



HOW CAN COUNTRIES FACILITATE EVIDENCE INFORMED POLICY MAKING?

*Integrating the outcomes of evaluations in the
policy process*

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INTOSAI Working Group on Program Evaluation (EWG), *Vilnius*,
20-21 May 2019



WHY EIPM?

The challenges of contemporary policy making

Ensuring demand for evidence and evaluation has become very challenging in a context of global over-supply of knowledge and complex political process.

- Information to be considered by policy makers is overwhelming and complex
- Evidence gaps remain on ‘what works’ in many policy areas
- The challenges of navigating the ‘post truth’ world
- The rise of wicked problems
- The erosion of trust in public institutions
- The challenge to the authority of science



WHY EIPM?

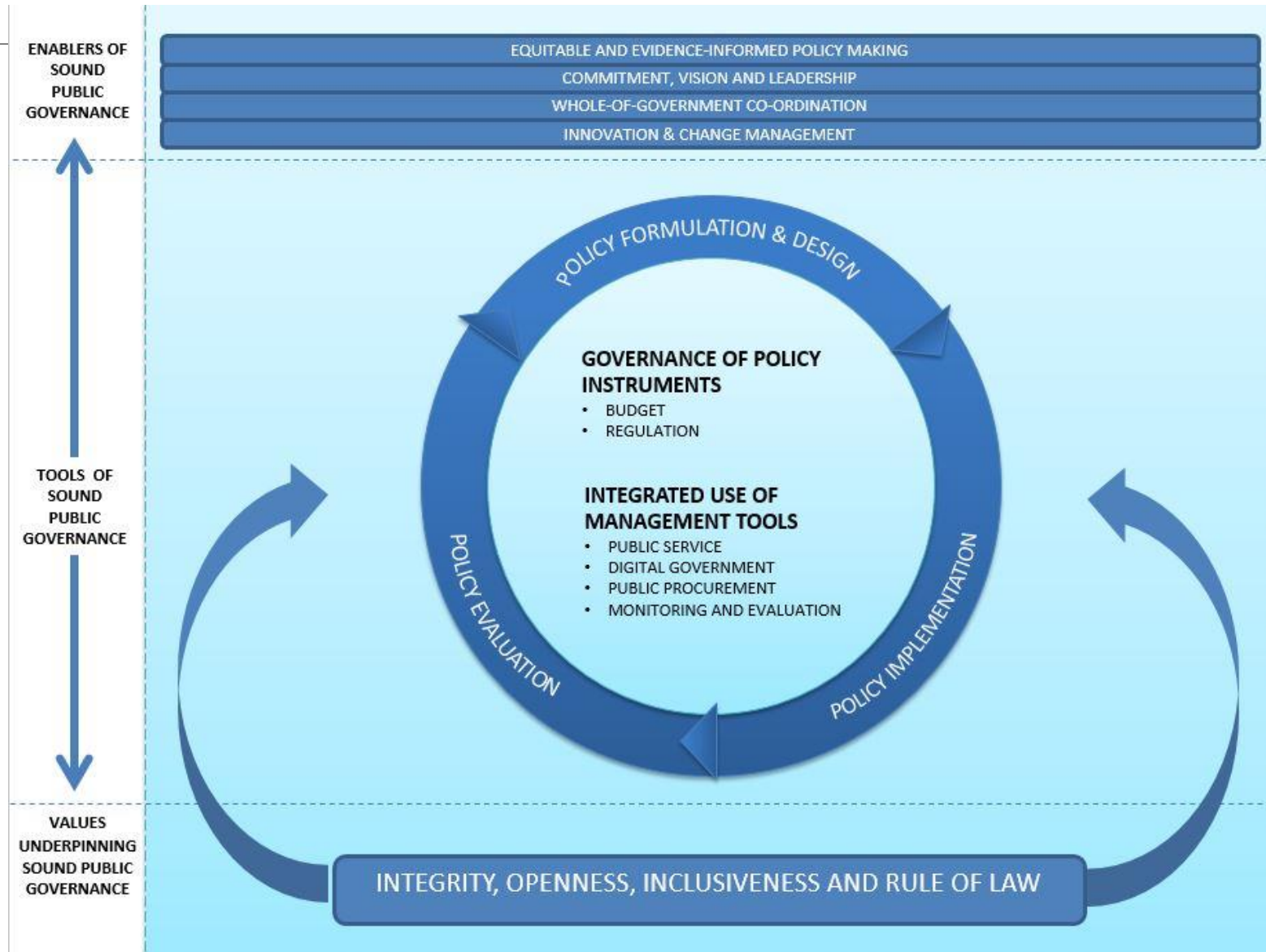
The challenges of contemporary policy making

Evidence and evaluation have a critical role to play in improving the quality, responsiveness and accessibility of public services.

- It can play a role throughout the policy cycle
- It helps to prevent one-sided policy design, avoid duplication and ensure scarce resources are well used
- It helps with policy implementation and adapting policies to meet local needs
- Policy evaluation is also critical to understand why policies do or don't work



EIPM as an enabler of sound public governance





Barriers and facilitators to developing the capacity for EIPM – OECD stakeholder consultation

OECD has been working over the last year to understand the specific **institutional barriers** as well as **institutional enablers** and how to build positive incentives in different jurisdictions

Barriers

POLICY-MAKING PROCESS

- Lack of a culture of dialogue
- Primacy of political priorities
- Ambiguity over mandate for EIPM
- Weak long term policy planning
- Inflexible and non – transparent policy processes
- Lack of trust between science and policymaking communities.

INSTITUTIONAL SET UP

- Limited resources
- Weak incentives for EIPM
- Lack of capability to engage in EIPM

Facilitators

POLICY-MAKING PROCESS

- Political commitment to EIPM
- Dialogue between stakeholders
- Strengthening demand for evidence
- Support from the international community
- Ensuring quality of evidence

INSTITUTIONAL SET UP

- Sufficient Resources
- Strong leadership and institutional memory
- Maximising positive disruptive power.
- Flexibility in the job description and performance



Missing connection: policy making and evidence

Despite the potential for evidence use, in reality an effective connection with research evidence and evaluation in policy making remains elusive.

- Despite governments spending money on evidence generation, many policy makers do not use evidence
- In South Africa, a survey found 45% of senior policy makers intended to use evidence during policy making, but in reality only 9% were able to do so in practice



COMPLEX POLICY MAKING PROCESSES

Many barriers can affect the use of evidence.

- Organisation characteristics and resources
- Policy maker characteristics
- Contact and collaboration between evidence users and producers
- Policy characteristics
- Research and research characteristics



BUILDING INDIVIDUAL CAPACITY – EIPM SKILLSET

What skills and capacity do policy makers need to adopt EIPM?

Understanding

Obtaining

Interrogating
and Assessing

Using and
Applying

Engaging With
Stakeholders

Evaluating



BUILDING ORGANISATIONAL CAPACITY

Organisational capacity encompasses factors which can either support or impede the use of evidence within organisations.

- Tangible factors: e.g. well-maintained computer facilities, adequately resourced libraries and robust management processes
- Intangible factors: e.g. political context and organizational culture



INITIATIVES TO INCREASE SKILLS FOR EIPM

Understanding

- **Diagnostic Tools of individual capacity** e.g. Australia's Staff Assessment of enGagement with Evidence
- **Senior Civil Service programmes** e.g. Finland's Public Sector Leadership training

Obtaining

- **Access to online databases** e.g. Campbell Collaboration
- **Disseminating tailored syntheses of evidence** e.g. Argentina's Policy Research briefs and Clearinghouses in the US
- **Commissioning research and reviews** e.g. UK's Policy Reviews Facility
- **Seminars to present research findings** e.g. The Joint Research Centre's lunchtime lecture series

Interrogating and Assessing

- **Intensive skills training programmes** e.g. INGSA's capacity building initiatives.
- **Knowledge brokers (organisations)** e.g. Poland's - Centre for Evaluation and Analysis of Public Policies.

Using and Applying

- **Intensive skills training programmes** e.g. OECD/Mexico's Capacity Building for RIA
- **Knowledge brokers (individuals)** e.g. New Zealand's Chief Science Advisor
- **Mentoring** e.g. South Africa's mentoring programme for policy makers

Engaging

- **One-off or periodic interactive forums** e.g. Joint Research Centre's Evidence and policy summer school'
- **Platforms for ongoing interactivity** e.g. The global Preventing Violence Across the Lifespan Network
- **Partnership projects** e.g. the Netherlands Academic Collaborative Centres and the US' National Poverty Research Center

Evaluating

- **Diagnostic tools of organisational capacity for evidence use** e.g. Canada's Evidence Literacy diagnostic tool



INITIATIVES TO INCREASE ORGANISATIONAL CAPACITY

- 1. Improving organisational tools, resources and processes*
 - E.g. Ireland's Evidence into Policy Project which supports governmental policy priorities through research and knowledge transfer activities
- 2. Improving the knowledge and data infrastructure*
 - E.g. The U.S.'s Foundation for Evidence-Based Policymaking Act designed to ensure that the necessary data quality and review structures are in place
- 3. Establishing strategic positions and units to champion an evidence informed approach*
 - E.g. a Chief Economist, Chief Information Officer, Chief Evaluation Officer, or Chief Science Advisor



EXAMPLE OF BUILDING INDIVIDUAL CAPACITY

The Policy Liaison Initiative

*The Policy Liaison Initiative (PLI) is a long-term **knowledge translation initiative** designed to support the use of **Cochrane systematic reviews** in health policy. A joint initiative between the Australasian Cochrane Centre and Australian Government Department of Health and Ageing.*



Cochrane
Colloquium Abstracts

Trusted evidence.
Informed decisions.
Better health.



Australian Government
Department of Health

The
Department
of Health



EXAMPLE OF BUILDING ORGANISATIONAL CAPACITY

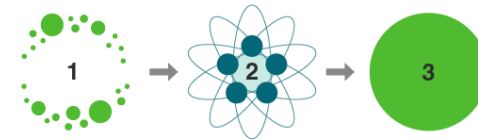
Policy Methods Toolbox – New Zealand

The Policy Methods Toolbox was developed in New Zealand and is a repository of policy development methods that helps policy practitioners identify and select the right approach for their policy initiatives.

Public participation



Start Right



Design thinking



Behavioural insights





Example practice in building capability: Workshops by DPME and CEAPP

These tools aim to develop skills and knowledge among knowledge users and producers. *They might take form of individual meetings on particular topic or become coherently planned courses.*

EBPM Executive Course



<http://www.pspdp.org/course-on-evidence-based-policy-making/>

CEAPP Summer School



<http://www.ceapp.uj.edu.pl/ponad>



OPTIONS FOR INCREASING EIPM TAKE UP

- 1. Capacity building initiatives need to be aware of the local political and institutional context of research use.*
- 2. Capacity building initiatives need to address the full range of skills and capacities that influence the use of evidence.*
- 3. Institutional and organisational structures and systems enable the effective use of evidence – without addressing these, change initiatives are unlikely to succeed.*



OPTIONS FOR INCREASING EIPM TAKE UP

4. *Strategic leadership is critical to drive the organisational change necessary for improved evidence informed policy making.*

5. *Capacity building initiatives should embed evaluation from the beginning to inform the implementation process and support continuous learning and improvement.*

6. *Capacity building initiatives need to be embedded within organisational structures and strategies to enable sustainability and long term change.*



DEVELOPING STANDARDS FOR POLICY DESIGN, IMPLEMENTATION AND EVALUATION

- *Why* standards of evidence?
- *Where* we are now and where should we go next?
- *What* could an international approach to standards of evidence cover?
- *How* can we get to an international approach to standards?



Experiences of standards of evidence

Framing the issues: What do we need to know/do? What counts as 'good' evidence?

Use of data

Theory of Change/Logic Model

Design and Development

Efficacy

Effectiveness

Costs & Benefits

Implementation

Evidence synthesis

**Integrity of KB
Function**

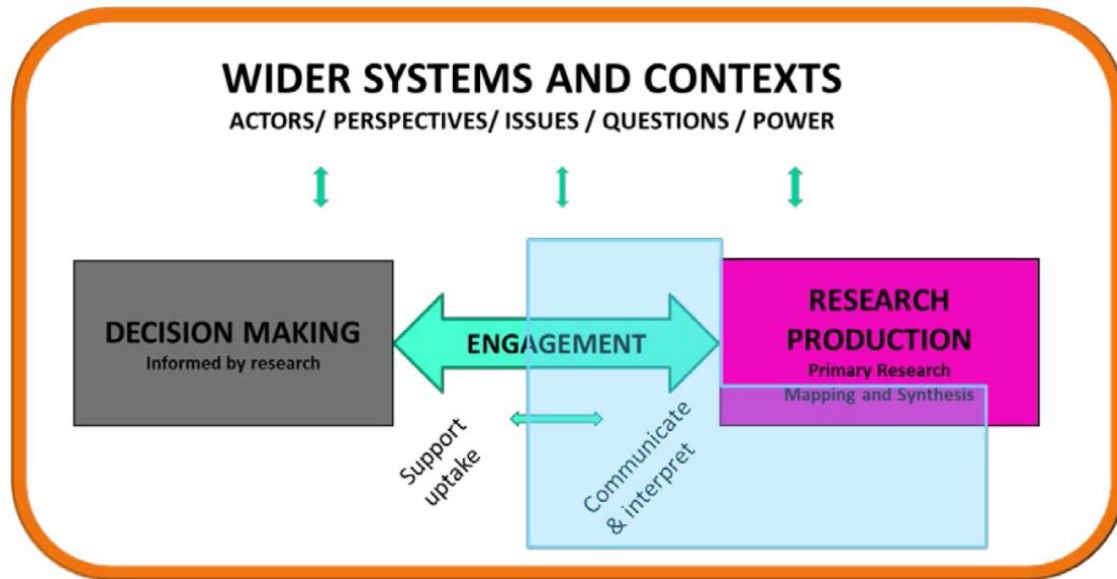
Transparency, ethics,
legitimacy, reliability,
independence, conflicts of
interest, humility.



STIMULATING EIPM

Strengthening the knowledge broker function

*Working at the interface between knowledge production and decision making and practice, **knowledge brokers have great potential to support EIPM.***



Adapted from Gough et al 2011, Gough 2012

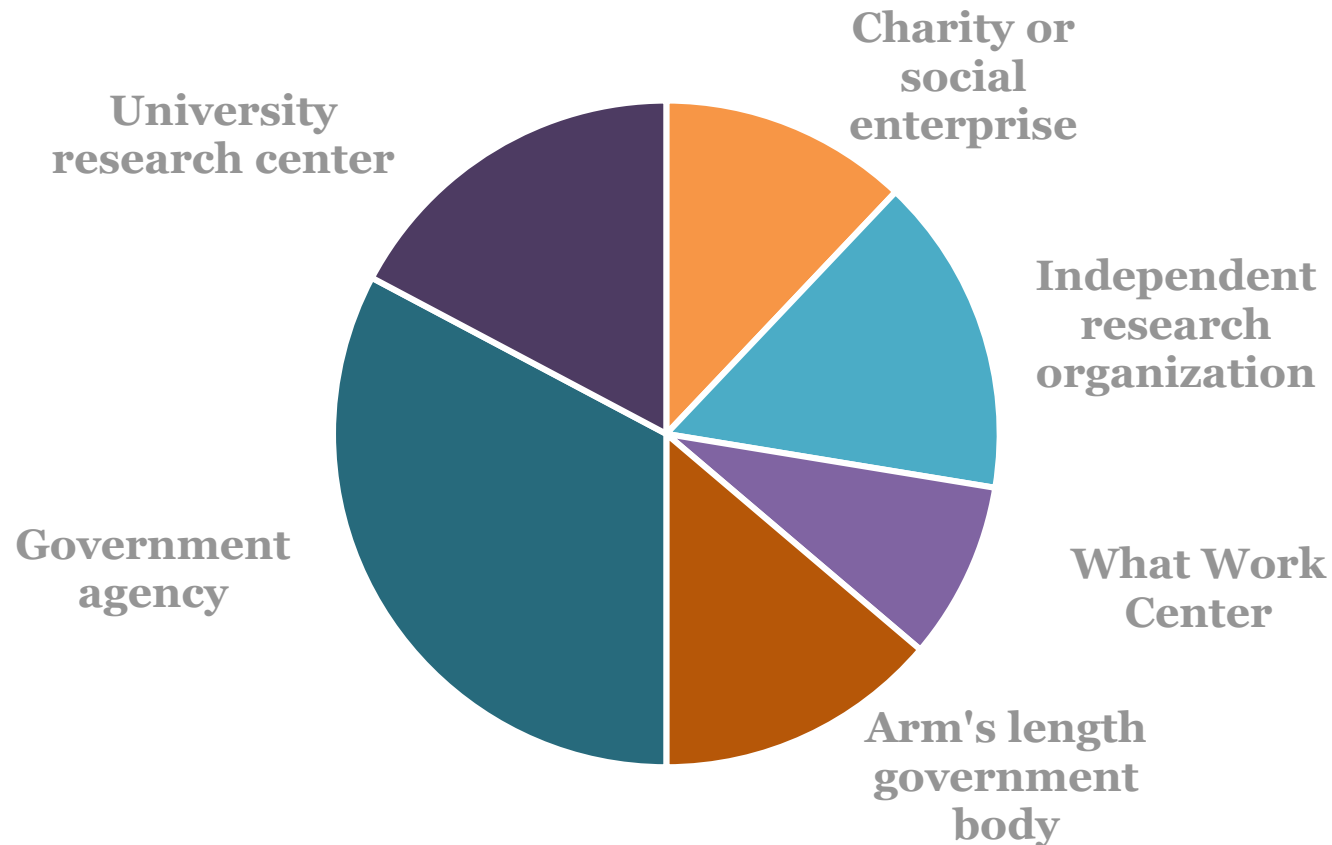


Mapping of 70+ organisations across the OECD



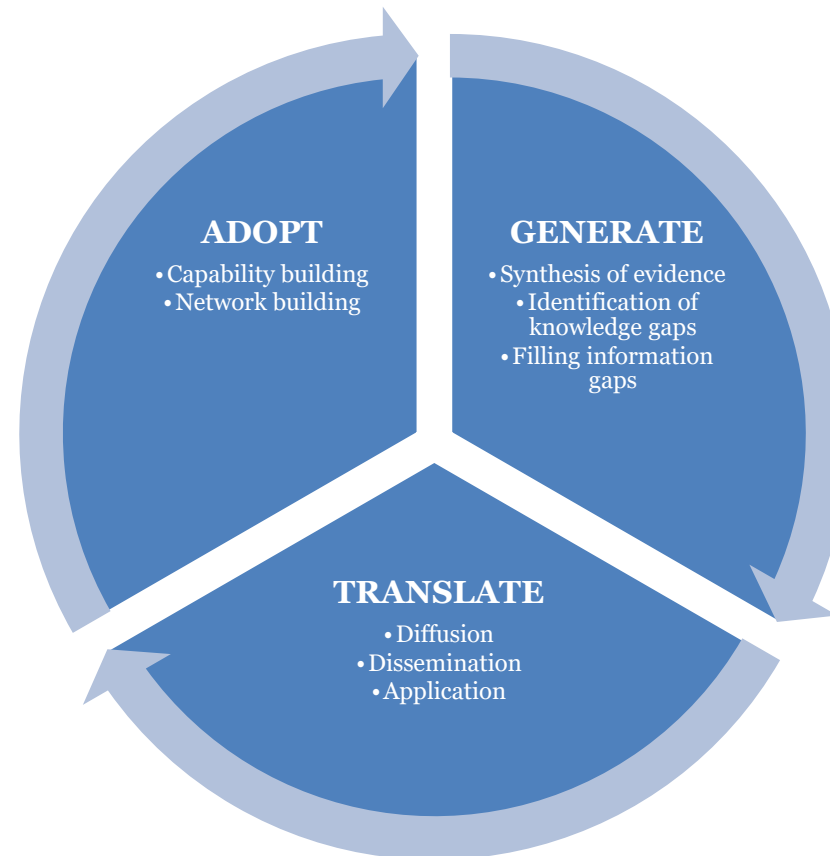
Knowledge brokers function across the system

*Knowledge broker functions take different forms and are fulfilled **by different types of entities and are located in various places of the system.***



Functions of knowledge broker organizations

Knowledge brokers perform strategic functions to *generate knowledge and support its translation and adoption in decision making and practice.*





Example practice in knowledge synthesis: SBU's evidence reviews products

SBU performs reviews and synthesis of evidence in particular topics. The *Process of synthesis takes different forms, depending of the purpose of study, time and resources available.*



SBU Assessment



SBU Policy Support



SBU Commentary



SBU Enquiry Service



SBU Evidence Map



Evidence Gap



Example practice in decision supporting tools: Kidsmatter early childhood star rating system

KIDSMATTER provides an index of a program's effectiveness by assessing its *theoretical underpinnings and the quality and quantity of research and practice-based evidence.*

EVIDENCE OF EFFECTIVENESS

Evidence of Effectiveness Rating: ★★★★★

Evidence of Effectiveness Research Based Evidence

Description:

- Multiple randomised controlled trials undertaken.
- Program appears to facilitate improvement in the relationship between parents and carers and their child.
- Significant improvement in the quality of interactions between parents and carers and their child.

Identified Theoretical Framework: Yes

Identified Theoretical Framework Description: Parent Effectiveness Training draws on humanistic theory, the Theory of Healthy Relationships (Dr Gordon) and the client-centred relationship (Dr Carl Rogers).

Survey/Audit Tools Available: No

AUTHOR(S)/CONTACTS

Author(s): Dr Thomas Gordon

About the Author(s): Dr Gordon is a licensed clinical psychologist. Dr Gordon has published widely and his books published in many languages.

Contact information: For further information refer to www.etia.org



<https://www.kidsmatter.edu.au/early-childhood/programs/parent-effectiveness-training>



PROMOTING INTEGRATING APPROACHES

The case of social investment (NZ).

*Social investment is an evolving approach to thinking **long-term and making informed choices on how best to improve people's wellbeing**. At its core, it involves five key features:*

- 1 Using data to understand customer needs from a person centric and long-term perspective.
- 2 Proposing innovative solutions that meet citizens' needs and deliver financial savings.
- 3 Delivering, managing and monitoring services using the organization most able to deliver the service, whether that be government or non-government providers.
- 4 Using performance data to adjust, add or drop programmes.
- 5 Evaluating programmes to identifying what works and what doesn't, publishing these results openly and feeding findings into the next set of decisions.



What are the key tools used in social investment?

- 1 The Investment Strategy
- 2 The Integrated Data Infrastructure
- 3 Actuarial modelling
- 4 Impact evaluation
- 5 Budgeting for performance
- 6 Better Public Service Targets



What is the impact of SI and what are the barriers and facilitators to delivery?

Top down hierarchical model > Person centred approach.

Capacity to generate, analyze and understand evidence and evaluation.

Changing the composition of baseline expenditure.

Change management

Defining cross government outcomes



CONCLUSION

- ✓ *Multidimensional challenges*
- ✓ *Feeding into the machinery of government*
- ✓ *Evaluation of the right kind, the format at the right time !*
- ✓ *Investing in communications matters*



THANK YOU

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