



Using Evidence to Improve Policy Implementation

A Peer Learning Workshop for Government Policymakers

July 23-25, 2018 | Nairobi, Kenya

Background

Policymakers need credible, reliable evidence to set strategic priorities, weigh policy options, and choose and implement interventions that are most likely to achieve desired outcomes. Increasingly, governments are creating practices to make it easier for them to find and use evidence in policymaking. But even when policies are informed by the best available evidence, they can fail to make an impact without effective implementation.

Implementation challenges stem from reasons that include unclear policy goals and outcomes; a lack of political support or financial resources; missing or weak evidence on the effectiveness of an intervention; inadequate skills or motivation of public officials tasked with frontline service delivery; and incorrect assumptions about human behavior and civil society. Different types of evidence are needed to address these obstacles, including evidence on how to mobilize political and financial support for the policy; evidence on whether the policy has worked elsewhere and under what conditions; evidence on how to enable and incentivize frontline staff to best implement and track the policy; and evidence from local stakeholders to best tailor the policy to their context and needs.

Evidence use in policymaking should not begin or end with policy design. Evidence about what did or did not work in implementation is needed to adjust and fine-tune policies in a continuous, iterative feedback cycle. Good policy design considers a plan for implementation from the outset and draws from the operational evidence generated by previous activities.

When implementation is not linked to policy design but rather treated as a separate down-stream activity, the incentive to produce evidence in an ongoing and iterative process to inform policy is weak. This can put evidence-informed policymaking at risk. Policymakers can only ensure the benefits of evidence-informed policymaking when implementation succeeds. One way governments can address this risk is by creating practices that facilitate systematic use of evidence in policymaking.

There is limited information in the literature on policy implementation in the Global South, in particular on experiences and lessons learned in promoting the systematic use of evidence in the translation of policy to action. The emphasis in policymaking has been on designing policies, while work to understand how to effectively implement these policies has not received much attention to date.

This workshop brings together policymakers, researchers, civil society members, funders, and other partners to discuss how evidence can be used to improve policy implementation. Participants will share experiences in policy implementation and learn about different types of evidence, policy tools, and engagement strategies that can be used to address common challenges, such as how to use evidence to create political buy-in, engage with stakeholders, and mobilize financial resources.

Objectives

- Provide a forum for government policymakers from different countries to share challenges, celebrate accomplishments, and exchange ideas, approaches, and constructive feedback for strengthening the use of evidence in policy implementation
- Facilitate networking and build relationships across global evidence champions – policymakers, researchers, civil society members, and other partners – working to improve the use of evidence in policy implementation
- Support government teams in creating action plans for improving the use of evidence in addressing the policy implementation challenge they bring to the workshop, and for sharing the learnings from the workshop with their networks
- Identify areas for further learning and continued collaboration, including a potential global evidence network to sustain and enhance peer learning and exchange opportunities and to amplify solutions for advancing evidence-informed policymaking

Expected Outcomes

- A common understanding of barriers faced in policy implementation in low- and middle-income country contexts and the role evidence can play in addressing these challenges
- Effective sharing of knowledge, challenges, accomplishments, and lessons learned in using evidence to inform policy implementation
- A community of committed evidence leaders that informs a strategy for continued engagement

Agenda

Sunday, July 22	
5:00 - 6:00 PM	Welcome Reception in the Windsor Hotel Library Lounge Dinner on own in the Windsor Room
Monday, July 23	
7:30 - 8:30 AM	Breakfast served in the Windsor Room
8:30 - 9:00 AM	Participant Arrivals and Seating in the Oak Room
9:00 - 9:15 AM	Welcome and Logistics in the Oak Room Organizers review workshop agenda and objectives, introduce parking lot for questions and other meeting rules and logistics Facilitators: Abeba Taddese, Executive Director, Results for All and Ari Gandolfo, Manager, Projects and Partnerships, Results for All
9:15 - 9:45 AM	Conversation About the Art, Science, and Morality of Using Evidence for Policymaking Speaker: Bitange Ndemo, Former Permanent Secretary, Ministry of Information and Communication, Kenya Facilitator: Eliya Zulu, Executive Director, African Institute for Development Policy (AFIDEP)
9:45 - 10:15 AM	Icebreaker: The Policymaking Process in Pictures Teams meet each other by visually representing their policy implementation process and state of evidence use Facilitators: Abeba Taddese, Executive Director, Results for All and Ari Gandolfo, Manager, Projects and Partnerships, Results for All Coffee Served
10:15 - 11:15 AM	Policy Implementation Theory vs Reality Participants review different theoretical models for policymaking and evidence use, and contrast with real experiences Speaker / Facilitator: Rose Oronje, Director, Science Communications & Evidence Uptake, AFIDEP

11:15 AM - 12:30 PM

Policy Implementation Challenges: Team Lightning Talks

5-minute presentations by a representative from each team, followed by 10 minutes of open Q&A

- Lydia Essuah, Director of the Policy Planning, Monitoring and Evaluation Directorate, Ministry of Environment, Science, Technology and Innovation, Ghana
- Jaime Portales, Chief of the Prospecting and Monitoring Department, Educational Planning Division, Ministry of Education, Chile
- Peter Ekweozoh, Director Environmental Sciences and Technology, Federal Ministry of Science and Technology, Nigeria
- Terry Kamau, Program Officer, National AIDS and STI Control Program, Ministry of Health, Kenya
- Anastazio Matewere, Chief Social Welfare Officer, Ministry of Gender, Children, Disability and Social Welfare, Malawi
- Jean-Marie Mboniyintwali, Program Officer, Rwandan Parliamentarians' Network on Population and Development, Rwanda
- Alonso de Erice, Director of Policy Evaluation, CONEVAL, Mexico
- Sinah Moruane, Child Protection Specialist, UNICEF South Africa
- Lucy Kimondo, Assistant Director of Population, National Council for Population and Development, Kenya
- Vincent Tumusiime, Director, Directorate of Socio-Economic Monitoring and Research, Office of the President, Uganda

Facilitator: Violet Murunga, Senior Knowledge Translation Officer, AFIDEP

12:30 - 1:30 PM

Lunch served on the Windsor Room Terrace

1:30 - 2:30 PM

Using Administrative Data for Monitoring and Evaluating Policy Implementation

Participants hear and discuss practical examples, challenges, and opportunities for using administrative data in policy implementation

Session will end with a short film and Q&A about the use of administrative data to identify and resolve bottlenecks in the completion of infrastructure projects in Ghana

Speakers:

- Ebenezer Appah-Sampong, Deputy Executive Director, Environmental Protection Agency, Ghana
- Geoffrey Kumwenda, Economist, Social Protection Department, Ministry of Finance, Economic Planning and Development, Malawi

Facilitator: Chris Chibwana, Southern Africa Regional Director, IDinsight

2:30 - 3:00 PM

Coffee Break

3:00 - 4:15 PM	<p>Building an Evaluative Culture to Support Policy Implementation Participants will explore how national evaluation units and implementing partners work together and discuss challenges, successes, and lessons learned in building an evaluative culture across government</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Osmar Medina, Director of Impact Evaluations, CONEVAL, and C. Gladys Barrios, Director of Community Education and Social Inclusion, CONAFE, Mexico • Matodzi Amisi, Director of Evaluations, Department of Planning, Monitoring and Evaluation, and Sinah Moruane, Child Protection Specialist, UNICEF South Africa • Patricio Leiva, Chief of the Economic and Financial Affairs Division, Directorate of Public Education, Ministry of Education, and Raúl Chacón, Chief of the Design and Development Department, Education Quality Assurance Agency, Chile <p>Facilitator: Laila Smith, Director, Center for Learning on Evaluation and Results for Anglophone Africa (CLEAR-AA)</p>
4:15 - 5:15 PM	<p>Prioritizing Evidence Needs and Opportunities for Policy Implementation Country teams work on action plans, with facilitators</p>
5:15 - 5:30 PM	<p>Workshop Day One Close and Reflections</p> <p>Facilitator: Abeba Taddese, Executive Director, Results for All</p>
6:30 PM	<p>Dinner on own in the Windsor Room</p>
Tuesday, July 24 7:30 - 8:30 AM	<p>Breakfast served in the Windsor Room</p>
8:30 - 9:45 AM	<p>Knowledge Translation Strategies for Increasing the Use of Research in Implementation Participants learn about strategies and approaches for improving research use in policy Implementation</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Terry Kamau, Program Officer, National AIDS and STI Control Program, Ministry of Health, Kenya • Anicet Nzabonimpa, Family Planning Integration Expert, Rwanda Biomedical Center, Ministry of Health, Rwanda <p>Facilitator: Rhona Mijumbi-Deve, Health Policy Analyst and Knowledge Translation Specialist, African Center for Systematic Reviews and Knowledge Translation, Makerere University, Uganda</p>

9:45 - 10:00 AM	Coffee Break
10:00 - 11:30 AM	<p>Using Media to Build Buy-In for Policy Implementation A practical session on how to use evidence to create compelling policy narratives and engage with media platforms to share stories and ideas</p> <p>Facilitators: Joy Muraya, Health Journalist, and Rose Oronje, Director, Science Communications & Evidence Uptake, AFIDEP</p>
11:30 AM - 12:45 PM	<p>Breakout Sessions An opportunity for participants to interact in small groups to continue conversations from previous sessions, share experiences, and ask questions of facilitators and speakers</p> <ul style="list-style-type: none"> • Policy Implementation Theory • Using Administrative Data • Building an Evaluative Culture • Knowledge Translation Strategies
12:45 - 1:30 PM	Lunch served on the Windsor Room Terrace
1:30 - 2:30 PM	<p>Applying Behavioral Insights to Policy Implementation A brief introduction to impactful and cost-effective behavioral insights tools that can be used to inform policy implementation</p> <p>Speakers: Lois Aryee, Project Manager, ideas42</p>
2:30 - 4:00 PM	<p>Marketplace of Citizen Engagement Solutions for Policymaking Presentations from the following organizations, in breakout rooms:</p> <ul style="list-style-type: none"> • Africa's Voices Foundation • Code for Africa • Local Development Research Institute • Map Kibera • Muungano wa Wanavijiji • Open Institute • Twaweza • Well Told Story <p>Coffee served</p>
4:00 - 5:30 PM	<p>An Evidence Network for Global Policymakers? A Conversation to Explore Priorities, Needs, and Structure Participants use design thinking to explore how a network or other platform could support their data and evidence practices</p> <p>Facilitators: Abeba Taddese, Executive Director, Results for All and Ari Gandolfo, Manager, Projects and Partnerships, Results for All</p>

5:30 - 6:00 PM	<p>Workshop Day 2 Close and Reflections</p> <p>Facilitator: Abeba Taddese, Executive Director, Results for All</p>
7:00 PM	<p>Group Dinner in the Windsor Hotel Country Room</p> <p>Remarks from Sylvia Mbevi, Health Spokesperson, Makueni County, Kenya on using evidence to advance universal health coverage in Makueni County</p>
Wednesday, July 25 7:30 - 9:00 AM	<p>Breakfast served in the Windsor Room</p>
9:00 - 10:00 AM	<p>Incentivizing Evidence Use in Policy Implementation</p> <p>Participants discuss incentives that facilitate or hinder evidence use in policy implementation, and identify practices that can encourage and demystify evidence use</p> <p>Speakers:</p> <ul style="list-style-type: none"> • Catherine Kiama, Medical Officer and Epidemiologist, National AIDS and STI Control Program, Ministry of Health, Kenya • Alonso de Erice, Director of Policy Evaluation, CONEVAL, Mexico • Mugabi Crispus, Senior Economist, Ministry of Finance, Planning and Economic Development, Uganda <p>Facilitator: Jennifer Mutua, Founder and Chair, Evaluation Society of Kenya</p>
10:00 - 11:30 AM	<p>Action Plans for Addressing Implementation Challenges</p> <p>Country teams finalize action plans and pair up to provide feedback</p> <p>Coffee served</p>
11:30 - 12:00 PM	<p>Workshop Conclusion, Next Steps, and Departure Logistics</p> <p>Facilitators: Abeba Taddese, Executive Director, Results for All and Ari Gandolfo, Manager, Projects and Partnerships, Results for All</p>
12:00 - 1:00 PM	<p>Lunch served on the Windsor Room Terrace</p>
1:00 - 5:00 PM	<p>Checkout and Departures</p>