



FRANCE STRATÉGIE

ÉVALUER. ANTICIPER. DÉBATTRE. PROPOSER.

INTOSAI - Working Group on Evaluation of Public Policy and Program

France Stratégie

Adam Baiz, EPP coordinator
7-8 July 2021

Plan

1. France Stratégie, a Prime Minister service
2. Evaluation committees at France Stratégie
3. An example: the *Tax credit on competitiveness and employment* committee



Role of France Stratégie

OUR MISSION: INVENTING
TOMORROW PUBLIC
POLICIES

- Evaluating public policies in a medium-term perspective
- Enhancing innovation through an evidence-based approach
- Building trust and consensus through shared diagnoses
- Defining options and making recommendations



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4 JOBS:



ANTICIPATING mutations



COMING UP with new public policy options



EVALUATING public policies



DEBATING with all stakeholders



Working principles

INTERNAL DIVERSITY IN EXPERTISE AND EXPERIENCE

- 4 departments: 50 experts, 15 scientific advisors
- Backgrounds: economy, law, engineering, sociology, political science, etc.

EXTERNAL EXPERTISE

- Constant interactions between France Stratégie's expert and a broad network of experts

A UNIQUE POSITIONING

- Under the Prime minister, France Stratégie can mobilize any public administration, and is close to the academic world
- Links with the National Assembly and Cour des Comptes



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TRANSPARENCY

- All publications are accessible and free on our website
- Documents from task forces are also online

AUTONOMY

- France Stratégie is responsible of its publications
- Seeking general interest with a non-partisan approach
- Adressing all political parties and social or local actors
- Capacity to take initiatives and independent communication



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Evaluation committees

→ 3 types of policies / methods

QUANTITATIVE POLICIES & APPROACH

- Evaluation of the tax credit for competitiveness and employment
 - Evaluation of the transformation of the wealth tax
 - Evaluation of the emergency measures towards the health crisis etc.
-

QUANTIFIABLE POLICIES / QUANTITATIVE APPROACH

- Socio-economic evaluation of the digital strategy
 - Socio-economic evaluation of public investments etc.
-

QUALITATIVE POLICIES & APPROACH

- Evaluation of the strategy against poverty
- Evaluation of the law for the modernisation of the economy etc.



Evaluation process

General characteristics:

Committee and technical commissions

stakeholders and/or experts

Outsourcing to research centers

several teams & methods
(quantitative / qualitative)

Ensuring a counter-expertise

by researchers or experts from public administrations

→ **Systematic publication of all documents**

General steps:

Discussing evaluation questions inside the Committee

①

1 to several months

Launching calls for ideas & projects

②

1 to several months

Supporting and guiding the selected teams inside technical commissions

③

1 to 2 years

Sharing and discussing methods and results within the committee

④

... 1 to several months ...

Drawing up the report and « opinion » of the committee

⑤

Ensuring communication and events

⑥



Strengths and weaknesses



- Closeness with the academic world **and** public administrations
- Evaluation in the short / medium / long-term
- Distinguishing follow-up and evaluation
- Very informative discussions about indicators and methods
- Crossing quantitative & qualitative approaches
- Efforts of clarity and communication



Strengths and weaknesses



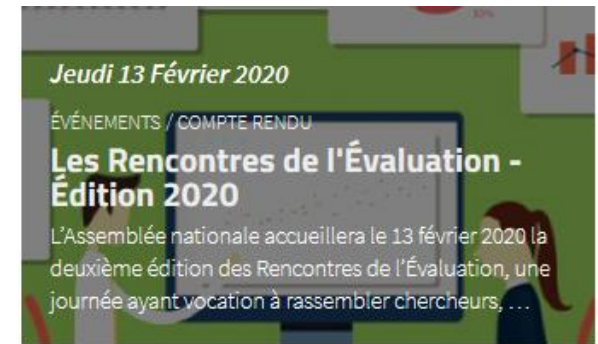
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- Access to data
- Timing articulation between the data production, the inertia of impacts and the political urgency
- Interpretation of complex or contradictory results
- Mobilization of researchers
- Quantification of public policies



**Public policy impact
assessment: what can France
learn from the most advanced
countries?**



Comment évaluer l'impact
des politiques publiques ?

Un guide à l'usage
des décideurs et praticiens

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A complex exercise

- **The law contains an article providing for its own evaluation:**
 - A committee driven by France Stratégie
 - Half members should be social partners and the other half public administrations (+ experts and parliamentarians)
 - A public annual report
 - Implementation and impact
- **A pluriannual evaluation (since 2013)**



A complex exercise

- **The law contains an article providing for its own evaluation:**
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 - Implementation and impact
- **A pluriannual evaluation (since 2013)**
- **Several sources of complexity:**
 - Extent: the tax credit concerns all companies
 - Objectives: the lawmakers wanted the tax credit to boost employment, competitiveness, innovation, research, salaries, etc.
 - Context: a highly scrutinized political decision
 - Data: sensitive data with a delay of up to 3 years



The evaluation process

- **Several questions:**
 - Which companies benefit from the tax credit (sectors, size, regions, etc.) ?
 - What are the direct effects on the beneficiaries (salaries, number of employees, etc.) ?
 - What are the indirect effects on the economy (interactions between companies, trade balance, etc.) ?
 - What are the unexpected or perverse effects (windfall effects, crowding-out effects, etc.) ?



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- **Several data sources & methods:**
 - Administrative data + surveys + hearings (committee) + interviews (on-on-one)
 - Descriptive statistics (tracking) + micro-economics (evaluation of specific effects) + macro-economics (simulation of overall effects)
 - Internal work (France Stratégie) + committee work + call for ideas / research projects + peer review



Septembre 2020

Évaluation

Évaluation du Crédit d'impôt pour la compétitivité et l'emploi

Synthèse des travaux d'approfondissement



 Le Journal de l'éco

France Stratégie | La désindustrialisation en France, le ...

Il y a 4 jours



 Vie publique.fr

Crédit d'impôt : le CICE a-t-il atteint ses objectifs ?

Selon France Stratégie, ce dispositif a eu effectivement des effets positifs sur l'emploi mais limités. En revanche, sur l'investissement, le CICE ...
30 sept. 2020



 BFMTV.COM

Plus que le coût de la main d'œuvre, c'est bien la fiscalité qui ...

... les autres", résume un nouveau rapport réalisé par France Stratégie. ...
Pourtant, les premières réponses ont été apportées par le CICE et le ...
Il y a 1 semaine



 Les Échos

Le CICE a créé un peu plus de 100.000 emplois en cinq ans

Un rapport de France Stratégie conclut que la mesure phare du quinquennat Hollande a été utilisée dans les services pour créer des emplois et ...
16 sept. 2020



Food for thought

- **Several challenges:**
 - Promoting evaluation clauses in the law itself?
 - Ensuring a both collegial and impartial work?
 - Articulating the different temporalities (data, effects, decisions)?
 - Explaining weak, complex or contradictory results?
 - Making clear recommendations to the lawmakers?





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**Thank you for listening... any
questions?**
