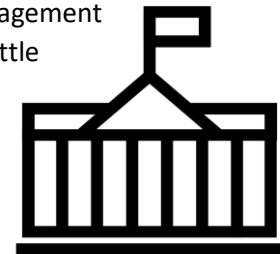


## Government Funded Social Development Programs

IBG is an umbrella organization that works with service providers who are involved in the social sector. Our experience has shown that there are times when IBG needs to broaden its partnerships so that it also includes other stakeholders in order to even further improve social outcomes. One of these other stakeholders is government – central, state, and local – depending on the type of program.

For decades public administrators, in many democracies around the world, thought of their jobs in a similar manner. They were taught to take on a mindset of accountability and control of public resources. This traditional role is not surprising since the view of most citizens was one of suspect when bureaucrats took initiatives to change their role and most certainly if they were to take an entrepreneurial view of creating social value. For senior bureaucrats, the management objective has been to improve upon these traditional roles and until recently little thought was given to innovation in a manner that can change their role and can increase the value of their work to society.



Up until the past couple of decades the voting public has largely denied its government representatives the use of imagination, let alone experimentation and the taking control over operational capacity to achieve genuine social value. Meanwhile, the private sector has excelled by being responsive, dynamic and value creating.

Because of this history, the grant and contracting practices of government has led them to not being involved in any meaningful manner towards improving the outcomes of programs. The focus is on contract compliance and the distribution of funding. If a percentage of funds are withheld it is done so as an incentive to meet reporting requirements and not meaningfully related to performance management.

The performance of a social program can only be commented on when there is data that drives the understanding of whether and how the program is achieving critical results. Government has not been



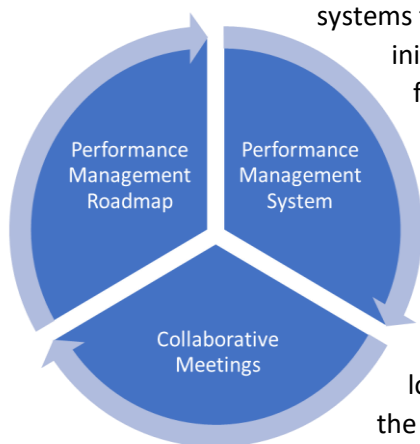
good at working with program partners to collect and use meaningful data to improve service delivery. The required data is used only retrospectively to validate contract compliance, and not for real-time performance management and improving social outcomes.

Once a grant agreement and/or contract has been signed the relationship between government and service provider is largely focused on achieving compliance, based on the terms and conditions agreed upon. Even site visits are intended to ensure adherence to these agreements and completing a milestone checklist. It is not about how two stakeholders with common objectives can improve collaboration and ultimately bring about improved outcomes.

Impact Bridges Group wants to see government become more engaged in grant and contracting work. There are circumstances where this might not be applicable, but for many programs, especially in the social sector it is fully relevant. This engagement means, allowing for real-time improvements to service delivery that results in improved outcomes for those being served. IBG is working with partners to develop strategies that include collecting the right data and managing the government agency and service provider interactions in a synergistic manner that leads to improved program outcomes. The strategy focuses on a partnership between government and social service providers with an objective to improve social services.



The diagram below shows the three main components of the IBG strategy. Reviewing real-time, operationally meaningful performance data enables government and providers to quickly identify and address service delivery issues in a timely and sustainable manner. A performance management system will have three main components – i) relevant and well-timed data on program implementation and results; ii) an information system that collects and processes the data to generate real-time and clear insights for decision makers; and iii) a team with the skills and incentives to successfully transform performance insights into improved practices.



Collaborative meetings need to be regular so that problems and issues can be addressed in a timely manner. The meetings are not only to address problems, but to also identify opportunities for broader systems transformation. The performance management system, that might initially be managed by IBG, will provide for an evidence-based approach for reporting and analysis. As important as the use of data is for analysis and insights, it is also important to use the data to develop and update the theory of change to improve outcomes. Dissemination of these learnings can possibly benefit many other service providers.

A performance management roadmap uses the analytics from of the performance management system to provide laser focus on those topics and practices that are critical to success. A roadmap is forward looking and identifies those areas requiring deeper investigation. Often the performance management roadmap topics will benefit from advanced quantitative analysis, such as regression discontinuity techniques to evaluate referral decisions.

IBG can provide the technical assistance required for each of these three components until the time when the expertise is developed or brought in-house by partners.