Jacqueline Best argues that the changes in International Monetary Fund, World Bank and donor policies in the 1990s, towards what some have called the ‘Post-Washington Consensus,’ were driven by an erosion of expert authority and an increasing preoccupation with policy failure. Failures such as the Asian financial crisis and the decades of despair in sub-Saharan Africa led these institutions to develop governance strategies designed to avoid failure: fostering country ownership, developing global standards, managing risk and vulnerability, and measuring results. In contrast to the structural adjustment era when policymakers were confident that they had all the answers, the author argues that we are now in an era of provisional governance, in which key actors are aware of the possibility of failure even as they seek to inoculate themselves against it. This book considers the implications of this shift, asking if it is a positive change and whether it is sustainable.

Jacqueline Best is an Associate Professor in the School of Political Studies at the University of Ottawa. Her work focuses on the social, cultural and political underpinnings of the global economic system, which she studies by examining how organizations such as the International Monetary Fund and the World Bank work to govern the global economy.
Governing Failure

_Provisional Expertise and the Transformation of Global Development Finance_

Jacqueline Best
# Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>List of figures</td>
<td>vi</td>
</tr>
<tr>
<td>Acknowledgements</td>
<td>vii</td>
</tr>
<tr>
<td>List of abbreviations</td>
<td>ix</td>
</tr>
<tr>
<td><strong>Part I  Understanding how global governance works</strong></td>
<td></td>
</tr>
<tr>
<td>1 Introduction</td>
<td>3</td>
</tr>
<tr>
<td>2 A meso-level analysis</td>
<td>20</td>
</tr>
<tr>
<td><strong>Part II  History</strong></td>
<td></td>
</tr>
<tr>
<td>3 What came before</td>
<td>45</td>
</tr>
<tr>
<td>4 Transformations</td>
<td>66</td>
</tr>
<tr>
<td><strong>Part III  New governance strategies</strong></td>
<td></td>
</tr>
<tr>
<td>5 Fostering ownership</td>
<td>91</td>
</tr>
<tr>
<td>6 Developing global standards</td>
<td>115</td>
</tr>
<tr>
<td>7 Managing risk and vulnerability</td>
<td>139</td>
</tr>
<tr>
<td>8 Measuring results</td>
<td>164</td>
</tr>
<tr>
<td><strong>Part IV  Conclusion</strong></td>
<td></td>
</tr>
<tr>
<td>9 The politics of failure and the future of provisional governance</td>
<td>189</td>
</tr>
<tr>
<td><em>Endnotes</em></td>
<td>209</td>
</tr>
<tr>
<td><em>List of people interviewed</em></td>
<td>263</td>
</tr>
<tr>
<td><em>Index</em></td>
<td>266</td>
</tr>
</tbody>
</table>

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Figures

8.1 The LOGFRAME  page 170
8.2 CIDA’s results chain  173
In the almost seven years that I have been working on this book in one form or another, I have collected a number of debts to colleagues, research assistants and friends.

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### Abbreviations

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANT</td>
<td>actor network theory</td>
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<tr>
<td>CAS</td>
<td>country assistance strategy</td>
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<tr>
<td>CCT</td>
<td>conditional cash transfer</td>
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<tr>
<td>CDF</td>
<td>comprehensive development framework</td>
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<tr>
<td>CIDA</td>
<td>Canadian International Development Agency</td>
</tr>
<tr>
<td>CGD</td>
<td>Centre for Global Development</td>
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<tr>
<td>COD</td>
<td>cash on delivery</td>
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<tr>
<td>CPIA</td>
<td>country policy and institutional assessment</td>
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<td>DAC</td>
<td>Development Assistance Committee</td>
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<tr>
<td>DFID</td>
<td>United Kingdom Department for International Development</td>
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<td>DFGG</td>
<td>demand for good governance</td>
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<td>DSA</td>
<td>debt sustainability analysis</td>
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<td>DSF</td>
<td>debt sustainability framework</td>
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<tr>
<td>ED</td>
<td>Executive Director</td>
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<tr>
<td>EFF</td>
<td>Extended Fund Facility</td>
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<tr>
<td>ESAF</td>
<td>Enhanced Structural Adjustment Fund</td>
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<td>FSAP</td>
<td>Financial Sector Assessment Program</td>
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<tr>
<td>GAC</td>
<td>governance and corruption strategy</td>
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<td>GDDS</td>
<td>general data dissemination standard</td>
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<td>GDP</td>
<td>gross domestic product</td>
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<tr>
<td>HIPC</td>
<td>highly indebted poor country</td>
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<td>IDA</td>
<td>International Development Association</td>
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<tr>
<td>IEO</td>
<td>Independent Evaluation Office</td>
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<tr>
<td>IFI</td>
<td>international financial institution</td>
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<tr>
<td>IMF</td>
<td>International Monetary Fund</td>
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<tr>
<td>IO</td>
<td>international organization</td>
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<tr>
<td>IPE</td>
<td>international political economy</td>
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<tr>
<td>IR</td>
<td>international relations</td>
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<tr>
<td>LIC</td>
<td>low-income country</td>
</tr>
</tbody>
</table>
### List of abbreviations

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>LOGFRAME</td>
<td>logical framework</td>
</tr>
<tr>
<td>MCC</td>
<td>Millennium Challenge Corporation</td>
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<td>MGDs</td>
<td>millennium development goals</td>
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<tr>
<td>NGO</td>
<td>non-governmental organization</td>
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<tr>
<td>ODI</td>
<td>Overseas Development Institute</td>
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<td>OECD</td>
<td>Organization for Economic Co-operation and Development</td>
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<td>OED</td>
<td>Operations Evaluation Department</td>
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<tr>
<td>OPEC</td>
<td>Organization of Petroleum Exporting Countries</td>
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<td>P4R</td>
<td>program for results lending</td>
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<td>PBA</td>
<td>performance-based allocation</td>
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<td>PDR</td>
<td>Policy Development and Review Department</td>
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<td>PEFA</td>
<td>public expenditure and financial accountability</td>
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<td>PFP</td>
<td>policy framework paper</td>
</tr>
<tr>
<td>PRA</td>
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</tr>
<tr>
<td>PREM</td>
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</tr>
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<td>poverty reduction and growth fund</td>
</tr>
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<td>Poverty Reduction Strategy Paper</td>
</tr>
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<td>PSI</td>
<td>policy support instrument</td>
</tr>
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<td>RBM</td>
<td>results-based management</td>
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<tr>
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<td>reports on observance of standards and codes</td>
</tr>
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<td>RVA</td>
<td>risk and vulnerability assessments</td>
</tr>
<tr>
<td>SAF</td>
<td>Structural Adjustment Fund</td>
</tr>
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<td>SAL</td>
<td>structural adjustment loan</td>
</tr>
<tr>
<td>SDDS</td>
<td>special data dissemination standard</td>
</tr>
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<td>SDRM</td>
<td>sovereign debt restructuring mechanism</td>
</tr>
<tr>
<td>SPS</td>
<td>social protection strategy</td>
</tr>
<tr>
<td>STS</td>
<td>science and technology studies</td>
</tr>
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<td>UK</td>
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<td>US</td>
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<td>USAID</td>
<td>United States’ Agency for International Development</td>
</tr>
<tr>
<td>VFM</td>
<td>value for money</td>
</tr>
<tr>
<td>WDR</td>
<td>World Development Report</td>
</tr>
</tbody>
</table>