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Outcomes effectiveness:
Policy, regulatory, compliance and enforcement effectiveness



With more than 25 years experience as lawyer, leadership adviser, mentor, writer and speaker in New Zealand, Australia, Europe, USA and elsewhere, Dr Pol's practical expertise is propelled by curiosity and supported by scientific rigour and outcome-oriented critical thinking.

Experience with leading law firms and in-house roles in four countries include directing major disputes for outcomes; and systematically reducing organisational risk. Dr Pol was also appointed to the NZ Law Society governing Council and led New Zealand's corporate lawyers' association. Leadership advisory work and acting general counsel appointments in public agencies and the private sector were often focused on meeting key organisational outcomes in complex environments.

Framed in outcomes and policy effectiveness, Dr Pol's thesis filled an evidence gap in an area with 'super wicked' problems, seemingly insoluble. Within that framework, the research topic uniquely identified and assessed the use of professionals to launder illicit funds. Anti-money laundering measures are globally ubiquitous, yet arguably the least effective policy, regulatory and enforcement endeavour, ever, anywhere: a valuable resource for transferrable policy effectiveness insights.

In the money laundering realm, Dr Pol formally assessed the crime-control impact and effect of AML/CFT controls, globally and in selected jurisdictions. ([Here](#), [here](#) & [here](#)). He also undertook the first comprehensive independent assessment of the Financial Action Task Force's new global 'effectiveness' methodology, which seeks to evaluate for specified outcomes. ([Here](#) & [here](#)). The uncomfortable conclusion indicates that the gap between policy (crime prevention) objectives and outcomes achieved may be too large for the standard model and its incremental extension of compliance obligations to bridge. A collaborative project is underway to develop, test and implement effective solutions.

In other areas of public endeavour, consistent with governments increasingly drawing from evidence-informed, outcome-oriented frameworks, Dr Pol's professional expertise is directly focused on

outcome effectiveness – notably policy, regulatory, enforcement, compliance and procurement effectiveness. Not just if rules exist, if they meet received standards, or if they are complied with; but whether they work. Do they achieve intended policy objectives? Despite enabling demonstrably improved outcomes, aligned with policy objectives and organisational strategy, this line of enquiry remains surprisingly rare.

A feature of Dr Pol's application of this fundamental issue in public service includes practical, usable distinctions between inputs, activities, outputs and outcomes. Meaningfully distinguishing these concepts is a defining element of post-'new public management' leadership.

For example, more money spent on police or health budgets (inputs) or the number of operations, arrests or criminal forfeitures (outputs) tells us little about meaningful, measurable public health improvements or crime prevention. Likewise, policy debate mired in argument about social housing unit numbers (outputs) tells us little about the health, educational and employment *outcomes* from safe, secure housing intended by policy initiatives. Similarly, in education, welfare, workplace safety, and nearly every facet of central and local government endeavour.

'Outputs' are easy to measure, and often positively influence outcomes, yet policy initiatives, compliance obligations, enforcement activity and procurement strategies from the outset focused on ultimate objectives have more chance of success.

Dr Pol is currently completing a series of policy and enforcement strategies for improving outcome effectiveness in serious profit-motivated crime detection, dismantling and prevention; beyond the 'success' rhetoric of activity and output measures often mislabeled 'outcomes'.

As well as enabling better public-sector outcomes, outcome effectiveness also forecasts the prospect of enhanced, less costly, compliance. Renewed focus of public sector resources towards policy objectives and organisational goals enables intended economic and social benefits, and private sector resources re-oriented to customer needs.