MEL Tools and Challenges
Leaders using entrepreneurial principles and practices to introduce transformative policy

1. Just start
2. Small bets to manage risk and learn by doing
3. Expect and exploit surprises
4. Harness networks and coalitions
5. Future is made not predicted
Transformative policy

Entrepreneurial principles & practices

Leaders

1. Technical and political

2. Theory of change
3. Measures that matter
4. Timeline

5. Team composition
6. Coalition map
Tool 1: Reform criteria

Impact
Changes incentives and behavior to improve outcomes including gender

Scale
Spreads w/o further funding

Sustainability
Becomes part of market behavior or government functions

Feasibility
Possible given political realities
Tool 2: Theory of Change

Current poor situation

Technical and Political Analysis

Proposed reform

Technical and Political Action

Reform introduced

Incentives and behavior changed

Improved outcome
Tool 3: Measures that matter

- Plausible link between reform and improved outcome
- Credible data often collected by government as a matter of practice
- Ratios or rates to enable comparison
- May change due to iterative process
## Tool 4: Timeline

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Role of CfC</th>
<th>Reference file</th>
</tr>
</thead>
<tbody>
<tr>
<td>16 Aug 2011</td>
<td>Sin taxes included as part of Executive-Legislature priority agenda</td>
<td>Policy brief for Internal Revenue Com.</td>
<td>Policy brief</td>
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<tr>
<td>12 Dec 2011</td>
<td>House impeaches Chief Justice</td>
<td></td>
<td>Articles of impeachment</td>
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<tr>
<td>14 Dec 2011</td>
<td>House Ways and Means Chair replaced for not signing impeachment articles</td>
<td></td>
<td>Meeting notes</td>
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<tr>
<td>5 Mar 2012</td>
<td>Health Sec. and Internal Revenue Com. hold press conference</td>
<td>Coalition organizes event</td>
<td>Press statement</td>
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</table>
Tool 5: Team Composition

- Team leader
- Technical expertise
- Political skills and network
- ‘Insider’
Tool 6: Coalition Map

1. Political Influence

High

Low

2. Position on Reform

Anti

Pro

Dominant Firm

Regulator

President

Senator

Business

Mayor

Civil Society

Reform Coalition

Customized and timely activities and outputs

3. Willingness to spend political capital

Medium

High
Monitoring and Learning

- Real-time analysis and adjustments

Evaluation

- Iterations become a story of changes, setbacks, and progress
Challenge for CfC

Robust MEL tools for individual reforms

Impact and End of Program Outcomes?

- Education
- Local Roads
- Excise Tax
- Etc.
THANK YOU