

Building State Capability and PDIA: Origins

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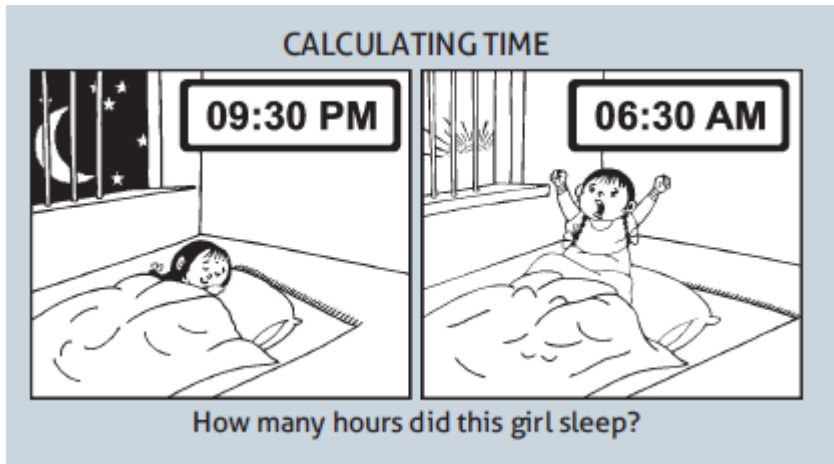
Origins of attention to state capability as an issue

- Increasing recognition on the part of development practitioners that the main issue was not a debate about “what” should be done, what the “right” policies or “right” budget allocations, but the question of “how”: *How* were policies and programs to be implemented in a sustained way with reasonable fidelity to design

Three stories

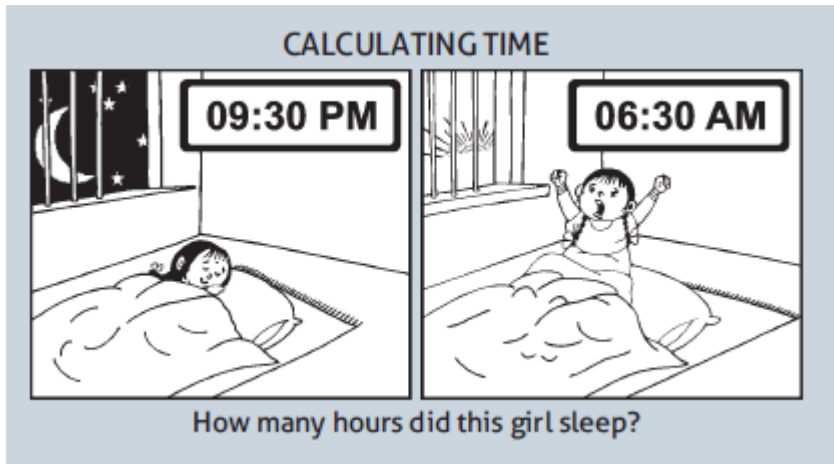
- A social safety net program during the crisis in Indonesia
- A trip to Afghanistan
- A village information meeting about learning in primary schools in India

Survey of youth in India aged 14 to 18



Level of Schooling	Percent correct
Less than 8 years complete	
8 or more years of school complete	
Enrolled as undergraduate	

Survey of youth aged 14 to 18



Level of Schooling	Percent correct
Less than 8 years complete	26.8
8 or more years of school complete	41.4
Enrolled as undergraduate	54.4

How we got to BSC and to PDIA

- Crazy is doing the same thing and expecting a different result, we had to understand the organizational techniques of successful failure
 - Isomorphic mimicry
 - Pre-mature load bearing

And that these were an optimal response to a system in which organizations could fail and thrive

PDIA from observation

- But we also saw lots of successes, many at scale and sustained.
- As we looked across the many sectors and fields and places where the three of us (me, Michael, Matt) had worked (public finance, justice, education, etc.)
- What were the common *principles* that were present in successes and absent in failures?

Fundamental difference

PDIA

- Problem Driven
- Iterative (a sense of active feedback from observation, performance, facts that allows for changes)
- Adaptation (allows the design to change)

BAU in development

- Solution driven
- Pre-planned and designed with “supervision” but implementation is following existing policies
- Adaptation only happens between projects, not within.