpieces of foreign aid efforts in the new millennium has been the effort to attain seven Millennium Development Goals (MDGs) for developing countries by the year 2015, representing progress on a range of economic and social indicators. These goals were first agreed at a summit of virtually all world leaders at the United Nations (UN) in 2000, and they have since occupied a great deal of the attention of the UN, World Bank, International Monetary Fund, and bilateral aid agencies in their dealing with low-income countries.</p> <p>The world as a whole will meet most of the goals, as will most regions. However, the MDG campaign has emphasized the failure of Sub-Saharan Africa compared to other regions. This paper argues that the MDGs are poorly and arbitrarily designed to measure progress against poverty and deprivation, and that their design makes Africa look worse than it really is. The paper does not argue that Africa’s performance is good in all areas, only that its relative performance looks worse because of the particular way in which the MDG targets are set.</p> <p>Measuring social and economic progress is not at all as straightforward as the discussion of the MDGs makes it seem. Setting targets in a particular way will make some regions look better and others look worse depending on a number of choices that any target-setting exercise must make. These choices include the following:</p> <ul style="list-style-type: none"> <li>• Choice of benchmark year</li> <li>• Linear vs. nonlinear relationships with time or per capita income</li> </ul>
Economides, G., S. Kalyvitis and A. Philippopoulos (2004), “ <a href="#">Do Foreign Aid Transfers Distort Incentives and Hurt Growth? Theory and Evidence from 75 Aid-recipient Countries</a> ”, Athens University of Economics and Business, mimeo.			<p>The authors argue that foreign aid transfers can distort individual incentives, and hence hurt growth, by encouraging rent seeking as opposed to productive activities. They construct a model of a growing small open economy that distinguishes two effects from foreign transfers: (i) a direct positive effect, as higher transfers allow the financing of infrastructure; (ii) an indirect negative effect, as higher transfers induce rent-seeking competition by self-interested individuals. In this framework, the growth impact of aid is examined jointly with the determination of rent-seeking behavior. Upon testing the main predictions of the model for a cross-section of 75 aid-recipient countries, they find evidence that aid has a direct positive effect on growth, which is however significantly mitigated by the adverse indirect effects of associated rent-seeking activities. This is especially the case in recipient countries with relatively large public sectors.</p>
Foster, M. 2000. “ <a href="#">New Approaches to</a>			<p>The first section explains the rationale for the development of sector programs in the context of evolving thinking on aid effectiveness, and defines the sector wide approach. The paper goes on to</p>

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<p><a href="#">Development Cooperation: What Can We Learn from Experience with Implementing Sector Wide Approaches?</a>” Working Paper 140, Overseas Development Institute, London.</p>			<p>discuss how sector programs need to be nested within the overall strategic framework of national policy, including the potential role of the Comprehensive Development Framework, and the poverty reduction strategies required for access to HIPC debt relief and concessional IMF finance. The paper discusses the problems of coordinating donors and Government in support of a single strategy, deriving some lessons for the ambitious national strategy exercises from the experience of sector programs. It also explores the policy issues raised by direct support to the Government budget, and lessons from experience of budget support in Africa. The final section looks at the extent to which sector programmes and similar approaches are relevant to countries with weaker policy, governance and institutional environments.</p>
<p>Goldin, Ian, Halsey Rogers, and Nicholas Stern. 2002. “The Role and Effectiveness of Development Assistance: Lessons from World Bank Experience”, A Research Paper from the Development Economics Vice Presidency of the World Bank, In <i>The Case for Aid</i>. Washington, D.C.: World Bank: 25-186</p>			<p>This study, <i>The Role and Effectiveness of Development Assistance: Lessons from World Bank Experience</i>, takes a broad view of the relationship between development experience and official development assistance (ODA) over the past 50 years, with particular emphasis on the World Bank’s experience in recent decades. This report finds that progress in improving well-being has been rapid, if uneven, and that—notwithstanding some significant shortcomings and failures—ODA has often helped to underpin and support success and is becoming more effective in doing so.</p>
<p>Guillaumont, P., 2000. Making Aid more Effective in Reducing Poverty. Comment. In <i>Governance Equity and Global Markets</i>, Proceedings of the Annual Bank Conference on Development Economics in Europe, La Documentation Française, P. 544-547.</p>			

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<p>Gundel, Sabine, Jim Hancock, and Simon Anderson. <a href="#">Scaling-up Strategies for Research in Natural Resources Management: A Comparative Review</a>. Chatham, UK: Natural Resources Institute, 2001.</p>	<p>Pro-poor development, scaling-up, natural resource management</p>		<p>This review, commissioned by the Department for International Development (DFID) Natural Resources Systems Program (NRSP) Hillside Research, had as its objective the identification of appropriate strategies to accelerate uptake of innovations by target farmers, and to provide a framework to guide the formulation of scaling-up mechanisms for these innovations towards the aim of poverty reduction and improvement of livelihoods.</p>
<p>Heller, Peter. 2005. "<a href="#">Making Aid Work</a>," <i>Finance and Development</i>, Vol. 42, No. 3 (September)</p>			<p>This article explores why increased aid flows will require economic policymakers to confront these issues and outlines the roles to be played by development partners—donors, recipient countries, and the IFIs—if these challenges are to be successfully met. The central message is that the mobilization of additional aid resources is only one (albeit essential) step in the journey to achieve the Millennium Development Goals (MDGs).</p>
<p>Heller, Peter S. "<a href="#">Pity the Finance Minister</a>": <a href="#">Managing a Substantial Scaling-up of Aid Flows</a>. Washington, D.C.: International Monetary Fund, 2005.</p>	<p>Foreign Aid, Fiscal Policy, Dutch Disease, Aid donors</p>		<p>Substantially scaling up of aid flows will require development partners to address many issues, including the impact of higher aid flows on: the competitiveness of aid recipients; the management of fiscal and monetary policy; the delivery of public services; behavioral incentives; and the rate of growth of the economy. Other issues will include the appropriate sequencing of aid-financed investments; balancing alternative expenditure priorities; the implications for fiscal and budget sustainability; and exit strategies from donor funding. Donors will need to ensure greater long-term predictability and reduced short-term volatility of aid. The international financial institutions can play a critical role in helping countries address these scaling-up issues.</p>
<p>Hendrickson JL, Dearden K, Pachon H, An NH, Schroeder DG and Marsh DR. <a href="#">Empowerment in Rural Viet Nam: Exploring changes in mothers and health volunteers in the context of an integrated nutrition project</a>. <i>Food and Nutrition Bulletin</i></p>			<p>The aim of this research was to document the degree to which Save the Children's integrated nutrition project empowers local women and health volunteers. Using qualitative methodologies, the authors conducted a cross-sectional assessment to compare self-reported changes in identified empowerment domains among 17 program health volunteers and 20 mothers involved in a child nutrition intervention and among five Women's Union leaders and five mothers in a non-intervention comparison commune. Intervention mothers reported increased knowledge, confidence, and information sharing about child-care and feeding, while non-intervention mothers reported minimal changes in these domains. Both intervention health volunteers and non-intervention Women's Union leaders expressed improvements in knowledge, confidence, and relationships with community members. This study finds that the relative increases in empowerment were greater for mothers than for health volunteers. This study's identification of</p>

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23(4):83-91, 2002			empowerment domains will inform future empowerment studies in Vietnam.
Hickey, Sam and Tim Brauhnoltz-Speight. <a href="#">The politics of what works in tackling chronic poverty.</a> Policy Brief No. 5, August 2007. Chronic Poverty Research Center.			<p>Politics underpins the success as well as the failure of poverty reduction initiatives. However, such processes are poorly understood. Our comparative research into this question revealed the following findings:</p> <ul style="list-style-type: none"> <li>• Building sustainable programs of support for the poorest groups involves extending the ‘political contract’ between states and citizens.</li> <li>• The processes driving the adoption of such programs are complex and historically rooted.</li> <li>• Events matter.</li> <li>• Elections may offer opportunities to re-draw such contracts.</li> <li>• Within government, social sector ministries often provide a ‘natural’ home for pro-poorest policies, but require the political backing of key ministries (e.g. finance, planning).</li> <li>• Civil society organizations do not emerge as critical to the uptake of pro-poorest policies, although they may play a valuable role in forming a constituency of support for policies and ensuring accountability in implementation.</li> <li>• Certain policies that reach the poorest rely on productive synergies with patron-client forms of politics, suggesting that trade-offs between the priorities of ‘good governance’ and poverty reduction may need to be considered.</li> <li>• There is little evidence that programs targeted at the chronically poor are politically unsustainable.</li> <li>• Before starting afresh, it is worth exploring the possibility that existing policies may be extended to include the poorest people.</li> <li>• Ideas about poverty matter.</li> </ul>
Jack, Andrew. "Gates Learns That Even in Charity There Can Be Controversy." Comment and Analysis. <a href="#">Financial Times</a> 13 June 2006			
Jian, Liu. <a href="#">"China's Comprehensive Approach to Poverty Reduction."</a> <a href="#">Development Outreach</a>			

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6.3 (2004): 15-17			
<p>Kharas, Homi, “<a href="#">Trends and Issues in Development Aid</a>”, Wolfensohn Center for Development Working Paper #1, Brookings Institution, Washington, DC. November 2007</p>	ODA, DAC		<p>This note provides background data and analysis on what has been happening to aid flows and the resulting change in aid architecture. It is based on data taken from the OECD/DAC and on a review of the literature.</p> <p><b>Key numbers on development assistance trends</b></p> <ul style="list-style-type: none"> <li>• Net official development assistance (ODA) from the 22 DAC member countries has increased to over \$100 billion over the last two years, with a promise of increases of 30 percent over the next three years.</li> <li>• Most ODA is for special purpose needs which do not translate into funds available for development projects and programs. Developing country governments are only receiving about \$38 billion in net country programmable aid (CPA).</li> <li>• Sub-Saharan Africa is especially hard hit by this wedge between ODA and CPA. It only received \$12.1 billion in CPA in 2005, showing almost no increase over the preceding two decades.</li> <li>• Non-DAC bilateral assistance (NDBA) is growing rapidly and amounts to more than \$8 billion in ODA and \$5 billion annually in CPA.</li> <li>• Private aid (PrA) from DAC member countries might already contribute between \$58-68 billion per year, although aggregate data is sketchy.</li> <li>• Total aid flows to developing countries therefore currently amount to around \$180 billion annually.</li> </ul> <p><b>Key trends in aid architecture</b></p> <ul style="list-style-type: none"> <li>• Multilateral aid agencies (around 230) outnumber donors and recipients combined.</li> <li>• Multilaterals only disburse 12 percent of total aid (official plus private), and about one-quarter of total net CPA.</li> <li>• Multilaterals disburse more towards Africa than do bilaterals.</li> <li>• The average number of donors per country is growing, while average project size appears to be shrinking, implying growing fragmentation of aid.</li> </ul> <p><b>Key Issues</b></p> <ul style="list-style-type: none"> <li>• Mechanisms for information sharing, coordination, planning and aid administration are increasingly costly and ineffective.</li> <li>• There is a growing need for efficient allocation rules for donors to fund the growing number of aid agencies, but assessments of aid agency effectiveness is in its infancy.</li> <li>• Scaling up, learning and innovation could advance as new players experiment with new</li> </ul>



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			methods, but would require more public and private sector exchanges.
<p>Klein, Michael, and Tim Harford, eds. <a href="#">The Market for Aid</a>. First ed. Washington, D.C.: International Financial Corporation, 2005.</p>			<p>In an accessible style Michael Klein and Tim Harford analyze some of the hot topics in the aid industry today. They argue that the aid industry is changing, old models of aid are under pressure, and both donors and recipients will ask more and more of aid agencies in the future. The chaos of competition and the search for new ideas are frightening to some and risk harming the people whom the industry is supposed to benefit. Yet at the same time there is a tremendous opportunity for harnessing competition to improve performance and find better ways of helping the poor. Klein and Harford argue for rigorous methods of evaluation and creative use of the private sector to produce a more effective aid industry in which new experiments are encouraged.</p>
<p>Kremer, Michael. 2003. <a href="#">Randomized Evaluations of Educational Programs in Developing Countries: Some Lessons.</a>” <i>American Economic Review Papers and Proceedings</i> 93(2): 102–15.</p>			<p>This paper reviews recent randomized evaluations of educational programs in developing countries, including programs to increase school participation, to provide educational inputs, and to reform education. It then extracts some lessons for education policy and for the practice and political economy of randomized evaluations. The author argues that the problems of omitted variable bias which randomized evaluations are designed to address are real and that randomized evaluations are feasible. They are no more costly than other types of surveys, and are far cheaper than pursuing ineffective policies. However, they are rare because program advocates block randomized evaluations since they would reveal programs' true impact to voters. Ideally, the World Bank and other development funders would require pilot programs and randomized evaluations before launching large-scale funding of new policies which are prone to evaluation, just as regulators require randomized trials before approving new drugs.</p>
<p>Lal, Deepak. <a href="#">"Reply to Easterly: There Is No Fix for Aid."</a> <i>Cato Unbound</i>, 2006.</p>			
<p>Lancaster, Carol, and Ann Van Dusen, eds. <a href="#">Organizing U.S. Foreign Aid: Confronting the Challenges of the Twenty-First Century.</a> Washington, D.C.:</p>			<p>In this book Carol Lancaster and co-author Ann Van Dusen call for a fundamental reorganization of U.S. foreign aid programs, and urge that a Department of Development be created to manage all U.S. aid programs. The authors argue that due to the proliferation of new U.S. foreign aid programs in recent years and the ever-present need for development assistance in areas facing poverty, environmental disasters and health epidemics, attention needs to be focused on reorganizing the system to maximize</p>

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<p>Brookings Institution Press, 2005.</p>			<p>efficiency and effectiveness.</p> <p>They review the core mission, history and current organizational structure of U.S. foreign aid, noting that the fundamental goals of providing aid to advance U.S. diplomatic interests and to improve economic and social development in poor countries haven't changed dramatically. In addition, they examine the highly fragmented organizational structure of U.S. foreign aid programs and look closely at the internal processes of the U.S. Agency for International Development, the principal foreign assistance entity of the federal government. The authors argue that the disadvantages associated with the current structure of U.S. foreign aid programs, such as overlapping and conflicting aid activities, increased administrative costs and lack of overall coordinated strategy, outweigh the benefits.</p> <p>The authors also review the influence of political entities on foreign aid, noting that the role Congress plays in influencing policy, distribution and administration of foreign aid is greater than any legislature in any other aid-giving country. They examine foreign aid organizational models in other countries, and look at the landscape of foreign aid in the 21st century, emphasizing that communicating information about aid programs to the public is crucial for garnering support for future programs in development assistance.</p> <p>Lancaster and Van Dusen advocate implementing one of three potential solutions to the problem of managing the fragmented system of U.S. foreign aid: unify all major aid programs into one Department of Development; unify the two major development agencies, USAID and the Millennium Challenge Corporation; or make no significant changes in the organizational structure but require increased administrative and authoritative leadership from within the U.S. government.</p>
<p>Leautier, Frannie, Mohini Malhotra, and Michelle De Nevers.  <a href="#">"Experimentation and Learning for Development Results: Experience from the Shanghai Global Learning Process."</a>  <a href="#">Development Outreach</a>  6.3 (2004): 6-9.</p>			

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<p>Levine, Ruth. "<a href="#">In World Bank Corruption Fight, Independent Evaluation Is Key.</a>" <i>CGD Notes</i>, 2006</p>			<p>CGD senior fellow and program director Ruth Levine argues that independent impact evaluation of anti-corruption programs will be crucial to the success of the new World Bank campaign against corruption. As corruption-fighting programs are put into place, she writes, donor and recipient countries must request and fund careful, credible and independent third party evaluations.</p> <p>Levine's recommendations include collecting information about starting conditions, rolling out programs so that sensible comparisons can be made, conducting rigorous evaluations and, when the results are in, publishing them regardless of whether or not they make the funders and implementers look good. By insisting on careful, independent evaluation of program impact from the outset, World Bank President Paul Wolfowitz and his colleagues could break with the decades-old World Bank tradition of doing without learning, she says.</p>
<p>Malik, Khalid. 2002. "Capacity and Development", In Sakiko Fukada-Parr, et. al. (Eds.), <i>Capacity for Development: New Solutions to Old Problems</i>. London: Earthscan Publishers</p>			<p>Leading experts consider how development programs can increase the levels of knowledge, skill, technical know-how and productive capacity of populations in the South. The volume is organized into three parts on ownership, institutional capital and knowledge networks. They explore the participatory empowerment that builds capacity, a framework enabling social forces to contribute, and a new paradigm of knowledge in the network age. The result shows how, in future productivity, capacity development through technical cooperation can be successfully pursued.</p>
<p>Mansuri, G. and V. Rao. <a href="#">Community-Based and -Driven Development: A Critical Review</a>, The World Bank Research Observer 2004. 19(1): p. 1-39 h</p>			<p>Community-based and -driven development projects have become an important form of development assistance, with the World Bank's portfolio alone approximating \$7 billion. A review of their conceptual foundations and evidence on their effectiveness shows that projects that rely on community participation have not been particularly effective at targeting the poor. There is some evidence that such projects create effective community infrastructure, but not a single study establishes a causal relationship between any outcome and participatory elements of a community-based development project. Most such projects are dominated by elites, and both targeting and project quality tend to be markedly worse in more unequal communities. A distinction between potentially "benevolent" forms of elite domination and more pernicious types of capture is likely to be important for understanding project dynamics and outcomes. Several qualitative studies indicate that the sustainability of community-based initiatives depends crucially on an enabling institutional environment, which requires government commitment, and on accountability of leaders to their community to avoid "supply-driven demand-driven" development. External agents strongly influence project success, but facilitators are often poorly trained, particularly in rapidly scaled-up</p>

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			<p>programs. The naive application of complex contextual concepts like participation, social capital, and empowerment is endemic among project implementers and contributes to poor design and implementation. The evidence suggests that community-based and -driven development projects are best undertaken in a context-specific manner, with a long time horizon and with careful and well-designed monitoring and evaluation systems.</p>
<p>Mavrotas, George. 2005. <a href="#">Aid heterogeneity: looking at aid effectiveness from a different angle</a>. Journal of international development, 17,no.8, 1019-36</p>	<p>Uganda, development aid, aid evaluation, economic models</p>		<p>The paper uses an aid disaggregation approach to examine the impact of different aid modalities on the fiscal sector of the aid-recipient country. It uses time-series data on different types of development aid (project aid, program aid, technical assistance and food aid) for Uganda, an important aid recipient in recent years, to estimate a model of fiscal response in the presence of aid which combines aid heterogeneity and endogenous aid. The empirical findings clearly suggest the importance of the above approach for delving deeper into aid effectiveness issues since different aid categories have different effects on key fiscal variables - an impact that could not be revealed if a single figure for aid were employed. Project and food aids appear to cause a reduction in public investment whereas programme aid and technical assistance are positively related to public investment. The same applies for government consumption. A negligible impact on government tax and non-tax revenues, and a strong displacement of government borrowing are also found.</p>
<p>McCarthy, F. Desmond, William Bader, and Boris Pleskovic. “<a href="#">Creating Partnerships for Capacity Building in Developing Countries: The Experience of the World Bank</a>.” World Bank, Policy Research Working Paper No. 3099, July 2003.</p>			<p>McCarthy, Bader, and Pleskovic discuss a variety of experiences in a number of transition and developing countries to build institutional capacity for economics situation. A flexible approach met with some success. The approach uses partnerships that combine the often different needs of a number of private donors with the World Bank on the supply side. Much of the success was due to adopting each effort to the individual country. The authors also provide a brief summary of five academic institutions and four research networks in Europe, Africa, Asia, and Latin America.</p>
<p>McGillivray, Mark. 2003. <a href="#">Aid effectiveness and selectivity: integrating multiple objectives into aid allocations</a>. Discussion paper, World Institute for Development Economics Research ; no. 2003/71, Helsinki:</p>			<p>This paper surveys recent research on aid and growth. It also provides an overview of research on inter-recipient aid allocation. The overall focus of the paper is on the relevance of these issues for poverty-efficient aid, defined as a pattern of inter-recipient aid allocation which maximizes poverty reduction. It identifies a range of poverty-reducing criteria on which aid allocation or selectivity might be based, calling for a broader selectivity framework. The paper argues that this framework should be built on a recognition that the effectiveness of aid in increasing growth, and by implication in reducing poverty, is contingent on a range of factors in addition to the quality of recipient country policy regimes. These factors include political stability, democracy, post conflict reconstruction, and</p>

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UNU/WIDER			economic vulnerability.
<p>Morrissey, Oliver. 2002. <a href="#">Recipient governments' willingness and ability to meet aid conditionality: the effectiveness of aid finance and conditions</a>. Discussion paper / World Institute for Development Economics Research ; no. 2002/105, Helsinki: UNU / WIDER</p>			<p>This paper evaluates aid both by considering the evidence on aid effectiveness in promoting growth and by considering how effective has aid been in exerting leverage on policy choices. We argue that in both respects aid has had beneficial effects. It is rather easy to demonstrate that if a country is unwilling to implement policy reforms, attaching conditions to aid will not ensure sustained reform. In this sense conditionality does not work. This ignores the fact that donors, through aid and conditions, can influence recipient policies. The argument of this paper is that if the analysis focuses on channels of influence, one can better identify ways to enhance aid effectiveness. We argue that reform is a slow and difficult process and donors would be more effective 'development partners' if they see their role as being to support rather than force this process. In simple terms, donors should provide the information and technical assistance to help governments to make policy choices, rather than dictating choices by imposing conditions.</p>
<p>Murshed, S. Mansoob. 2003. <a href="#">Strategic interaction, aid effectiveness and the formation of aid policies in donor nations</a>. Journal of economic development, 28,no.1 [2003], 189-203</p>			<p>This paper examines some of the issues associated with the aid donor process arising from the theory of agency or principal-agent models and endogenous policy determination. The principals may be viewed as legislators and the agents as the aid agency. In addition to adverse selection and moral hazard the paper considers intrinsic sources of motivation for agents and the trade-off between adverse selection and moral hazard. It also considers multiple task agents, and situations where there are many principals with divergent objectives. The principals might be better off by making the tasks more complementary and trading in their differing objectives. The paper also considers the determinants of sustaining compromise over aid policies when different political factions in donor nations have competing interests with regard to recipients or overall aid strategy.</p>
<p>Nayyar, D. 2006. <a href="#">"Development through Globalization?"</a>. Research Paper No. 2006/29, UNU World Institute for Development Economics Research (UNU-WIDER)</p>			<p>This paper seeks to analyze the prospects for development in a changed international context, where globalization has diminished the policy space so essential for countries that are latecomers to development. The main theme is that, to use the available policy space for development, it is necessary to redesign strategies by introducing correctives and to rethink development by incorporating different perspectives, if development is to bring about an improvement in the well-being of people. In redesigning strategies, some obvious correctives emerge from an understanding of theory and a study of experience that recognizes not only the diversity but also the complexity of development. In rethinking development, it is imperative to recognize the importance of initial conditions, the significance of institutions, the relevance of politics in economics and the critical role of good governance. Even if difficult, there is also a clear need to create more policy space for national development, by reshaping the rules of the game in the world economy and contemplating some governance of globalization.</p>
Near East Foundation.		39 projects in 18	The Social Fund for Development Projects has been working on poverty alleviation, job creation, and enterprise development in Egypt for 13 years now. In the process they have attracted

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<p>"Measuring Results for Maximum Effectiveness". 2006. (April 10, 2006 ). &lt;<a href="http://www.neareast.org/main/news/article.aspx?id=513">http://www.neareast.org/main/news/article.aspx?id=513</a>&gt;.</p>		<p>communities in Egypt</p>	<p>considerable local and international support--over a billion dollars. Sixty percent of their projects are public works with government organizations and implemented by private contractors.</p> <p>How are they doing? Near East Foundation's Center for Development Services was selected--after competitive bidding--to find out.</p> <p>NEF zeroed in on 39 projects in 18 communities in both Lower and Upper Egypt to investigate just how results jibed with original objectives, getting very specific: to what extent has poverty been reduced and people been empowered, and if so, how. They studied seven areas--potable water, sanitation, roads, environment, micro-credit, education, and health--at the household and community levels.</p>
<p>ODI. <a href="#">The political economy of pro-poor growth.: The challenge of making growth pro-poor.</a> Briefing Paper 35, January 2008. London: ODI.</p>			<p><b>Key points</b></p> <ul style="list-style-type: none"> <li>• A state must be developmental in nature if it is to enable a pace and pattern of growth which is pro-poor</li> <li>• Institutions matter — attempts to reform or build robust pro-growth institutions must first identify a narrow and specific set of ‘growth-enhancing’ institutions, and then support them</li> <li>• Overt opposition to pro-poor change is less common than indifference, and the wealthy can often be persuaded to support pro-poor policies, particularly if they see changes as being in their interest</li> </ul>
<p>ODI. <a href="#">Supporting pro-poor growth processes: Implications for donors Policies and programmes to strengthen the productive capacities of poor people.</a> Briefing Paper 34, January 2008. London: ODI.</p>			<p><b>Key points</b></p> <ul style="list-style-type: none"> <li>• Pro-poor growth requires attention on productive sectors and on developing an enabling environment</li> <li>• Strategies for pro-poor growth must be embedded in nationally-owned development plans</li> <li>• Donors must understand the political economy of pro-poor policy processes, and provide support that is long-term, predictable, flexible and responsive to country situations</li> </ul>
<p>OECD, “<a href="#">Paris Declaration on Aid Effectiveness</a>”, High Level Forum, Paris, February 28-March 2, 2005</p>			

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<p>OECD (2007) <a href="#">Promoting Pro-Poor Growth: Policy Guidance for Donors</a>. DAC Guidelines and Reference Series. Paris: OECD Publishing.</p>			<p>Why has growth been more successful in reducing poverty in some countries than in others? How can poor women and men best participate in, contribute to and benefit from the growth process? Why is pro-poor growth important and what can donors do to promote it? This book provides policy guidance to donors and policy makers on these issues, based on the work of the DAC Network on Poverty Reduction (POVNET).</p> <p>For donors, the pro-poor agenda is not business as usual and more of the same will not be sufficient. Focusing on pro-poor growth and income poverty implies identifying binding constraints and offering policy and strategies to address them.</p> <p>This book pays special attention to the role of private sector development, agriculture and infrastructure in pro-poor growth – areas that were neglected by many donors during the 1990s but are currently receiving renewed attention in the international development agenda. It also presents a methodology for conducting ex ante poverty impact assessment, a valuable tool for improving the poverty reducing impacts of development interventions.</p>
<p>Otto, Samuel, et al. <a href="#">Capacity for Development: Concepts and Indicators</a>. Washington, D.C.: World Bank 2006</p>			
<p>Pritchett, Lant, and Michael Woolcock. "<a href="#">Solutions When the Solution Is the Problem: Arraying the Disarray in Development</a>." <i>World Development</i> 32.2 (2004): 191-212</p>	<p>Service delivery, public sector reform, participation</p>		<p>An analytic framework for tracing three waves of efforts to provide key public services in developing countries is provided. Persistent (though not universal) failure has been the product of (a) the imperatives of large bureaucracies to discount decisions that are <i>inherently</i> both discretionary and transaction-intensive (and thus less able to be codified and controlled), and (b) good and bad reasons for believing that, because modern bureaucracies underpin rich country prosperity <i>now</i>, simply adopting their institutional form elsewhere is the surest way of facilitating development. Contemporary debates regarding the merits of incorporating more “participatory” approaches into public service delivery are best understood in this context.</p>
<p>Satterthwaite, David. 2001. <a href="#">Reducing urban poverty: constraints on the effectiveness of aid agencies and development banks and some suggestions for</a></p>			<p>This paper discusses the institutional constraints that aid agencies and development banks face in being able to address urban poverty. These include their limited capacity to support local institutions that respond to the needs and priorities of low-income groups and that are accountable to them. It describes the distance between the decision-making processes of most international agencies and the "urban poor" and the very limited possibilities for the urban poor to influence what gets funded and by whom. It also discusses the political constraints that have inhibited more effective donor agencies and suggests how support for locally based funds for community</p>

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<p><a href="#">change</a>. Environment and urbanization, 13, no.1, 137-157</p>			<p>initiatives could help overcome some of these. It ends by describing the low priority given by donor agencies to urban poverty reduction and suggests some changes that would help development assistance to meet its targets for reducing urban poverty.</p>
<p>Sobhan, Rehman. 2002. Aid effectiveness and policy ownership. Development and change, 33,no.3 , 539-48</p>			<p>(Review from Amazon) This path-breaking study in political economy scrutinizes the theory and practice of conditionality, drawing chiefly on the experiences of twenty-one developing countries. The fatal weakness of conditionality, the book concludes, is that donors are unwilling or unable to withhold aid from governments which renege on policy promises. Deep-rooted factors stand in the way of making conditionality more effective, reliance on which has hence wasted much aid. The book therefore presents ideas from improving donor-recipient relationships in ways which do not rely on an imagined financial leverage.</p>
<p>Pandey, Raghaw Sharan. 2000. <a href="#">Going to Scale with Education Reform: India's District Primary Education Program, 1995-99</a>. Education Reform and Management Publication Series, vol. I, no. 4. Washington, D.C.: World Bank.</p>			<p>The District Primary Education Program (DPEP), launched in November 1994, was an ambitious attempt to provide a decisive thrust to universalize and transform the quality of primary education in India. Within a span of five years, the program has shown encouraging results in improving access, quality, retention, learning achievement and system efficiency, and in reducing gender and social disparities. From a 1994 pilot start in 42 districts spread over seven states (covering 11 percent of primary students), the program has been taken to scale with impressive rapidity and now reaches over 55 percent of India's 110 million primary students. Moreover, it has "spread effects" on fundamental aspects of primary education quality across India.</p> <p>How has this been achieved? In a country where primary education is largely a state-level responsibility, how has a federally launched initiative managed to drive changes in teaching practice and education system performance all the way down to the classroom, even in some of the remotest villages? How have DPEP's relatively small incremental investment catalyzed significant changes in education access, curriculum, quality and system efficiency? How has a program planned and financed from the top down achieved a reputation for decentralization, flexibility, empowerment and innovation? How have the political obstacles to change on which previous programs floundered-teacher resistance, bureaucratic inefficiency-been overcome to a significant degree in the case of DPEP?</p> <p>This paper seeks to answer these questions, giving an insider's perspective to DPEP's initial design and early implementation history. It also elucidates what has been achieved and reflects on the "success factors" and lessons behind the progress to date. Many of these factors and lessons may be relevant for other countries similarly faced with the challenge of rapidly expanding access to primary education.</p>
<p>Picciotto, Robert. 2002. <a href="#">Development</a></p>			<p>The United Nations Conference on Financing for Development held in Monterrey, Mexico, in March 2002 was a watershed. It captured a new development paradigm and reflected a broad-based</p>



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<p><a href="#">Cooperation and Performance Evaluation: The Monterrey Challenge.</a>” World Bank Operations Evaluation Department working paper, prepared for a roundtable discussion on “Better Measuring, Monitoring, and Managing for Development Results,” June 5, Washington, DC.</p>			<p>consensus about aid effectiveness. This note identifies the major challenges that development practitioners and evaluators must now face in order to adapt their structures, products, methods, and processes to the advent of a new authorizing environment.</p>
<p>Pomerantz, Phyllis R. <a href="#">Aid effectiveness in Africa: developing trust between donors and governments</a> Lanham: Lexington Books, 2004</p>			<p>Lexington Books review: A significant contribution to the ongoing debate on aid effectiveness, <i>Aid Effectiveness in Africa</i> starts from the premise that money alone will not bring sustained development to Africa. With grounding in years of experience and fieldwork, Phyllis R. Pomerantz examines the relationship between aid donors and recipients and the extent to which trust is present in today's aid environment. Pomerantz concludes that there are serious gaps, created in part by a striking lack of knowledge of the African context and culture on the part of the donors, and troublesome institutional constraints that make it difficult for aid agencies to change the way they operate. Joining the urgent call to transform aid agencies and increase aid effectiveness, and eschewing pat solutions and simple formulae, the book offers realistic recommendations and provides an eloquent argument for further, far-reaching reform.</p>
<p>Quartey, Peter. 2005. <a href="#">Innovative ways of making aid effective in Ghana: tied aid versus direct budgetary support.</a> Journal of international development, 17,no.8, 1077-92</p>	<p>Ghana, development aid, poverty alleviation, budgetary policy, aid evaluation.</p>		<p>There has been significant amount of aid inflows to developing countries including Ghana, but these have been very volatile. Aid flows have been associated with low domestic resource mobilization and have reduced Ghana to a country heavily dependent on aid. It is general knowledge that aid has not yielded the desired benefit. In an attempt to improve aid effectiveness donors have used tied aid not just to promote commercial interests but also to target aid to particular projects that have direct links with poverty. However, this has not yielded the maximum benefits required. Recently, the government of Ghana and its development partners agreed on an aid package dubbed the multi-donor budgetary support (MDBS), which would ensure continuous flow of aid to finance the government's poverty related expenditures.</p> <p>This paper examines the MDBS, with special focus on how it overcomes the problems of tied aid and other project support. It concludes that the MDBS is innovative and could work in Ghana, but it would need trust and a well-designed, coordinated effort on the part of the government of Ghana</p>

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			and its development partners. Second, its effectiveness would depend crucially on measures to help reduce the debt burden, so that the government would not be compelled to use aid inflows to service its debt. Finally, the MDBS could be more effective if it did not have to operate alongside other project support.
Rajan, Raghuram & Arvind Subramanian, 2005. " <a href="#">What Undermines Aid's Impact on Growth?</a> ," <a href="#">IMF Working Papers</a> 05/126, International Monetary Fund			Authors examine one of the most important and intriguing puzzles in economics: why it is so hard to find a robust effect of aid on the long-term growth of poor countries, even those with good policies. The authors look for a possible offset to the beneficial effects of aid, using a methodology that exploits both cross-country and within-country variation. The authors find that aid inflows have systematic adverse effects on a country's competitiveness, as reflected in a decline in the share of labor intensive and tradable industries in the manufacturing sector. The authors find evidence suggesting that these effects stem from the real exchange rate overvaluation caused by aid inflows. By contrast, private-to-private flows like remittances do not seem to create these adverse effects. Authors offer an explanation why and conclude with a discussion of the policy implications of these findings.
Roland-Holst, David, Finn Tarp, " <a href="#">New Perspectives on Aid Effectiveness</a> ", Paper prepared for the Annual Bank Conference on Development Economics, Oslo, Norway, June 24-26, 2002			<p>This paper examines the evolution of development assistance and discusses how the effectiveness of aid has been and will be seen in the eyes of donors, intended beneficiaries, and outside observers. It also discusses how the relative importance of aid has changed with rapid growth of trade and private capital markets.</p> <p>The authors argue that care should be taken when applying macro performance evaluation to development assistance because this approach increases the risk that aid will be politicized and allocated inefficiently. Rationing credit and other assistance by macro-criteria inevitably screens out credit- or need-worthy recipients, while many beneficiaries in attractive macro settings may be less deserving. Simplistic macro rules-of-thumb not only compromise more rigorous credit and need standards; they reinforce the adversity of people living under substandard governance. In reality, aid and lending relationships involve complex contractual and agency relationships that are essentially microeconomic in nature. The authors explore how conceptual innovations in modern microeconomic theory might be enlisted to improve aid effectiveness and review some implications for public donor institutions of another globalization phenomenon, rapidly emergent private policy agencies in the form of NGOs.</p>
Satia, J.K., P. Fajans, C. Elias, and M. Whittaker. 2000. " <a href="#">A strategic approach to reproductive health programme development</a> ." Asia-			This article describes the strategic approach to contraceptive introduction and experience with its implementation. It then reviews the application of the approach to reproductive health program development and raises some issues concerning the methodology that needs to be addressed in considering its application to reproductive health program development.

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Pacific Population Journal 15(4): 5-38.			
Shultz, T. Paul. 2001. <a href="#">“School Subsidies for the Poor: Evaluating the Mexican PROGRESA Poverty Program.”</a> forthcoming, <i>Journal of Development Economics</i> .			This paper evaluates how the Progresa Program, which provides poor mothers in rural Mexico with education grants, has affected enrollment. Poor children who reside in communities randomly selected to participate in the initial phase of the Progresa are compared to those who reside in other (control) communities. Pre-program comparisons check the randomized design, and double-difference estimators of the program's effect on the treated are calculated by grade and sex. Probit models are also estimated for the probability a child is enrolled, controlling for additional characteristics of the child, their parents, local schools, and community, and for sample attrition, to evaluate the sensitivity of the program estimates. These estimates of program short-run effects on enrollment are extrapolated to the lifetime schooling and the earnings of adults to approximate the internal rate of return on the public schooling subsidies as they increase expected private wages.
Sen, Amartya. <a href="#">“The Man without a Plan.”</a> <i>Foreign Affairs</i> 2006			In <i>The White Man's Burden</i> , William Easterly offers important insights about the pitfalls of foreign aid. Unfortunately, his overblown attack on global "do-gooders" obscures the real point: that aid can work, but only if done right.
Schaffer, Robert and Ronald Ashkenas, <i>Rapid Results!: How 100-Day Projects Build the Capacity for Large-Scale Change</i> , San Francisco: Jossey-Bass, 2005.	Change management		<i>Rapid Results!</i> shows how to make large-scale changes succeed by using 100-day results-producing projects to develop this vital implementation capability. <i>Rapid Results!</i> describes an approach that has been field-tested by real organizations of every size and description to improve performance and speed the pace of change. Rapid results projects produce results quickly, introduce new work patterns, and enable participants to learn a variety of lessons about managing change. Step by step, the book describes how the use of rapid-cycle, or 100-day, projects will multiply an organization's power to succeed at large-scale change.
Son, Hyun. 2007. <a href="#">Interrelationship between Growth, Inequality, and Poverty: The Asian Experience.</a> ERD Working Paper No. 96. Manilla: Asian Development Bank.	Inequality, poverty, Pro-poor growth	17 Asian countries	This paper examines the relationships between economic growth, income distribution, and poverty for 17 Asian countries for the period 1981–2001. First, it investigates how much growth is required to offset the adverse effect of an increase in inequality on poverty. This trade-off between inequality and growth is quantified using a tool called the “inequality–growth trade-off index.” The trade-off index measures how much growth in mean income or expenditure will be required to offset a 1% increase in inequality, with poverty remaining unchanged. Second, the paper looks into the issue of pro-poor growth. How to generate pro-poor growth is a critical challenge for policymakers concerned with sustainable poverty reduction in developing countries. Pro-poor growth is defined as growth that benefits the poor proportionally more than the non-poor. By using a measure called the “poverty equivalent growth rate”, the paper examines both (i) how growth in mean income (or expenditure) has fared in Asia; and (ii) how the benefits of growth are distributed between the poor and the non-poor.

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<p>Scholl, Almuth. 2005. <a href="#">"Aid Effectiveness and Limited Enforceable Conditionality," SFB 649 Discussion Papers</a> SFB649DP2005-054, Sonderforschungsbereich 649, Humboldt University, Berlin, Germany</p>			<p>This paper analyzes optimal foreign aid policy in a neoclassical framework with a conflict of interest between the donor and the recipient government. Aid conditionality is modelled as a limited enforceable contract. We define conditional aid policy to be self-enforcing if, at any point in time, the conditions imposed on aid funds are supportable by the threat of a permanent aid cutoff from then onward. Quantitative results show that the effectiveness of unconditional aid is low while self-enforcing conditional aid strongly stimulates the economy. However, increasing the welfare of the poor comes at high cost: to ensure aid effectiveness, less democratic political regimes receive permanently larger aid funds.</p>
<p>Simon, David. 2003 <a href="#">"Developed Countries, the 'Three Drivers,' and Instruments to Promote Development"</a>, Background Paper for the Development Effectiveness Report 2002, UNDP Evaluations Office</p>			<p>This paper describes areas of policies and actions that wealthy countries can take to promote development, and outlines potential methodologies for creating an index for measuring their 'development orientation:' i.e., the extent to which developed countries adopt policies and take actions that are most likely to promote development. The index is designed for comparisons of the respective orientations over time and between different developed countries. The notion of the "three drivers" – the premise that development, first and foremost, requires capacity, ownership, and appropriate policies in developing countries – under-girds the proposed methodology.</p> <p>This paper describes the effects of different elements of policies in developed countries on future progress toward development objectives. It shows how developed countries' positions with respect to aid, trade, and other global issues have an impact on development via the three 'drivers,' and maintains that the attainment of the Millennium Development Goals requires improved orientation toward development in each of these areas.</p>
<p>Stern, Nicholas. 2001. <a href="#">A Strategy for Development.</a> Washington, DC: World Bank</p>			<p>The speeches in this collection-all delivered since Nicholas Stern became Chief Economist of the World Bank in July 2000-reflect insights that Mr. Stern has gained over more than three decades of study and work in development economics. Together they provide an analysis of development experience and an agenda for action in the coming years. In his introduction, the author explains the evolution of his ideas, starting with early work in Africa and India, within the larger context of changes in development thinking and strategy. The speeches that follow draw on his varied experience and on the research findings and operational experience of the World Bank. The first speech provides an overview of the past five decades of development. Speeches that follow explore current development issues in India, Indonesia, Pakistan, and China. A strategy for development is then outlined: building an economic climate that facilitates investment and growth, and empowering poor people to participate in that growth. A concluding speech examines the role of</p>

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			the international financial institutions in promoting investment and overcoming poverty.
Stern, Nicholas. 2002. " <a href="#">Dynamic Development: Innovation and Inclusion</a> ." Munich Lectures in Economics, Center for Economic Studies. Delivered November 19, 2002.			
Svensson, Jakob, 2003. " <a href="#">Why conditional aid does not work and what can be done about it?</a> ," <a href="#">Journal of Development Economics</a> , Elsevier, vol. 70(2), pages 381-402, April			This paper studies a simple reform that introduces ex post incentives for the donor to reward good policies—contrary to existing practices. Instead of committing aid to each recipient ex ante and making aid conditional on reform, the donor centralizes the disbursement decision by committing aid to a group of countries. The actual amount disbursed to each individual country would depend on its relative performance. This explicit linkage of the allocation and disbursement decisions has two important advantages as compared to present practices. First, it raises the opportunity cost of disbursing aid ex post, thereby giving the donor stronger incentives to reward good policies. Second, competition among recipients allows the donor to make inferences about common shocks, which otherwise conceal the recipient's choice of action. This enables the donor to give aid more efficiently.
UN Millennium Project, <a href="#">Investing in Development: A Practical Plan to Achieve the Millennium Development Goals</a> , Jeffrey D. Sachs, Director January 2005 ( <a href="http://unmp.forumone.com/">http://unmp.forumone.com/</a> ) Main Report, Chapter 13.			This document presents an overview of the findings and recommendations of the UN Millennium Project.
United Nations Development Programme (UNDP). <a href="#">Development Effectiveness Report</a>			This Report advances the proposition that an analysis limited to UNDP's own development performance, however useful as an organizational tool, is at best insufficient. In tackling these issues, this Report examines the connection between two sets of issues: the link between organizational performance and development progress, and between micro (project) success and broader macro advances. The Report also raises other issues. In the past the tendency has been to

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<p><a href="#">2003: Partnerships for Results</a>. New York: UNDP Evaluation Office, 2003.</p>			<p>fit development to aid practices, and not the other way around. By shifting emphasis away from an exclusive focus on organizational concerns towards a broader analysis that examines first the end results of the development process and then the contribution of partners, this Report highlights the need for donor policies and practices to consider more closely how to sustain development. By focusing attention on the roles of donors and partner countries as well as UNDP, this Report situates an empirical assessment of UNDP performance within the context of the key drivers of development—ownership, capacity and policy environments—and the results achieved on the ground. The Report raises challenging questions for countries and aid agencies. It examines UNDP performance in the context of overall development progress. These questions should help produce responses that can further enhance the performance of UNDP and its partners.</p>
<p>United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP). <a href="#">A Future within Reach: Reshaping Institutions in a Region of Disparities to Meet Millennium Development Goals in Asia and the Pacific</a>. Bangkok: United Nations, 2005</p>			<p>The report tracks progress of countries in Asia and the Pacific region for each of the MDG targets, and recommends institutional changes to achieve these targets.</p>
<p>Wiggins, S. (2006) <a href="#">Agricultural growth and poverty reduction: A scoping study</a>, Working Paper No. 2 on Globalization, Growth and Poverty. Ottawa: IDRC.</p>			<p>This report, intended to inform the planning of an IDRC programme on globalisation, growth and poverty, sets out a research agenda on agricultural growth and poverty reduction, and outlines the methods and means by which that agenda could be studied. Drawing on a detailed analysis of the environment and factors that influence agricultural development, the report has three sections: setting out the issues considered important to thinking about agricultural growth and poverty reduction; choosing an agenda in the light of what others are doing, the scope for policy leverage, and how it might apply in different contexts; and outlining the methods and means that might be used to implement the research programme. In particular it suggests a focus on rural labour markets ! with linked consideration of migration and the rural non-farm economy that so closely influence the labour markets as well as agricultural input supply, produce marketing and farmer organization in an attempt to understand the institutional changes which might limit market failures.</p>

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<p>World Bank <a href="#">Annual Review of Development Effectiveness 2006: Getting Results</a>. Washington, D.C.: World Bank, 2006.</p>			<p>The "results agenda" adopted by the World Bank and other donors aims to ensure that development assistance yields sustainable poverty reduction. Effective poverty reduction results from three main factors: sustained and inclusive growth, effective service delivery to the poor, and capable public sector institutions that are accountable to stakeholders for the results they achieve.</p> <p>The Annual Review of Development Effectiveness 2006: Getting Results assembles evaluative evidence around three questions central to poverty reduction:</p> <ul style="list-style-type: none"> <li>-How effectively has economic growth translated into poverty reduction in Bank-assisted countries and what factors have affected these results?</li> <li>-What factors have led to high-quality results in areas that deliver services to the poor?</li> <li>-What measures help raise the accountability of public institutions responsible for delivering and sustaining these results?</li> </ul> <p>The report identifies three key areas where the World Bank can further strengthen its effectiveness in helping countries reduce poverty.</p> <ul style="list-style-type: none"> <li>-Economic growth has improved in many Bank client countries but a stronger focus on the nature of growth is needed to ensure that such growth leads to jobs for the poor and productivity increases in poorer regions and sectors where the poor earn their incomes.</li> <li>-Consistent use of a clearly articulated results chain helps ensure that Bank country assistance programs and individual projects set realistic objectives, that key cross-sectoral constraints to achieving them are adequately considered and that due attention is given to building capacity.</li> <li>-A realistic assessment of the political economy of governance-related reforms is needed to tailor efforts to increase the accountability of public sector institutions to local conditions.</li> </ul>
<p>World Bank. <a href="#">World Development Report 2004: Making Services Work for Poor People</a>. Washington, D.C.: World</p>	<p>Regional Rural Development ; Health Economics &amp;</p>		<p>The World Development Report (WDR) 2004 builds an analytical, and practical framework for using resources, whether internal or external, more effectively by making services work for poor people. The focus is on those services that have the most direct link with human development - education, health, water, sanitation, and electricity. This presents an enormous challenge, because making services work for the poor involves changing, not only service delivery arrangements, but</p>

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Bank and Oxford University Press, 2003.	Finance; Health Monitoring & Evaluation; Governance Indicators; Poverty Assessment		also public sector institutions, and how foreign aid is transferred. This WDR explores the many dimensions of poverty, through outcomes of service delivery for poor people, and stipulates affordable access to services is low - especially for poor people - in addition to a wide range of failures in quality. The public responsibility is highlighted, addressing the need for more public spending, and technical adjustments, based on incentives and understanding what, and why services need to be improved. Thus, through an analytical framework, it is suggested the complexity of accountability must be established, as well as instruments for reforming institutions to improve services, illustrated through various case studies, both in developing, and developed countries. The report further outlines that scaling up reforms means sectoral reforms must be linked to ongoing, or nascent public sector reforms, in areas such as budget management, decentralization, and public administration reform, stimulated through information as a catalyst for change, and as an input to prod the success of other reforms.
World Bank, 2002. <a href="#"><i>The Role and Effectiveness of Development Assistance. Lessons from the Experience.</i></a> A Research Paper from the Development Economics Vice-Presidency, 92 pages.			Research staff in the Development Economics Vice Presidency of the World Bank prepared this paper for the United Nations International Conference on Financing for Development held in Monterrey, Mexico, on March 18–22, 2002. It has an ambitious purpose: to analyze in reasonably concise form the changing roles and effectiveness of development assistance during the past 50 years, with particular attention to the past two decades and to the experience of the World Bank. Such a paper cannot possibly be comprehensive. Rather, the authors attempt to describe broadly how the goals and forms of development assistance have changed over time. They conclude that as a result of these changes and, perhaps more important, of improvements in the policies, institutions, and governance of developing countries, aid is more effective at reducing poverty today than ever before.



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### 3. Other Relevant Literature

<p><a href="#">A sourcebook for poverty reduction strategies/</a> edited by Jeni Klugman. 2002. The International Bank for Reconstruction and Development/The World Bank</p>			
<p>Alley, K., and G. Negretto, "Literature Review: Definitions of Capacity Building and Implications for Monitoring and Evaluation", New York: UNICEF, Division of Evaluation, Policy and Planning, 1999</p>			
<p>Arndt, Channing. 2000. "Technical Co-operation", in Finn Tarp, ed., <i>Foreign Aid and Development: Lessons Learnt and Directions for the Future</i> (London: Routledge), pp. 154-177.</p>			
<p>Askew, I., Matthews, Z., Partridge, R. 2001. <a href="#">"Going Beyond Research: A key issues paper raising discussion points related to dissemination, utilisation and impact of</a></p>			<p>This report is the summary of a two-day meeting of researchers and policy makers that focused on the process of getting research on reproductive health issues into practice. This was achieved by examining the dynamics of knowledge transfer and by identifying key actors that are involved and their roles in the dissemination and utilization of research results.</p>

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<p><a href="#">reproductive and sexual health research</a>”, from the Moving Beyond Research to Influence Policy Workshop, January 23-24, 2001, University of Southampton.</p>			
<p>Bennett, S &amp; Paterson, M. 2003. <a href="#">"Piloting Health System Reforms: A Review of Experience."</a> Technical Report No. 019. Bethesda, MD: The Partners for Health Reformplus Project, Abt Associates Inc.</p>			<p>This report presents the findings of a literature review and in-depth review of 17 health system reform pilots. The objectives of the review were to (i) synthesize lessons regarding conditions under which pilot projects are an appropriate means to further reform development, (ii) analyze how pilot projects and their monitoring and evaluation frameworks can best respond to alternative objectives and contexts, and (iii) develop guidance for the design of pilot projects. The study was hindered in achieving these objectives by the poor documentation on pilots; frequently documentation was only partial and was not consistently organized. The study finds that extensive donor involvement in a pilot is likely to shorten the time frame for the pilot, and that this can sometimes have problematic effects. While success of a pilot is often discussed in terms of whether or not the pilot was “rolled out,” the review shows that there are many other positive outcomes that pilots may achieve, and it argues that ultimately success should be judged against the objectives established for a particular pilot.</p>
<p>Berg, Elliot, and UNDP, <i>Rethinking Technical Cooperation: Reforms for Capacity Building in Africa</i>, New York: UNDP, 1993</p>			
<p>Bero, L.A., R. Grilli, J.M. Grimshaw, E. Harvey, A.D. Oxman, and M.A. Thomson. 1998. <a href="#">"Closing the gap between research and practice: An overview of systematic reviews of interventions to promote the implementation of research findings."</a></p>			<p>Despite the considerable amount of money spent on clinical research relatively little attention has been paid to ensuring that the findings of research are implemented in routine clinical practice. There are many different types of intervention that can be used to promote behavioral change among healthcare professionals and the implementation of research findings. Disentangling the effects of intervention from the influence of contextual factors is difficult when interpreting the results of individual trials of behavioral change. Nevertheless, systematic reviews of rigorous studies provide the best evidence of the effectiveness of different strategies for promoting behavioral change. In this paper we examine systematic reviews of different strategies for the dissemination and implementation of research findings to identify evidence of the effectiveness of different strategies and to assess the quality of the systematic reviews.</p>

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British Medical Journal 317(7156): 465-468.			
Boone, Peter, 1996, " <a href="#">Politics and the Effectiveness of Foreign Aid</a> ," <i>European Economic Review</i> , Vol. 40, No. 2, pp. 289–330.			Critics of foreign aid programs have long argued that poverty reflects government failure. In this paper I analyze the effectiveness of foreign aid programs to gain insights into political regimes in aid recipient countries. My analytical framework shows how three stylized political/economic regimes labeled egalitarian, elitist and laissez-faire would use foreign aid. I then test reduced form equations using data on nonmilitary aid flows to 96 countries. I find that models of elitist political regimes best predict the impact of foreign aid. Aid does not significantly increase investment and growth, nor does it benefit the poor as measured by improvements in human development indicators, but it does increase the size of government. I also find that the impact of aid does not vary according to whether recipient governments are liberal democratic or highly repressive. But liberal political regimes and democracies, <i>ceteris paribus</i> , have on average 30% lower infant mortality than the least free regimes. This may be due to greater empowerment of the poor under liberal regimes even though the political elite continues to receive the benefits of aid programs. An implication is that short term aid targeted to support new liberal regimes may be a more successful means of reducing poverty than current programs.
Burnside, Craig and David Dollar, " <a href="#">Aid, the Incentive Regime, and Poverty Reduction</a> ", Policy Research Working Paper 1937, World Bank, Development Research Group, June 1998			The primary purpose of this paper is to examine the effect of foreign aid on infant mortality. The main findings are consistent with our earlier results. In a poor incentive environment, there is no measurable effect of aid on the decline in infant mortality. Thus, there is no basis from this additional work to change our recommendation that aid be more sharply targeted to low-income countries that have put good policies into place. Furthermore, there is some evidence that in a good policy environment aid has an immediate and direct impact on infant mortality, though the results are not as strong statistically as the results for growth.
Clark, J. 1991. <i>Democratizing Development</i> . London, England: Earthscan.			
Cohen, J.M., " <a href="#">Building Sustainable Public Sector Managerial, Professional and Technical Capacity: A Framework for Analysis and Intervention</a> ", Cambridge, Mass.:			The purpose of this paper is to assist development experts, governments, and international aid agencies to more effectively contribute to building sustainable managerial, professional, and technical capacity in the public sector of late developing countries. Towards this end the paper: (1) reviews the rationale for increased attention to human resource capacity building issues; (2) analyses the careless treatment of the concept of "capacity building" by academics and professionals; (3) presents a strategy for strengthening the concept's utility; (4) formulates an analytical framework for identifying, organizing, and analyzing efforts to build skilled personnel capacity in government institutions; and (5) suggests how the analytical framework can be used to

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Harvard Institute for International Development, 1993			guide research and case studies, as well as to generate more effective interventions aimed at training, recruiting, effectively utilizing, and retaining skilled public sector managers, professionals and technicians.
Dalgaard, Carl-Johan, Henrik Hansen, and Finn Tarp, " <a href="#">On the Empirics of Foreign Aid and Growth</a> ", CREDIT Research Paper 02/08, Centre for Research in Economics Development and International Trade, University of Nottingham, March 2002			The present paper re-examines the effectiveness of foreign aid theoretically and empirically. Using a standard OLG model we show that aid inflows will in general affect long-run productivity. The size and direction of the impact may depend on policies, 'deep' structural characteristics and the size of the inflow. The empirical analysis investigates these possibilities. Overall we find that aid has been effective in spurring growth, but the magnitude of the effect depends on climate-related circumstances. Finally, we argue that the Collier-Dollar allocation rule should be seriously reconsidered by donor agencies if aid effectiveness is related to climate. Copyright 2004 Royal Economic Society.
Datt, Gaurav and Dean Jolliffe, <a href="#">Determinants of Poverty in Egypt</a> , International Food Policy Research Institute, FCND Discussion Paper No.75, October 1999.			Poverty profiles are a useful way of summarizing information on the levels of poverty and the characteristics of the poor in a society, but they are limited by the bivariate nature of their informational content. This study attempts to go beyond the poverty profile tabulations to engage in a multivariate analysis of living standards and poverty. In this paper, authors seek to extend the descriptive analysis of the Egypt poverty profile presented in Datt, Jolliffe, and Sharma (1998) by modeling the determinants of poverty, using data from the 1997 Egypt Integrated Household Survey. A key conclusion of our study has to do with the important instrumental role of education in alleviating poverty in Egypt. Increasing average years of schooling, as well as improving the level of parents education, is indicated to have large impacts on average living standards and poverty levels. While the beneficial effects of improvements in school attainment are significantly larger than the predicted effects from any other policy changes, they also find fairly large and positive effects from improvements to irrigation and reducing the number of unemployed individuals.
Davis, P. and P. Howden-Chapman. 1996. " <a href="#">Translating research findings into health policy</a> ." Social Science and Medicine (43)5: 865-872.			
Denning, Stephen. "Technical Cooperation			

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<p>and Knowledge Networks.” In Sakiko Fukuda-Parr, Carlos Lopes, and Khalid Malik (Eds.), <i>Capacity for Development: New Solutions to Old Problems</i> (New York: United Nations Development Program), pp. 229-246</p>			
<p>Díaz, M. and R. Simmons. 1999. <a href="#">“When is research participatory? Reflections on a reproductive health project in Brazil.”</a> <i>Journal of Women’s Health</i> 8(2): 175-184.</p>			
<p>Díaz, M., R. Simmons, J. Díaz, C. Gonzalez, M.Y. Makuch, and D. Bossemeyer. 1999. <a href="#">“Expanding contraceptive choice: Findings from Brazil.”</a> <i>Studies in Family Planning</i> 30(1): 1-16.</p>			<p>This article presents findings from a participatory action research project in a municipality in southern Brazil that models a new and holistic approach to broadening women’s contraceptive choices. The project encourages a collaborative process between researchers, community members, and public health managers to diagnose service-delivery problems, to design and implement interventions, and to evaluate their effectiveness. Findings from the baseline evaluation revealed major constraints in availability of and access to family planning and reproductive health services for women, as well as severe deficiencies in quality of care. Interventions designed to address these weaknesses, bound by the limited resources of the public sector, focused on training, restructuring of providers’ roles and service-delivery patterns, the management process, the creation of a referral center, and the introduction of injectables, vasectomy services, and a program for adolescents. Evaluation results show the project’s considerable impact in broadening reproductive options, although not all issues, especially those related to sustainability, have been resolved.</p>
<p>Dollar, David and Jakob Svensson, <a href="#">“What Explains the Success or Failure of Structural Adjustment Programs?”</a></p>			<p>This paper analyses the causes of success or failure of adjustment programs, using a new database on 220 reform programs. We find that the success or failure of reform depends on domestic political-economy forces. A few donor-effort variables are also highly correlated with the probability of success. However, once these effort variables are treated as endogenous, there is no relationship between any of them and the success or failure of reform. These results have clear</p>

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<i>Economic Journal</i> , October 2000			implications for how the international community should approach policy-based aid.
Dollar, David and William Easterly, " <a href="#">The Search for the Key: Aid, Investment and Policies in Africa</a> ", World Bank, Development Research Group, 1998			
Fowler, A. 1997. <i>Striking a Balance: A Guide to Enhancing the Effectiveness of NGOs in International Development</i> , London: Earthscan			
Gladwell, M. 2000. <i>The Tipping Point: How Little Things Can Make a Big Difference</i> . Boston, MA: Little, Brown.			
Glaeser, Edward, Rafael La Porta, Florencio Lopez-de-Silanes, and Andrei Shleifer. 2004. " <a href="#">Do Institutions Cause Growth?</a> " <i>Journal of Economic Growth</i> 9 (2): 271- 303.			The authors revisit the debate over whether political institutions cause economic growth, or whether, alternatively, growth and human capital accumulation lead to institutional improvement. They find that most indicators of institutional quality used to establish the proposition that institutions cause growth are constructed to be conceptually unsuitable for that purpose. They also find that some of the instrumental variable techniques used in the literature are flawed. Basic OLS results, as well as a variety of additional evidence, suggest that (a) human capital is a more basic source of growth than are the institutions, (b) poor countries get out of poverty through good policies, often pursued by dictators, and (c) subsequently improve their political institutions.
Graham, Carol. 2002. " <a href="#">Public Attitudes Matter: A Conceptual Frame for Accounting for Political Economy in Safety Nets and Social Assistance Policies.</a> " Social			Political economy influences the design, implementation, and outcome of safety net and other social insurance programs, but there is no general consensus among policymakers about how to account for political economy concerns in policy decisions. This paper tries to provide a conceptual framework for doing so, with a focus on the establishment of permanent systems of social assistance and social insurance. This framework attempts to incorporate political attitudes about redistribution and equality of opportunity versus equality of outcomes, attitudes that vary a great deal among countries and regions. This paper discusses the

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Protection Discussion Paper 0233. Washington, DC.: World Bank.			instruments available to policymakers for evaluating their own political contexts, as well as strategies for introducing new approaches to safety nets and social welfare policy in the face of entrenched political attitudes.
Grindle, Merilee. 1997. "The Good Government Imperative: Human Resources, Organizations, and Institutions," in Merilee S. Grindle and John Thomas, eds., <i>Getting Good Government: Capacity Building in the Public Sectors of Developing Countries</i> (Cambridge, MA. Harvard University Press, for the Harvard Institute for International Development).			
Haaga, J. and R. Maru. 1996. " <a href="#">The effect of operations research on program changes in Bangladesh.</a> " <i>Studies in Family Planning</i> 27(2): 76-87.			This article is based on the ten-year experience of an operations research project in Bangladesh. It assesses how, and under what circumstances, research-based advice and results of pilot projects contribute to change in large-scale public programs. It discusses project research on issues facing the national family planning program: recruitment and training of field-workers; delivery of injectable contraceptives; management information; field-workers' use of service registers; field supervision; satellite clinics; and contraceptive user fees. These issues are used to illustrate the advantages and disadvantages of a long-term institutionalized project, and to describe the diversity of means for communication with policymakers. The analysis shows that research, policy decision, and implementation can occur in any sequence. Policy advice that disrupts long-standing power relationships and organizational culture takes a great deal of effort to implement. Operations research can produce useful changes in organizational behavior, even when large-scale problems remain.
Haines, A. and A. Donald. 1998. <i>Getting Research Findings into Practice</i> . London, England: BMJ Books.			

Research Study	Focus Area	Principal Regions and Countries	Abstract
Hansen, Henrik and Finn Tarp, " <a href="#">Aid Effectiveness Disputed</a> ", <i>Journal of International Development</i> , Vol. 12			There is a widespread perception among academic researchers and aid practitioners alike that empirical cross-country analysis fails to find any significant link between aid flows and growth, and that aid is successful only when associated with good policies in the recipient countries. These positions do not stand up to careful scrutiny of existing studies. In this paper, we offer a re-examination of the literature on the aid-savings, aid-investment, and aid-growth relationships, and a comparative appraisal of more recent research contributions. Using an analytic framework for evaluating the empirical work, a coherent and positive picture of the aid-growth link emerges. There is a robust aid-growth link even in countries hampered by an unfavourable policy environment.
Hesselmark, O., "Un-building Capacity: Some Cases from Africa". EGD Working Paper, Stockholm, Ministry of Foreign Affairs, 1999			
Hildebrand, M.E., and M.S. Grindle, <a href="#">Building Sustainable Capacity: Challenges for the Public Sector</a> , Cambridge, Mass: Harvard Institute of International Development/UNDP, 1994			This study is part of an effort to assess and support more effective capacity building initiatives in developing countries. The goal is not to deconstruct the failures of the past but to help construct the future--to find ways to contribute more effectively to capacity building for sustained development. The authors begin by considering the current emphasis on capable states and exploring the context which confronts countries that seek economic advancement and better conditions of life for their populations. After exploring the importance of capable states to national development, we focus attention on the concepts of capacity and capacity building. The authors define capacity in terms of the ability of organizations to perform appropriate tasks efficiently and effectively. Then they we present an analytic framework for assessing capacity and discuss how this framework can be used as both a diagnostic and a strategic tool for planning interventions to strengthen existing capacity. They use the framework to develop a methodology to assess capacity in specific contexts and apply it in six country case studies.
Huntington, D. and L. Nawar. 2003. " <a href="#">Moving from research to program: The Egyptian postabortion care initiative</a> ." <i>International Family Planning Perspectives</i> 29(3): 121-125.			



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<p>Killick, Tony, Gunatilaka Ramani and Ann Marr, "Aid and the Political Economy of Policy Change", Overseas Development Institute, London: Routledge, 1998</p>			<p>A large measure of consensus exists about the substantive content of successful economic policy reform macroeconomic discipline, microeconomic liberalization, and participation in the global economy that is needed for an economy to enter the modern world. There is much less consensus on the political conditions necessary to sustain meaningful economic reform. Editor John Williamson commissioned 13 case studies for countries as diverse as Australia, Chile, and Poland from "technopols" who played leading roles in implementing the policy reforms. Each author focuses on the political and institutional factors that shaped policy choices and outcomes. This volume contains the case studies and a synthesis of findings and other policy implications by Williamson and University of California at San Diego political scientist Stephan Haggard. Other distinguished experts, including Inter-American Development Bank President Enrique Iglesias and Harvard economist Jeffrey Sachs, contribute independent appraisals of the political economy of reform in Latin America, Eastern Europe, and the former Soviet Union.</p>
<p>Klinmahorm, S. and K. Ireland. 1992. "NGO-government collaboration in Bangkok." In Making a difference: NGOs and Development in a Changing World. Eds. Michael Edwards and David Hulme. London, England: Save the Children/Earthscan.</p>			
<p>Korten, David. 1990. Getting to the 21<sup>st</sup> Century, Voluntary Action and the Global Agenda, Kumarian Press, West Hartford</p>			<p>David C. Korten argues that most development projects have worked under a world view that equates human progress with growth in the market value of economic output and that this view subordinates human and environmental considerations. Proponents of this view contend that continued growth is the only solution for the developing countries' problems. Korten sees two major flaws in their arguments: First, most of the benefits of growth will go to those in the nations who need it the least, and, second, continued growth will limit the global environment's ability to sustain even current output levels.</p> <p>Korten counters with a "people-centered vision" that embraces "justice, sustainability and inclusiveness as the defining principles of authentic development." His definition of development focuses on improving the quality of life of individuals and institutions by increasing their capacities to manage resources toward goals consistent with their aspirations. This definition focuses on the</p>

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			<p>process of development, not the "results" of economic growth, and acknowledges that only the people themselves can judge what are improvements in the quality of their lives. This view also acknowledges the necessity of keeping within the limits of the environment's sustainability and regenerative systems.</p> <p>Voluntary organizations will play a key role in the transformation of the growth-centered vision into the people-centered vision, the author believes, because they can create an environment of self-improvement for people rather than just giving them aid, as do traditional government-based programs.</p>
<p>Land, Tony,  <a href="#">“Implementing Institutional and Capacity Development: Conceptual and Operational Issues”</a>,  <a href="#">ECDPM Discussion Paper No.14</a>, Maastricht: ECDPM</p>			
<p>Lavergne, Real, and John Saxby, <a href="#">“Capacity Development: Vision and Implications”</a>, Capacity Development, Occasional Series, No.3, CIDA, Policy Branch, January 2001</p>			<p>This paper examines the concept of capacity development (CD) in order to strengthen understanding of its importance as a concept, and to clarify the implications of adopting a capacity development approach in development cooperation. The paper concludes that although the capacity development approach is a challenging one for donors to apply, it is essential to the achievement of aid effectiveness and sustainable development.</p>
<p>Lensink, R., White, H., 1999, Assessing Aid: a Manifesto for Aid in the 21st Century? Global Evaluation of Swedish Programme Aid, Working Paper 15, SIDA.</p>			
<p>Lindert, Kathy, Emmanuel Skoufias, and Joseph Shapiro. 2006.  <a href="#">“Redistributing Income to</a></p>			<p>This study measures the extent to which publicly-subsidized transfers in Latin America and the Caribbean (LAC) redistribute income. The redistributive power of 56 transfers in eight countries is measured by their coverage, size, absolute incidence, simulated impacts on poverty and inequality, and by their distributional characteristic, a statistic derived from taxation literature.</p>

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<p><a href="#">the Poor and the Rich: Public Transfers in Latin America and the Caribbean.</a>” Social Protection Discussion Paper 0605. Washington, D.C.: World Bank</p>			<p>The findings suggest that public transfers can be effective instruments to redistribute income to the poor. Yet frequently they have not managed to do so. Indeed, Robin Hood works in both directions in LAC, with public transfers redistributing income to both the rich and the poor. The redistributive impacts from social insurance are limited – and even regressive in some countries. Despite coverage and distributional patterns that favor the poor, small unit subsidies limit the redistributive, poverty and inequality impacts of even the most targeted social assistance programs. We also find considerable variation among social assistance programs, with many food-based programs and scholarships being regressive.</p>
<p>Lusthaus, Charles, Marie-Helene Adrien, and Mark Perstkinger, “<a href="#">Capacity Development: Definitions, Issues and Implications for Planning, Monitoring and Evaluation</a>”, Universalia, Quebec: Canada, August 1999</p>			<p>This paper is part of a series of papers and activities being carried out by UNICEF and UNDP in an attempt to clarify the term capacity development and ways to plan, monitor and evaluate capacity development interventions. Specifically, the aim of this paper is to review the recent literature on capacity development, to explore some of the conceptual and practical issues associated with it, and to summarize the implications for planning, monitoring and evaluating results.</p>
<p>Marin, M.C., Gage, A., Khan, S. 2004. “<a href="#">Frontiers in Reproductive Health</a>” Tulane University, School of Public Health and Tropical Medicine, Final Report, December, 2004.</p>			<p>The Frontiers in Reproductive Health Program (FRONTIERS) is a 10-year cooperative agreement between the United States Agency for International Development (USAID) and the Population Council in partnership with Family Health International (FHI) and Tulane University School of Public Health and Tropical Medicine. Begun in 1998, FRONTIERS followed previous operations research and technical assistance contracts awarded to the Population Council by USAID in three regions of the developing world. Similar to these programs, FRONTIERS tests innovative interventions to ensure high-quality, client-centered family planning and reproductive health services, but it is global in scope and has a broader reproductive health mandate than the regional contracts. This report summarizes the main activities undertaken by Tulane University under its sub-agreement with the Population Council on the Frontiers in Reproductive Health Project from 1998-2004.</p>
<p>Martin, A., M. McEvoy, and J.W. Townsend. 1991. “Approaches to strengthening the utilization of OR results: Dissemination.” In</p>			

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<p>Operations Research: Helping Family Planning Programs Work Better. Eds. Marjorie Horn and Myrna Seidman. New York: Wiley-Liss, Inc.</p>			
<p>Mc Donnell, Ida, Henri-Bernard Solignac Lecomte and Liam Wegimont, "<a href="#">Public Opinion Research, Global Education and Development Co-operation Reform: In Search of a Virtuous Circle</a>", Presented at Europe-Wide Global Education Congress Maastricht, November 15th-17th 2002</p>			
<p>Mendizabal, Enrique, and Pablo Lavado. 2005. "Capturing Social Protection for the Poor : The Case of 'Soup Kitchens' in Peru." Unpublished manuscript. London. ODI</p>			
<p>Mentz, J.C.N. "<a href="#">Personal and Institutional Factors in Capacity Building and Institutional Development</a>", ECDPM Working Paper No.14, Maastricht: ECDPM, 14</p>			<p>The central focus of this paper is an analysis of the concepts of capacity and capacity building and their role in public service management. The civil service plays a central role not only in economic development, but also in the development process as a whole. The focus therefore will be on what constitutes capacity? How is capacity developed or built? And how does capacity building fit into the process of civil service reform?</p>

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February 1997			
Miapose, Gervase; Gloria Somolekae, and Timothy Johnston, "Effective Aid Management: The Case of Botswana" from Jerker Carlsson, Gloria Somolekae, and Nicolas van de Walle (eds.), <i>Foreign Aid in the Africa: Learning from Country Experiences</i> (Nordiska Africainstitutet, 1998), pp. 16-35.			
Morgan, Peter, " <a href="#">Capacity and Capacity Development- Some Strategies</a> ", Hull: Policy Branch, CIDA, 1998			This brief note tries to unbundle some of the issues to do with capacity development and capacity. It first looks at some underlying themes that need to be kept in mind when dealing with capacity development issues. The note then sets out some of the main strategies or approaches to capacity development that project designers and participants use, implicitly or explicitly, to try and achieve capacity. It is written from the point of view of outside participants, especially staff in donor agencies, who wish to understand better the nature of the capacity development issues they are facing and who wish to intervene more effectively.
Mosley, Paul, Hudson, John & Verschoor, Arjan (2004) <a href="#">Aid, Poverty Reduction and the 'New Conditionality'</a> . <i>The Economic Journal</i> 114 (496), F217-F243.			The paper examines the effect of aid on <i>poverty</i> , rather than on economic growth. The authors devise a 'pro-poor (public) expenditure index', and present evidence that, together with inequality and corruption, this is a key determinant of the aid's poverty leverage. After presenting empirical evidence which suggests a positive leverage of aid donors on pro-poor expenditure, they argue for the development of conditionality in a new form, which gives greater flexibility to donors in punishing slippage on previous commitments, and keys aid disbursements to performance in respect of policy variables which governments can influence in a pro-poor direction.
Myers, R.G. 1992. <a href="#">The Twelve Who Survive: Strengthening Programmes of Early Childhood Development in the Third World</a> .			

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London, England: UNESCO/Routledge.			
Narayanan, Deepa, ed. 2000. <i>Empowerment and Poverty Reduction: A Sourcebook</i> . Washington DC: The World Bank.			
Nutbeam, N. 1996. " <a href="#">Achieving 'best practice' in health promotion: Improving the fit between research and practice.</a> " <i>Health Education Research</i> 11(3): 317-326.			<p>This paper is based on the proposition that transfer of knowledge between researchers and practitioners concerning effective health promotion interventions is less than optimal. It considers how evidence concerning effectiveness in health promotion is established through research, and how such evidence is applied by practitioners and policy makers in deciding what to do and what to fund when addressing public health problems. From this examination it is concluded that there are too few rewards for researchers which encourage research with potential for widespread application and systematic development of promising interventions to a stage of field dissemination. Alternatively, practitioners often find themselves in the position of tackling a public health problem where evidence of efficacy is either lacking, or has to be considered alongside a desire to respond to expressed community needs, or the need to respond to political imperative. Several different approaches to improving the fit between research and practice are proposed, and they include improved education and training for practitioners, outcomes focused program planning, and a more structured approach to rewarding research development and dissemination.</p>
Nyamugasira, Warren, " <a href="#">Aid Conditionality, Policy Ownership, and Poverty Reduction: A Southern Perspective of Critical Issues, Constraints and Opportunities</a> ", Paper presented at meeting of International Advisory Committee, The Reality of Aid Project, Costa Rica, September 2000			
Operations Evaluation Department, "1998 Annual Review of			

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Development Effectiveness”, World Bank, Washington, D.C., 1999			
Operations Evaluation Department, “2001 Annual Review of Development Effectiveness: Making choices”, Washington, D.C., 2002			
Partners for Health Reform <i>Plus</i> . 2004. <a href="#">"The role of pilot programs: Approaches to health systems strengthening"</a> Bethesda, MD. <i>PHRPlus</i> , Abt Associates.			Abt Associates, in its work for USAID on the Health Financing and Sustainability project, the Partnerships for Health Reform, and the <i>ZdravReform</i> project, has been involved in multiple health systems strengthening pilot programs. The report contains case studies of three health system reform pilots undertaken in Kyrgyzstan, Niger, and Rwanda during the past 15 years. It draws upon these experiences, as well as the broader review previously conducted, to develop a conceptual framework to assist with the design and planning of health system strengthening pilot programs, as well as summarizing the lessons learned from these three case studies and similar experiences.
Paul, Samuel. <i>Managing Development Programs: The Lessons of Success</i> (Boulder: Westview Press, 1982).			
Phillips, J., F. Nyongator, Barkat-e-Khuda, R. Miller, T.C. Jones, and S. Ravikumar. 2002. <a href="#">"Utilizing Field Experiments for Evidence-Based Health Program Development in Bangladesh and Ghana: Implications for HIV/AIDS Programs in resource constrained settings."</a> Paper presented			Research projects demonstrating ways to improve health services often fail to have an impact on what national health programs actually do. An approach to evidence-based policy development has been launched in Ghana that bridges the gap between research and program implementation. The Community-based Health Planning and Services (CHPS) initiative employs strategies tested in the successful Navrongo experiment to guide national health reforms that mobilize volunteers, resources, and cultural institutions to support community-based primary health care. Over the 1999 to 2002 period, 100 out of the 110 districts in Ghana adopted a CHPS initiative. This paper reviews features of the initiative that explain its success and constrain future progress.

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at Global Conference on HIV/AIDS, Barcelona, Spain, July.			
Phillips, J., R. Simmons, G. Simmons, and M. Yunus. 1984. <a href="#">“Transferring health and family planning services innovations to the public sector: An experiment in organization development in Bangladesh.”</a> Studies in Family Planning 15(2): 62-73.			The International Centre for Diarrhoeal Disease Research, Bangladesh, has launched a field experiment in two rural thanas of Bangladesh to test the transferability of its successful health and family planning experiment in Matlab to the Ministry of Health and Population Control service system. This paper reviews the Matlab experiment with particular attention to its organization and identifies elements for transfer. The intervention strategy and operations research design of the new experiment are discussed. The proposed design follows an organization development strategy in which collaborative diagnostic research is used to foster institutional change.
Porter, R.W. and S. Prysor-Jones. 1997. <a href="#">“Making a Difference to Policies and Programs: A Guide for Researchers.”</a> Support for Analysis and Research in Africa (SARA Project), Academy for Educational Development, Washington DC: SARA.			This booklet is a guide for researchers who aim to have an impact on policy and program decisions. It is intended for researchers attached to government services and researchers located in academic institutions, as well as researchers working as consultants in the private sector. The basic premise of this Guide is that research informs policies and programs most effectively when there is an extended, three-way process of communication linking researchers, decision makers, and those most affected by whatever issues are under consideration. The traditional audience for most researchers is other researchers. Yet to have an impact outside our own research communities we have to learn other points of view and other ways of communicating. Better communication can increase the relevance of research to potential users and improve the chances that research findings will be heard and acted upon.
Randel, Judith; Tony German, and Deborah Ewing. 2000. <a href="#">The Reality of Aid, 2000: An Independent Review of Poverty Reduction and Development Assistance.</a> (London: Earthscan).			The sixth annual edition of this title focuses on basic education as a means of relieving poverty and maximizing the benefits of development assistance. It provides an independent review and evaluation of the aid policies of all major donor countries, as well as perspectives from the south.
Ravindra, Adikeshavalu. <a href="#">An Assesment of the Impact of Bangalore</a>		India	The Bangalore Citizen Report Card (CRC), pioneered by the Public Affairs Centre (PAC), provides an assessment of the satisfaction levels of citizens with regard to public services in Bangalore and ranks public service agencies (dealing with water, power, municipal services, transport, housing,



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<a href="#">Citizen Report Cards on the Performance of Public Agencies</a> . Washington, D.C.: World Bank, 2004.			<p>telephones, banks and hospitals) in terms of their service performance. In conducting its first CRC in 1994, PAC carried out a random sample survey of households to assess various dimensions of public satisfaction with respect to staff behavior, quality of service, information provided, and corruption (speed money). The findings presented a generally pessimistic view - levels of public satisfaction were low, the public agencies were not citizen-friendly, they lacked customer orientation, corruption was a serious problem, and the people paid a heavy cost for the inefficiency of the public sector. The second CRC survey revealed only a partial improvement.</p>
Robinson, Sherman and Finn Tarp, "Foreign Aid and Development: Summary and Synthesis", in Finn Tarp, ed., <i>Foreign Aid and Development: Lessons Learnt and Directions for the Future</i> , Routledge: London and New York, 2000			
Saitowitz Romy, Michael Hendricks, John Fiedler. et al. 2001 "A proposed vitamin A supplementation programme for South Africa – design, coverage and cost." <i>South African Medical Journal</i> 91(9): 755-760			
Sida, "Capacity Development as a Strategic Question on Development Cooperation: Policy and Guidelines for Sida", Stockholm, Sida, 2000			

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<p>Simmons, R., P. Hall, J. Diaz, M. Diaz, P. Fajans, and J.K. Satia. 1997. <a href="#">“The strategic approach to contraceptive introduction.”</a> Studies in Family Planning 28(2): 79-94.</p>			<p>After reviewing previous experience with contraceptive introduction, the article outlines the strategic approach and discusses lessons from eight countries. This new approach shifts attention from promotion of a particular technology to an emphasis on the method mix, the capacity to provide services with quality of care, reproductive choice, and users’ perspectives and needs. It also suggests that technology choice should be undertaken through a participatory process that begins with an assessment of the need for contraceptive introduction and is followed by research and policy and program development. Initial results from Bolivia, Brazil, Burkina Faso, Chile, Myanmar, South Africa, Vietnam, and Zambia confirm the value of the new approach.</p>
<p>Stiglitz, Joseph, <a href="#">“Towards a New Paradigm for Development: Strategies, Policies, and Processes”</a>, Prebisch Lecture, UNCTAD Geneva, October 19, 1998</p>			
<p>Stone, D., S. Maxwell, and M. Keating. 2001. <a href="#">“Bridging Research and Policy.”</a> Background paper for International Workshop Bridging Research and Policy, Warwick University, England, 16-17 July. England: Overseas Development Institute.</p>			<p>This paper is about the relationship between research and policy – specifically about how research impacts on policy, and about how policy draws on research. Accordingly, the paper begins with a brief review of thinking on policy, presenting alternative models, and setting out a framework for thinking about the interaction between research and policy. It then deals successively with the challenge facing researchers and policy-makers. Can the range of advice already offered to researchers be extended? And can policymakers be helped by new ideas such as evidence-based policy-making and performance-based evaluation? The Conclusion draws these threads together, suggesting that the impact of research is uncertain and contingent on social and political context.</p>
<p>Tarp, Finn and Peter Hjertholm, eds, <i>Foreign Aid and Development: Lessons Learnt and Directions for the Future</i>, London and New York: Routledge, 2000</p>			
<p>UNCTAD, “Aid effectiveness,</p>			

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<p>coordination failures and ownership”, in <a href="#">The Least Developed Countries 2000 Report</a>, United Nations, New York and Geneva, 2000</p>			
<p>Uphoff, N., M. J. Esman, and A. Krishna. <i>Reasons for Success: Learning From Instructive Experiences in Rural Development</i>. Kumarian Press, 1998.</p>			<p>More than the wealth of detail and nuggets of insights which mark these volumes, what is moving is their tone and temper. For once the focus is not on how many different ways we get it wrong, but how, in the most trying of circumstances, we can strive to get it right. As a cognitive shift, this is crucial, particularly in societies prone to despair. Second, there is no presentation of any magic formula. Different parameters in different combinations work in different situations. Problems may be universal; solutions are context specific.</p>
<p>Uys, Leana and Martin Henschel. 1992. “The cost of home-based terminal care for people with AIDS in South Arica.” <i>South African Medical Journal</i> 92 (8): 624-628</p>			<p><b>OBJECTIVES:</b> To describe the costs of establishing and operating a home-based care (HBC) project providing palliative care for people with AIDS (PWA), and to project the full costs to the health care system of extending this care model. <b>DESIGN:</b> Data were collected from seven sites participating in the Hospice Association of South Africa integrated community home-based care (ICHC) model, using site records, interviews with personnel, a continuity of care survey of nursing staff supervising the sites, and time logs kept by community caregivers (CCGs). The seven sites were spread across five provinces, with a mix of rural, peri-urban and urban settings. <b>RESULTS AND CONCLUSIONS:</b> Providing palliative HBC to PWAs in their last year of life using the ICHC model costs R2 840 per patient per year. Even with this level of HBC input, patients still incurred hospital costs of R2 522 and primary care clinic costs of R1 154 per patient per year. HBC costs are increased in rural areas where a vehicle is required for staff transport. HBC shows considerable potential to deal cost-effectively with growing palliative care needs in the face of the AIDS epidemic, but we need to understand better the true extent to which HBC can substitute for hospitalization.</p>
<p>Wazir, R. and N. van Oudenhoven. 1998. “Increasing the coverage of social programmes.” <i>International Social Science Journal</i> 50(155): 145-154.</p>			

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<p>Wood, A. and M. Lockwood, "<a href="#">The 'Perestroika of Aid'?</a> <a href="#">New Perspectives on Aid Conditionality</a>," Bretton Woods Project and Christian Aid, March 1999</p>			
<p>World Bank. 1998a. <a href="#">Assessing Aid: What Works, What Doesn't, and Why</a>. Washington, DC: World Bank.</p>			<p>Assessing Aid—What Works, What Doesn't, and Why summarizes the findings of a multi-year research program on aid effectiveness. Official Development Assistance has declined by one-third in real terms in the 1990s. There are a number of reasons for this, but one factor has been a sense that aid does not work very well. Assessing Aid aims to understand when aid works and when it does not, so that the lessons can be used to make aid more effective. A key theme of the report is that aid is a combination of money and ideas. Money has a big impact, but only if countries have good economic institutions and policies. The ideas -- or knowledge creation -- side of aid is critical for helping countries reform and for helping communities effectively provide public services: education, health, water supply, and others.</p>
<p>Young, Mary Eming. "<a href="#">From Early Child Development to Human Development: Investing in Our Children's Future</a>." <a href="#">World Bank Conference on Investing in Our Children's Future</a>, Washington DC, April 10-11 2000. Washington, D.C.: World Bank 2002. 411.</p>			<p>This book provides an overview of early child development efforts worldwide as well as research and policy recommendations for enhancing and enlarging these efforts. It answers the question: Why invest in early child development? And describes the benefits, options, and rationale for supporting comprehensive programs of nutrition, health, and education for children around the world and especially in low-income and poor areas of all countries.</p> <p>The contributing authors present programming strategies for accomplishing positive, synergistic improvements in nutrition, health, and cognitive development of young children living in poverty. They also address the economic and policy implications of these interventions.</p> <p>This clear research overview will be of interest to policymakers, program administrators, researchers, academics as well as field practitioners working in education, health, and/or nutrition programs targeted to children, families and communities.</p>
<p>Yunus, Muhammad (1998), <i>Banker to the Poor</i>, London: Aurum Press</p>			<p><i>Banker to the Poor</i> is an inspiring memoir of the birth of microcredit, written in a conversational tone that makes it both moving and enjoyable to read. The Grameen Bank is now a \$2.5 billion banking enterprise in Bangladesh, while the microcredit model has spread to over 50 countries worldwide, from the U.S. to Papua New Guinea, Norway to Nepal. Ever optimistic, Yunus travels the globe spreading the belief that poverty can be eliminated: "...the poor, once economically empowered, are the most determined fighters in the battle to solve the population problem; end</p>

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			illiteracy; and live healthier, better lives. When policy makers finally realize that the poor are their partners, rather than bystanders or enemies, we will progress much faster than we do today." Dr. Yunus's efforts prove that hope is a global currency
<p>Zeller, M., M. Sharma, C. Henry, and C. Lapenu. 2001. <a href="#">An operational tool for evaluating poverty outreach of development policies and projects</a>. Discussion Paper No. 111, Food Consumption and Nutrition Division, International Food Policy Research Institute, Washington, D.C.</p>			<p>This paper presents a new and operationally suitable method to measure the poverty of clients of development projects in relation to the general population of non-clients. The method was developed in response to demands by donors and development practitioners for a low-cost evaluation instrument that could be used as a regular operational tool for assessing the poverty outreach of a development project or institution. While the method was originally developed for the purpose of assessing the poverty outreach of microfinance institutions (MFIs), we believe the method can be used for <i>any</i> development policy or project that pursues an explicit objective of reaching poorer people.</p> <p>The paper begins by discussing existing methods of poverty assessment. Next, the paper presents heuristic steps for identifying indicators of poverty to be tested in the case studies, including the questionnaire that was field tested in four countries with large differences in poverty-level, socioeconomic, and cultural contexts, and with MFIs that worked either in urban, rural, or mixed areas with different target clientele and financial products. The authors then describe the method of principal component analysis used to construct a poverty score as the measure of relative poverty. The paper concludes with a summary of results from four country case studies (two in Sub-Saharan Africa, one in South Asia, and one in Central America).</p>