Building Effective RIA Teams: Core Elements & Key Considerations

Nathan Frey

Regulatory Strategies and Solutions Group, LLC

September 21, 2020

Effective RIA Teams

1. Common Goals

2. Defining team member roles

3. Core Competencies

4. Institutional Responsibilities

5. Oversight

6. Measuring Success

Common Goals

- Improve the quality and effectiveness of Zambian regulations

- Ensure rigorous, consistent application of RIA steps and methodologies

- Achieve whole of government approach to RIA implementation
  - Socialization of **RIA benefits** (to government and private sector), **legal underpinnings**

- Commitment to continuous improvement

Defining Roles

- RIA team are interdisciplinary

- Clearly defined roles helps achieve goals more efficiently & effectively

- Specialization

- Knowing when to ask for help; willingness to help others

- Unity of purpose creates a virtuous cycle of continuous improvement

Core Competencies

- Evaluate tradeoffs between policy options

- Understand quantitative analysis
  - Ability to understand models that explain the market and effects of expected behavioral change
  - Ability to apply appropriate methodologies to analyze costs & benefits

- Understand legal underpinnings and limits of program being analyzed

- Understand basic statistical methods
  - Can be basic (average, mean, median)
  - Sample sizes and explanatory power

RIA Team Components

- Representative of BRRA

- Policy lead

- Economic expert

- Legal expert

- Statistical methods (all)

- Project manager

- Copy editor

Institutional Responsibilities

- Every team member responsible for success

- Maintain integrity of deliberative regulatory process
  - Adherence to ethical standards
  - Privileged and confidential information
  - Stakeholder engagement guidelines

- Ensure adherence to RIA guidelines (BRRA Handbook)
  - Each team member "owns" responsibility
  - Sanctions and enforcement

- Socialization of RIA benefits & legal underpinnings

Centralized Review

- BRRA, COFEMER, OIRA, Privy Council, etc.
  - Regulatory gatekeepers
  - Legal mandate
  - Political will
  - Often poorly resourced (lean management)

- Oversight of Inputs to Regulatory Decision Making
  - RIA process
  - Science & economic policy
  - Government research
  - Statistical policy
  - Public consultation

What does an effective RIA team look like?

- Specialized roles, interdisciplinary approach

- Understand the benefits or RIA and for whom
  - **Why** not just **how**

- RIA ambassadors of government wide success

- Own the RIA guidelines

- Understand how RIA mediates policy and politics

- Creators of a virtuous cycle

Key Takeaways

- Collaboration works best with clearly defined roles

- Cultural of learning, continuous improvement

- Know when to ask for help

- Core competencies can be learned

- Remember the concept of proportionality

- Each team member owns your agency's success

- Remember who you're working for, what your mission is