Design Considerations and Practical Arrangements for Operationalizing an Effective Coordination and Advisory Structure

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Agenda

• Critical Success Factors
• Getting Started
• Key Design Considerations
• Concluding Thoughts
Critical Success Factors

*Inspiration from a wide range of experiences in driving ‘joined-up’ action and implementing complex reform*
Critical Success Factors

A number of high-level foundational insights emerge

1. A clear vision for desired outcomes and a ‘theory of impact’ is essential

2. Strong political buy-in and leadership by example
   • Words (Advocacy)
   • Actions (Participation)

3. Pro-active and ongoing stakeholder engagement
   • Sense of urgency
   • Genuine participation

4. Focus on addressing cross-cutting challenges and empowering the implementation success of others

5. Quality data to inform decision making and implementation is critical
Getting Started – Stakeholder Landscape Analysis

Choices need to be made around how to involve a wide array of interested stakeholders

- **Government Ministers** (Decision Makers)
- **Civil Service Leaders** (Implementers)
- **Non-Government Stakeholders**
- **Media & General Public**

**Alignments**:
- Alignment between decision makers and senior civil servants responsible for implementation
- Inclusion of outside perspectives to ensure buy-in
- Maintaining alignment within Government
- Ensure the ongoing confidence and support of impacted individuals and the general public

**Hartz labour market reforms**
Getting Started - Theory of Impact

“What is the problem for which a new Council is the solution?”

- Existing strategy is in place
- Multiple Government entities will play key roles in implementation

- What roles and responsibilities will existing institutions assume?
- What roles and responsibilities should the Council assume?

Design Process for the Council:

- Required Capabilities
  - ...
  - ...
  - ...

- Required Resources
  - People
  - Technology
  - Budget

- Activity System
  - Activities
  - Processes

- Structure
  - Governance
  - Organisation
  - Hierarchy
Design Considerations – Required Capabilities

**Capability ‘building blocks’**

- **Oversight & Coordination**
  - Ownership of the strategy & governance of the reform process
  - Monitoring & evaluation (M&E) to support decision making
  - Resolution of problems and disagreements

- **Strategy & policy advice**
  - Analysis and advice on cross-cutting / complex policy issues
  - Periodic review / update to strategy

- **Advocacy & Communications**
  - Engagement with stakeholders
  - Strategic and tactical communications of intention and progress

- **Reform Design & Development**
  - Design and drafting of new laws, regulations, policies and programs

- **Delivery Support**
  - Targeted implementation support to line ministries and agencies to help de-block/accelerate reform progress
Design Considerations – Data & Analytics

Reliable and accessible data on civil service HR is essential under any design options

- **Access** – may require a strong authority to access from different systems and agencies
- **Utilise** - Capacity to ‘work around’ existing deficiencies
- **Upgrade** – use implementation to upgrade HR data sets
- **Share** – create a new paradigm for open data
Design Considerations – Capability Configurations

“What needs to be true?”

Light

- Data & Analytics
- Oversight & Coordination
- Strategy & Policy Advice
- Advocacy + Communications

Heavy

- Data & Analytics
- Oversight & Coordination
- Strategy & Policy Advice
- Advocacy + Communications
- Reform Design
- Delivery Support

Are all of the other required capabilities sufficiently provided elsewhere?

Who is going to advocate for the reform process?

Do existing agencies have the advanced policy design skills required?

Are we duplicating the capabilities that exist elsewhere?
Design Considerations – Lessons Learned

“Light” – Coordination Oriented

- Data & Analytics
- Oversight & Coordination
- Strategy & Policy Advice
- Advocacy + Communications

“Policy Action Teams”

- Hartz Reform Implementation Committee 2002-05
- Workforce Singapore

Heavy – Implementation Oriented

- Data & Analytics
- Oversight & Coordination
- Strategy & Policy Advice
- Advocacy + Communications
- Reform Design
- Delivery Support

- “Circuit breaker teams”
- “Social Policy Inclusion Unit”
Design Considerations – Structure

High-level councils for address complex reform challenges typically involve both ‘horizontal’ and ‘vertical’ stakeholder participation

Government Ministers (Decision Makers)  Non-Government Stakeholders

Civil Service Leaders (Implementers)  “Advisory Board”

“Deputies Committee”
In June 2018, President Trump signed an Executive Order creating The President’s Council for the American Worker, to be supported by the American Workforce Policy Advisory Board.

**Council for the American Worker**

- Co-chairs: the Secretary of Commerce and the Advisor to the President overseeing the Office of Economic Initiatives.
  - Secretary of the Treasury;
  - Secretary of Education;
  - Secretary of Veterans Affairs;
  - Director, OMB
  - Administrator of the Small Business Administration;
  - Ass. to President /Deputy Chief of Staff for Policy Coordination;
  - Director of the National Economic Council;
  - Chairman of the Council of Economic Advisers;
  - Director of the National Science Foundation; and
  - Director of the Office of Science and Technology Policy.

**American Workforce Policy Advisory Board**

- The Advisory Board is to comprise up to 25 members appointed by the President from among citizens outside the Federal government.
- Board members include executives from FedEx, Home Depot, General Motors, IBM, Lockheed Martin, Microsoft, Northrop Grumman, UPS, and Walmart.
- 2 year term limit for Advisory Board members.

Administratively supported by the Department of Commerce.
In 2010, the National Employment Strategy Council (NESC) was established in order to develop and implement a coherent government-wide national employment strategy for Korea.

A Public-Private Job Creation Consultative Committee was established in 2011, including delegates from the five major business & labour organizations.

Three taskforces formed to drive implementation.
Concluding Thoughts

The Council will need some form of administrative/secretariat support

- **M&E ≠ effective implementation**: It is necessary (critical) but not sufficient.
- **Secondments and physical proximity** - Consider seconding experienced officials from different entities. Co-locate officials to foster collaboration.
- **Focus initially on cross-cutting challenges** (starting with data and standards) and **providing shared insights and tools** (Annual report, new data, performance dashboards, new engagement survey).
- ‘Queue-up’ some near terms wins to build momentum and perception of progress.
- **Data protocols** – Quality data is critical for success. Develop data provision and integrity protocols and re-share the new data created.
- **Lead by example** – start change from the top (Singapore example).
- **Effective advocacy and communications** is more than issuing periodic reports and press releases. It needs to be a ‘permanent campaign’ sharing success stories and progress.