

Transcript | Using Insights to Inform Policy

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Let's get started! Hello and welcome to this masterclass on how to use insights to inform policy.

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My name is Ula Rudkowska, and I am a senior researcher here at APolitical.

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As always, and again, as a reminder, please do introduce yourselves. Post in the chat where you're joining us from, and what organization you work for.

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Today, we are going to be exploring practical ways to use insights more confidently and effectively in policymaking.

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In a world full of information, it's not always clear which insights are useful or how to apply them.

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Especially under pressure. By the end of the hour, I hope you'll feel more confidence in turning evidence, feedback, and behavioral understanding into real-world impact.

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For those of you who may be joining us for the first time, welcome!

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APolitical is the world's largest community for government, used by over a quarter of a million public servants and policymakers from more than 170 countries.

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Our mission is to make governments smarter, and we do this by putting the best knowledge and skills at the fingertips of public servants around the world.

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So I'm just going to spend a moment seeing who we have joining us today, and for those of you who joined only in the last few seconds or so, please do introduce yourselves the chat.

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Alright, well, we are thrilled to extend an invitation to join today's speakers and your peers in the public service from across the globe in the Global Policymaking community.

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Whether you are just starting out in the policy profession, or a seasoned analyst, this forum is the place to share resources, ask questions, and gain collective wisdom from your peers in the global policy profession.

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If you're not a member yet, I really hope you'll consider joining today.

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The link embedded in the QR code that you can see on your screen right now. Alternatively, you'll also find the same link in the Resources tab of this webinar, which should be at the bottom of your screen.

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Now, I'd like to get a few technical notes out of the way before we get into today's conversation.

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This event is recorded. For on-demand viewing on the Apolitical website, so please don't record it yourself.

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Closed captions are available. And can be toggled on or off in your screen settings.

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All right. Before we introduce our speaker, we are going to run a few quick polls to get a sense of where you are coming from.

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To today's conversation. Now, let's have a look at the first poll question.

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What sources of insight do you currently use most in your work?

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Option 1, academic or policy research. Option 2, Evaluation and Monitoring Reports.

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Option 3, Frontline Staff Feedback. Option 4, public or citizen consultations. Option 5, behavioral or social data And option 6, Administrative Data or Performance Metrics. Option 7, internal knowledge or institutional memory. Option 8, lived experience or community input. And finally, other. And if you have answered other.

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Please do post in the chat. It would be wonderful to hear what other sources of insight you are currently using in your work. So... Let's give this a moment, and we should be able to see the results pop up on the screen as soon as everything slows down, but right now I'm seeing

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That academic and policy research, as well as administrative data or performance metrics, are certainly leading the way.

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Alright. Wonderful. Okay, so we've... certainly academic and policy research are the biggest source of insight, but I also see Victoria Contributing to the chat saying, I use a mix of performance matrix... Policy research, consultation with key stakeholders, and much more. Wonderful. Well, thank you, Victoria, for sharing that, and if there's any other sources of insight, perhaps ones that you find are really helpful or not as intuitive for other folks, please do share them in the chat.

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But let's move on to our second poll. All right.

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What is the biggest barrier to applying insight in your role?

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Option 1, lack of time or capacity to analyze insight. Option 2.

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Difficulty accessing relevant or timely evidence. Option 3, organizational resistance or culture.

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Option 4, uncertainty about how to interpret or apply findings. Option 5, limited collaboration across teams or departments. Option 6, political or leadership priorities. Option 7, insights don't feel relevant to the context, and the final option, again.

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Other, please tell us in the chat. So, as a reminder, this poll question is, what's the biggest barrier to applying insight in your role? And if there are any other barriers that you don't see here, please do let us know in the chat. At the moment, it looks like the majority of you, around 31%, are selecting lack of time or capacity to analyze insight, and I as... in my role as a researcher, I very much find that it's that lack of time, um, that lack of time element that really

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Just sometimes makes it hard to convert all the insight that I know is there and that I encounter in my day-to-day and really convert it into something useful for other folks to use. But, difficulty accessing relevant or timely evidence is also quite high up here, and I hope that maybe this session will allow us to dig a little bit deeper into some of that. Alright, thank you so much, everyone. I believe we do have almost a tie between lack of time or capacity to analyze insight and difficulty accessing relevant or timely evidence. So...

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Thank you for taking part in all those polls. Now, I'd like to introduce our speaker for today.

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We're fortunate to be joined by a brilliant guest, Anand Ayer.

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Ananda's Chief Policy and Insights Officer at Jenangraha, where he heads up research and insight development for urban governance in India, with a particular focus on climate.

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Health, and equity. Additionally, he oversees the work on strengthening human resources capacities in city governments across India. He was earlier the chief project manager at the National Institute of Urban Affairs in New Delhi.

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You may have noticed from the event page that we were going to be joined by Rachel Strom from Oxford Policy Management today as well, but unfortunately she has had to postpone due to illness. We will get Rachel back at another policy event in the near future, so make sure you keep an eye out for other sessions.

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Anand has very kindly agreed to do an extended talk for us today at really short notice, so a massive thank you from us to Anand.

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Attendees, if you want to learn more about Anand's work, you can read his full bio by visiting the Resources tab at the bottom of your Zoom screen.

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All right. Um... Yes, and heading over to the speakers section. So, before we launch into today's masterclass, I thought we could start with a quick icebreaker question for Anand.

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So, and please, everyone, this icebreaker, I am going to direct it at Anand, but if you have an answer to this question, or, um, please do post it in the chat, it'd be wonderful to hear from you as well.

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So, Anand, has there ever been a time when you've gathered an insight that completely changed your view on a policy issue?

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That is a big question, so I'll give you a moment to think, and in the meantime, anyone who's joining us here today, please do thank and reflect for a moment.

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Has there ever been a time when you've gathered an insight that completely changed your view on a policy issue? So, Anand, take it from... from here.

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Um, thanks, Ruba. Uh... That's more like an ice hammer, rather than an icebreaker. We could spend the hour on... insights actually do completely change one's view.

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Uh, one, okay? Maybe I can use the opportunity that Rachel is in there, and give you two.

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One relates to the current term. Area of work that we are involved in, and one comes from nearly a decade and a half ago.

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I'll start with the older one, where... Uh, this was regarding built heritage conservation.

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Buildings that are not actually monuments that are protected by archaeology or... the Monuments Authority, but actually buildings that people live in.

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And, uh, these are more than 100 years old, sometimes less nicer, but a great artistic culture.

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Uh, social value. And, uh, the policy issue, of course, being... it's difficult to maintain them, there are people living in them, it's a living heritage, in fact.

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What does one do? The government must do something about it, you know?

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It belongs to all of us, it doesn't belong only to the person living in it.

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And one would think that the policy is that they... so what I was working on was a built-in policy.

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And that the government should institute it, and they care about these buildings for all of us.

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And the insight that suddenly comes in is, uh, who pays for it?

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So the obvious answer should be when the government brings out a policy, the government should pay for it.

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And then you get this sudden idea that, uh. It can directly benefit the people who are actually living in it.

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Or, because of the restrictions you bring as policy, in terms of them being able to alter it, or sell it.

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Or modify it for their users, it can hamper them. Which means the, you know, the sudden insight you get is.

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There is no way the government can seem to be biased.

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You know, well, several of these buildings are ornate, they're rich, they're big.

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They belong to people who are reasonably well-off, or at least were reasonably well-off.

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In the past generations. That's a big problem. The government will be seen to be elitist.

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If they're going to pay it for the, uh... the conservation of it. And on the other hand, they would... government would seem to be in a micro-private overreach, because these are private buildings after all.

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There may be a bunch of us who think these are, uh.

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Great examples of our culture. But it is private property, and one may do as one will.

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So, um, this... just these two insights, as you realize, you may draft the policy very well for government attention.

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But that's not exactly how it plays off once you realize what is it that you might be recommending.

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So, yeah, so that's one for me, and if I may take the liberty of Using Rachel's icebreaker.

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Our organization believes that the more you are aware as a citizen.

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And the more you participate in governance. The more is likely to be you experiencing better quality of life, in terms of better infrastructure and services, which means power to the people.

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Agency, uh, that you have, so we conducted a survey which was across 10 cities, across several years, in fact, nearly 10 years.

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At least a 3,000 sample units, so it is a very extensive survey of people.

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Do you participate in governance? Are you aware of your representatives. How often do you interact? And then marking it with... what is the level of infrastructure and services you enjoy? And, you know, it would have been so simple in life if

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All the results for one week. Saying you don't participate, you get poor services.

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Or the other way, you... you don't participate, you actually get high services. Even if you're skewed.

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It would be very easy to kind of figure out where's the anomaly.

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You get a mixed bag of results. Which prompts you to double-click.

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And this is going to be one of the mainstays. Of what I'm going to say.

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You have to double-click. It's never going to be direct. And when we double-click, lo and behold, we realize that for certain categories.

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Regardless of your participation levels or awareness levels and governance. You enjoy high infrastructure and services, and for the others.

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If you participate in the more you're aware, it seems to indicate that you get to enjoy better services.

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No surprises here. More vulnerable, more poor.

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More migrants. You better be involved, you better know who it is to go to, and have a voice.

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And you get the richer, affluent parts of the society, so you see what I'm saying? Unless you double-click on the insights.

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You cannot trim policy effectively. Yeah, so... I hope that is not too complex or obvious, but yeah.

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No, thank you so much. That's a great answer, and a fantastic primer for the next half hour.

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For all of you who might have your own responses, own ideas, um, for a moment when you've gathered an insight that completely changed your view on a policy issue, my colleague has just posted a link to the Global Policymaking Community in the chat, which you can just... which takes you directly to a thread, and I'd love to sort of hear your stories, so please do share them, post about them, I look forward to reading about them later today.

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So, without further ado, I would like to actually now hand over to Anand for the next 20 to 30 minutes to share his experiences on using insights to inform policy.

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And some fantastic case studies from his work. So, over to you!

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Thank you, Ula. Hello, everyone. I'm afraid I can't see any of you, so do kind of... there for that, and two other disclaimers, just to begin with.

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I'm just recovering from a bout of flu, so if, uh... do pardon me for introductions and... with my voice, and the second is just a couple of hours ago in my hometown.

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Was a most horrific plane crash. And still kind of coming to terms with that, so in case there are any lapses or... distractions, please don't, uh, please forgive me for that.

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Uh, I'm going to be taking into Rachel's time as well.

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So, allow me for a bit of a monologue. While I am able to present and make time, but do tell me and Una, please do feel free to tell me, you know.

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If I've exceeded time in any rate, I'll try to be crisp. Uh, can you confirm that you can see the screen, and maybe some people can put touch for you?

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Yes, we can. We can definitely see your screen.

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Lovely. Lovely. So this is using insights to inform policy, and I've been, uh.

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I've been advised that it is better to work with examples, or cases, or evidences.

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Uh, rather than just the theory, and that's what I aim to do.

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You know about me, you can please do look up Jemadraha.

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Org, it's there in the links as well. Uh, just a brief, uh.

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It's... it serves two purposes. It's an introduction to the the organization as well, and the area of work.

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And also, that insights or data, data is a complete universe. It surrounds us all the time.

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What is the insights you pick really does depend on what is the change.

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You wish to bring. And how do you see yourself?

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As being an agent of that change. Not many of us, if we're working in policy, our principles of change.

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That has to be those in the government, maybe several of you in the audience are.

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But if you are an agent as GR, You need to know what is it that you can do.

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In order to bring them the change that you actually see, and hence... This slide serves two purposes. It's the familiar iceberg.

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Um, the Jalagraha believes that there are the issues in the quality of life that you see above.

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The water or above the ground. Those are very easy, and in the course of my presentation, I may not read to the slides. I'm hoping the audience and you can read the slides while I convey the spirit, or what's not written.

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And we believe that what is... is equivalent as quality of life, or lack thereof.

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In fact, has systemic roots. There is a much larger part of the iceberg that lies below the water.

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And that is the system's inability to cope with the nature of problems that one sees. And therefore, we see ourselves as a systems change organization.

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The insights that we will draw, and you can see from my cases.

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Will never be the symptomatic ones. We are not looking at symptomatic data.

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We will always be looking for systemic insights. Where is it that the system is facing a problem?

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We believe as our founders are fond of saint. We do not have 100,000 different problems in India.

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We have 100 problems repeated 100 times over. And we need not go and go fix the problem itself.

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We would rather help the system that is meant to fix the problem.

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And therefore, that is a perspective that I'd like you to have. The three strands of our work Our planning and design decentralized participatory governance.

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And state capacities. And we break this up into our mission, as you can see on top, which is to transform quality of life in India's cities and towns.

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The impact goals, then, are colored according to Our strategic priorities.

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So the strategic priorities are the ones that you saw earlier, the parts below the iceberg.

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Uh, and in state capacities, you have two parts, which is finance and HR, so you can kind of see it as If you can strengthen the house.

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You can send them the systems that come through it, and impact goals... We would like to see... are the impact goals that are laid out in the the indexes that are on top.

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Uh, that you can see. So, this is, uh, and I'm deeply aware of the fact that as the event started.

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I saw there's a very wide variety of officials in here.

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From very different places. And I'm afraid I cannot speak anything beyond my work. I can only hope that the perspectives that I share from Urban systems change in India.

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You are able to draw the parallels, and you can see it as a kind of an analogy. This is... this is our strategy, this is the way we look at change and bringing change in what we wish to do in life.

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Work. I play two roles. I play... I head the policy and insights, which makes me relevant for this particular email that's at the bottom.

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And we'd like to see it through climate health inequities. The examples that I bring today, climate, health, and equity, are new lenses.

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That we brought into our strategy today. But I may not be drawing on climate health or equity examples per se.

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But they're inherently implicitly, kind of... work that I will be showing. And this is the way how, this is how we would like to affect the change.

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This is an extremely important slide, and I'll come back to it in a very different manner.

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Later, where the entire piece about data, insights, and analysis is probably in your top left corner.

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But if this event is going to ask, how does it affect policy or impact policy, or translate to policy?

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That's a much larger game. And I would really... you know, again, I would love if life just had that you did a research, you did some... you gathered some insights.

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You came up with recommendations or a solution. And then it just directly went into the top half.

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And you could directly inform policy, but that's not how it plays out. What we affect what we've seen, how... things play out.

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Is that you've got to engage first on the inside that you've found.

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And you've got to enlist the champions. You've got to find out, you've got to broad-based it.

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You got to get others to believe in what you see as very evident insights.

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You've got to design the change. Just because you make some recommendations or found something which is insightful does not mean the government or people have to act upon it. So that takes some designing.

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As to how will it actually work. And then you've got to handhold, you've got to help see that change.

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I mean, but that will give you fresher insights, because just acting upon an insight in total as a recommendation may not bring the impact that you wish to see.

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So, there is a feedback, there is a kind of a loop that works in here. I'll try and bring this back in more... layman terms, these are the formal terms that we've kind of used.

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At the end of the evidences. And this is how we work. And this was how we work, this is who we work with, because we realized that this maybe a little particular to India, but uh... There are different forms in different structures of government.

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In the country or area that you come from. Where we've realized that we need to work at the federal or the union level.

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Where they have the powers to dictate policy in certain matters which are in the union list and in urbanists.

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They do have a particular role in being able to set up templates, reforms, and policy... templates.

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For reforms that states can adopt and adapt. But they can set up the templates, they can also put up some seed money.

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In there. If there are any matters that require constitutional or parliamentary amendments.

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That's something only the union can do. And that's something that... that decides, for example, the way the country will now run.

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In, uh... so we had a very landmark amendment, for those who are aware of.

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Situation of India. Called the 74th Constitutional Amendment.

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We'd set out urban governance. And changes in urban governance, and it really encouraged revolution of powers from state to the cities.

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Through the local governments. So that's something the union can do.

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So we as a country decide. The herbal development should now, for urban... should now be governed more from the local and lesser from the state.

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Uh, we also work with state, and that's... the SCATE the state government or even regional government, if you will.

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Screens considerable power, though our heart lies in devolution and decentralization.

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And we believe it's the people, the neighborhood. The word, which is the smallest unit of governance, and then the city.

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Should be the most empowered to govern themselves. The fact of the matter, or the reality today, is that the state government, or the regional government.

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Exercises are not of control, and simply because there are not one kind of city.

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There are metropolises in India which are, like, megacities, compared you know, you can compare with the biggest in the world, in fact.

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But there are the smallest cities, or something that has recently been designated urban. They do not have the same capacities.

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And therefore, the state does come in to kind of help.

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Sometimes the biggest of the cities in India. Can serve themselves better Than the West, and they can, in fact, be farther ahead than the policy that the state sets.

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That's not true everywhere. It's a very large pyramid. In fact, we've found that it's a 1 3rd, 1 3rd, 1 3rd. There is a whole one-third of the population that lives in nearly 4,000 plus.

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Of our smallest cities. There is a smaller one-third that lives in the 400s.

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And there is, in fact, a one-third of the population that lives in just the metropolitis, the largest.

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40 of our cities. So you can imagine the problem here, which is why we choose to work at state level, and then, like I said, ecosystem.

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You cannot do it alone. You do need others to work with you.

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There's nobody, just because we have a grand idea of changing all of urban India.

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That we can work in 8,000 or 4,000 plus. Statutory powers. 8,000 women, when you include the definition of all that qualify to be cities by population locations.

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I hope I'm not being too quick or abuse, but I'd love to, uh... any doubts on what I've said so far, Shirley, could be in the chat.

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And therefore, when you say union, when we look at the federal level.

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We work with the constitutional bodies. Not just the Ministry of Housing and Urban Affairs.

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Which you see in the center, which is our principal. Partner at the union, because they govern the union, but the... carbon on land is a state subject.

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And there are several other constitutional bodies. Which work.

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With funding, with policies, with capacity building. Uh, with auditing.

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To check whether you've done this. But they should be done as enshrined in the Constitution or not, that's the concluded in order to generate.

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So we worked with several billion bodies, and not just the ministry.

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When we work with states, we fund ourselves, and therefore it's always a constraint between We've chosen to go deep and long, rather than work with different states at different points of time.

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So while in the history of our organization, we worked with mainly all states in India.

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At present, we work with these four states. Of course, this will make necessary sense to those who are not from India, and a lot more to those who are.

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The nature of our work, you will see, will keep changing, because it will go between decentralized participatory governance in, say, a state like Karnataka.

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And a little bit of that in, say, a state like Odisha.

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It might... it might go more towards urban planning and design in a state like Uttar Pradesh or, you know.

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State like Assam. So, it does depend on how the opportunity presents itself at a point in time.

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That we are able to support. Uh, states with our work.

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And then there is the ecosystem. And this, I mean, like I said, not only to introduce ourselves.

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But also to know when you understand the cases, the evidences that I bring, that you need all of this. You need platforms and partnerships in order to be able to affect.

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Policy and change. Nobody's going to do it simply because You said it, which means you need to have your events.

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You need to show up at events, like I'm doing with apolitical here, you need to set up platforms of participation and collaborators where others can come in with you.

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And then you need to be a part of alliances. Where you are part of several other organizations to affect the change, and I'm just bringing Some of the certain things you've got to go step out and show yourself, and something you need to be a part of.

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In order to bring the team. Okay, uh, taste of things to come.

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I'm going to try and use, like I said, Rachel's time as well, to try and show 3 cases.

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And I'll try and be a little quick, just to get more time in for elections and communication. This is the first case, which we call A6 for short. It's the annual state of Indian City Systems.

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It's a study or a survey that we do, and I'm going to talk about the one that we did in 2017.

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And the kind of impact. So there's insights to policy, or insights to impact.

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What does the annual survey of Indian City Systems do? It evaluates governance.

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Assesses the quality of laws, policies, institutions, and processes. Please refer to that as city social media. We saw that in terms of digital.

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Uh, in terms of decentralized participatory governments, urban planning and design.

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And state capacities. But we kind of analyze how... how capable, how strong are the wrongs.

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How equipped are the institutions? How detailed or transparent are the processes?

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With which the city is governed. And it's just an indication, it's like a health check.

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Of the governance systems. Therefore, the ability to deliver.

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Good quality of life. Back then, we had 4 petals to the floor, or wings to the butterflies. Today, we have three.

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And you can see that urban planning and design of place-based governance is still there.

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Capacity, state capacities are still there in terms of commands and HR.

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But the bottom two have kind of merged into a decentralized participatory government.

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This is just a flavor of the questions that we ask.

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When we conducted the survey. And this is how you get the insights. You get the insights.

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By asking particular questions. And you need to know what are the questions you are asking, you need to know what instrument are you asking for? Are you asking the question to? In this case, we were asking if the laws, policies, systems, and processes.

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So, a sample of the kind of questions are here. They were much more extensive.

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Much more extensive questions, and they were always a kind of a yes-no, which got a 1, 0, and then totaled up what the score that you got.

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We ask these questions for 26 cities in 2017. 89 questions.

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Covering 150 plus parameters of governance, laws, policies. There are several points of investigation that you kind of were able to touch on.

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The urban laws, which kind of look at the state laws, Urban Development Acts, the municipal laws, the city... laws, and any other laws, like public discussion or credentials.

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Uh, you have to look at 100-plus accounts. You even had to find what's called the right information.

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We could... you can... you can... submit a right to information. Under the right to information, you can request And by law, you can... so we evaluated so many cities.

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I'm quick here, what happens is you would get a score.

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For the city. This is back in 2017 and 18. By the time we published, and it hit the news.

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It was 2018. And lo and behold, what happens is our own city there, we are headquartered.

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Figured pretty much at the bottom of the list. And you can imagine that there are elections around the corner.

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Takes the alarm bells ringing. In good ways and bad. Somebody protests.

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And somebody says, what can I do? What can I do to improve? Because they cannot refute the stash that you studied what was in place, and what was in the public document.

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And these are the questions you asked, and this was the... Um, answer that you've got.

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If Spark controversy, you get, like I said, a lot of alarm bells singing.

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But then what happens is... You have trust, you have credibility. People know that you use the waterproof.

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A foolproof method of inquiry, and you inquired into the systems that were in place.

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But the highest level of the state government, chief security. A task force was executed.

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They said, how is it that we've done this? Can you get these people to study? Get them on board?

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Is it true what they said? And then you get these actions. Now, it sounds like a very sweet story.

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It almost sounds as if it happened overnight, but that's not how it plays out. You need to work Of course, you first need to defend you need to prove, and then you need to work together to ensure that the actions that they wish to take can be seen proof.

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And we had what's called the fiscal Responsibility and Budget Management, FRBM, for those who are from the financial, uh.

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World would know this. They get notified. Notification takes a long time.

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The manuals, the templates exist, the systems are in place. Somebody needs to adopt them and say, I commit.

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And it's a big commitment from their side, because they need to know if they can live up to that commitment.

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So, number one is just an example of that. Number two is an example of that.

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It sounds so simple that you will proceed, you will webcast publicly.

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Your council proceedings. But, you know, you've never done this before. You've never been... these are counselors.

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They... they are in the public eye, they are the public representatives. They fight with each other For the sake of the public, but that does not... is not the same as webcasting and them being aware... And it can be acrimonious, it can be sanctimonious, it can...

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So... but webcasting was... the proceedings were webcasted.

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Rules were mandated... the rules were amended to mandate that the mayor will be an of the planning committee, the mayor will be an education. These are very simple things that the laws, in fact, should have.

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The laws provide for it. You do not have it. Which is why you scored as you did.

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And therefore, this kind of information was displayed. Then we said, we don't know.

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We don't know, because Bangalore does not publish. Therefore, because it does not publish, and we don't know.

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The mark is zero. It's supposed to publish. Then you've got the kids who you had made.

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Not only Bangalore, the city that we were in, where we could have some influence, we were right there.

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They all envies. Saying, how can I improve? And if you notice, very interestingly, Pule is right there up on top.

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They called us to say, very glad, thank you so much, but hey.

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That does not mean we'll always be on top. And we've got a 5 out of 10.

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And we've just improved 0.9 from the last time you saw us.

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We'd like to go 10. We'd like to remain on top. So, which means not just the city at the bottom, but also the others.

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Who would like to include themselves. There are some who've said, I'd like to improve participatory budgeting. My government has always said That I'll be inclusive, and I take the people with me.

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How is it that I'm not there? So, I mean, Kerala, one of our states.

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Said they'd like to do this. And you then have to work with the commissioner, or the mayor.

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To bring these, uh, resolutions in Council. And get the support in. And it's not just... what teams they can make in law, something as simple as internship programs. Can I work with you?

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If I... if I'm studying, and if I'm interested in this topic, can I offer support?

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Technical support? Can we work together? Something like this. So these are some good results that we have.

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Changing quickly, and I'm sorry I'm not pausing for... breaks of bread.

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This is a completely different, uh... They are doing things. This... so I'm... I'm looking at three kinds... three ways of getting insights.

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One is that you conducted your own research. You asked questions that you felt were important.

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And you ask them what the public system. Here is a portal that we've developed, and all of you are welcome to visit this portal. It's called cityfinance.in.

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It's, in fact now owned. By the Union Ministry of Urban Development in India.

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But it was something that was conceptualized. By us. We... we've been talking about it for years together.

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It took us 8 years for the Ministry to ex... to... to... To understand and accept saying, yeah, this is something wonderful, so... it's a long, drawn-out battle always.

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The most common questions we've felt about why are our cities in the condition in which they are.

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You see garbage piled up, or you see crumbling infrastructure, or you see... the officials struggling with turnaround times, and many of these services that they are.

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Supposed to provide. You have deficit budgets, you have... you have taxes which you feel are... undue or tax raises, which you feel are undue.

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We realized that the answers to most of these questions would lie in the annual accounts. Now, we have corporations, so they're meant to publish the annual accounts.

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And you would get very simple answers, like, how much is Frank?

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On running operations. How much was spent on capital expenditure, or tax rates, or building assets and infrastructure. What are your sources of revenue? Your own sources of revenue that you can control?

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How much did you generate from these sources that you can control in your own palm?

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And how much did you receive from the state or the regional government? How much did you receive from you?

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All this should be very apparent in your LL accounts. And these are meant to be published.

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Only thing is, we've realized That... This is prior to what's called the 15th Finance Commission that the union has a Central Finance Commission.

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That they're fragmented, they're inconsistent. Inconsistent meaning one city publishes its accounts in a certain way.

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Another city right next door sometimes. Publishes it in their own way.

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There is a multiple account manual, but that's not enforced. Not everybody follows or publishes it in the same way. They do publish their accounts, they mandate it to, they will.

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They publish it in a regional language or a national language.

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So, the indicators would be all over, there is no transparency, someone is merging two kind of pots of money that they have into one.

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Somebody is booking some expenses. Under some head, while the very same expenditure is booked by somebody else, for example.

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I put dentist, or I put, uh. Trees in a park, I would book it under horticult I could equally book it on the landscape. I could, because the funds came from the minister's fund, they are booked under the minister's fund, they're not under articles.

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Not under this thing that they are, but... the source. So, there's a lot of discrepancy.

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What it leads to is you do not know exactly where you spent and how.

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And therefore, you're not able to track what have I been increasingly stagnant? Am I getting the impact of the outcome out of it?

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Is there some... how do I compare to someone else? And that's what the situation was.

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That's when we started coming in, and we started saying. Can you please publish, or at least share your accounts with us, and we'll help you publish it.

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Anand, I'm so sorry to interrupt you, but I'm gonna give you a 3-minute warning, um, that, uh, to wrap up in about 3 minutes so that we have time for questions.

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Oh, Jesus, the entire work, is it? Okay, another question.

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Well, yes, yes.

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Of course, and I'm hardly through the first one, but maybe I'll just... Rash through, thanks for this, and I don't want to... miss the engagement. But this is what the portal now looks like, and all it does, like I'm saying.

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Is it cleans up the, uh, financial statements of cities.

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It tells you the basic ideas, the metrics, the financial statements.

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The additional funding information, and what it allows you to do If you can compare with the state.

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The averages, so you can say weighted averages compared to the state. Am I doing better if I'm a city like this? You can download the reports as we got them.

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You can compare it to the set, you can compare yourself over time.

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You can compare it to another city. In your state, you can compare to another city.

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Across India of the same size. You can also compare How much am I spending, and how much am I... covering, say, water supply. How much am I covering water supply per capita, per day, water per capita per day?

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How much am I metering the water? How much am I losing water?

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Over time. And all this is there. It's there in the accounts. You just have to bring it out. And what happened is that the ministry and the Finance Commission took it up.

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Very seriously. They said this should have been done long back to me.

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They accepted. The portal's now here, and you see This is proof of the pudding. This is the ministry writing to the cities.

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Saying, hello, you may refer to my order, kindly upload your accounts in the format.

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On cityfinance.in. This is a portal that we conceptualized, we thought of.

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And now the ministry has adopted it, and now the grants come in saying.

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If you upload your accounts. You may tap into your grands.

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So, it's something that should have been done, we just made it possible. You can't believe the insights that come out of it.

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And, uh, I'm not going to go into all But what bond issuance is? How much... how many mon... how much money got release. And there's a variety of insights, so this is not about the insights themselves.

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But this is how the insights can translate. Just the way in which you approach the work.

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And this is where we are, and I'm going to end very quickly in the last couple of minutes.

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This is a very different way of collecting insights. This is reaching out to people.

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And asking them, what would they like to see? So, cities can budget for themselves.

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And the annual statements that you saw were accounts that the city presents.

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But can you involve the people in planning for themselves? Instead of you saying, I will plan my wife.

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So we collected this across the years. We asked the people, where would you like to see your booties spent?

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Now, naturally, you will get a lot of grievances, so we did that in 3 places.

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We collected, these are the kind of insights or inputs that we collected from the people.

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So you would... this is the cycle that you... It's called My City, My Budget.

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You collect the inputs, this is top right corner, that's how you start in November, December.

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You analyze the inputs, you give it back to the city.

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You analyze how the city makes its budget. Do they actually give it in that way?

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And then you review it again, saying that they're staying. In the manner in which the citizens as.

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Very simple questions of prioritization. Would you rather spend roads? Would you rather... sleeves, or do you rather have a garbage connection?

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That exactly would you want it? This is very important. Is this what you want?

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And we ask people questions like this. Now, you cannot I have a thousand different questions.

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But after having done pilots and survey, you get the 10 most important questions.

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You go to the people to get their suggestion, and this is across Castle, rank, age, gender.

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And you got to go to... you got to Orient, you got to colleges, you have endless support.

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You do flash mobs, you do radio broadcasts, and you ask people to vote in.

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And you collect the inputs in this way, and these are the insights that you get.

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So many kilometers of footpaths need to be repaired. So many footpaths need to be built, so many streetlights are needed.

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So many roads are needed, so many potholes are to be filled, so many drains are needed.

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Where exactly are they needed? These are the parts, so... the city where they are needed.

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And you can say the West said, the East said. This was the biggest thing that you need to prioritize.

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And therefore, you're able to distill your insights into pointed recommendations that the city can First scene. And the counselors, in fact, know this, because you ask their own citizens.

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You can plot where is it that you needed those insights.

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You plead with the powers that be in government. And then you have the highest in the line.

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Saying we are very happy. I'm glad to receive your inputs and insights.

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And there is the order. I am going to reserve this much portion of my budget.

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To the recommendations that I've actually received from the people. So this is a really success in your efforts, where it is only if you are able to distill it to such an To an extent that you are able to actually have the kind of success that you

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Okay, these are some of our reports, and you need to report back Unless you could report back to the citizen that what you asked for has happened.

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We won't trust you for that again. This works for you as well as this, and I'm going to end very quickly here. Just 10 seconds, 15 seconds, maybe? Uda?

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10 seconds, we've got to get to the Q&A.

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Okay. Lovely. And this is just me talking to all of you.

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Saying the part to policy change is liquor to the bodies of those who Who thought it was still using? Who thought it'll happen in a flash? Who thought that... the world is waiting to influence for you.

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And who gave up. So, I'm not going to read through this, because she's literally given me 10 seconds.

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But this is for you to just know You've got to walk the entire top, you can't give up.

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There is no alternative to insights. I'll tell you this. This is right up front.

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It needs to be irreputable data. Whether you get it from research, or whether you get it from practice or experience.

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And then you've got to stay the course, I've already said that, but you need cred.

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You need track record, you need references, you need people to tell the others in their peers in government Is Jenagra, just trust them blindly.

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And you need to handhold and take it out with you.

00:48:30.000 --> 00:48:32.000

You need others as the central part. You can't do it alone.

00:48:32.000 --> 00:48:38.000

Never imagine that just because you said no matter how good your track record or trade may be.

00:48:38.000 --> 00:48:46.000

That people will do it. It needs to become voice. And then with government, and I don't need to tell you all of this.

00:48:46.000 --> 00:48:51.000

There is timely, there is context, there is power, there is personality.

00:48:51.000 --> 00:49:01.000

You need to wait for your insights to translate. And then see it happen. We've been very fortunate with governments, we've been fortunate with donors.

00:49:01.000 --> 00:49:08.000

And that's us over 20 plus years. And you need to live.

00:49:08.000 --> 00:49:16.000

You need to live what you say. So these are our culture codes. I just find... I'll just sign off with that with the thanks, and leave this on the screen for anybody.

00:49:16.000 --> 00:49:17.000

Over to you, I mean.

00:49:17.000 --> 00:49:37.000

Wonderful. Well, thank you so much for that presentation, Anand. Please remember to keep sharing any questions you have for today's speaker in the Q&A section of the, um, of the bar at the bottom of the screen, I believe. We have a lot of questions from you already, both pre-submitted and in the Q&A.

00:49:37.000 --> 00:49:44.000

To ensure your question gets seen and not lost in the chat, we want to ask you to submit it in the Q&A, which you should see at the bottom of your Zoom screen.

00:49:44.000 --> 00:50:02.000

So we're going to head into the Q&A now, and we'll give you a minute or two to type all of your questions. While you're doing that, I want to remind you all that we have a global policy-making community. Some of you may already be members, but for those who aren't, this online community is a space for sharing resources.

00:50:02.000 --> 00:50:07.000

Practical advice and case studies to enhance policy responsiveness and effectiveness.

00:50:07.000 --> 00:50:21.000

It's designed for those looking to learn from global experiences and connect with peers committed to making better policies. Again, the link is in the resources tab, but my colleague will also post about it in the chat. Okay!

00:50:21.000 --> 00:50:27.000

Onto the Q&A. So we've got quite a few questions for you, Anand, coming in.

00:50:27.000 --> 00:50:36.000

I am going to start with the first one, um, which was submitted anonymously, but is live from today.

00:50:36.000 --> 00:50:54.000

And it is the impact that Janan Graha managed to achieve after releasing A6 2017 is impressive. But in your assessment, is that the kind of impact you were hoping to see? Was it more or less what you wanted the impact to be?

00:50:54.000 --> 00:51:01.000

Okay, uh, thanks, uh, you didn't mention the question. I mean, the name of the, uh, the person who asked, I'm just going to... Answer it.

00:51:01.000 --> 00:51:06.000

It was anonymous. Sorry, Anonymous. It was submitted anonymously, yeah.

00:51:06.000 --> 00:51:10.000

Oh, sure, sure, okay. Hello, Anonymous. Uh, how do I answer this?

00:51:10.000 --> 00:51:15.000

You know, uh... Far, far lesser.

00:51:15.000 --> 00:51:22.000

Than what we were hoping to see. If... we have one of our codes, which is urgent patients, culture codes.

00:51:22.000 --> 00:51:39.000

So, there is an urgency with which we... that we bring into our axioms. So, if I'm on the urgent side of things, where I really do not have... I'd like India to progress in the cities to be offering great quality of life, and all of them in my lifetime.

00:51:39.000 --> 00:51:46.000

Well, then the impact was considerably lesser than what I hoped to see. I thought the phones were doing off the hook.

00:51:46.000 --> 00:51:55.000

Not just me, but organizations like mine, saying, what can I do in the very next year you see the scores booming? If you saw 2017 and the year against.

00:51:55.000 --> 00:52:03.000

Before, the scores are not impressively moved. Those who published the year before as well.

00:52:03.000 --> 00:52:12.000

It's not as if people are careless, it is not as if they don't see. It does, but they're struggling. They're struggling with too many things at the same time.

00:52:12.000 --> 00:52:20.000

And not all of them can say, I'm going to put the most pressing priorities of mine, which is piling garbage.

00:52:20.000 --> 00:52:23.000

And then listen to Jenna Graham, which says I should set my house in order.

00:52:23.000 --> 00:52:33.000

And focus a lot of attention on setting my hands. And ignore the coverage that's piling up, so it's prioritization, so that way.

00:52:33.000 --> 00:52:38.000

Much less so than I was hoping to see. But if I look at the patient side, the virgin patients.

00:52:38.000 --> 00:52:44.000

You just be patient with the results. Be urgent in your actions.

00:52:44.000 --> 00:52:56.000

Then I really am happy because It takes not one, not two, not three years, but it takes 10 years later for someone to say.

00:52:56.000 --> 00:53:01.000

Those are good people, yeah? They have always been saying this. You know, you can keep clearing garbage outside of Sunny.

00:53:01.000 --> 00:53:10.000

Anand, I'm so sorry, we have so many questions, and basically, like.

00:53:10.000 --> 00:53:11.000

Okay. Okay. Okay, sure, sure, sure, sure.

00:53:11.000 --> 00:53:26.000

Two minutes left, so I'm just gonna... I'm gonna have... I'm just gonna go through them and ask you to respond quite quickly, if that's alright. Thank you. Okay, so Rachel... Rachel asked a question, um, have you experienced difficulties in collecting data from organizations spread across such a wide geographical areas with different personnel and priorities?

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And if so, how have you addressed those difficulties? And maybe in 30 seconds.

00:53:31.000 --> 00:53:40.000

Yeah, sure. Of course, there's absolutely... it could be a surprise, it would be a miracle if we didn't experience difficulties in getting data.

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And we're talking about India. There's a whole lot of problems, not just that the single source of truth of the data. The formats of the data.

00:53:49.000 --> 00:53:57.000

The implications of the data. There are people, you know, they have... They feel they may be letting themselves into something.

00:53:57.000 --> 00:54:02.000

Disclosure. So, of course, there's a lot of difficulties, and how do you address?

00:54:02.000 --> 00:54:09.000

You keep pushing till some time. And it is public data you're asking. You're not asking for anything confidential.

00:54:09.000 --> 00:54:17.000

It's what is supposed to be in. The realm. You also try with your good nature, and you say, this is for the greater good.

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This is for the benefit of your citizens, not me. And I'm not biased against anyone.

00:54:22.000 --> 00:54:28.000

Finally, you give up. If you publish, you go ahead and publish with the others.

00:54:28.000 --> 00:54:41.000

When you're able to handhold Those who supported you with data, and the others who didn't are able to see Saying, oh, I could have... no, I should have done this, no, if I had shared my data, they could have told me how to improve.

00:54:41.000 --> 00:54:50.000

It was I who didn't. So, after a point, you just have to... work with it. Meanwhile, you try your best. It's public data after all.

00:54:50.000 --> 00:54:52.000

Hope that helps featured.

00:54:52.000 --> 00:55:01.000

All right, wonderful, and this is gonna be, I think, the final question. So... From Raj, you showed an iceberg picture of the system you are trying to influence.

00:55:01.000 --> 00:55:06.000

To what extent did those in the system accept this conceptualization?

00:55:06.000 --> 00:55:12.000

And how do you go about deciding which part of the system to influence?

00:55:12.000 --> 00:55:27.000

Ah, okay. So here are parts to the question. Um... This is our conceptual framework, and this doesn't come from It doesn't come out of the blue, it wasn't given to us in a divine revelation.

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We've studied problems over and over again, and we've realized that they crystallize into this.

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That does not mean, and we'll be the last people to profess that it is the only way in which the world operates. It is our way of making sense of the world.

00:55:42.000 --> 00:55:49.000

And I dare say all of us know this. The world is too vast and various. You need a framework with which to be able to see.

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That does not mean that everyone has to adhere and see the world in the same way that you do.

00:55:54.000 --> 00:56:00.000

Especially if you're in the government. And therefore, the second part, it segues into the second part.

00:56:00.000 --> 00:56:12.000

They see their lives through the missions and schemes and priorities of the government, and being able to show some impact Whether they elected or appointed.

00:56:12.000 --> 00:56:20.000

And therefore, they could care lesser about your framework of looking at the world and the way they operate, than the way in which they bring impact.

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And therefore, it's not a question at all of them agreeing to you.

00:56:25.000 --> 00:56:33.000

But you aligning and you're getting the systemic strengthening happening while they get their impact done.

00:56:33.000 --> 00:56:39.000

So, yeah, it's not them accepting. The other take a lot of time. We had donors and governments.

00:56:39.000 --> 00:56:47.000

Uh, saying I... you're good people. It sounds fascinating, but I don't know what you're talking about. It'll take me time.

00:56:47.000 --> 00:56:53.000

And they keep failing at what they do. And then they call us. They've got calls 6 years later.

00:56:53.000 --> 00:56:59.000

Saying, can you come back and tell us, because you told us that we would be... in a loop with this one.

00:56:59.000 --> 00:57:03.000

And we are. Now, can you repeat what you were saying that you should do?

00:57:03.000 --> 00:57:08.000

So it's not gonna happen immediately, but it will. We believe it will.

00:57:08.000 --> 00:57:15.000

Alright, well, thank you so much, Anand. I'm afraid that that is where we're going to have to end the Q&A, as we've got 2 minutes left.

00:57:15.000 --> 00:57:23.000

Um, so first of all, I'd like everyone here today to join me in giving Anand a massive virtual round of applause.

00:57:23.000 --> 00:57:31.000

And most importantly, thank you to all of you, the attendees, for investing in learning and being so incredibly engaged in this topic.

00:57:31.000 --> 00:57:36.000

The team is going to pull up a quick poll to find out how you felt about today.

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Which helps us continue improving our content, and we really appreciate your responses.

00:57:42.000 --> 00:57:49.000

Whilst you are responding, I want to reiterate that this isn't the end, but the beginning of a conversation.

00:57:49.000 --> 00:58:04.000

We'll keep sharing ideas and challenges and questions in the global policymaking community. As a special thank you to everyone who attended today, we're giving you all access to a fantastic primer on behavioral insights, which we have spent a good deal of time talking about today.

00:58:04.000 --> 00:58:14.000

To claim your link to the article, please go to the Global Policymaking community and leave a comment on the post pinned at the top of the page. We'll send you a link after the event.

00:58:14.000 --> 00:58:26.000

Okay, that is all that we have time for today. We hope you found it helpful, and we want to say a huge thank you once again to everyone who's made today happen, and to you for taking time out of your busy days.

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Keep an eye out for the email coming your way with today's recording and resources.

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And we hope to see you at another apolitical event very soon.

00:58:34.000 --> 00:58:40.000

Goodbye