



Centre for
Public Impact
A BCG FOUNDATION

THE PUBLIC IMPACT FUNDAMENTALS FRAMEWORK

DIAGNOSTIC TOOL

A FRAMEWORK FOR IMPACT

LEGITIMACY

ACTION

POLICY

To find out more about the Public Impact Fundamentals and the theory behind the framework, read our report at centreforpublicimpact.org

To help policymakers cut through the complexity of achieving public impact and fulfil their potential to deliver positive change, we went on a mission to find out what drives policy success.

We spoke to people at all levels in government from around the world, consulted leading academics, and analysed hundreds of case studies to understand what makes policies successful.

There are three things that appeared again and again in effective policies: **Policy**, **Legitimacy** and **Action**. These are the three fundamentals of public impact.

- ▶ **POLICY** the design quality of the initiative.
- ▶ **LEGITIMACY** the deep reservoir of support for the initiative necessary for the government to be effective.
- ▶ **ACTION** the successful translation of the idea behind an initiative into real-world effect.

To help policymakers embed these Fundamentals in everything they do, we created the Public Impact Fundamentals framework. This framework unpacks what lies behind **Policy**, **Legitimacy** and **Action** - identifying the key elements that need to be in place to increase the likelihood of a policy being successful.

HOW TO USE THIS DIAGNOSTIC TOOL

The Public Impact Fundamentals diagnostic tool was designed to help you improve the impact of a government initiative by assessing whether the key drivers of policy success are in place.

1. CHOOSE

Choose a government initiative to diagnose that has been implemented in the past, is currently being rolled out or is under consideration by government.

2. ASSESS

Use the Public Impact Fundamentals framework to assess whether the key elements that typically lead to impactful policies are in place.

3. IDENTIFY

Use your assessment to identify which elements to target in order to improve performance, maximising the chance of your initiative achieving greater public impact.

Want to learn more about how we've used the Fundamentals framework to assess other government initiatives?

To read about more than 300 examples of the Public Impact Fundamentals framework being applied to policies, programmes and plans from around the world, visit our Public Impact Observatory at centreforpublicimpact.org/observatory – the largest database of case studies assessed for impact in the world.



CHOOSE THE INITIATIVE YOU WANT TO DIAGNOSE

What initiative have you selected?

This could be a government policy, programme or plan that has been implemented in the past, is currently being rolled out or is under consideration by government.

What's the initiative trying to achieve?

Briefly outline the challenge the initiative is trying to address.

What impact has the initiative achieved?

If you have this information to hand, briefly outline what the initiative has achieved so far. Think about whether the initiative has been successful. Has it met its objectives?

Now that you've selected your initiative, over the next few pages we'll guide you through an assessment of the initiative against the nine elements of the Public Impact Fundamentals framework.

POLICY: CLEAR OBJECTIVES

The extent to which objectives are clearly defined.

Supporting questions

- ⦿ Were specific objectives set?
- ⦿ Do the objectives clearly address the problem the initiative is trying to tackle?

Possible sources of information

- ⦿ Implementation plan or blueprint
- ⦿ Government report or press release
- ⦿ Explanatory text to legislation
- ⦿ Organisation publications
- ⦿ Articles/case studies/reports on initiative

Your assessment (please tick)

STRONG
Clear objectives set.

GOOD
Objectives set but are not entirely clear.

FAIR
Objectives set but are too high-level and/or don't fully address the problem.

WEAK
No objectives set.



Using the supporting questions, your knowledge of the initiative and any available sources of information, rate how the initiative performs against this element of the framework.

POLICY: EVIDENCE

STEP 2 ASSESS YOUR INITIATIVE

The extent to which the best available evidence was taken into consideration when designing the policy initiative.

Supporting questions

- ⦿ Did policymakers draw on relevant evidence of similar initiatives or trials implemented elsewhere?
- ⦿ Did the experience of similar initiatives support the chosen intervention?
- ⦿ Was the supporting evidence from reliable sources?
- ⦿ Was the initiative trialled before being rolled out?

Possible sources of information

- ⦿ Organisation publications
- ⦿ Government report or press release
- ⦿ Feasibility studies
- ⦿ Initiative blueprint
- ⦿ Articles/case studies/reports on the initiative



Using the supporting questions, your knowledge of the initiative and any available sources of information, rate how the initiative performs against this element of the framework.

Your assessment (please tick)

- STRONG**
Strong evidence in favour of the selected approach.
- GOOD**
Broadly positive evidence in favour of the selected approach.
- FAIR**
Some evidence existed for and against the selected approach.
- WEAK**
No evidence used or evidence base did not support the initiative.

POLICY: FEASIBILITY

The extent to which the initiative is workable in terms of resources and time, and is not hindered by significant technical, legal or operational challenges.

Supporting questions

- ⦿ Were budgetary needs assessed and sufficient financial resources allocated?
- ⦿ Were appropriate staffing needs assessed and sufficient human resources allocated?
- ⦿ Were implementation timeframes realistic?
- ⦿ Were legal concerns evaluated and addressed?
- ⦿ Were any large feasibility challenges left unaddressed?

Possible sources of information

- ⦿ Organisation publications
- ⦿ Budget papers
- ⦿ Parliamentary reviews and enquiries
- ⦿ Audit reports
- ⦿ Initiative blueprint or implementation plan
- ⦿ Articles/case studies/reports on the initiative



Using the supporting questions, your knowledge of the initiative and any available sources of information, rate how the initiative performs against this element of the framework.

Your assessment (please tick)

- STRONG**
Initiative highly feasible with no real challenges left unaddressed.
- GOOD**
Initiative considered to be feasible with a few manageable challenges.
- FAIR**
Some doubts over the feasibility of the initiative, with some challenges left unaddressed.
- WEAK**
Initiative not feasible with given resources and major challenges were not addressed.

LEGITIMACY: PUBLIC CONFIDENCE

The extent to which the public supports the initiative and its objectives, and trusts the institutions involved to act competently and in the wider public interest when executing the initiative.

Supporting questions

- ⦿ Does the public support the overall objective being pursued?
- ⦿ Does the public have confidence in the institutions responsible for delivering the outcome?
- ⦿ Does the public support the specific initiative being implemented to achieve the outcome?

Possible sources of information

- ⦿ Election results
- ⦿ Opinion polls
- ⦿ Surveys
- ⦿ Academic studies



Using the supporting questions, your knowledge of the initiative and any available sources of information, rate how the initiative performs against this element of the framework.

Your assessment (please tick)

STRONG

Public strongly support the initiative and its objectives, and have great trust in the institutions involved.

GOOD

Public broadly support the initiative and its policy objectives, and broadly trust the institutions involved.

FAIR

Public neither strongly support nor distrust the initiative, its policy objectives and/or the institutions involved.

WEAK

Significant public distrust of the initiative, its policy objectives and/or institutions involved.

LEGITIMACY: STAKEHOLDER ENGAGEMENT

The extent to which relevant stakeholder groups have been engaged and are supportive of the policy objectives and the chosen approach.

Supporting questions

- Do stakeholders support the initiative?
- Were stakeholders engaged in the development and implementation of the policy?
- Are stakeholders lobbying in favour of the initiative?

Possible sources of information

- Stakeholder press release
- Consultation strategies and plans
- Outcome reports from consultation processes
- Submissions from lobby groups or industry associations
- Surveys



Using the supporting questions, your knowledge of the initiative and any available sources of information, rate how the initiative performs against this element of the framework.

Your assessment (please tick)

STRONG

Strong support from all key stakeholders, who have been engaged throughout development and implementation of the policy.

GOOD

Solid support from the majority of stakeholders, who have been engaged in the development and implementation of the policy.

FAIR

Tentative support from some stakeholders, with limited opportunities for stakeholders to participate in the development and implementation of the policy.

WEAK

Majority of stakeholders are opposed.

LEGITIMACY: POLITICAL COMMITMENT

The willingness of politicians and other leaders to spend political capital in support of the initiative and its objectives.

Supporting questions

- ⦿ Is the initiative a political priority for the government?
- ⦿ Is there cross-party support for the initiative?
- ⦿ Where is active opposition coming from?

Possible sources of information

- ⦿ Speeches from politicians
- ⦿ Party manifestos
- ⦿ Press releases
- ⦿ Transcripts of parliamentary debate
- ⦿ Opinion from political actors in newspapers and online



Using the supporting questions, your knowledge of the initiative and any available sources of information, rate how the initiative performs against this element of the framework.

Your assessment (please tick)

- STRONG**
Strong support from political leadership and from across the political spectrum.
- GOOD**
Solid support from political leadership and the majority of political actors.
- FAIR**
Tentative support from some political actors.
- WEAK**
Important political actors are actively opposed.

ACTION: MANAGEMENT

The extent to which management mechanisms and systems are in place to ensure progress is made.

Supporting questions

- ⦿ Is it clear who is accountable for implementing the initiative?
- ⦿ Are appropriate people and processes in place to support implementation?
- ⦿ Are key risks identified and managed?
- ⦿ Is there use of data to drive intelligent decision-making?

Possible sources of information

- ⦿ Organisation publications
- ⦿ Implementation plan and methodology
- ⦿ Audit reports and parliamentary enquiries
- ⦿ Articles/case studies/reports on the initiative



Using the supporting questions, your knowledge of the initiative and any available sources of information, rate how the initiative performs against this element of the framework.

STEP 2 ASSESS YOUR INITIATIVE

Your assessment (please tick)

- STRONG**
Strong mechanisms in place to ensure progress is made.
-
- GOOD**
Good mechanisms in place to ensure progress is made with only minor weaknesses.
-
- FAIR**
Some mechanisms in place to ensure progress is made but with significant weaknesses.
-
- WEAK**
No obvious mechanisms or systems in place to ensure progress is made.

ACTION: MEASUREMENT

STEP 2 ASSESS YOUR INITIATIVE

The extent to which attempts have been made to ensure that public impact is measured and the resulting data has been used to improve the initiative.

Supporting questions

- ⦿ Are effective data collection functions incorporated into the design and execution of the policy?
- ⦿ Do the indicators capture the objectives of the policy?
- ⦿ Is the impact of the initiative consistently monitored?
- ⦿ Are the findings used to adapt the initiative when necessary?

Possible sources of information

- ⦿ Organisation publications
- ⦿ Programme evaluations
- ⦿ Implementation plan and methodology
- ⦿ Audit reports and parliamentary enquiries
- ⦿ Articles/case studies/reports on the initiative



Using the supporting questions, your knowledge of the initiative and any available sources of information, rate how the initiative performs against this element of the framework.

Your assessment (please tick)



STRONG

Comprehensive indicators identified at the outset and tracked over time, with the results used to assess progress and redefine the approach.



GOOD

Comprehensive indicators identified at the outset and tracked over time, but not used to inform the implementation or redesign of the initiative over time.



FAIR

Indicators identified at the outset but not tracked over time and/or incomplete.



WEAK

No attempt made to measure impact.

ACTION: ALIGNMENT

The extent to which the actors required to make change happen are aligned in the pursuit of the initiatives' objectives.

Supporting questions

- ⦿ Are there different interests among implementing actors?
- ⦿ Are the relevant actors cooperating effectively?
- ⦿ Are the main actors incentivised and motivated to execute the initiative?

Possible sources of information

- ⦿ Organisation publications
- ⦿ Implementation plan and methodology
- ⦿ Audit reports and parliamentary enquiries
- ⦿ Articles/case studies/reports on the initiative



Using the supporting questions, your knowledge of the initiative and any available sources of information, rate how the initiative performs against this element of the framework.

STEP 2 ASSESS YOUR INITIATIVE

Your assessment (please tick)

STRONG

The actors required to make change happen share a full alignment of interests.

GOOD

The actors required to make change happen are partially aligned in their interests but have no significant areas of disagreement.

FAIR

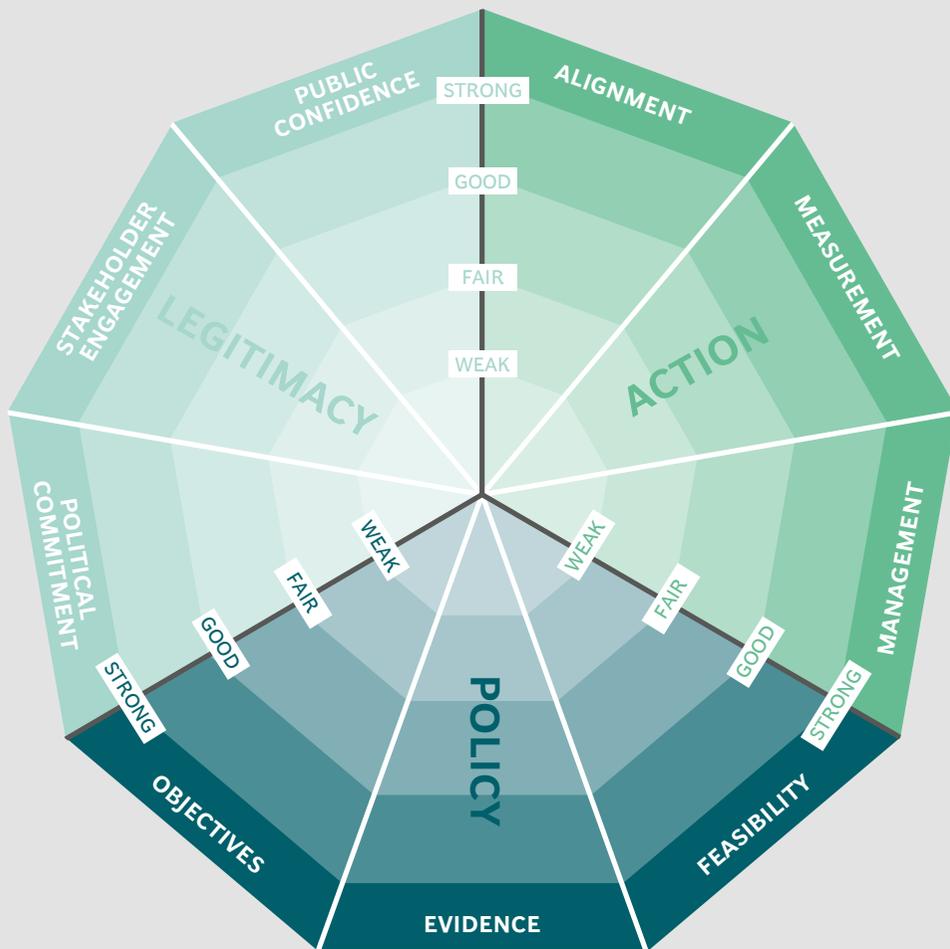
The actors required to make change happen are partially aligned in their interests, with significant areas of disagreement.

WEAK

The actors required to make change happen do not share an alignment of interests.

FUNDAMENTALS MAP

Map your ratings on the Fundamentals Map to visualise the assessment of your initiative.



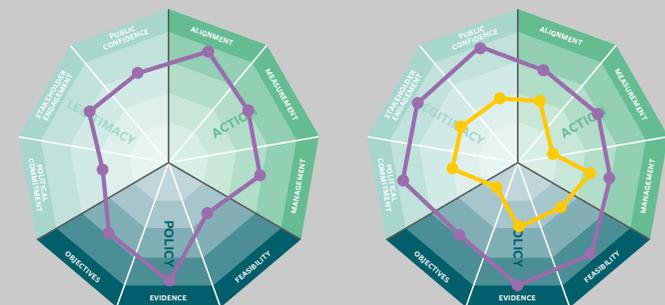
The Fundamentals Map illustrates the areas of strength and the areas for improvement that need to be targeted in future.

The larger the 'public impact web', the more likely an initiative is to achieve public impact. Elements closer to the centre of the map are potential targets to improve the initiative's performance.

We've mapped out an example below.

The Fundamentals Map can be also used to track performance over time, or compare and contrast multiple initiatives to understand why one performed better than another.

We've included an example below.



TAKING ACTION

Now that you've assessed your initiative against the Public Impact Fundamentals framework, you can design action plans to target any weaknesses and maintain the initiative's strengths.

What are the initiative's strengths? What can you do to maintain these strengths?

Looking at the Fundamentals Map, which elements scored highly? Briefly detail some actions you could take to maintain the rating of elements that performed strongly.

What are the initiative's weaknesses? What can you do to rectify these weaknesses?

Looking at the Fundamentals Map, which elements rated poorly? Briefly detail some actions you could take to improve the rating of elements that performed poorly.

Whether you're a public servant working in government, a foundation or an international organisation, and you want to find out more about the Public Impact Fundamentals framework or how we can help you use it, please do get in touch.

We want to make achieving public impact in policymaking easier for those who have the power to change things for people everywhere.



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December 2018

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