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In search of excellence in the Development and Implementation of Transformational Policy Reforms

Mike Young - Global Food Studies, The University of Adelaide

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In search of excellence in the Development and Implementation of Transformational Policy Reforms

Mike Young
Global Food Studies, The University of Adelaide

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Transformational Policy Reforms

Fundamental shifts in government strategy with far reaching consequences for the

- structure of industries
- way people behave and
- resource use.

Typically, involve the creation of very different administrative arrangements.

When successful they endure.

But non-adoption and/or failure is common.

Towards some Guidelines

Sequence

1. Developing the case for change
2. Securing interest
3. Careful design
4. Negotiation
5. Implementation
6. Adaptation and refinement
7. Learning

Developing the case for change

- Define the problem or opportunity in ways that the public can understand.
- Use multiple methodologies
 - Invest in the science
- Establish two, not one, discussions
 - A public narrative
 - A detailed professional debate
- Craft a simple unambiguous vision

Securing interest

- Find a policy entrepreneur
- Engage with stakeholders
- Understand risk from each stakeholder perspective
- Use this understanding to refine narratives and define concepts in ways that improve dialogue
- Engage with and recruit likely beneficiaries
- If stuck, build new alliances that will advocate for the reform
- Ensure reviews of the proposition are robust
 - Talk to the enemy & other disciplines

Careful design

- Search for ways to make all stakeholders better off
- Avoid regimes that create losers
 - Grandfather
 - Compensate?
- Use trials to test and build administrative capacity
- Ensure there are enough instruments
- Establish lock-in mechanisms
 - Fully specified Entitlements
 - Mortgages
 - New organisational structures
 - Self funding
- Robust governance

Economic &
Institutional
Design

Negotiation

- Encourage plagiarism
 - The more architects the better
- Be patient and prepared
- Crises come and go quickly
- Don't compromise fundamentals
- Refine and recast the narratives
 - Align with current thinking

Implementation

- If possible, appoint a new leader
- Establish a new organisation
- Start with a view to demonstrating early success
- Ensure that you have the best data on progress
- Move quickly
- Ensure benefits arrive before any pain
- If a stumbling block emerges, act quickly
 - Be prepared to replace people

Adaptation and refinement

- Expect to be surprised
 - Innovation (& rorting)
- Be diligent in monitoring progress
 - Expect entrepreneurs to have moved on
- Expect a second wave of attack on budgets and core principles
- Expect this wave to be well organized, well resourced and politically ruthless

Learning

- Avoid aspirational objectives
- If failing, abandon quickly

Overview

- AARES members have been involved in many transformational changes
- We need to share knowledge
- More awareness about this art will pay dividends



In Search of Excellence: How to Transform Environmental and Natural Resource Management Policy

Earthscan, May 2016

<http://www.adelaide.edu.au/global-food>

<http://www.myyoung.net.au>