TABLE 4: BUILDING POLICYMAKER KNOWLEDGE, SKILL, AND MOTIVATION

LEARNING/TRAINING PROGRAMS					
Strategy/Mechanism	**Description**	**Time frame**	**Country**	**Department/Organization**	**Link**
Evidence-Informed Policymaking (EIP) Training	A training program for civil servants, senior bureaucrats, and members of Parliament that seeks to strengthen the ability of civil servants to access, understand, and communicate evidence throughout the policymaking process.	2015	Ghana	Ghana Civil Service Training Center (CSTC) through a partnership with the Ghana Information Network for Knowledge (GINKS)	http://blog.inasp.info/training-helps-embed-eipm-ghanaian-government-practices/ http://www.researchtoaction.org/2016/11/two-years-eipm-training-ghana-journey-far/
Strengthening Capacity to Use Research Evidence in Health Policy (SECURE Health) training program	A training program that seeks to strengthen the ability of staff in the Ministry of Health and Parliament to find, assess, interpret, and employ evidence in health policy.	2013–2017	Kenya, Malawi	SECURE Health, African Institute for Development Policy (AFIDEP)	https://www.afidep.org/?p=2164.
Denver Peak Academy	A training program focused on principles of process improvement, with the objectives of building a culture of innovation among city employees and improving the way government works.	2011	United States	City of Denver, Colorado Office of the Mayor	https://www.denvergov.org/content/denvergov/en/mayors-office/programs-initiatives/peak-performance/peak-academy.html https://www.livingcities.org/blog/224-investing-in-future-innovators-denver-s-peak-academy
Department of Planning, Monitoring and Evaluation trainings (DPME)	DPME offers courses to departments that have evaluations in the National Evaluation Plan. The courses cover the following topics: How to Manage an Evaluation, Deepening Evaluation, Evaluation Methodology, and Planning Implementation Programs and Design Evaluation. The training course for senior managers aims to build leadership to promote evidence use at the director general, deputy director general, and chief director levels within the government.		South Africa	Department of Planning, Monitoring and Evaluation	http://www.dpme.gov.za/keyfocusareas/evaluationsSite/Pages/Training.aspx

Strategy/Mechanism	Description	Time frame	Country	Department/Organization	Link
Performance Improvement Council (PIC)	The PIC is a government-wide body that supports cross-agency collaboration between performance improvement officers (PIOs) and associated federal staff to foster knowledge exchange and advance and expand the practice of performance management and improvement. The PIC provides support to the PIOs through activities such as training programs on performance management offered at no charge to federal employees three times per year, and a professional development program called the Performance Enthusiast and Ambassador Program.		United States	General Services Administration	https://www.dropbox.com/s/4nndjijes93bapk/FY2016_Analytical_Perspectives_USGot.pdf?dl=0 https://pic.gov/who-we-are/the-council https://www.gsa.gov/portal/content/133807
Evidence-Informed Policymaking (EIP) Training	A training course for parliamentary staff in Zimbabwe designed to build knowledge and skill to find and use evidence.	2015	Zimbabwe	Zimbabwe Evidence Informed Policy Network (ZeipNET)	https://assets.publishing.service.gov.uk/media/57a089b45274a27b2000209/61131-parliamentary_needs_assessment.pdf
Young Professionals (YP) Program	KIPPRA's YP program takes ten to twelve officers from the government and private sector through a one-year training program in public policy analysis and formulation. The program offers training in research methodology, applied econometrics, macroeconomic modeling, and structure of government.	2003	Kenya	Kenya Institute for Public Policy Research and Analysis (KIPPRA)	http://kippra.or.ke/Capacity-Building/young-professionals.htm
School of Public Service and Governance (GSPG) Training Unit Short Programmes	Short courses for new ministers and public officials on topics that include leadership, governance, and monitoring and evaluation.		Ghana	Ghana Institute of Management and Public Administration (GIMPA)	http://www.gimpa.edu.gh/

Strategy/Mechanism	Description	Time frame	Country	Department/Organization	Link
Development Policy Research Month	Activities are held throughout the month of September each year to build and promote awareness and appreciation of the importance and necessity of using policy research in development planning and policy-making.	Started in 2002.	Philippines	Philippine Institute for Development Studies (PIDS)	http://dprm.pids.gov.ph/index.php/about
Swaniti Initiative	The initiative supports Indian members of Parliament (MP) and members of the Legislative Assembly (MLA) in their efforts to bring improved health and education outcomes, gender equality, and livelihood opportunities to constituent populations through research activities, implementation support, and the development of knowledge products such as policy and implementation briefs and performance analyses.		India	Swaniti Initiative	www.swaniti.com
What Works Cities (WWC)	WWC is a national initiative to help midsized cities maximize their ability to use data and evidence in policy, program, and funding decisions by building awareness of the value of using data and evidence and by strengthening skills to implement data- and evidence-driven practices. Through its partnerships with the Behavioral Insights Team (UK), the Government Performance Lab at the Harvard Kennedy School (US), the Center for Government Excellence at Johns Hopkins University (US), and the Sunlight Foundation, WWC offers technical assistance, including training, to cities in the following areas: open data, performance analytics, results-driven contracting, and low-cost evaluation.	2015	United States	Bloomberg Philanthropies, Results for America	https://whatworkscities.bloomberg.org/about/

LEARNING/TRAINING PROGRAMS

Strategy/Mechanism	Description	Time frame	Country	Department/Organization	Link
Evidence Masterclass	The Evidence Masterclass targets senior decision makers in government, parliament, and nonprofit organizations and takes an innovative, participatory, problem-solving approach to building awareness of the policy process and use of evidence in decision making and developing skills to assess the quality of research, interpret findings, and make decisions based on evidence.		United Kingdom	Alliance for Useful Evidence	http://www.alliance4usefulevidence.org/evidence-exchange/evidence-masterclass/

GUIDELINES AND GOOD PRACTICES PROMOTING EVIDENCE USE

Strategy/Mechanism	Description	Time frame	Country	Department/Organization	Link
Guidelines for Evidence Use in Policy-Making	Guidelines developed by senior officials in Malawi's Ministry of Health provide ministry policy staff, as well as other public health stakeholders, with instruction on the use of evidence in health policymaking.	2016	Malawi	Ministry of Health	https://www.afidep.org/?wpfb_dl=173
Guidelines for Evidence Use in Policy-Making	The guidelines are intended for use by senior staff and technical officials in the Kenya Ministry of Health and provide guidance in areas that include developing a policy question, accessing, appraising, and applying evidence in the policy process.	2016	Kenya	Ministry of Health	https://www.afidep.org/?wpfb_dl=215
Guidelines and Good Practices for Evidence-Informed Policymaking in a Government Department	The guidelines are designed to inform other departments that seek to take an evidence-informed approach to policy on how to define evidence, link evidence needs to policy priorities, link evidence-informed policymaking to planning, budgeting, and reporting, and ensure wide participation across stakeholder groups in the design and production of policy and evidence.	2016	South Africa	Department of Environmental Affairs (DEA)	https://www.environment.gov.za/sites/default/files/reports/report_guidelinesgoodpractices_evidencefromed_policymaking.pdf

GUIDELINES AND GOOD PRACTICES PROMOTING EVIDENCE USE

Strategy/Mechanism	Description	Time frame	Country	Department/Organization	Link
Department of Planning, Monitoring and Evaluation (DPME) Guidelines	DPME has developed a range of guidelines to help build policymaker capacity to demand and use evidence findings, covering topics that include designing a provincial evaluation plan, communicating evaluation findings, preparing an evaluation report, and developing actionable recommendations.		South Africa	Department of Planning, Monitoring and Evaluation	http://evaluations.dpme.gov.za/pages/guidelines-other-resources

DIAGNOSTIC ASSESSMENTS TO HELP TAILOR LEARNING PROGRAMS

Strategy/Mechanism	Description	Time frame	Country	Department/Organization	Link
Self-Assessment Tool	Designed to help health policy officials and other stakeholders assess organizational capacity to find and make better use of evidence in public health policymaking. The tool has four general areas of assessment: 1) acquire—capacity to find and obtain research findings; 2) assess—capacity to assess relevance of evidence; 3) adapt—capacity to present research in a useful way; and 4) apply—ability to put organizational structures in place to promote use of research.		Canada	Canadian Foundation for Health Improvement	http://www.cohred.org/downloads/priority_setting_tools/STEP1.3a_IsResearchWorkingForYou_SelfAssessment.pdf
Federal Invest in What Works Index	The index highlights the extent to which federal agencies are building the infrastructure necessary to use data, evidence, and evaluation in budget, policy, and management decisions. It is designed to help leaders in government benchmark the progress they are making in building evidence structures against other federal agencies.	2013	United States	Results for America	http://2016.results4america.org/

DIAGNOSTIC ASSESSMENTS TO HELP TAILOR LEARNING PROGRAMS

Strategy/Mechanism	Description	Time frame	Country	Department/Organization	Link
Show Your Workings Rapid Assessment Tool	A tool for rating how well the UK government departments are using evidence to inform decisions. The tool is designed to hold policymakers accountable and to help the civil service demonstrate the extent to which it is making progress on its commitment in the Civil Service Reform Plan: One Year On to "publish more of the evidence base that supports policymaking" and meeting its commitments on transparency in the Open Government Action Plan.	2015	United Kingdom	Institute for Government, Sense about Science, Alliance for Useful Evidence	https://www.instituteforgovernment.org.uk/sites/default/files/publications/4545%20IFG%20-%20Showing%20your%20workings%20v8b.pdf
Needs Assessment ZeipNET	ZeipNET conducted a one-time needs assessment to evaluate the capacity and challenges of using evidence in the Zimbabwean Parliament.	2014	Zimbabwe	Zimbabwe Evidence Informed Policy Network (ZeipNET)	https://assets.publishing.service.gov.uk/media/57a089b4e5274a27b2000209/61131-parliamentary_needs_assessment.pdf
What Works Cities (WWC) Certification	The certification process assesses the practices and policies of cities who apply for certification across a set of criteria that is aligned with the What Works Cities Standard's four foundational components for accelerating the use of data and evidence to achieve better outcomes for citizens – Commit, Measure, Take Stock, and Act. Cities are scored based on the presence or caliber of policies and practices that correspond to these four components.	2017	United States	Bloomberg Philanthropies, Results for America	https://whatworkscities.bloomberg.org/certification/

PEER NETWORKS

Strategy/Mechanism	Description	Time frame	Country	Department/Organization	Link
Twende Mbele	Twende Mbele is a peer exchange and learning network that seeks to the build technical and institutional capacity of national evaluation systems in Benin, Uganda, and South Africa. The partnership seeks to improve monitoring and evaluation systems in the three partner countries by supporting a sharing of experiences from successful monitoring and evaluation systems, across countries in Africa in the long term.	2014	Benin, Uganda, South Africa	Uganda, Office of the Prime Minister Department of Monitoring and Evaluation Republic of Benin South Africa, Department of Planning Monitoring and Evaluation (DPME)	http://www.clear-aa.co.za/wp-content/uploads/2016/12/Twende-Summary-16.10.07.pdf
Moneyball for Government Campaign	Results for America's Moneyball for Government Campaign encourages leaders at the national, state, and local levels, as well as nonprofit organizations, to build evidence and invest in what works.	2014	United States	Results for America	http://moneyballforgov.com/
African Parliamentarians' Network on Development Evaluation (APNODE)	APNODE seeks to raise awareness about the importance of using evidence among parliamentarians, enhance the capacity of individual parliamentarians to demand evidence, encourage parliamentarians to work toward institutionalizing the use of evidence, support sharing of experiences across countries, ensure country evaluations are responsive to vulnerable populations, and facilitate interaction between parliamentarians and evaluators.	2014	Multiple countries in Africa		http://idev.afdb.org/en/page/african-parliamentarians%E2%80%99-network-development-evaluation-apnode