

Working Groups

Session 2

Challenges and obstacles in implementation

Before

- Cynicism because of past failure to deliver on promises
- Money not released in a timely manner
- Need for culture and attitudinal change
- Resistance from implementers /bureaucrats; inertia
- Our special account wasn't enough for operating costs of project, and lack of initial support from funding Ministry

After

- Confidence in ability to get results
- Specific benchmarks that everyone knows in terms of when funds will be released
- Early change adopters (those who responded enthusiastically to general workshop) identified and they convinced the rest
- Frame as a public policy strategy change (– wins over resisters)
- Funds increased, communication among Ministries opened

- Gap between objectives and actual outcomes.
- Low problem-solving capacity.
- Distance between those accountable at top from the ground, where delivery should occur
- Lack of disbursement

- Becoming a leader who engages stakeholders and consults them and takes their feedback on board in shaping policy, builds consensus.
- People who lead RRI teams are not nec'ly the highest ranked person – being a leader instead comes to mean being someone who can mobilize others. Distinguishing hierarchical position and temporary accountability for mobilizing as different. Distributed, not centralized, accountability, in cases where that makes more sense.
- Peer learning at weekly forums within and across Ministries.
- RRI made clear that having a plan everyone is present to agree to makes them approve disbursements. Concrete plans galvanize people to act.
- Culture is now to say “What are you going to do about it?” when lists of problems reported. And those exposed begin to incorporate the having of concrete targets into management of their own offices.
- Technical advice helps
- Donors have been won over by results. In addition to \$, providing forums for peer learning from other countries has been VERY HELPFUL.

Structures and processes – lessons learned

Before

After

Tools and methods

Before

After