

Outcomes and accountability

Please note this is a first draft/prototype reference guide. There is room for improvement and some areas where little or no identified help is listed at present. If you can recommend additional resources, suggest alternative questions, or otherwise assist in improving the guide, please contact the TRUE team leader, Paul Chatterton (P.Chatterton@leeds.ac.uk).

What is the barrier?	What is worth considering?	What may help
Inappropriate transfer of risks.	<ul style="list-style-type: none"> • Are risks from one aspect of the project being assigned to another? • Is risk being managed appropriately (see Integrated Working on the highly risk averse barrier for more on this). • Who decides where risks are assigned? • Who manages risks? • Is risk management central or divided across project workstreams? 	<p>Understanding and managing risk: https://www.cowangroup.ca/en/news/article/avoid-accept-or-transfer-understanding-and-managing-risk</p> <p>Project risk management and risk transfer: https://www.project-management-skills.com/project-risk-management.html http://www.dbpmanagement.com/15/5-ways-to-manage-risk http://www.brighthubpm.com/risk-management/39890-how-to-transfer-risks/</p>
Lack of clear accountability for outcomes (unclear pathways).	<ul style="list-style-type: none"> • What pathways to accountability are unclear? • What resources are available or required to better align strategic importance with accountability? • How does the team/organisation assign responsibility or accountability? • Who is responsible for accountability within the team? • Is the leader or other accountable person clearly identified, appropriately skilled and supported to deliver on outcomes? • Are partners clear on who to discuss issues and challenges with? • Is there a clear governance structure to support transparent accountability? 	<p>Accountability and transparency: https://www.instituteforgovernment.org.uk/blog/improving-transparency-and-accountability-public-bodies</p> <p>With public engagement*</p>
Technology viewed as a panacea.	<ul style="list-style-type: none"> • Is technology seen as a substitute for necessary staff skills and knowledge development? • Do low-tech options exist which have been passed over due to a preference for technology? • Is technology perceived as a quick-fix or lower budget option? If so, are such perceptions based on fact? 	<p>General agencies working in complexity: https://econsultancy.com/blog/10895-technology-is-not-a-panacea-for-agencies</p> <p>In an educational context: https://www.educationdive.com/news/ravitch-technology-is-a-tool-not-a-panacea/514088/</p>

* https://openknowledge.worldbank.org/bitstream/handle/10986/25880/9781464809507_Spot11.pdf?sequence=49&isAllowed=y