

# Making Policy More Effective



Two-week professional development workshop  
22 July to 2 August 2024 in London  
2 to 13 December 2024 in London

Week one: Policy analysis and the use of evidence  
Week two: Impact assessment and evaluation



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 workshops

Policy makers and providers of public services need to make decisions on the basis of the best available evidence of what works and what doesn't. Good policy development also requires monitoring and evaluation that is well designed to be responsive to the day-to-day challenges of service provision.

Other substantive areas, such as climate change, environmentally-clean economic growth, supply-chain security, disease prevention, poverty reduction and extreme weather all need decisions based on sound empirical evidence.

These workshops have been designed to help public policy makers at all levels of government, as well as in national and international NGOs, to make better decisions and achieve better outcomes by using analysis, evidence and evaluation effectively.

The workshops are delivered in two week-long modular sessions which can be attended in its entirety or as separate modules. It provides a comprehensive overview of policy analysis, evidence use, impact analysis, monitoring 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.

They have been designed to enhance decision making throughout the different stages of the policy process (i.e. 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. They also consider 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.

### Who are the workshops for?

The workshops are designed for policy makers and decision makers who plan, implement, manage or evaluate the impact of policies in public and private sector organisations, international organisations, NGOs, 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 workshops will enable you to:

- Make better decisions about policies and services by using the best available evidence to inform 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
- Appreciate the importance of monitoring and evaluation for making effective decisions about policies and services
- Understand the difference between monitoring, impact assessment and impact evaluation
- Explore how to assess economic, social, environmental and regulatory impacts
- 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.

### How participants will benefit continued

For the duration of the workshops you will work in groups to learn about the impact of 'real-life' policies in areas such as health, education, social welfare, crime and justice, humanitarian response 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.

The workshops have been designed to be flexible so that they 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.

### What the workshops will cover

During the first week, you will develop your understanding of:

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

Week one of the workshop will focus on the policy process and how evidence can contribute to its different stages. It will consider what constitutes evidence and how evidence needs to combine with decision makers' expertise, experience and judgement. Sessions will cover:

- The policy making process
- Different types of evidence and the risks associated with them
- Problem identification and specification
- Stakeholder engagement
- Developing policy options and innovative solutions
- Theory of change analysis
- Establishing 'what works' and what doesn't
- Harnessing and using existing evidence
- Business case development
- Developing effective implementation and delivery plans
- Planning an evaluation.

During the second week, you will develop your understanding of:

#### Week two: Monitoring and evaluation

Week two of the workshop will focus on how to assess the likely impact of policy initiatives before they are implemented, and how to monitor and evaluate policies and programmes during and after implementation. You will review and discuss the basic principles of impact and process evaluation and the different methods associated with each type of evaluation. Sessions will cover:

- What are monitoring and evaluation and how do they differ
- Why monitor and evaluate policies, programmes and projects
- What to monitor and evaluate and when
- Evaluation and the policy process
- Types of evaluation – impact, process and value-for-money evaluation
- Counterfactual evaluation, contribution analysis, qualitative comparative analysis, realist evaluation
- Evidence synthesis methods
- Developing a monitoring and evaluation framework.

**Programme outline: Policy analysis and the use of evidence**

Week 1	AM	PM
Day 1	<p>Welcome and introductions</p> <p>What do you understand by evidence?</p> <p>The policy making process</p> <p>Different notions and sources of evidence</p> <p>Evaluation and the policy process</p>	<p>Situation analysis – identifying the nature, size and driving forces of the problem-in-hand</p> <p>Problem tree analysis</p> <p>Group exercise</p> <p>Participants' informal presentations</p> <p>Introduction to action planning</p>
Day 2	<p>Engaging stakeholders and local people</p> <p>Using locally-based evidence</p> <p>Working with delivery partners</p>	<p>Engaging with communities</p> <p><i>Face-to-face or virtual visit to meet practitioners</i></p>
Day 3	<p>Identifying policy options: What policy options have been considered?</p> <ul style="list-style-type: none"> <li>• The 'do nothing' option</li> <li>• What is already working?</li> <li>• What has worked elsewhere?</li> <li>• Deciding on the 'preferred' option</li> </ul>	<p>Theory of change analysis</p> <ul style="list-style-type: none"> <li>• How is a policy, programme or project supposed to work?</li> <li>• Establishing a causal chain of activities, mechanisms, agencies, outputs and outcomes</li> <li>• Testing assumptions</li> </ul>
Day 4	<p>Establishing the effectiveness of interventions</p> <p>Case studies of establishing the most effective interventions</p>	<p>Developing a monitoring and evaluation framework</p> <p>Planning an evaluation</p> <p>Group work</p>
Day 5	<p>Principles of economic appraisal evidence</p> <p>Business-case development</p>	<p>Participants' presentations on action plans</p> <p>Review and evaluation of the workshop</p> <p>Presentation of certificates of attendance</p>

**Programme outline: Impact assessment and evaluation**

Week 2	AM	PM
Day 1	<p>Welcome and Introductions</p> <p>What are monitoring and evaluation and why do we need them?</p> <p>What to monitor and evaluate, and when</p> <p>The role of impact assessments in the policy process</p>	<p>What do impact assessments assess?</p> <p>Economic, social and environmental impacts</p> <p>Participants' informal presentations and introduction to action planning</p>
Day 2	<p>The quality of evidence</p> <p>Using and appraising quantitative evidence for developing policy</p> <p>Using and appraising qualitative data for developing policy</p> <p>Evaluating policy options</p> <p>Harnessing existing evidence</p> <p>Scoring and weighting policy options</p>	<p>Evaluating a theory of change</p> <ul style="list-style-type: none"> <li>• Theory-based evaluation and process evaluation</li> <li>• Testing assumptions</li> <li>• Contribution analysis</li> <li>• Qualitative comparative analysis</li> <li>• Realist evaluation</li> </ul>
Day 3	<p>Guest lecture: Influencing the political process</p> <p>Factors other than evidence</p> <p>The role of political influence or lobbying</p> <p>Who do we want to influence?</p> <p>Influencing techniques</p>	<p><i>Face-to-face or virtual visit to the Houses of Parliament</i></p>
Day 4	<ul style="list-style-type: none"> <li>• Counterfactual impact evaluation</li> <li>• Monetisation of costs and benefits</li> <li>• Risk and sensitivity analysis</li> <li>• Testing underlying assumptions</li> <li>• Evidence synthesis</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Statistical meta-analysis</li> <li>• Narrative systematic reviews</li> <li>• Rapid evidence assessments</li> <li>• Qualitative evidence synthesis</li> <li>• Evidence gap maps-cost-benefit, cost-effectiveness and cost-utility analysis</li> </ul>
Day 5	<ul style="list-style-type: none"> <li>• Economic appraisal</li> <li>• Cost-effectiveness analysis and cost-benefit analysis</li> <li>• Appraising costs and benefits</li> <li>• Monetisation and non-monetisation</li> <li>• Willingness-to-pay and willingness to accept</li> <li>• Adjustments to costs and benefits</li> </ul> <p>Post-implementation review and evaluation of policies</p> <ul style="list-style-type: none"> <li>• What to review</li> <li>• Who to involve</li> </ul>	<p>Participants' presentations on action plans</p> <p>Review and evaluation of the workshop</p> <p>Presentation of certificates of attendance</p>

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 please 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 workshop fee.

## Fees

The fee for the two-week workshop will be £4,190. The fee for attending just one week is £2,335. These fees include tuition, 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 as 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.

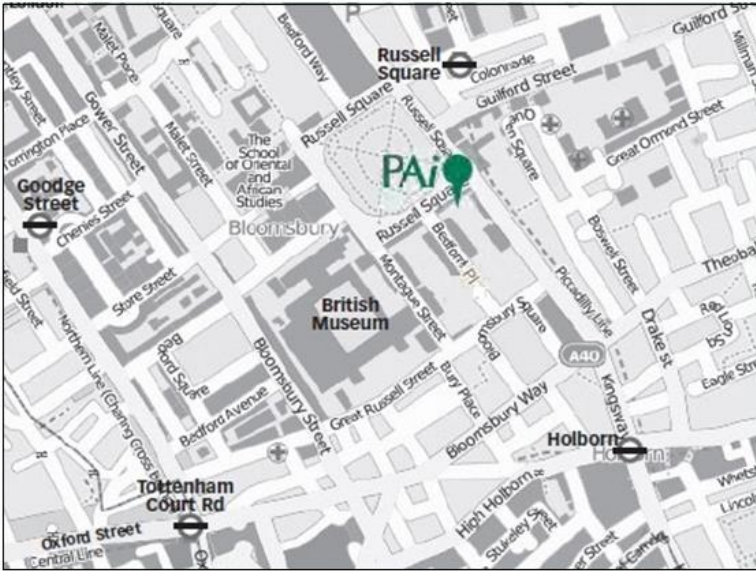
## Who we are

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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