

# Making Policy More Effective



Two-week professional development workshop

20 April to 1 May 2020 in London  
2 to 13 December 2020 in Washington DC



ACCREDITED  
BRITISH ACCREDITATION COUNCIL  
ACCREDITED SHORT COURSE PROVIDER

PAi is accredited by the  
British Accreditation Council  
for Independent Further and Higher Education

*“The UK does particularly well on the quality of policy advice, including on whether it is evidence-based.”*

International Civil Service Effectiveness Index 2017  
Blavatnik School of Government, Oxford University, and the Institute for Government, UK

### About the workshop

This workshop has been designed to help public policy makers at all levels of government, as well as in national and international NGOs, make better decisions and achieve better outcomes by using analysis, evidence and evaluation effectively. It is delivered in two week-long modular sessions which can be attended in its entirety or as separate modules.

The workshop provides a comprehensive overview of policy analysis, evidence use, and impact assessment and evaluation, taking an in-depth look at how to analyse policy, use research and evidence, and evaluate the effects and impact of policy decisions.

The workshop has been designed to enhance policy making throughout the different stages of the policy process (preparation and planning, decision-making, implementation, and monitoring and evaluation) by placing the best available evidence from research and evaluation at the heart of decision making. The workshop also considers how to integrate different types of evidence with other key factors that influence the policy process, including political direction, available resources and the experience and expertise of policy makers.

Week one – Policy analysis and the use of evidence  
During the first week, the workshop will develop your understanding of:

- The policy making process
- Different types of evidence
- Problem identification and specification
- Stakeholder engagement
- Developing policy options and innovative solutions
- Theory of change analysis
- Establishing ‘what works’ using counterfactual analysis
- Evidence synthesis – harnessing existing evidence
- Business case development
- Developing implementation and delivery plans
- Influencing the policy process using evidence and analysis

Week two – Impact assessment and evaluation

Week two will concentrate on helping you to learn how to assess the impact of policy initiatives before they are implemented, and how to think about evaluating policies and programmes after implementation. You will review and discuss the basic principles of impact evaluation and assessment, and the different ways of assessing policy and practice impacts.

For the duration of the workshop you will work in groups to learn about the impact of real-life policies in education, social welfare, crime and justice and international development. You will work with the different methods of evaluation to see how they can be used to establish the impact of policies.

### Who is it for?

The workshop is designed for policy makers who plan, implement, manage and evaluate the impact of policies in public and private sector organisations, international organisations, NGOs, and local government departments and agencies. Whilst there is some technical content from various social, economic and political science disciplines, you do not need to have expertise in these areas.

### How participants will benefit

The workshop will enable you to:

- Make better decisions about policies and services by using the best available evidence to form your judgements
- Make critical judgements about evidence from research and evaluation, and understand how this fits with other factors that influence and inform policy-making
- Understand the importance of impact assessment and impact evaluation
- Understand how to assess economic, social, environmental and regulatory impact
- Improve the planning, procurement and management of impact evaluations and assessments
- Use the methods of impact evaluation to identify the most effective, efficient and value for money policy initiatives
- Mentor colleagues in evidence-based policy-making and in how to use research evidence effectively
- Procure and manage research and evaluation, and professional analytical services, effectively and efficiently
- Improve the accountability of policy-making and public services in your locality, region or country.

### What the workshop will cover

- Understanding the different meanings of ‘impact’
- The difference between impact assessments and impact evaluation, and the importance of both
- The role of *ex ante* impact assessments and *post-hoc* evaluation in the decision-making process of an organisation
- What impact assessments assess
- What counts as high quality evidence for impact assessment and evaluation?
- Different types of counterfactual evaluation
- Process evaluation – identifying the barriers and facilitators to successful impact
- The importance of cost-benefit and cost-effectiveness analysis in determining the feasibility of a policy, programme or project
- Developing and using a monitoring and evaluation framework
- Commissioning appropriate impact assessment and evaluation.

The workshop has been designed to be flexible so that it can be adjusted wherever practicable to meet your particular requirements.

You will be invited to give an informal presentation on the different stages of the policy process in your home country.

*“The lecturer was very knowledgeable and an excellent communicator. It has greatly improved my knowledge of making effective policy.”*

James Parris

Senior Executive Officer

Training Administration Division, Barbados

## Programme outline

### Week one: Policy analysis and the use of evidence

Week 1	AM	PM
Day 1	Welcome and introductions What do you understand by evidence? The policy making process Different notions and sources of evidence	Harnessing existing evidence Exercise Participants' informal presentations Introduction to action planning
Day 2	Theory of change evidence How is a policy, programme or project supposed to work? Establishing a casual chain of activities, mechanisms, agencies, outputs and outcomes	Using qualitative evidence for developing policy Using qualitative data for developing policy Multiple dimensions of evidence: an index of multi-deprivation
Day 3	Engaging stakeholders and local people Using locally-based evidence Working with delivery partners	Engaging with communities <i>Visit to meet practitioners</i>
Day 4	Establishing the effectiveness of interventions Methods of establishing a counterfactual	Evidence for effective implementation and delivery Principles of economic appraisal evidence
Day 5	Presenting policy to decision makers Presentation of participants' action plans	Review, feedback and scope for follow up Presentation of certificates of attendance

## Programme outline

### Week two: Impact assessment and evaluation

Week 2	AM	PM
Day 1	What are impact assessments and why do we need them? The role of impact assessments in the policy process Principles of proportionality	What do impact assessments assess? Economic, social and environmental impacts Participants' informal presentations
Day 2	Identifying the problem: what is the problem under consideration? Why is government intervention necessary? Sources of evidence	Specifying desired objectives: What are the policy objectives and the intended effects? Working with a theory of change
Day 3	Identifying options: what policy options have been considered? The 'do nothing' option Counterfactual analysis Deciding on the final option	Regulatory impacts: impacts on the business, public and third sectors The regulatory continuum Principles of good regulation
Day 4	Economic appraisal of impact Cost-benefit, cost-effectiveness and cost-utility analysis Monetisation of costs and benefits Risk and sensitivity analysis Testing underlying assumptions	Enforcement issues Stakeholder involvement in implementation and enforcement Methods of stakeholder involvement
Day 5	Post-implementation review and evaluation Formative and summative evaluation Quantitative and qualitative data on impacts	Review, feedback and scope for follow-up Presentation of certificates of attendance

We reserve the right to change the programme as necessary.

## Workshop Director

The Workshop Director is Dr Philip Davies. Philip is Executive Director of Oxford Evidentia, a UK-based professional development and consulting company that undertakes capacity building in impact evaluation, evidence synthesis and the use of high-quality evidence for policy making, good governance and public service delivery. From 2012 to 2015 Philip was Head of the London office of 3ie, the International Initiative for Impact Evaluation, and had responsibilities for 3ie's Systematic Reviews and Research Synthesis programme. Previously, Philip was a Director of the American Institute for Research in Washington DC, and before this he was a senior civil servant in the UK Cabinet Office and HM Treasury, responsible for policy evaluation and analysis. Before joining the Cabinet Office Philip was a University Lecturer in Social and Political Science at the University of Oxford, and he has held academic positions at the University of Aberdeen and the University of California, San Diego. He has substantive expertise in health and health care, education, social welfare, crime and justice and international development. He has taught courses on policy evaluation, evidence-based policy making, and the analysis and use of evidence across the UK and in the USA, Canada, and various countries of Europe, Africa and Australasia. He is also a consultant on policy making for many governments and international organisations.

## How to apply

Please complete the PAI application form online via our website: <https://public-admin.co.uk/booking-form/>

You can also complete our hard copy application form. Please contact us at [pai@public-admin.co.uk](mailto:pai@public-admin.co.uk) to obtain a copy. Once completed return to Amanda Anderson, Programme Manager, at the same email address.

If you would like to discuss this workshop, any of our other international workshops or our consultancy services, please contact Claire Cameron, Director.

We also have extensive experience of designing tailor-made training (from one day to two or three weeks) which can be run in your own country or in the UK to meet the specific needs of groups or individuals at all levels within your organisation. Please contact us if you would like further information.

## Language

The workshop is conducted in English. You will need to have a good working knowledge of the language.

## Location and arrival arrangements

The workshop is based in central London. We can arrange travel to and from one of the London airports into central London if you let us have your flight details in good time. The cost of airport transfers is included in the London based workshops only.

## Fees

The fee for the two-week workshop will be £3,995 (£4,275 in Washington DC). The fee for attending just one week is £2,340 (£2,425 in Washington DC). These fees include travel to and from the airport in London<sup>1</sup>, presentation material and other documentation. It also includes an Android tablet for you to use during the workshop and take home with you for future reference and follow up as well a light lunch and refreshments during each working day.

## Other costs

Airfares and daily travel to and from the workshop venue are not included. Our workshops are non-residential and you are responsible for your accommodation costs. We can help you with booking hotel accommodation so please let us know if you would like us to advise you or make a reservation. We suggest that you should allow approximately £160 per day for a modest standard of hotel (for example, three-star), local travel in the UK, meals (apart from a light lunch on working days) and other incidental expenses.

## Value Added Tax

We do not have to charge UK Value Added Tax (VAT) if you can provide written confirmation from your government or its accredited representative that you are "employed by the government in furtherance of its sovereign activities." In all other cases, we will have to charge VAT (currently 20%) in addition to the fee.

## Ways to pay

You, or your government agency, can pay by bank transfer or by cheque, made payable to Public Administration International. We accept payment by credit or debit card but there is a surcharge for this way of paying. Please contact us if you would like to pay by credit or debit card.

## Discounts

We offer a 10% reduction on the full tuition fee if we receive payment no later than 28 days before the first day of the workshop. If we receive payment after that, we will charge the full tuition fee.

## Cancellation

If you have to cancel your booking, you must let us know in writing and we will acknowledge in writing your cancellation. For cancellations received up to 29 days before the start of the workshop we will refund the tuition fee, minus a charge of £200 to cover our administration costs. For cancellations received within 28 days of the start of the workshop, we will charge the full tuition fee. If you have paid the tuition fee and have subsequently been refused a visa to enter the UK, we will refund the tuition fee, minus a charge of £200 to cover our administration costs, providing you send us the original letter from the British High Commission/ Embassy confirming refusal of a visa and providing you have not entered the UK.

## Substitutions and transfers

If you have booked a place on a workshop and are not able to attend, we will accept an appropriate substitute at any time without penalty but our normal terms and conditions will apply. Also, it is possible to transfer to a future workshop but only one transfer is permitted. Please get in touch with us and we will advise you about transfers.

*Please see our website for our full terms and conditions. If you would prefer a hard copy of our full terms and conditions please let us know.*

[www.public-admin.co.uk/terms-and-conditions-for-booking/](http://www.public-admin.co.uk/terms-and-conditions-for-booking/)

## Insurance

We advise you to arrange travel and health insurance cover before you leave your home country.

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<sup>1</sup>Travel to and from the airport in London and on scheduled visits in the programme are provided at cost.

## Who we are

PAI (Public Administration International) specialises in management consultancy, training and development services for organisations in, and associated with, the public sector worldwide. We provide advice and support for governments going through political, economic, structural and legislative change. Our extensive network of associates includes practitioners, academics and independent consultants. Our key objectives are promoting good governance and good practice in delivering public services. This workshop is one of a number of specialist UK-based professional development workshops designed to meet the needs of public services worldwide.

We pride ourselves on our:

- High quality, practical advice and support for our clients
- Professionalism and integrity
- Ability to offer excellent value for money
- Sound experience and track record internationally
- Networks and partnerships across the world
- Flexible, collaborative approach
- Friendliness and focus on putting people first.

Where we are



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