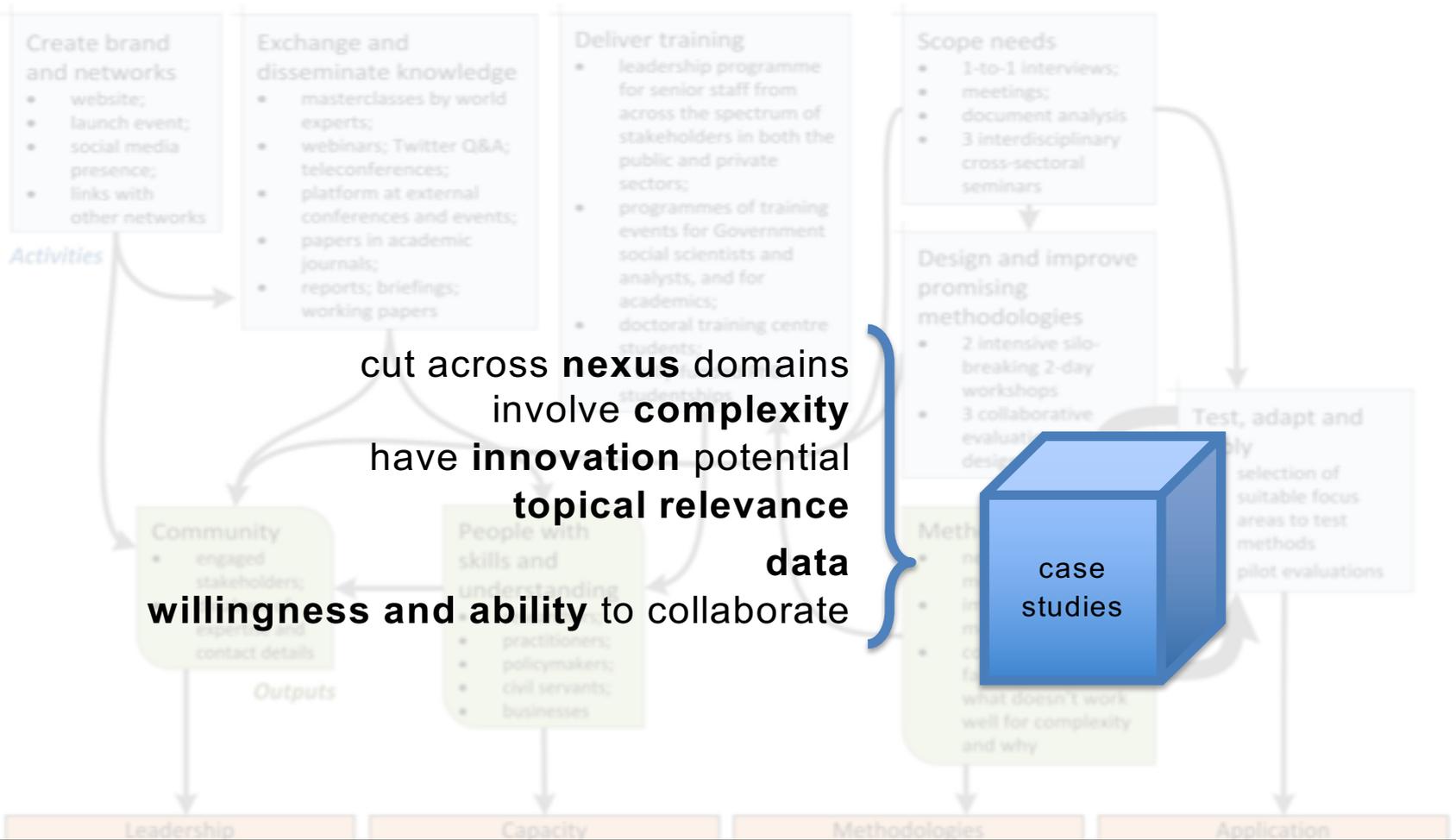


Richard Allen and Martha Bicket

## **Complexity, policy and evaluation in practice: Improving theories of change to address complexity**

Policy Evaluation for a Complex World, 11 July 2018

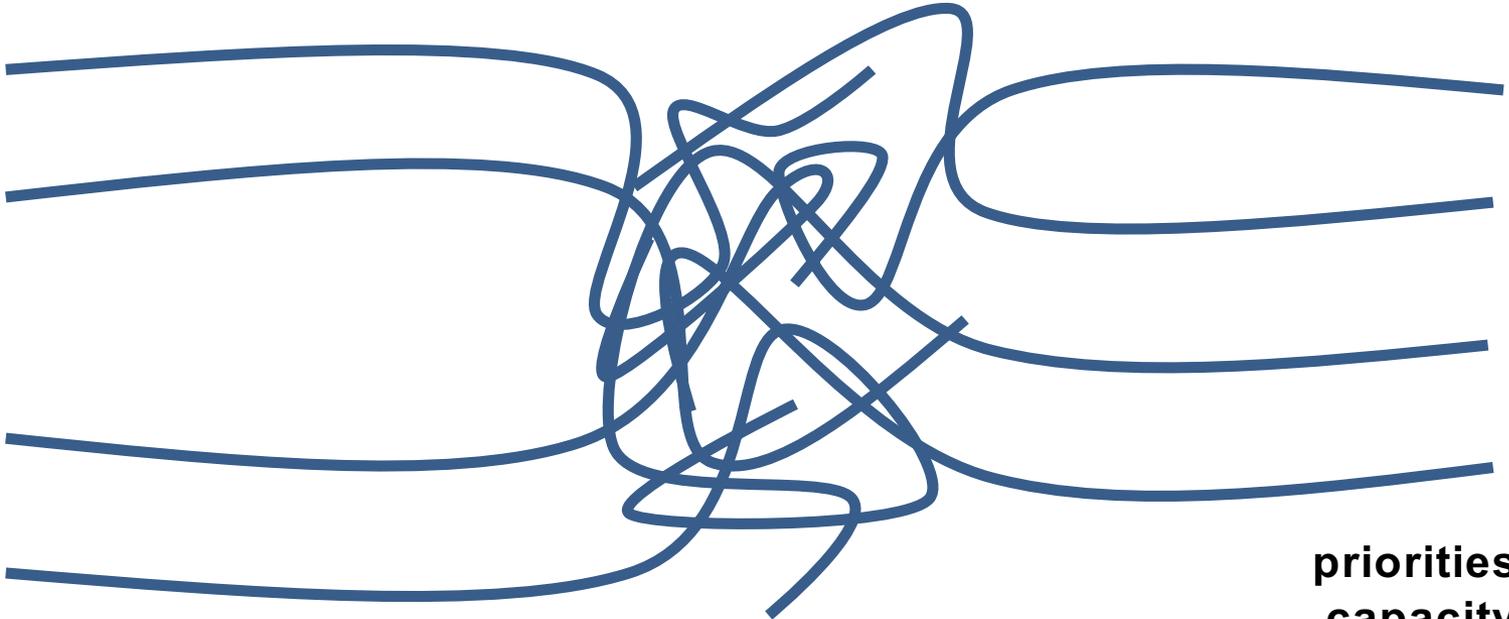
#EvaluatingComplexity



**Goal: A step-change:**

- in the **development** of policy evaluation methods that can address complexity across the Nexus
- in the **capacity** of policy makers, practitioners and researchers **to understand and use** these methods
- in the **application** of policy evaluation methods that can address complexity across the Nexus

cut across **nexus** domains  
involve **complexity**  
have **innovation** potential  
**topical relevance**  
**data**  
**willingness and ability** to collaborate



priorities }  
capacity }



Food  
Standards  
Agency  
food.gov.uk

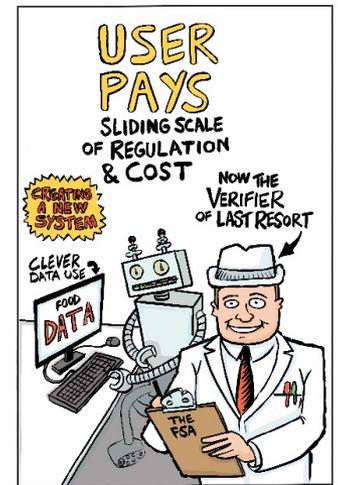
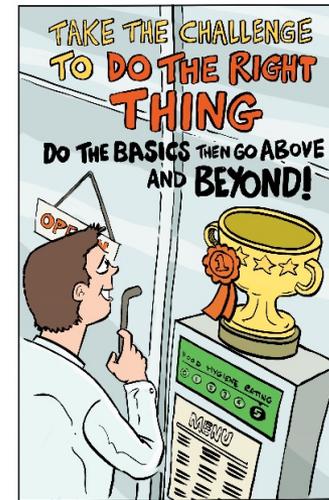
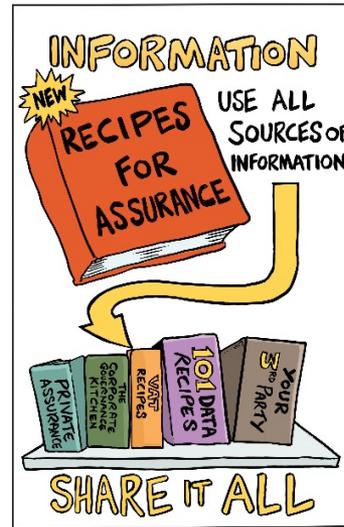
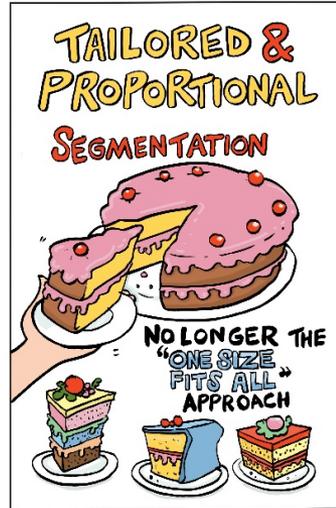
# REGULATING OUR FUTURE

Why food regulation needs  
to change and how we  
are going to do it

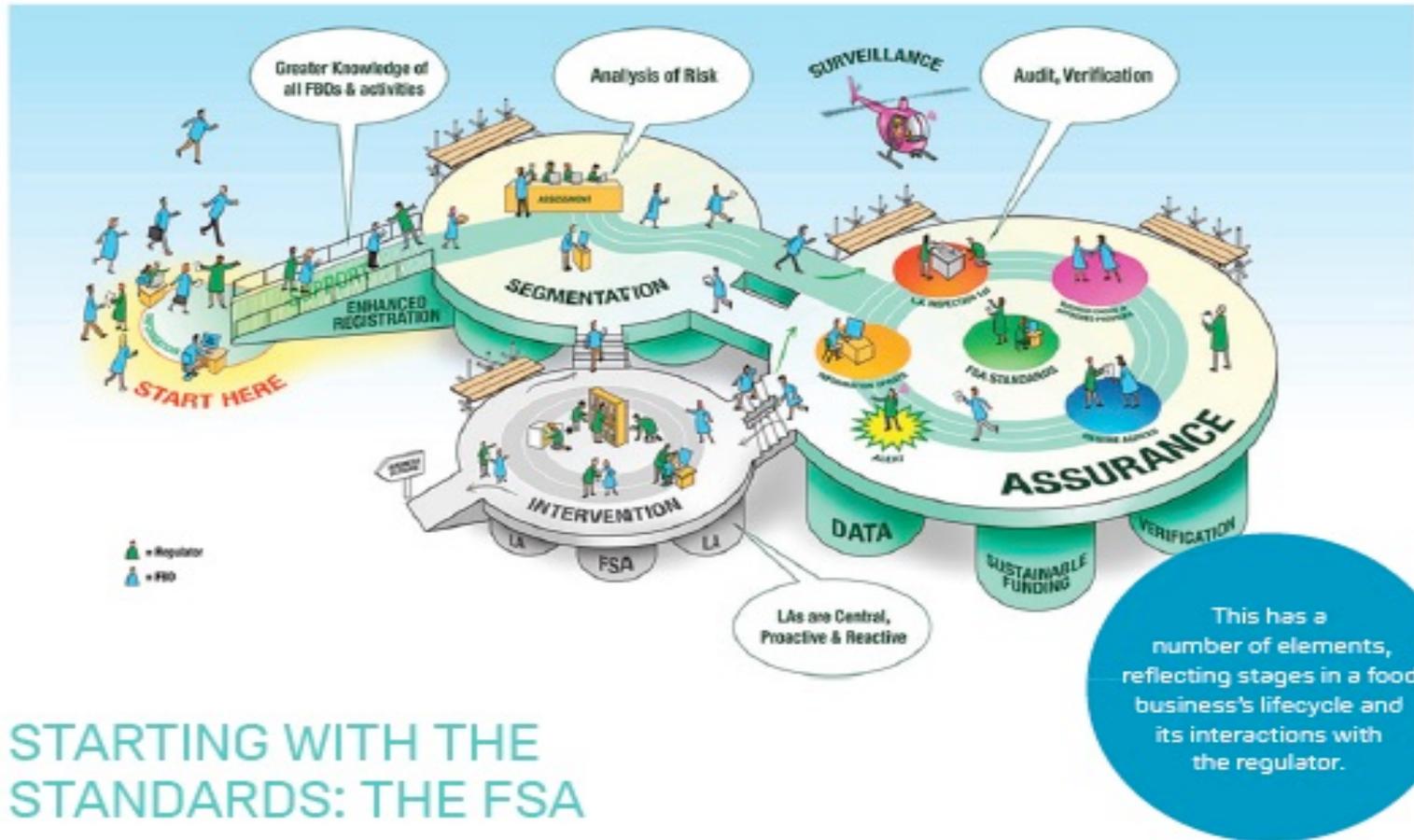
# Why is it interesting?

- ❖ Working with Theory of Change
- ❖ Chance to tighten the loop on the policy cycle: (ex-ante; parallel evaluation stream)
- ❖ Potential for impact: substantial programme looking at new approaches to regulation
- ❖ Complexity

# Principles of ROF

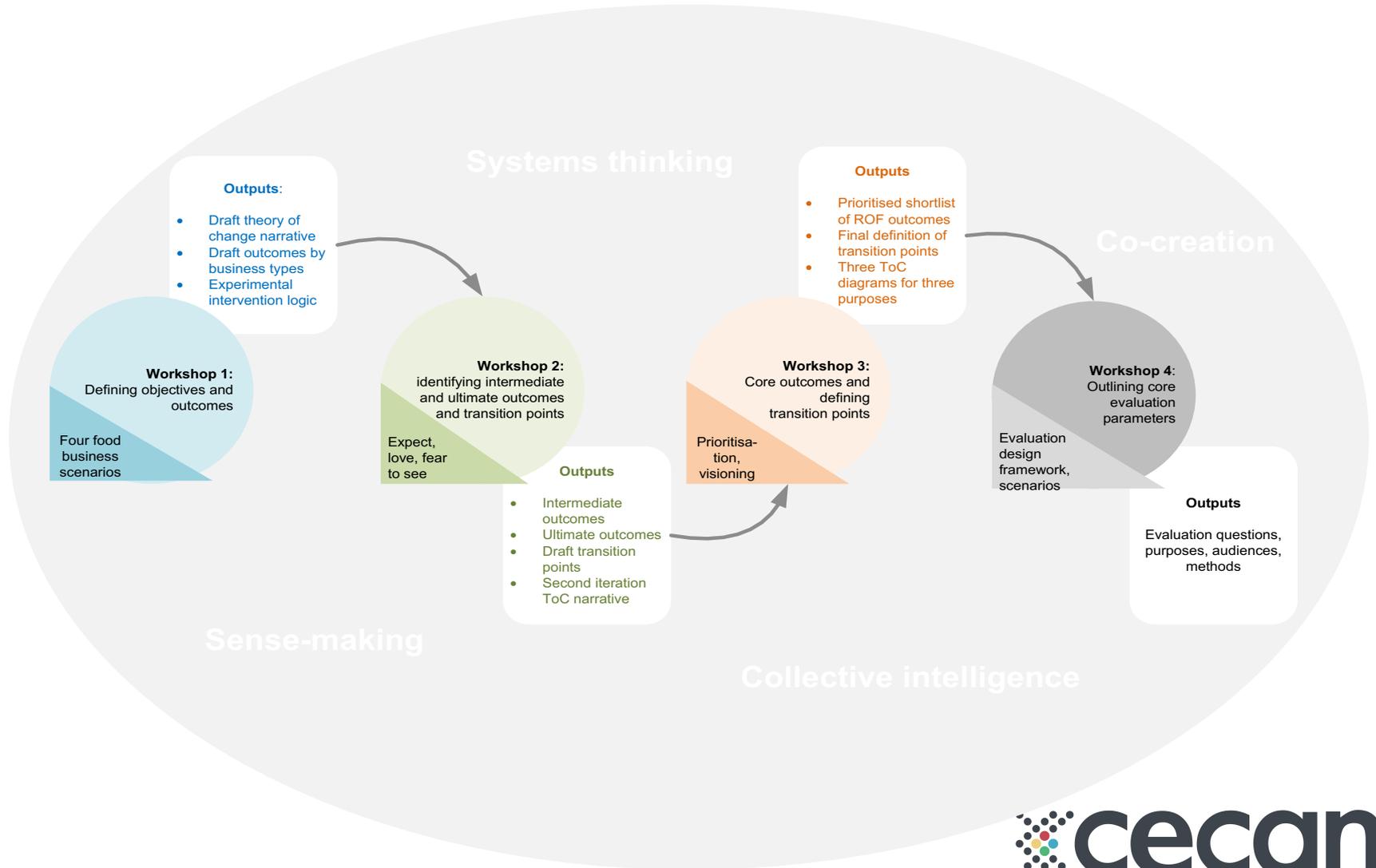


# ROF – A dynamic and complex system?



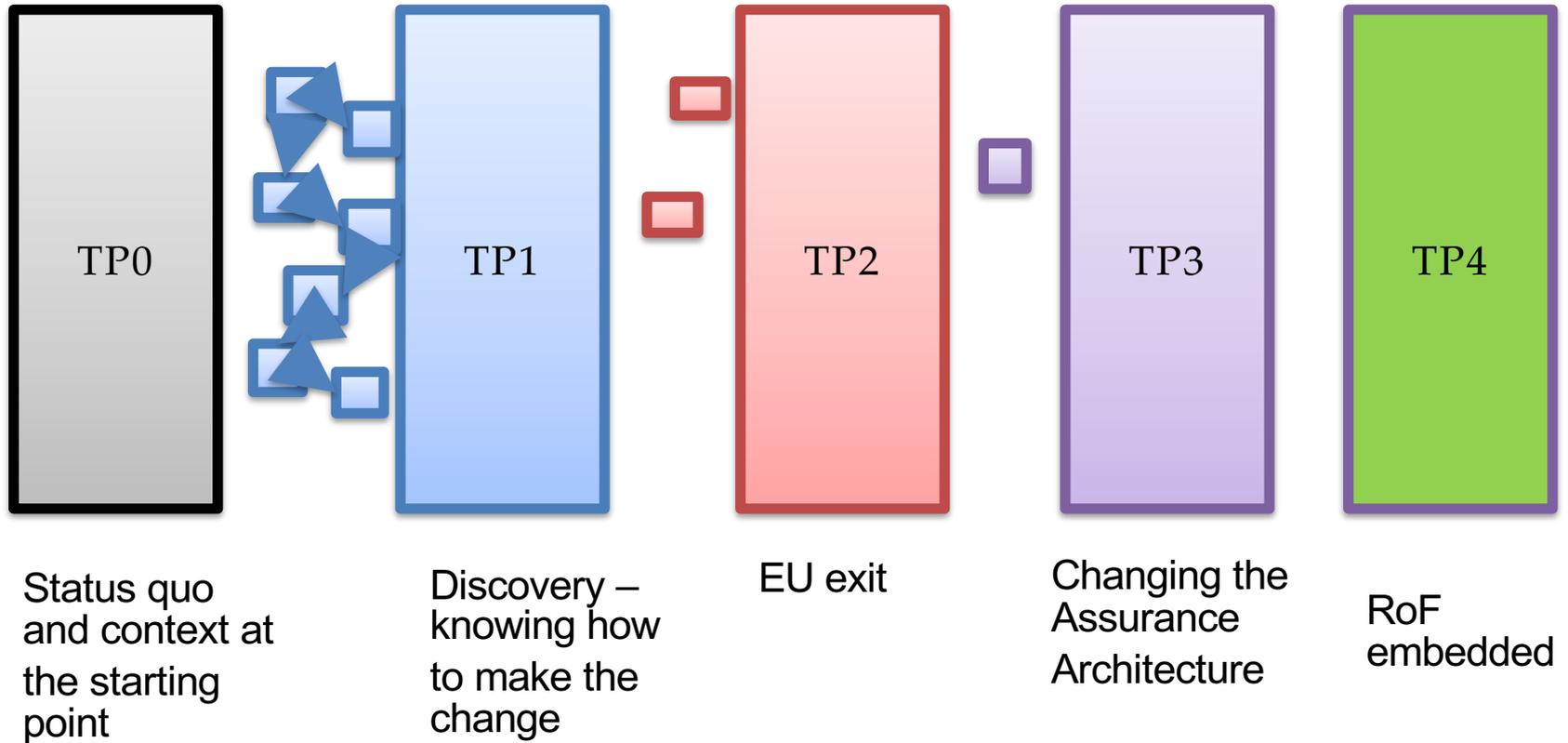
STARTING WITH THE STANDARDS: THE FSA

# Our approach



# The missing middle and transition points

TPs – Love to see – like to see – fear to see



# Key learning and insights

- ❖ The comfort of not knowing
- ❖ ToC creates exploratory conversations
- ❖ Agency and how it changes
- ❖ Placing complexity up front encourages non linear thinking
- ❖ Disrupting the policy cycle status quo



Richard Allen, The Tavistock Institute of Human Relations  
Martha Bicket, University of Surrey  
Sue Hartley, University of York (Chair)

## **DISCUSSION**