

Working with Governments for Sustainable Systems Change:

LESSONS FROM AFRICAN PRACTICE

This is a combination of webinar presentations by:

HON. NANA OYE BAMPOE-ADDO

Deputy Chief of Staff (Administration), Republic of Ghana

AND

DR. YAKAMA MANTY JONES

Economist, Lecturer, Entrepreneur, Philanthropist
Sierra Leone



Africa Systems Change
Community of Practice
Engage. Learn. Impact

LEARNING TOGETHER FOR A
SUSTAINABLE GOVERNMENT
SYSTEMS CHANGE IN AFRICA

Foreword

This paper emerges from two insightful webinars convened by the African Systems Change Community of Practice (CoP), an initiative supported by Co-Impact.

Co-Impact is a global philanthropic collaborative committed to advancing just and inclusive systems change that improves the lives of millions. Through its Foundational Fund, Co-Impact has brought together over 40 funders from more than 16 countries, pooling significant resources to drive transformative initiatives across the globe.

In 2024, Co-Impact commissioned Busara Africa to convene a Community of Practice for its Africa partners. This CoP was established as a platform for peer learning, knowledge sharing, and collaboration among organisations engaged in systems change. Members of the CoP work across Ghana, Kenya, Liberia, Nigeria, Senegal, South Africa, and Uganda, advancing initiatives in sectors such as education, health, and economic opportunity.

As part of its activities, the CoP regularly hosts webinars to foster dialogue and learning. Two of these sessions featured distinguished speakers: Nana Oye Bampoe Addo, who spoke on **“From Policy to Impact: Unlocking Government Systems to Deliver for Women and Girls”**, and Dr. Yakama Jones, who shared insights on **“Power and Partnerships: Cracking the Code to Government-Led Systems Change.”**

This paper distills the rich discussions and reflections from these webinars. It is intended as a practical resource for organisations working to advance systems change—providing insights on how such initiatives can be designed and implemented in ways that are both sustainable and impactful.

Introduction

African governments demonstrate considerable capacity for policy formulation yet consistently struggle with implementation and sustainable institutional change (World Bank, 2017). This implementation gap becomes particularly pronounced when civil society organisations attempt to partner with governments on complex social challenges affecting marginalised populations. While technical solutions often exist, the political and relational dimensions of government partnership frequently determine whether initiatives succeed or fail (Rocha Menocal, 2014).

This paper analyses lessons from two practitioners who have worked extensively across government and civil society contexts. Honorable Nana Oye Bampoe-Addo, former Minister of Gender, Children and Social Protection and current Deputy Chief of Staff (Administration) of the Office of the President in Ghana, brings experience spanning civil society advocacy, political leadership, and senior government administration. Dr. Yakama Manty Jones, an economist and systems practitioner, has served within Sierra Leone's government while subsequently advising governments across Africa on delivery systems and institutional capacity building. Together, their experiences illuminate both the possibilities and challenges of achieving sustainable systems change through government partnership.

The analysis focuses on practical strategies that civil society organisations can employ to enhance their effectiveness in government relations, while recognising the complex political economy dynamics that shape institutional behavior across African contexts. The findings contribute to growing literature on politically informed development practice that emphasises the importance of understanding power structures, institutional incentives, and governance contexts in designing effective interventions (Hudson & Leftwich, 2014).

The Political Economy of Government Partnership

Understanding Power Structures and Decision-Making Processes

Effective government partnership requires sophisticated analysis of how decisions are actually made, as distinct from formal organisational charts and official procedures. Power structures within governments often operate through informal networks, personal relationships, and unwritten protocols that significantly influence policy implementation (North, Wallis, & Weingast, 2009). This reality reflects broader patterns identified in political economy literature, where formal institutions often coexist with informal rules that shape actual governance practices (Khan, 2010).

As Honorable Nana Oye emphasised, successful advocacy requires understanding "**who the movers and the shakers of that government are.**" This knowledge enables civil society organisations to direct their efforts toward individuals and processes that actually drive change, rather than engaging exclusively with formal hierarchies that may lack real decision-making authority. Such analysis aligns with recent scholarship on political settlements, which emphasises the importance of understanding how power is distributed and exercised within specific contexts (Parks & Cole, 2010).

The complexity of these dynamics means that strategies must be carefully tailored to specific political contexts. The approaches that succeeded in securing Ghana's domestic violence legislation—involving street protests and sustained public pressure—differed markedly from the collaborative methods that proved effective for affirmative action policies, even within the same political system and timeframe. This variation reflects what Booth and Unsworth (2014) describe as the need for "politically smart, locally led" approaches that adapt to specific governance contexts.

Strategic Alignment with Government Priorities

Government institutions operate within frameworks established by political manifestos, national development plans, and donor engagement strategies. Civil society organisations achieve greater success when they align their interventions with these established priorities rather than pursuing entirely separate agendas (Levy, 2014). This alignment approach reflects broader insights from institutional economics about the importance of working within existing governance structures rather than attempting to create parallel systems (Acemoglu & Robinson, 2012).

Dr. Jones observed that despite the reality that "not all manifesto promises are ever delivered on," governments consistently "come in with a vision, and often people are aligned with that vision." This creates opportunities for civil society organisations to position their work as contributing directly to government objectives, thereby transforming potential adversarial relationships into collaborative partnerships. Such alignment strategies reflect what Carothers and De Gramont (2013) identify as essential elements of politically informed development practice.

Strategic alignment extends beyond superficial connections to require demonstration of clear linkages between civil society interventions and government outcomes. Organisations must articulate how their work contributes to broader policy objectives, electoral commitments, and political success metrics that matter to government partners. This approach resonates with scholarship on political settlements, which emphasises the importance of understanding how different actors' interests can be aligned within governance processes (Frits, Kaiser, & Levy, 2009).

Navigating Political Transitions and Electoral Cycles

Political transitions represent both significant challenges and opportunities for systems change initiatives. The regular occurrence of electoral transitions across

African democracies creates ongoing uncertainty about policy continuity and institutional stability (Bratton & Van de Walle, 1997). This challenge is compounded by what Peiffer and Englebert (2012) identify as patterns of political vulnerability that can disrupt long-term institutional development efforts.

However, as Dr. Jones's experience demonstrates, political transitions can create unexpected opportunities for institutional innovation. In Sierra Leone, when the President's delivery team was dissolved following electoral change, the systematic documentation of work and transparent reporting of achievements created opportunities to establish new institutional arrangements that proved more sustainable than the original structure.

The key insight is that **organisations must prepare for transitions by embedding changes within institutional systems rather than relying solely on individual relationships or political commitments.** This requires longer-term thinking and investment in institutional development that transcends electoral cycles, reflecting insights from institutional economics about the importance of creating self-reinforcing governance arrangements (Andrews, Pritchett, & Woolcock, 2017).



Building Effective Government Relationships

Moving Beyond Transactional Engagement

Many civil society organisations engage with government episodically—approaching officials when seeking approvals, reporting problems, or requesting resources. This transactional pattern creates adversarial dynamics that limit partnership potential and reduce organisational influence (McGee & Gaventa, 2011). Such approaches reflect what Shutt (2009) identifies as common patterns in civil society-government relations that emphasise accountability oversight rather than collaborative problem-solving.

Routine engagement patterns, by contrast, build trust through consistent communication about progress, challenges, and collaborative problem-solving. As Dr. Jones noted, when "engagement is just hit stop, hit, stop, it looks like you only come to government when you want to complain or you have an issue, but if the engagements are regular and routine... they see you as a partner." This approach aligns with scholarship on transparency and accountability initiatives, which suggests that sustained engagement yields better results than episodic interventions (Wild & Foresti, 2011).

Routine engagement serves multiple strategic functions: positioning organisations as valuable allies rather than external critics, creating opportunities for informal relationship building, and enabling early identification of implementation challenges before they become systemic problems. This relational approach reflects insights from network governance literature about the importance of trust-building in complex governance arrangements (Mansuri & Rao, 2013).

Information Sharing and Value Creation

Government institutions frequently operate with incomplete information about activities occurring within their jurisdictions. Dr. Jones noted that civil society

organisations that systematically share insights about their work, beneficiary feedback, and community dynamics can position themselves as valuable intelligence sources for government decision-makers.

This information sharing must extend beyond formal reporting requirements to include proactive sharing of lessons learned, community feedback, and implementation insights that may not reach government through other channels. When civil society organisations serve as bridges between government and communities, they create unique value propositions that enhance their strategic positioning.

The approach requires organisations to reconceptualise their relationship with government from accountability-focused oversight to partnership-oriented collaboration. This shift enables more productive relationships while maintaining appropriate independence and critical perspective.

Multi-Level Relationship Building

Sustainable government partnership requires engagement across multiple organisational levels rather than exclusive focus on senior political leadership. While high-level support remains important, lasting change often depends on technical staff who manage operational implementation and navigate bureaucratic processes.

Honorable Nana Oye emphasised the importance of "having a team even if it is two or three that understood the agenda." This suggests that systems change depends on building coalitions of change agents within government institutions, rather than relying on single champions who may be transferred, promoted, or leave entirely.

Multi-level engagement strategies involve building relationships with permanent secretaries, directors, technical specialists, and operational staff who have responsibility for day-to-day policy implementation. These relationships provide organisational resilience when leadership changes occur and create multiple channels for influence and communication.

Institutional Capacity Building and Performance Management

Creating Accountability Through Transparency

Traditional government performance management systems often lack the rigor and responsiveness required for effective service delivery (Pritchett, Woolcock, & Andrews, 2013). This reflects broader challenges identified in the literature on state capacity, where formal systems may exist but lack the institutional mechanisms needed for effective implementation (Roll, 2014). Civil society organisations can influence government partners to adopt more effective practices by demonstrating transparent performance tracking approaches in their own work.

Dr. Jones's experience establishing performance dashboards that tracked implementation milestones across multiple government directorates illustrates how transparency can create positive accountability pressure. When performance data becomes publicly visible within government institutions, it creates "healthy competition" and peer pressure that drives improved performance without external coercion.

The approach involves creating systems that track concrete milestones, identify implementation bottlenecks, and facilitate evidence-based problem-solving discussions. When implemented effectively, these systems influence government partners to adopt similar practices in their own operations, reflecting what Delivery Associates (2016) describes as essential elements of effective delivery systems in challenging contexts.

Skills Transfer and Capacity Development

Government capacity constraints represent persistent challenges across many African contexts (African Development Bank, 2019). However, these constraints can

be addressed through strategic capacity building that emphasises practical skills development rather than abstract training programs. This approach reflects broader insights from institutional development literature about the importance of working with existing human resources rather than substituting external expertise (Grindle, 2007).

Effective capacity building involves on-the-job coaching, mentoring relationships, and structured learning programs that build practical competencies among existing government staff. The approach emphasises skills transfer rather than dependency creation, working to enhance internal capabilities rather than substituting external expertise for government capacity. This philosophy aligns with research on state capability building, which emphasises the importance of developing internal problem-solving capacity rather than importing external solutions (Andrews, Pritchett, & Woolcock, 2017).

As Dr. Jones observed, successful interventions focus on "building local capacity to drive the change" rather than embedding consultants within government institutions. This requires longer-term commitment and investment in relationship development, but creates more sustainable outcomes than technical assistance approaches that maintain external dependency. Such approaches reflect what the OECD (2008) identifies as essential principles for effective service delivery support in challenging contexts.

Community of Practice Development

Dr. Jones mentioned that, learning networks that connect government officials across different contexts can accelerate adoption of effective practices and create momentum for institutional improvement. For her, Civil society organisations can facilitate these communities by organising peer learning exchanges, documenting successful approaches, and creating platforms for ongoing knowledge sharing.

These communities work particularly well in African contexts where government structures share common colonial legacies and face similar implementation challenges. Officials often respond positively to learning about approaches that have succeeded in comparable settings, especially when examples come from peer institutions rather than external consultants.

Resource Mobilisation and Strategic Partnerships

Addressing Budget Constraints Through Strategic Alliances

Government budget allocations consistently fall below levels required for comprehensive service delivery, particularly for marginalised populations. This creates imperatives for strategic resource mobilisation that goes beyond traditional donor funding to encompass diverse partnership arrangements.

Honorable Nana Oye's experience demonstrates the importance of early engagement with multilateral organisations, development banks, and bilateral donors during policy formulation phases rather than after policy adoption. This approach allows for integrated planning and increases likelihood of sustained support throughout implementation cycles.

Successful resource mobilisation also involves aligning organisational objectives with donor strategic frameworks to create mutually beneficial partnerships. When civil society organisations can demonstrate clear connections between their work and both government priorities and donor objectives, they create sustainable funding foundations that transcend individual project cycles.

Leveraging Complementary Expertise and Resources

Civil society organisations often possess specialised knowledge, community access, and implementation experience that complement government institutional capacity. Recognising and leveraging these complementary assets can create partnership arrangements that benefit all parties while advancing shared objectives.

Dr. Jones's example of civil society organisations providing water quality feedback during infrastructure verification illustrates how organisations can add unique value to government programs. Community-level monitoring and feedback capabilities enable civil society to contribute insights that formal government monitoring systems often miss, creating genuine partnerships rather than parallel implementation.

This complementary approach requires organisations to clearly articulate their unique value propositions while respecting government institutional mandates and political responsibilities. The goal is creating synergistic relationships rather than competing for the same roles and recognition.

Sectoral Strategies and Intersectionality

Gender and Social Protection Systems

Gender equality and social protection represent areas where civil society organisations frequently seek government partnership, yet face particular challenges related to political prioritisation and resource allocation. The experiences analysed reveal specific strategies for advancing gender-sensitive policies and programs within government systems.

Honorable Nana Oye's approach to intersectionality involved combining multiple evidence sources: quantitative data from national statistical services for technical audiences, and personal stories from beneficiaries for political decision-makers. This multi-faceted approach recognises that different stakeholders respond to different types of evidence and requires strategic deployment of various advocacy tools.

Addressing intersectionality also requires recognition that marginalised women face distinct challenges requiring targeted interventions. Policy implementation strategies must incorporate mechanisms ensuring that benefits reach the most disadvantaged populations, rather than only those with existing access to government services.

Health and Education Systems

Health and education systems represent contexts where civil society organisations frequently seek to influence government policy and practice. The sectoral dynamics in these areas create particular opportunities and challenges for partnership development.

Dr. Jones emphasised that when working at the intersection of public finance and service delivery, organisations should prioritise relationships with service delivery ministries rather than focusing exclusively on ministries of finance. This approach recognises that advocacy success often depends on technical ministries championing civil society contributions within broader government resource allocation processes.

The strategy involves positioning civil society organisations as valuable partners to service delivery ministries, demonstrating clear contributions to sector objectives, and enabling ministry leadership to advocate for civil society partnerships within inter-ministerial processes.

Embedding Sustainable Change

Institutionalisation Beyond Individual Relationships

Sustainable systems change requires embedding new practices and capabilities within government institutions rather than relying on individual relationships or external support (Unsworth, 2009). This institutionalisation process involves creating formal structures, standard operating procedures, and performance management systems that persist beyond personnel changes. The challenge reflects broader patterns identified in governance literature, where informal arrangements often prove more fragile than formal institutional changes (Ramalingam, 2013).

Dr. Jones's experience establishing the Research and Delivery Division within Sierra Leone's Ministry of Finance illustrates effective institutionalisation. The division was created through formal administrative processes, embedded within existing legal frameworks, and designed with specific mandates that addressed identified institutional gaps. Importantly, the division survived both the departure of its creator and subsequent political transitions. This approach reflects what Duncan and Williams (2012) identify as essential elements of sustainable institutional development in challenging governance contexts.

Institutionalisation requires working within existing government systems rather than creating parallel structures. This involves understanding public administration regulations, working with public service commissions, and ensuring that new arrangements comply with established institutional frameworks. Such approaches align with research on "working with the grain" of existing institutions rather than attempting to impose external models (Levy, 2014).

Documentation and Knowledge Management

One of the most persistent obstacles to systemic change in African governance is the tendency for new administrations to dismantle existing reform initiatives, regardless of their effectiveness. This pattern reflects both legitimate desires for political differentiation and deeper challenges related to institutional memory and continuity (Booth, 2012). Dr. Jones's experience illustrates this dynamic vividly: the President's Delivery Team in Sierra Leone—a key reform coordinating mechanism—was dissolved overnight via WhatsApp message during a political transition, despite ongoing reform processes and documented achievements (Jones, 2023).

However, Jones's retention by the incoming administration, despite this institutional disruption, offers important insights into how reforms can survive political transitions. Her continuity was secured through three factors: transparent documentation of both successes and challenges, demonstrated results that transcended partisan politics, and the establishment of institutional frameworks that created value for any administration.

Civil society organisations can support sustainability by establishing documentation systems and knowledge management practices that capture important information and make it accessible to future decision-makers.

Systematic documentation must extend beyond technical procedures to include relationship histories, stakeholder analyses, and strategic insights that inform future engagement approaches. This knowledge becomes particularly valuable during transition periods when new leaders need to understand existing commitments and ongoing initiatives.

The approach requires investment in knowledge management systems and organisational practices that may not yield immediate programmatic returns but create long-term sustainability advantages.

Performance Management and Continuous Improvement

Dr. Jones's characterisation of government delivery as requiring both "science" and "art" provides a sophisticated framework for understanding the complexity of reform implementation (Jones, 2023). The science of delivery encompasses technical elements: strategic planning, priority setting, data analysis, performance management systems, and monitoring dashboards. These tools provide the analytical foundation for effective governance and are often the focus of traditional development interventions.

However, the art of delivery involves navigating political dynamics, building coalitions, aligning with national visions, and managing stakeholder relationships. This dimension is frequently overlooked in NGO programming, leading to technically sound interventions that fail to gain political traction or sustainable support (Levy, 2014).

Sustainable systems change depends on institutional capabilities for performance monitoring, problem identification, and adaptive management. Civil society organisations can contribute to these capabilities by demonstrating effective practices and supporting government partners in developing similar systems.

This involves establishing clear performance indicators, creating transparent tracking mechanisms, and facilitating regular review processes that enable evidence-based adjustments to implementation approaches. When these systems become embedded within government operations, they create foundations for continuous improvement that transcend individual programs or partnerships.

Strategic Communication and Political Positioning

Adapting Communication Strategies to Individual Leadership Styles

Government officials have distinct communication preferences, decision-making styles, and influence patterns that significantly affect partnership effectiveness. Successful civil society organisations invest in understanding these individual characteristics and adapt their engagement approaches accordingly.

Some officials respond to detailed technical analysis, others prefer visual presentations, while still others make decisions based on personal conversations or community feedback. Understanding these preferences and adapting communication styles can significantly enhance organisational effectiveness without requiring changes to core programmatic approaches.

This personalised approach requires organisational investment in relationship intelligence and strategic communication capabilities that may exceed the resources available to smaller organisations. However, the investment often yields disproportionate returns in terms of access and influence.

Creating Win-Win Narratives and Shared Credit

Government officials operate under multiple pressures including political expectations, donor requirements, and community demands. Civil society organisations that position their work as contributing to government success rather than competing for recognition can build stronger partnerships and achieve greater impact.

This approach requires organisations to share credit for successes while maintaining accountability for results. The balance recognises that government officials need to demonstrate achievements to their constituencies and superiors, while civil society organisations must satisfy their own stakeholders and funders regarding impact and effectiveness.

Creating win-win narratives involves reframing civil society roles from external oversight to partnership contribution, emphasising collaborative achievement rather than individual organisational success.

The Organisational Shifts Required for Systems Change

Organisational Capacity Development

Effective government partnership requires specific organisational capabilities including political economy analysis, relationship management, strategic communication, and systems thinking. Many civil society organisations lack these capabilities, having developed primarily around service delivery or advocacy rather than government partnership.

Building these capabilities may require hiring staff with government experience, providing training in political analysis, establishing systems for relationship tracking and management, and developing communication strategies that address multiple audiences simultaneously. The investment represents a shift from project-specific technical capacity toward institutional capabilities for sustained government engagement.

Organisations must also develop internal systems for managing the tensions between partnership and independence, ensuring that collaborative relationships do not compromise organisational mission or accountability functions.

Long-Term Investment and Strategic Patience

Systems change occurs over extended timeframes that exceed typical project cycles, electoral terms, and organisational funding periods. Civil society organisations must balance expectations for immediate results with recognition that sustainable change requires persistent effort over many years.

This long-term perspective influences funding strategies, staff development approaches, partnership development, and performance measurement. Organisations must build financial sustainability and institutional resilience that enable them to maintain engagement through multiple political cycles and changing contexts.

Strategic patience does not imply passive waiting, but rather sustained engagement that adapts tactics while maintaining strategic direction. This requires organisational cultures that value relationship building and institutional development alongside programmatic achievement.

Measuring Systems Change Impact

Traditional project evaluation approaches often fail to capture the complex, long-term impacts associated with systems change initiatives. Organisations working on government partnership must develop measurement approaches that account for relationship development, institutional capacity building, and policy influence alongside direct service delivery outcomes.

This may involve tracking relationship quality indicators, institutional capacity metrics, and policy implementation measures that reflect organisational contributions to broader systems performance. The measurement challenge requires balancing accountability to funders and stakeholders with recognition that systems change impacts may be difficult to isolate and attribute.

Conclusion

Working with governments to achieve sustainable systems change requires sophisticated understanding of political economy dynamics, strategic relationship management, and long-term institutional development approaches that transcend traditional civil society operating models. The experiences analysed demonstrate that success depends on both technical competence and political acumen, with particular emphasis on relationship building, strategic alignment, and institutional embedding.

Civil society organisations seeking to enhance their effectiveness in government partnership must invest in capabilities that extend beyond technical expertise to encompass political analysis, strategic communication, and relationship management. This represents a significant shift for organisations primarily oriented around service delivery or advocacy, requiring new competencies and operational approaches.

The analysis reveals that sustainable systems change emerges from sustained engagement that builds trust, demonstrates value, and gradually influences institutional practices rather than depending on specific policy wins or project achievements. This requires organisational commitment to long-term relationship development and institutional capacity building that may not yield immediate programmatic returns but creates foundations for lasting impact.

Most importantly, the experiences examined demonstrate that civil society organisations can serve as catalysts for government systems improvement when they approach partnerships strategically, understand government incentives and constraints, and adapt their methods to specific political contexts. Success requires balancing independence and collaboration, maintaining accountability while building trust, and pursuing systems-level change while demonstrating immediate value to government partners.

The path toward sustainable systems change through government partnership is neither linear nor predictable, but the lessons analysed provide practical guidance for civil society organisations seeking to enhance their effectiveness in this challenging but essential domain of development practice.

References

Acemoglu, D., & Robinson, J. A. (2012). *Why nations fail: The origins of power, prosperity, and poverty*. Crown Business.

African Development Bank. (2019). *African governance outlook 2019*. African Development Bank Group.

Andrews, M., Pritchett, L., & Woolcock, M. (2017). *Building state capability: Evidence, analysis, action*. Oxford University Press.

Booth, D., & Unsworth, S. (2014). *Politically smart, locally led development*. Overseas Development Institute.

Bratton, M., & Van de Walle, N. (1997). *Democratic experiments in Africa: Regime transitions in comparative perspective*. Cambridge University Press.

Carothers, T., & De Gramont, D. (2013). *Development aid confronts politics: The almost revolution*. Carnegie Endowment for International Peace.

Cooksey, B. (2011). *Politics, patronage and projects: The political economy of agricultural policy in Tanzania*. Future Agricultures Consortium.

Delivery Associates. (2016). *Delivery in challenging and fragile contexts*. Delivery Associates.

Duncan, A., & Williams, G. (2012). Making development assistance more effective through using political economy analysis: What has been done and what have we learned? *Development Policy Review*, 30(2), 133-148.

Frits, V., Kaiser, K., & Levy, B. (2009). *Problem-driven governance and political economy analysis: Good practice framework*. World Bank.

Grindle, M. S. (2007). *Going local: Decentralisation, democratisation, and the promise of good governance*. Princeton University Press.

Hudson, D., & Leftwich, A. (2014). From political economy to political analysis. Developmental Leadership Program Research Paper, 25.

Khan, M. H. (2010). Political settlements and the governance of growth-enhancing institutions. SOAS Working Paper.

Levy, B. (2014). Working with the grain: Integrating governance and growth in development strategies. Oxford University Press.

Mansuri, G., & Rao, V. (2013). Localising development: Does participation work? World Bank.

McGee, R., & Gaventa, J. (2011). Shifting power? Assessing the impact of transparency and accountability initiatives. IDS Working Paper, 383.

North, D. C., Wallis, J. J., & Weingast, B. R. (2009). Violence and social orders: A conceptual framework for interpreting recorded human history. Cambridge University Press.

OECD. (2009). Service delivery in fragile situations: Key concepts, findings and lessons. OECD Journal on Development, Volume 9 Issue 3, OECD Publishing.

Parks, T., & Cole, W. (2010). Political settlements: Implications for international development policy and practice. Asia Foundation.

Peiffer, C., & Englebert, P. (2012). Extraversion, vulnerability to donors, and political liberalisation in Africa. African Affairs, 111(444), 355-378.

Pierson, P. (2000). Increasing returns, path dependence, and the study of politics. American Political Science Review, 94(2), 251-267.

Pritchett, L., Woolcock, M., & Andrews, M. (2013). Looking like a state: Techniques of persistent failure in state capability for implementation. The Journal of Development Studies, 49(1), 1-18.

Ramalingam, B. (2013). Aid on the edge of chaos: Rethinking international cooperation in a complex world. Oxford University Press.

Rocha Menocal, A. (2014). Getting real about politics: From thinking politically to working differently. ODI Briefing Paper, 90.

Roll, M. (Ed.). (2014). The politics of public sector performance: Pockets of effectiveness in developing countries. Routledge.

Shutt, C. (2009). Changing the world by changing ourselves: Reflections from a bunch of BINGOs. *Keystone Accountability*.

Unsworth, S. (2009). What's politics got to do with it? Why donors find it so hard to come to terms with politics, and why this matters. *Journal of International Development*, 21(6), 883-894.

Wild, L., & Foresti, M. (2011). *Politics into practice: A dialogue on governance engaging with political economy*. Overseas Development Institute.

World Bank. (2017). *World development report 2017: Governance and the law*. World Bank Group.



Africa Systems Change
Community of Practice
Engage, Learn, Impact



t.awori@busara-africa.com



P. O. Box 3964,
Cantonments, Accra



+233 (0) 256-937-687
+233 (0) 264-488-381



22 Park Lane, Mayfair Gardens,
East Airport, Accra