Policy execution: getting ‘stuff’ done

Ben French
South Sudan – a personal journey
The challenge...
And the result?

The plan bore all the hallmarks of donor-driven premature load bearing (isomorphic mimicry): a document 413 pages long with “objectives” in governance like “zero tolerance” for corruption…and for the “public administration” component of the governance pillar…

https://bsc.cid.harvard.edu/building-state-capability-evidence-analysis-action
What’s the wider perspective?
What happens in the box?

https://metrouk2.files.wordpress.com/2016/11/black-box-e1480069036424.jpg
Unsatisfactory answers to policy execution
Reframing the question
A diagnostic to understand constraints

Institutional factors
- Formal – rules, regulations, policies
- Informal – norms, practices, values

Organisational factors
- Structures and processes
- Resources

Individual factors
- Technical & functional competencies
- Abilities, behaviours, beliefs

Implementation Approach

Policy Goal
- Political Economy
- Institutional Context

Administrative System
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Pakistan – the framework in practice
Thank you