

Making Policy More Effective

Impact assessment and evaluation



One-week professional development workshop
21 to 28 July 2025 in London
8 to 12 December 2025 in London



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. It also requires monitoring and evaluation that is well designed to be responsive to the day-to-day challenges of service provision.

This workshop will focus on the monitoring and evaluation of policies, programmes and projects. It will consider how monitoring and evaluation are related and how they are different. It will then consider how monitoring and evaluation can be used to assess the likely impact of policy initiatives *before* they are implemented, and how they are progressing *after* implementation. The workshop will review and develop the basic principles of monitoring and evaluation and the different methods that are available. This will encompass impact and process evaluation using quantitative and qualitative methods in both experimental and naturalistic settings.

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

Who is the workshop for?

The workshop is designed for decision 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:

- Use the principles of monitoring and evaluation to inform decisions about policies, programmes and projects
- Understand different meanings of impact
- Better understand how to establish the quality of monitoring and evaluation data
- Develop and evaluate a theory of change
- Learn about different methods of counterfactual impact evaluation, theory-based evaluation and process evaluation
- Harness and use existing monitoring and evaluation evidence using different methods of evidence synthesis.
- Understand the basic principles and methods of economic appraisal (cost-effectiveness analysis and cost-benefit analysis)
- Develop a monitoring and evaluation framework
- Commission and quality assure appropriate monitoring and evaluation effectively and efficiently.
- Develop a business case using monitoring and evaluation evidence
- Integrate monitoring and evaluation evidence with decision makers' experience, expertise and judgement
- Influence the political process using monitoring 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.

What the workshop will cover

During the week, we will cover:

- Different meanings of 'impact' in policy-making and evaluation and how to differentiate between impact evaluation and impact assessment
- What to assess in terms of the social, economic and environmental impacts of a policy, programme or project
- How to establish policy options and decide on the best course of action that will deliver the required outcomes
- How to use quantitative and qualitative methods to understand how impacts can be achieved
- How to find and appraise existing evidence
- How to prioritise different impacts
- How to apply impact assessment to performance-managed delivery
- The principles and methods of cost-effectiveness and cost-benefit analysis
- How to draw upon impact evaluations and assessments from developed and developing countries.

Programme outline:

	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"> • Theory-based evaluation and process evaluation • Testing assumptions • Contribution analysis • Qualitative comparative analysis • Realist evaluation
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"> • Counterfactual impact evaluation • Monetisation of costs and benefits • Risk and sensitivity analysis • Testing underlying assumptions • Evidence synthesis 	<ul style="list-style-type: none"> • Statistical meta-analysis • Narrative systematic reviews • Rapid evidence assessments • Qualitative evidence synthesis • Evidence gap maps-cost-benefit, cost-effectiveness and cost-utility analysis
Day 5	<ul style="list-style-type: none"> • Economic appraisal • Cost-effectiveness analysis and cost-benefit analysis • Appraising costs and benefits • Monetisation and non-monetisation • Willingness-to-pay and willingness to accept • Adjustments to costs and benefits <p>Post-implementation review and evaluation of policies</p> <ul style="list-style-type: none"> • What to review • Who to involve 	<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 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 arrival details in good time. The cost of airport transfers is included in the fee.

Fees

The fee for the workshop will be £2,550 and is payable at least 21 days before the first day of the workshop. It includes tuition, travel to and from the airport in London, travel on scheduled visits which form part of the programme¹, 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. We also provide lunch and refreshments during each working day as part of the fee.

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 also accept payment by credit or debit card. 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.

Cancellations

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 or fewer 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/

Insurance

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

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

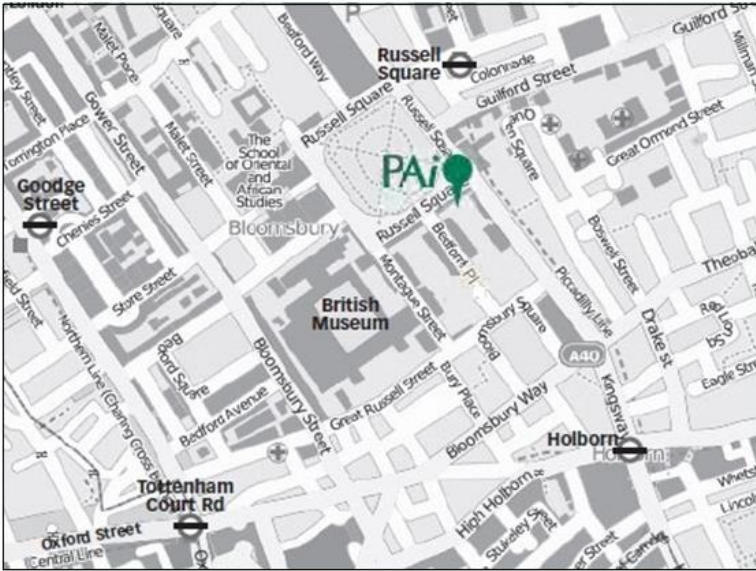
Who we are

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



Public Administration International

56 Russell Square London WC1B 4HP UK

T: + 44 (0)20 7580 3590 F: + 44 (0)20 7580 4746 E: pai@public-admin.co.uk