

Delivering Change: Tracking Policy Actions and Deliverables

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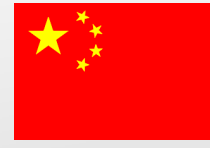




Commitment to a Delivery Unit

“I have established a Delivery Unit in the Office of the President that will guide the implementation of delivery and review performance on a bi-weekly basis.”

President John Dramani Mahama, Policy Statement,
September 2012



Key Central Actors

- Office of the President
- Cabinet Secretary
- National Development Planning Commission
- Public Services Commission



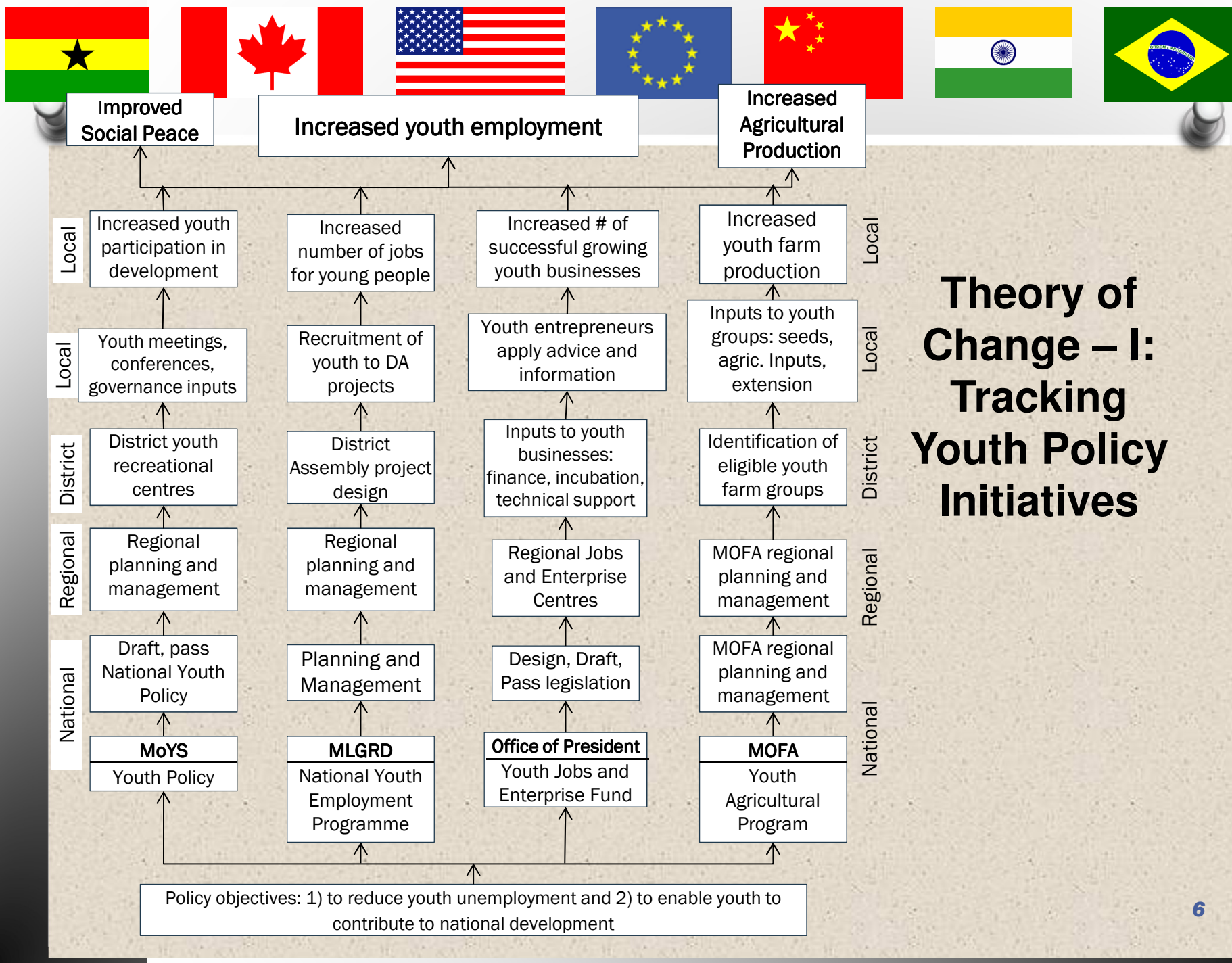
Contextual Factors

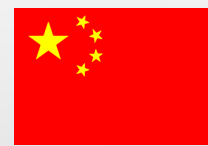
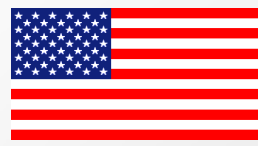
- o **Short time frame:** four months!
- o Ongoing election **campaign, media** coverage
- o Continued **growth** to middle-income status
- o Persistent **inequality**, high youth unemployment
- o Intensified trade and influence by **new economic powers** (China, India, Brazil, etc.)
- o **Multi-polarity** in foreign affairs



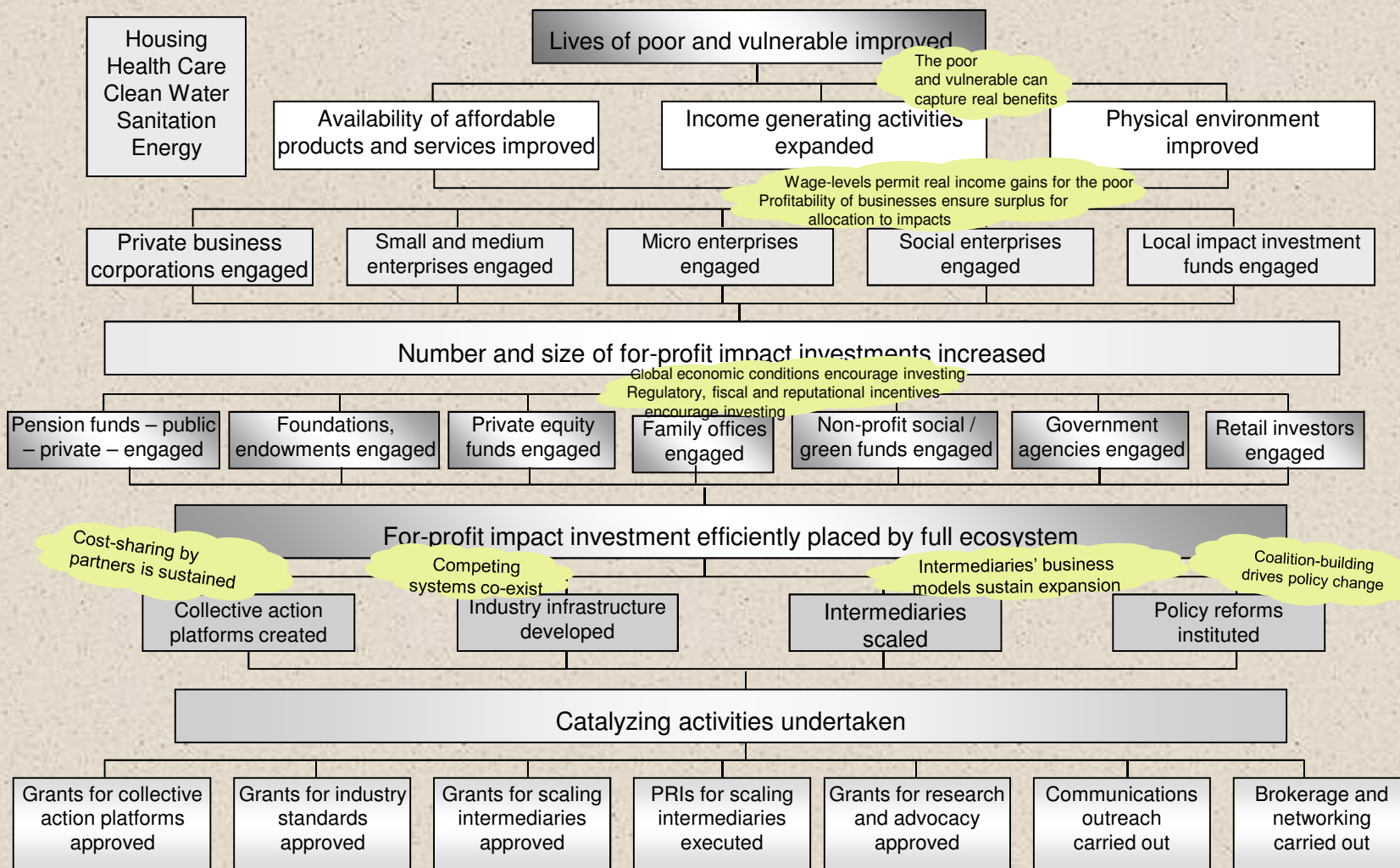
Principles of Effective Monitoring – I

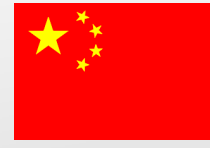
- Hold all actors to *high performance standards*
- Monitor *what matters-only* key indicators
- Construct, interrogate and adjust **theories of change** for each policy initiative
- Commit to continuous *learning, adaptation*





Theory of Change – II: Impact Investing Initiative





Principles of Effective Monitoring – II

- o Value the *knowledge of citizens*, beneficiaries
- o Equalize *knowledge asymmetries*
- o Engage the *civil society and the private sector*
- o Track and use *social media*
- o Incent dialogue with “*reasonable critics*”
- o *Triangulate* information across diverse groups



Operational Options – I

- o **Central-agency working group** to oversee the Delivery Unit's efforts, including senior representatives of the Presidency, Cabinet Secretary, NDPC and PSC
- o A **small, mobile and empowered monitoring team** to move horizontally and vertically across issues and ministries to push for- as well as assess- progress, with robust travel budget
- o A few, trusted and skilled (and politically non-aligned) **external resource persons** (e.g., drawn from consultants, universities, CSOs) committed to fairness and to extending the work of the mobile team on the ground



Operational Options – II

- o **Online collaborative tools** (e.g., DropBox, Smart Sheets, etc) can make the reporting of the mobile team to the working group efficient, rapid and accessible
- o **Skype and text briefings** from the field could be useful
- o **Data visualization techniques** (e.g., animated timelines, etc) could bring reports to life
- o All reports should focus as much on **what's next** as on what's happened
- o These and other tools may be useful in communicating with the **media**



How Can Delivery Be Accelerated?

- o Put **learning and scaling** at the centre of planning and M&E
- o Continuously interrogate and revise the **theory of change** of all interventions
- o **Reward and recognize** learning and scaling in public sector agencies
- o Train a **new cadre** of delivery experts and managers
- o Validate and use **knowledge produced by citizens, entrepreneurs and workers**
- o Moderate **elite capture** and manage rivalries
- o Intensify efforts to build a robust, **progressive tax system**



Further Reflections

- o The Delivery Unit approach itself is a ***policy experiment***
- o Upon the completion of the four-month period, there should be a frank “***after action review***” to examine the experience and determine next steps
- o It may have potential to be extended, in some form, as a permanent instrument for the ***2013-2016 term***