



Centre for
Public Impact
A BCG FOUNDATION

Decoding Government Effectiveness

UNESCO Chair Seminar

November 2017



Centre for
Public Impact

A BCG FOUNDATION

Agenda for our session

The theory and application of the Public Impact Fundamentals

Methodology behind the framework

Using the framework

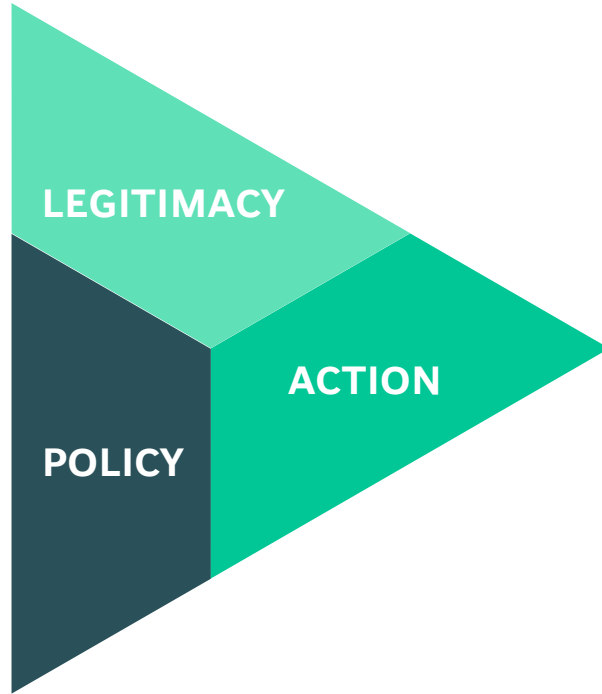
Agenda

The theory and application of the Public Impact Fundamentals

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**PUBLIC
CONFIDENCE**

**STAKEHOLDER
ENGAGEMENT**

**POLITICAL
COMMITMENT**

LEGITIMACY

**CLEAR
OBJECTIVES**

EVIDENCE

FEASIBILITY

POLICY

MANAGEMENT

MEASUREMENT

ALIGNMENT

ACTION

A large pile of discarded cigarette butts, some with filters and some without, scattered across the frame. The background is a close-up, slightly blurred view of these butts. Overlaid on the center is a graphic consisting of three triangles pointing towards the right. The top triangle is light teal and contains the word 'LEGITIMACY'. The bottom-left triangle is a darker teal and contains the word 'POLICY'. The bottom-right triangle is a bright teal and contains the word 'ACTION'.

LEGITIMACY

ACTION

POLICY

Concepts: Assessment is based on 9 elements of the framework

Legitimacy	Policy	Action
Political commitment Willingness of politicians and other leaders to spend political capital in support of this objective	Clarity of objectives The extent to which the public impact objectives have been stated at the outset and maintained throughout the period being considered	Management The extent to which mechanisms are in place to ensure progress is made
Stakeholder engagement The degree to which relevant stakeholder groups are supportive of the objective and the approach	Strength of evidence The extent to which the best available evidence was brought to bear in determining the policy direction	Measurement The extent to which attempts have been made to ensure public impact can be measured and used to inform the approach over time
Public confidence The extent to which the general public trusts the institutions involved to act competently and in support of the wider public interest in the execution of this objective	Feasibility The extent to which the proposed approach is feasible in terms of resources (e.g. financial, people) and time (e.g. unrealistic deadlines)	Alignment The extent to which those actors required to make change happen (e.g. frontline workers, service users, general public) share an alignment of interests in relation to the achievement of this objective

Weak

Fair

Good

Strong

*Smoking ban
(UK – 2007)*

Stakeholder Engagement

Strong

Political Commitment

Strong

Public Confidence

Strong

Clear Objectives

Good

Evidence

Strong

Feasibility

Strong

Management

Good

Measurement

Good

Alignment

Good

ACTION

LEGITIMACY

POLICY

ACTION

*Smoking ban
(Netherlands – 2008)*

Stakeholder Engagement

Weak

Political Commitment

Fair

Public Confidence

Fair

LEGITIMACY

Clear Objectives

Fair

Evidence

Fair

Feasibility

Good

POLICY

Management

Good

Measurement

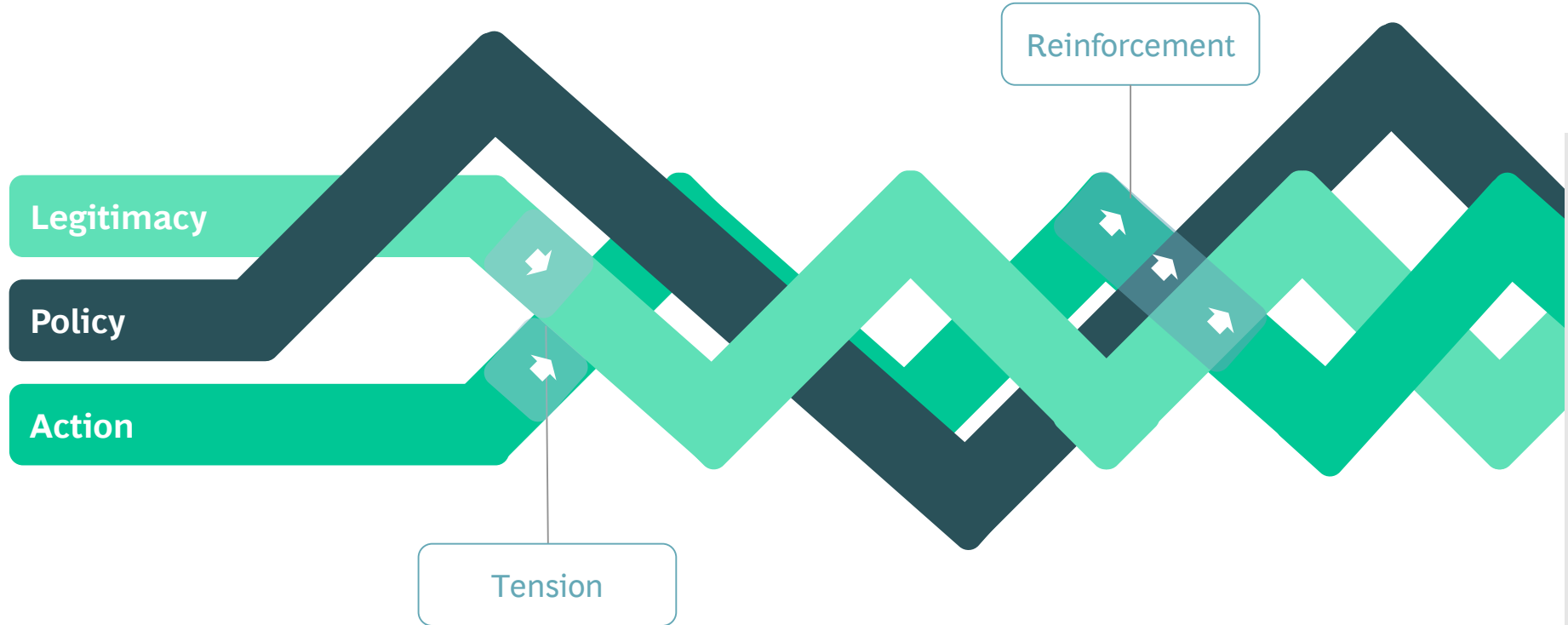
Good

Alignment

Weak

ACTION

Elements can be mutually-reinforcing, but also sometimes in tension



Agenda

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Literature review



Helmut K.
Anheier

Gwyn
Bevan

William B.
Eimicke

Francis Y.
Fukuyama

Paul 't
Hart

Donald
Kettl

Mark H.
Moore

Kye-Woo
Lee

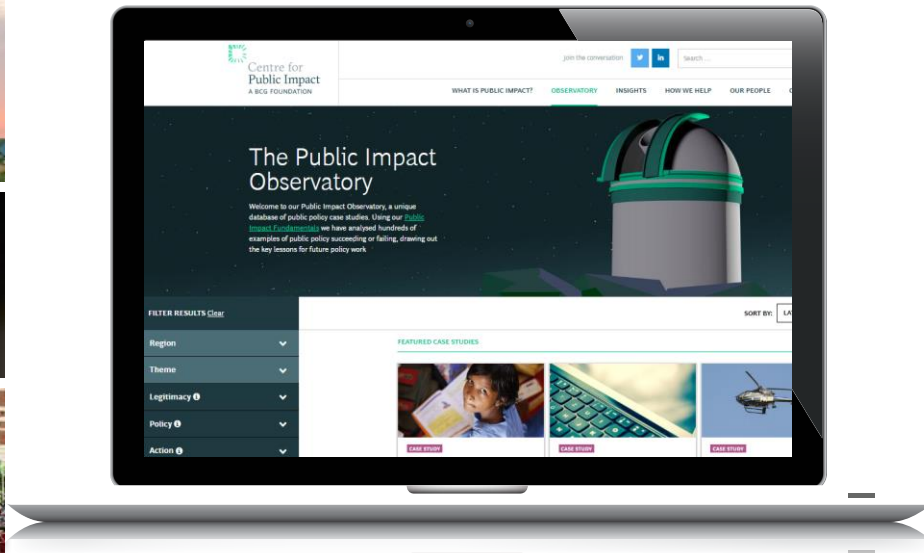
Ken
Smith

Kenneth P.
Tan

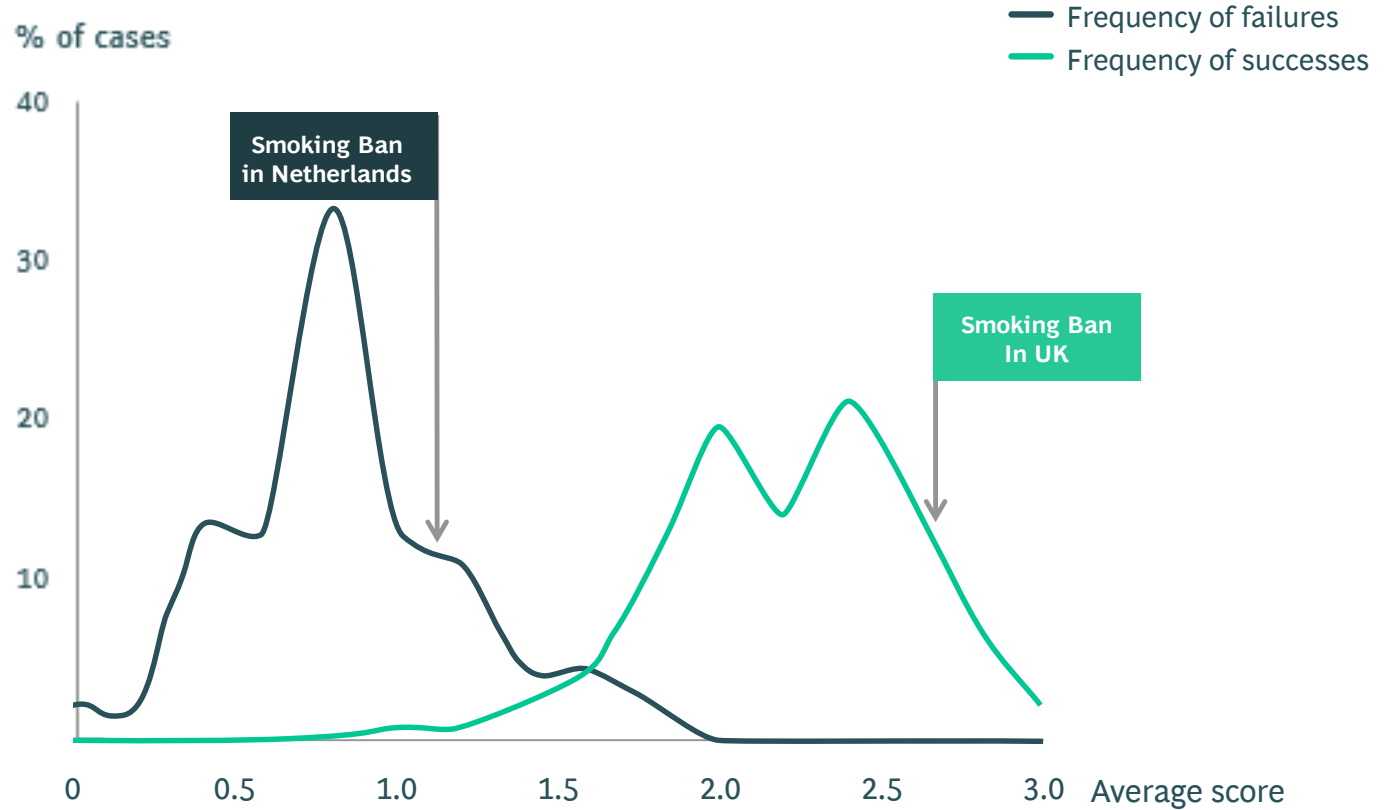
Ngaire
Woods



Case studies



Distribution of successes and failures



n=277



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LEGITIMACY

POLICY

ACTION

The Public Impact Fundamentals

*Helping governments progress from
idea to impact*

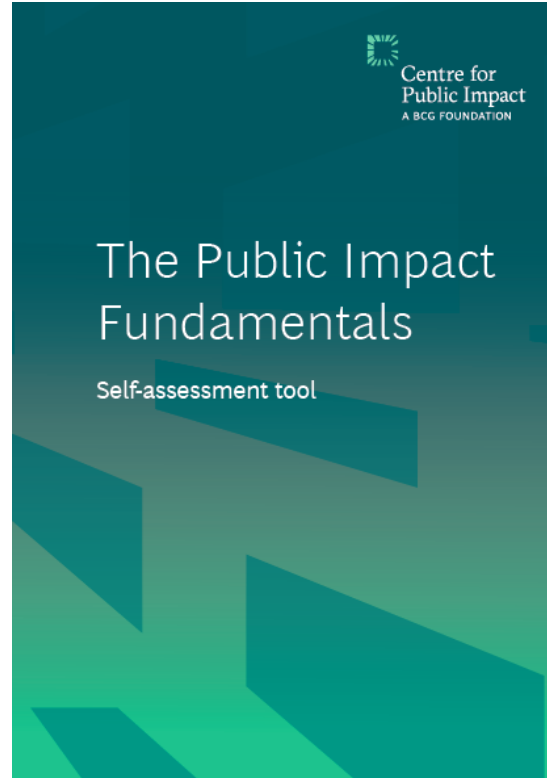
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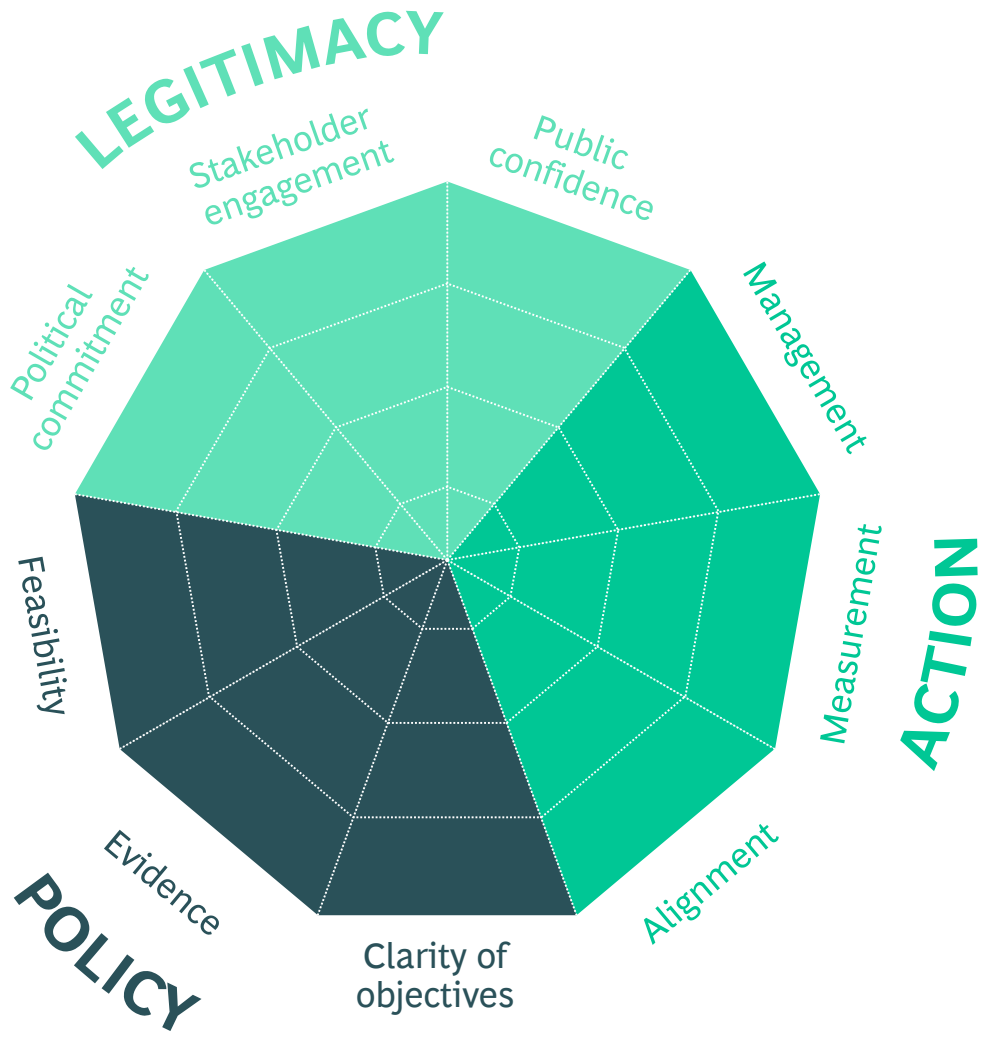
We have developed a self-assessment tool



Example: Legitimacy - support for an objective and attempts to achieve it

Please draw a circle around the option that best describes how the initiative performs

Element	Political commitment			
Support information	Definition	Supporting questions	Possible sources	
	Willingness of politicians and other leaders to spend political capital in support of this objective	<ul style="list-style-type: none">• Is this a political priority for political leadership?• Where is active opposition coming from?	<ul style="list-style-type: none">• Speeches from politicians• Party manifestos• Opinion from political actors on newspapers	
Your assessment	Weak	Fair	Good	Strong
	Important political actors are actively opposed	Tentative support from some political actors	Solid support from majority of political actors	Strong support across the political spectrum
Your comments				



The Fundamentals are resonating strongly with governments, international organizations and universities

Not exhaustive

Governments



Cabinet Office



Department for
Business, Energy
& Industrial Strategy

International organizations



Universities



Georgetown
University

KING'S
College
LONDON

Looking **backwards**



Learn from
the past

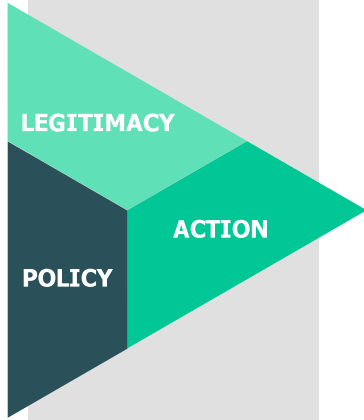
Looking **ahead**



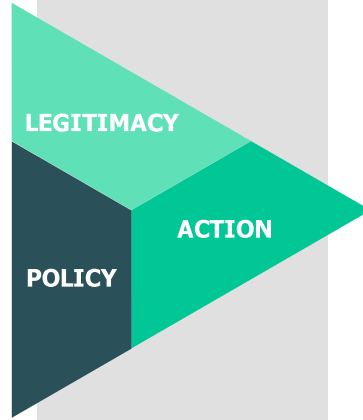
Select among
alternatives



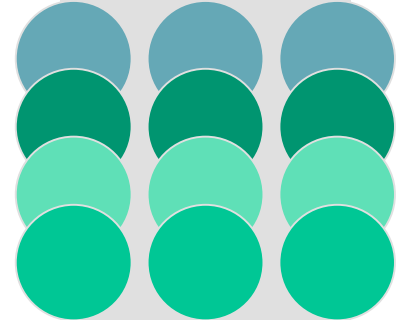
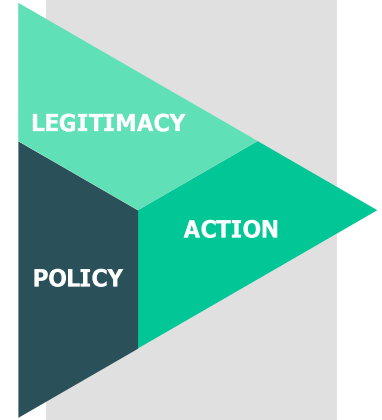
Maximize
impact



Single policy



Portfolio



Whole government



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