

# UNDERSTANDING POLICY IMPACT: IN-DEPTH EVALUATION OF OECD COMMITTEES

Evaluation post 2020: evolution or revolution
Organised by the Ministry of Finance of the Republic of
Lithuania

Bastiaan de Laat Head (acting) of In-depth Evaluation, OECD

Vilnius, 23 May 2019



- The OECD
  - ☐ An organisation for and by its Members

- In-depth Evaluation (IDE)
  - ☐ Tools and Processes

- A look at the future
  - ☐ From attribution to contribution



### THE OECD

FOR AND BY ITS MEMBERS



### The OECD in figures





Member Countries



44%

World GDP



2 thirds

World Trade



95%

World Official Development Assistance



17%

World Population



€390 Million

Annual Part I budget (2018)



3 600

Staff



250

Committees & Working Groups



115 000

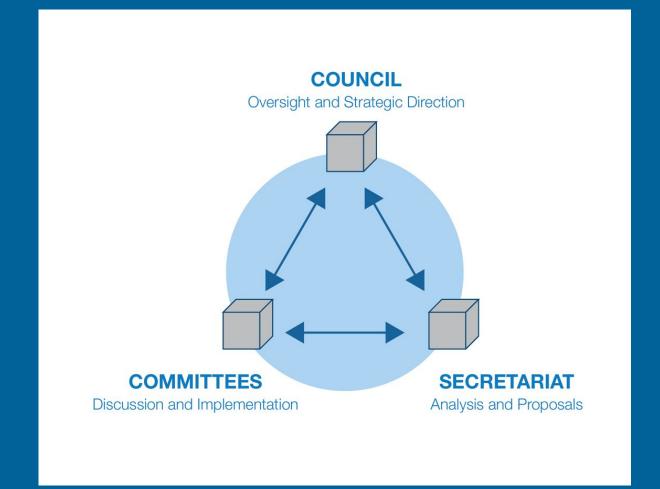
Delegates



250

New publications per year







# For and by its Members: Composition and roles

#### Council

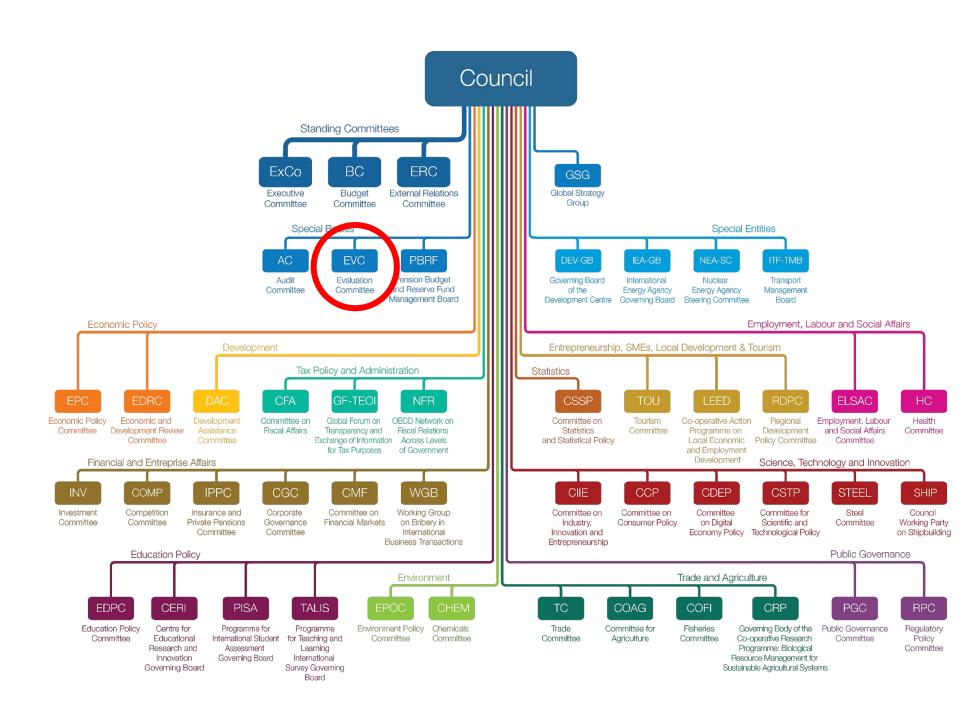
- Highest-level decision making body
- Members' Ambassadors to the OECD

#### Committees

- The place where policy makers (country delegates) meet
- Set strategic orientations and budget at Committee level
- Work is published under Committee auspicies

#### Secretariat

- 'The People in Paris'
- Serves the Committees
- Carries out the work 'on the ground'
  - Research, managing peer review processes, publishing, organising committee meetings, other events, etc.





### IN-DEPTH EVALUATION

TOOLS AND PROCESSES



The objective of IDE is to provide a mechanism through which Council can assess whether OECD Committees are...

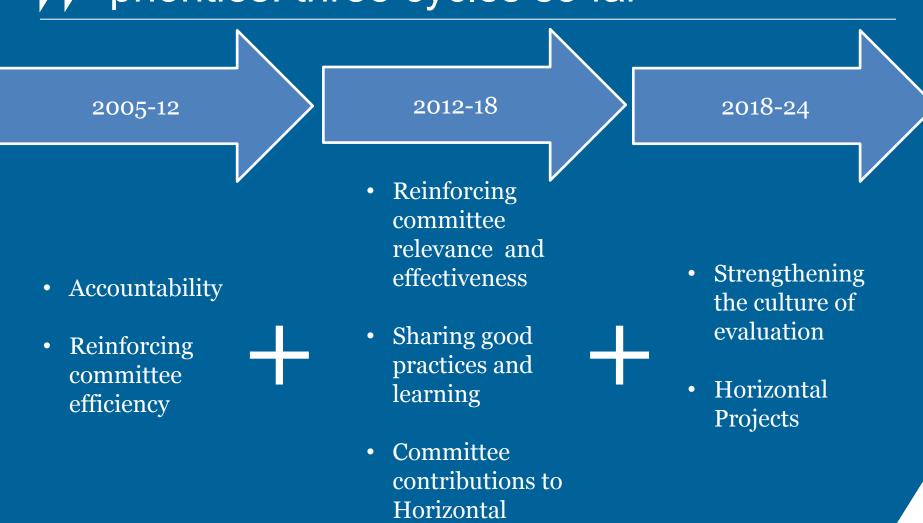
- conducting processes...
- delivering outputs...
- achieving impacts...

... in line with Members' policy expectations and with the OECD's comparative advantage

IDE Scope
Part I programmes, and Part II programmes with
intrinsic link to a Part I committee



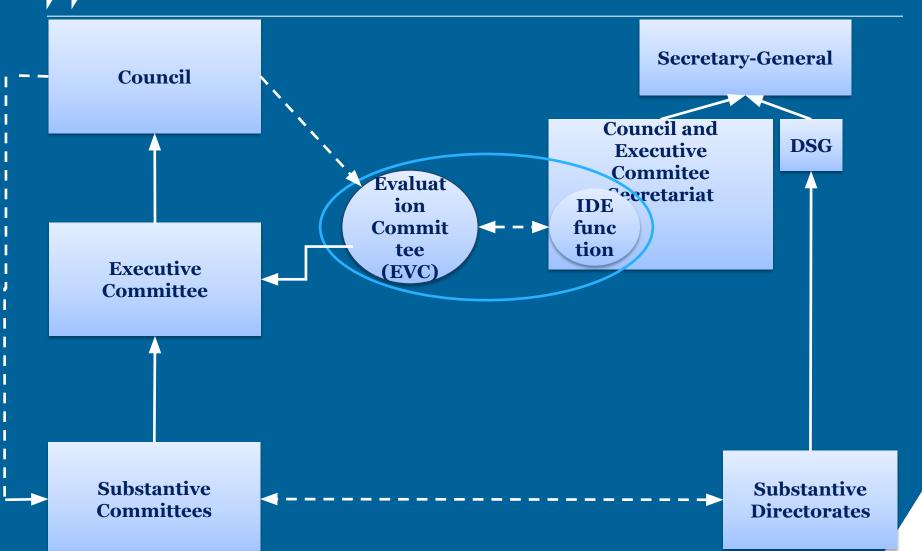
# Shifting IDE focus in line with Member priorities: three cycles so far



**Projects** 



### IDE Governance



### Evaluation of performance of substantive committees – three criteria

Relevance

Effectiveness

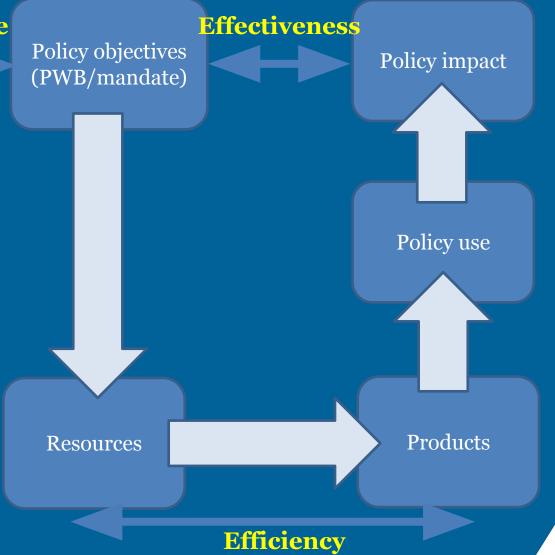
Efficiency



### Evaluation criteria

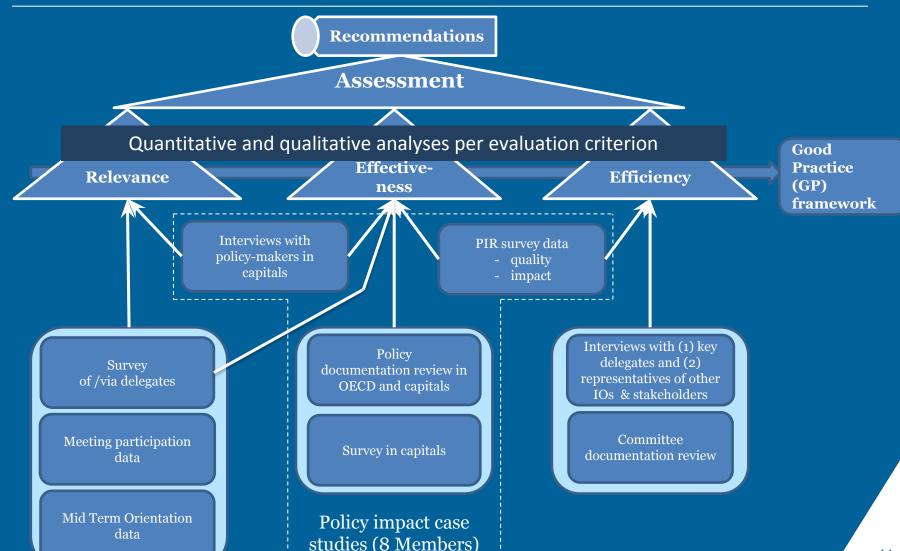
Members' policy needs and concerns

#### Relevance





### Core IDE Methodology – 3<sup>rd</sup> Cycle





### IDE outputs and their use

#### **Evaluation results**

(Evaluated committee)

1. Assessment and Ratings

2. Recommendations

3. Good Practices

Mandate revision and review (Evaluated committee and Council)

Working methods (Evaluated committee)

Working methods (Other committees)



# Monitoring the implementation of recommendations

IDE + 6 months

Council approves
Recommendations

Committee develops action plan

EVC reviews action plan

IDE + 12 months

Committee implements action plan

EVC reviews progress made in implementing action plan Council reviews progress made in implementing action plan

IDE + 18 months

Council dialogues with Committee Chair



# Typical interaction moments with the evaluated committee

- Consultation / involvement of evaluated Committee takes place at the following milestones (mainly through Chair & Bureau)
  - Draft Terms of Reference
  - Interviews
  - Draft final report
  - Action Plan
  - Monitoring of Action Plan implementation
  - Chair-Council Dialogue



### THE FUTURE

FROM ATTRIBUTION TO CONTRIBUTION



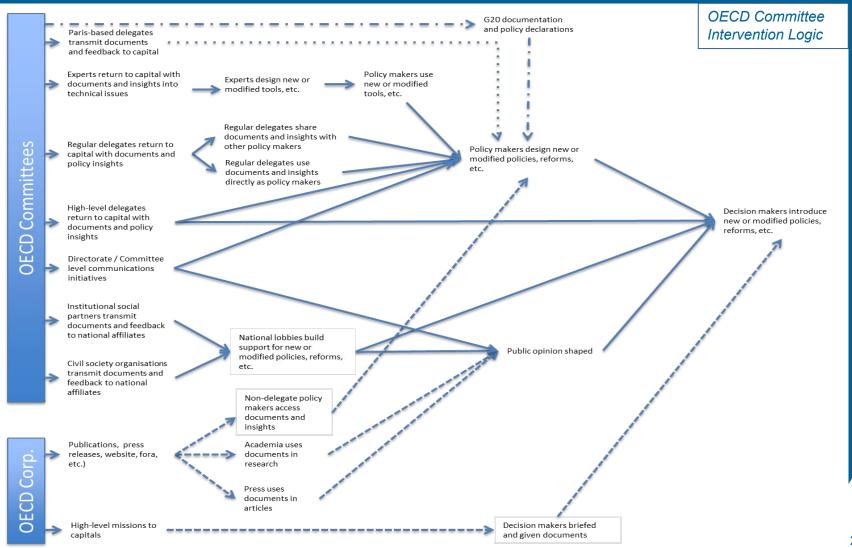
### From policy impact (attribution)...

OECD Committee
Products

Simple background documentation Basis for policy reform



### [with a 'ballistic' Intervention Logic]





### ... to policy contribution

OECD Member's new or modified policy in area X, and corresponding policy instruments

(complex) processes

National studies and processes

Other IO's contribution

OECD Committee
Products

And many more...



## Towards a policy learning model

- Product characteristics, enabled by
- OECD Resources and Practices

and

- Policy-making in-country, enabled by
- National resources and practices



# Collaborative policy making between OECD and its Members

### OECD Resources & Practices

- Agenda & Priority setting
- Research/ data excellence
- Convening power
- Network engagement & management
- Influencing 'tools'
- Globalisation narratives
- Legal statutes& instruments

### **OECD Product Characteristics** Alignment with global & national priorities Authority & Strength of influence (eg, evidence and peer pressure, soft law, legal analysis instrument Adaptability and customisability

### **Policy making** in-country Policy priorities and trajectory aligned with **OECD** product Internationally Knowledge engaged and translation & networked Policy design and implementation

### National Resources & Practices

- Institutional & constitutional architecture
- Policy dialogue opportunities
- Policy narrative & consensus
- Resource availability & commitment
- Stakeholder engagement
- Expertise & knowledge management capacity



### Two types of analysis

- How OECD products contribute to policy and policy learning in different policy contexts
- Of policy learning across different policy making systems and across different products so as to understand how policy learning can be encouraged



### THANK YOU!

