

The slide features a white background with several realistic, 3D-rendered water droplets of various sizes scattered across the top and bottom edges. The droplets have highlights and shadows, giving them a sense of depth and volume.

PDIA FOR ECONOMIC DIVERSIFICATION

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The image features a white background with several realistic, 3D-rendered water droplets of various sizes scattered in the corners. The droplets have highlights and shadows, giving them a sense of depth and volume. The text "HOW ABOUT PLAYING A GAME?" is centered in the middle of the page in a bold, black, sans-serif font.

HOW ABOUT PLAYING A GAME?

LET'S CREATE A SENSE OF US

TABLE	COUNTRY	TABLE	COUNTRY
1	VENEZUELA	7	GREAT BRITAIN
2	SRI LANKA	8	SAUDI ARABIA
3	SOUTH AFRICA	9	COLOMBIA
4	USA	10	ARGENTINA
5	FRANCE	11	MEXICO
6	ALBANIA	12	CANADA



NOW, GRAB THE SCRABBLE LETTERS

THESE ARE YOUR COUNTRY'S CAPABILITIES

THE SOURCE OF YOUR PRODUCTION AND VALUE



WHEN I SAY GO:

YOU WILL CREATE WORDS AT YOUR TABLES

- THESE ARE THE PRODUCTS IN YOUR COUNTRIES
- EACH 'PRODUCT' HAS A COMBINED VALUE OF ITS LETTERS
- 'GDP' IS THE TOTAL VALUE OF ALL YOUR WORDS

THE WINNING COUNTRY WILL HAVE THE HIGHEST GDP, AND
LOWEST UNEMPLOYMENT RATE (NUMBER OF UNUSED LETTERS)



EVERYONE READY?

GO

YOU HAVE 4 MINUTES






LET'S TALK

WHY ARE SOME COUNTRIES
RICHER THAN OTHERS?

WHAT CAN THE LOW VALUE
COUNTRIES DO TO GROW, OR
EMPLOY THEIR UNEMPLOYED?





THIS IS NOT A GAME, OF COURSE OR AN ACADEMIC QUESTION

IT IS A MAJOR PROBLEM FOR MANY COUNTRIES

SOME REPRESENTED HERE

LIKE SRI LANKA



COMMON ADVICE TO COUNTRIES

IMPROVE YOUR **DOING BUSINESS** INDICATOR SCORES, AND
DO BETTER ON GOVERNANCE INDICATORS, TRANSPARENCY MEASURES, ETC.

WHICH IS LIKE ASKING COUNTRIES TO USE CAPABILITIES TO WRITE NEW WORDS:

DOING BUSINESS

TRANSPARENCY

WE DON'T LIKE THIS APPROACH

IT'S NOT THAT THE IDEAS ARE BAD

BUT MANY COUNTRIES CANNOT 'SPELL' THE NEW WORDS, AND
THESE SOLUTIONS DISEMPOWER THE LOCAL 'US'

- WHO ARE NOT ASKED TO THINK ABOUT THE SOLUTIONS

AND THE WORDS DO NOT ADDRESS PROBLEMS IN MOST COUNTRIES

- WHICH ARE COMPLEX, AND CONTEXT SPECIFIC,
- CALLING FOR LOCAL SOLUTIONS, WHICH NEED TO BE 'FOUND'
- BY AN EMPOWERED AND LOCAL 'US' , NOT AN EXTERNAL 'THEM'

PROBLEM DRIVEN ITERATIVE ADAPTATION

PDIA

AS AN ALTERNATIVE

WHAT IS IT?

HOW DOES IT WORK?

WHY SHOULD YOU CONSIDER IT?

WHAT IS PDIA?

A PROCESS TO BUILD CAPABILITIES


'BY US, FOR US, GIVEN WHO AND WHERE WE ARE'

WHILE ADDRESSING 'OUR' COMPLEX PROBLEMS

THAT 'WE' DO NOT KNOW HOW TO SOLVE

HOW DOES PDIA WORK?

1. AUTHORIZERS IDENTIFY INTRACTABLE PROBLEMS THEY CARE ABOUT
2. THEY CONVENE TEAMS OF THE LOCAL 'US'
 - WITH FACILITATORS TO ASSIST IN THE MOBILIZATION PROCESS
3. TO INTERROGATE THE PROBLEMS
4. AND IDENTIFY PRACTICAL IDEAS TO ACT ON, QUICKLY
5. STOPPING REGULARLY TO LEARN
6. ADAPTING, AND ACTING AGAIN
7. OVER AND OVER, IN MULTIPLE ITERATIONS
8. 'PRACTICING THEIR WAY TO NEW CAPABILITIES AND NEW SOLUTIONS'

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AN EXAMPLE
OUR WORK IN SRI LANKA
WHICH STARTED LAST AUGUST

A STARTING CONVERSATION WITH MINISTERS, IN AUGUST

‘WHAT IS THE PROBLEM?’

“GROWTH IS SLOWING...”

‘WHY?’

“EXPORT GROWTH IS SLOWING, AND WE HAVE LIMITED NEW FDI INJECTIONS”

‘WHY?’

“TRADITIONAL EXPORTS ARE DECLINING, AND WE HAVE NO NEW EXPORT SECTORS”

“WE DON’T KNOW HOW TO ATTRACT NEW FDI SOURCES”

‘OK: CAN WE MOBILIZE SOME TEAMS AROUND THESE PROBLEMS?’

“YES, WHEN, AND FOR HOW LONG”

‘IN THREE WEEKS, FOR SIX MONTHS’

MOBILIZING TEAMS IN SEPTEMBER TO INTERROGATE THE PROBLEM

THE TEAMS DECONSTRUCTED THE PROBLEM INTO SUB-PROBLEMS:

“WE DON’T KNOW WHICH SECTORS TO TARGET”

“WE DON’T KNOW HOW TO SUPPORT NEW EXPORTERS IN THE SECTORS”

“WE DON’T KNOW HOW TO ATTRACT NEW INVESTORS IN THESE SECTORS”

“WE DON’T KNOW HOW TO CREATE AN ATTRACTIVE ‘INVESTMENT CLIMATE’”

AND THEY DECONSTRUCTED THESE SUB-PROBLEMS IN MORE DETAIL


“WE DO NOT ATTRACT NEW INVESTORS BECAUSE WE DON’T KNOW WHICH SECTORS TO TARGET, OR WHAT INVESTORS IN TARGETED SECTORS LOOK FOR, OR WHERE THESE INVESTORS ARE, OR HOW TO TALK TO THEM, OR HOW TO RESPOND TO THEIR QUESTIONS, ETC.”



THEY ALSO IDENTIFIED ACTION TO TAKE, QUICKLY,
IN THE FIRST SHORT 'PUSH PERIOD'

WITH A CHECK-IN TWO WEEKS LATER, WHERE WE ASK:
'WHAT DID YOU DO? WHAT DID YOU LEARN? WHAT ARE YOU
STRUGGLING WITH? WHAT'S NEXT?'





THE AIM:
TO GET TEAMS ACTING,
IN A RAPID MOTIVATED, ACCOUNTABLE WAY.

BECAUSE ACTION CREATES THE BASIS OF LEARNING.

**AND LEARNING IS THE KEY TO BUILDING NEW CAPABILITIES
AND FINDING ANSWERS TO COMPLEX PROBLEMS**



SIX MONTHS OF THIS...

5 TEAMS HAVE BEEN INVOLVED IN 12 'PUSH PERIODS'

- AND MADE AMAZING PROGRESS
- BUILDING NEW CAPABILITIES AND FINDING NEW SOLUTIONS
- AND 'THE US' IS BEING EMPOWERED
- MUCH FASTER THAN WE SEE WITH OTHER 'COUNTERFACTUALS'

TWO EXAMPLES THAT I WILL TRY AND DESCRIBE

- THE 'TARGETING TEAM'
- THE 'INVESTMENT PROMOTIONS TEAM'

WHY SHOULD YOU CONSIDER THIS?

IF YOUR COUNTRY'S CHALLENGE INVOLVES TAMING COMPLEX PROBLEMS

- YOU NEED TO EXPAND KNOW-HOW AND CAPABILITIES 'BY US AND FOR US'

WHICH REQUIRES LEARNING, TACITLY

- THAT ONLY COMES 'THROUGH DOING'
- NOT THROUGH HIRING 'THEM' FOR THEIR SOLUTIONS

BUT LEARNING IS HARD TO DO IN THE PUBLIC AND POLITICAL SPACE

- SO YOU NEED A PROCESS TO FACILITATES THIS,
- AND PDIA IS SUCH A PROCESS

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THANK YOU