



# ReSPA

Regional School  
of Public Administration

## **Evaluation of Public Policies: Learning from Comparative Experiences**

4 – 6 June 2013

Danilovgrad, Montenegro

**PROVISIONAL PROGRAMME**



## Background

Evaluation of public policies is the assessment of whether a set of activities implemented under a specific policy has achieved a given set of objectives. It will render a judgment about a programme quality, and will use scientific methods to determine how successful the implementation and its outcomes have been. Evaluation is information gathering for the purposes of making decisions about the future of a policy, a project or programme. The consequences of a given policy, project or programme are determined by describing their impacts, or by looking at whether they have succeeded or failed according to a set of established standards.

Evaluation is not an end in itself, but a means to enhance social and economic prospects of individuals, territories and sectors. Developing evaluation capacities in the Balkan Countries requires among other things adequate awareness raising and the professionalisation of those civil servants involved in conducting and commissioning evaluations.

## Objectives

The seminar aims to broaden participants' knowledge about evaluation systems of public policies in Europe and to improve their skills in designing, managing and monitoring evaluation activities. The main aim is not to train participants as evaluators, but to put them in a position to manage evaluations and understand the basics of certain tools and approaches so they can competently interact with (external or internal) evaluators and assess the quality of their work. The seminar does not aim to train participants on how to use evaluation techniques; however, those techniques will be presented and explained with the aim of analysing the advantages and disadvantages that justify the use of some techniques above others. The aim is to raise awareness of the importance of evaluation, to learn how to design an evaluation, prepare and define the scope of work, how to negotiate with evaluators and control the quality of an evaluation, etc.

## Content

The programme will cover during the first day the role of evaluation in the policy making cycle, and how to design an evaluation. After the break, we will move into the techniques for structuring and designing an evaluation, combining the theoretical presentation with the development by the participants of a practical exercise. The last session will cover qualitative and quantitative evaluation methods and tools, debating in a workshop over their strengths and weaknesses and practical implications for those who commission and conduct evaluation studies.

During the second day we will explain through cases project evaluation, programme evaluation and policy evaluation. Analysis of cases developed by the participants will be facilitated by the seminar experts, ensuring debate. The last day will be devoted to the externalisation of evaluations, the internal building of evaluation capacity (institutionalization) and the effective use of evaluation results. Debates will be conducted on how to ensure that evaluation reports influence the debate and policy making / programme implementation.

## Target Group

Head of departments or civil servants responsible for designing evaluation systems, managing and monitoring evaluations carried out by external evaluators; as well as those responsible for controlling public administrations at different governmental levels, and who need to develop or are interested in developing their knowledge about public policy evaluation. Participants should have a basic knowledge about the concept and types of evaluation and have a minimum experience of two years in commissioning or conducting – supervising evaluations.

## Workshop Trainers

### Gracia Vara Arribas (ES)

Lawyer LLM, Senior Lecturer and Expert in Multilevel Governance and EU Law (EIPA Barcelona). For the last ten years Gracia has been devoted to developing the capacity of regional and local actors in building a shared method of governance between the various levels, and the use of new instruments of Multilevel Governance. This service is provided through research, training and consultancy work for various levels of administration, as well as, European institutions. Under her direction, several impact assessment and evaluation studies have been carried out, commissioned by the EU Presidencies (UK 2006 and SE 2009) and for different Member States. In 2010, she was commissioned by the Dutch Ministry of Interior to evaluate the impact of the Lisbon Treaty on the Dutch Provinces and Municipalities. At this moment she is mainly working as a consultant for the Committee of the Regions.

### Joanna Hofman (PL)

She is a Senior Analyst at RAND Europe and its Ideas Incubator team leading and conducting research in the area of employment and social inclusion. She holds a MA in International Relations and MEconSc in European Economics and Public Affairs. Before joining RAND Europe, Joanna worked as a Senior Consultant at The Evaluation Partnership where she conducted numerous evaluation studies of public policies and programmes in the EU. Previously, Joanna worked at the Ministry of Regional Development in Poland, where she was responsible for evaluating programmes financed from the European Social Fund. In her role as Head of Unit she represented the Ministry at the Local Employment and Economic Development Programme at the OECD and at Directorate-General for Employment and Social Affairs, the European Commission. Relevant work experience includes two expert missions to strengthen monitoring and evaluation capacities in Ukraine and Bulgaria.

### Bradford Rohmer (UK)

He is a senior consultant at The Evaluation Partnership, and since joining in 2008 has led and contributed to many public policy evaluation projects and research studies, mostly for the European Commission, but also for the British Department for International Development. He has worked across a variety of subject areas, from health, sport and customs to gender equality and security sector reform. In practical terms, much of this work concerns finding ways to structure and present large, often disorganised masses of information effectively through a rigorous approach to research design, execution and analysis. More formally, this encompasses the use of a range of evaluation theories, qualitative and quantitative social

science research methods and a number of data collection tools including focus groups, depth and semi-structured interviews, case studies and survey design and analysis. Before joining The Evaluation Partnership, Bradford worked in various capacities on European policy in the non-profit and public sector and studied political science and economics. In addition to English, Bradford speaks French and Swedish.

## Methodology

Presentations on real experiences, debates with a practical perspective. The sessions will be complemented by referenced material and documentation that will offer an adequate source of information to those wishing to gain more in-depth knowledge. The seminar sessions will be combining presentations, case studies and workshops ensuring constant interaction between the participants and the experts, and promoting a problem solving approach. Participants will also have the opportunity during the second day to present their own problems or queries on evaluation issues that they face in their own practice, and will be offered suggestions on how to address them. Finally, different cases will be presented and discussed with the participants.

# DRAFT TRAINING PROGRAMME

## Day 1- 4 June 2013

09.30	-	10.15	Welcome and opening. Mutual presentation with participants and programme framework Mr. Aqim Emurli, Training Manager RESPA Mrs. Gracia Vara Arribas, Expert at the European Institute of Public Administration (EIPA) – EIPA Barcelona
10.15	-	11.00	Main concepts of evaluation: what is evaluation about and why do we do it? Where does it stand in the public policy cycle?  Designing an evaluation: defining the purpose, terms of reference, evaluation criteria and questions
11.00	-	11.15	Coffee break
11.15	-	12.45	Conducting an evaluation (1): Introduction to evaluation approaches and design – types of evaluation, theory-based and counterfactual approaches, and research design <i>From the perspective of the evaluator who has to propose an appropriate evaluation design to answer the evaluation questions: key characteristics of impact, process and economic evaluations, implications for the research design and methods used to structure evaluation</i>
12.45	-	13.45	Lunch
13.45	-	14.45	<i>PRACTICAL EXERCISE</i> <i>Participants will be provided with a practical case to practice the acquired insights from the previous presentations</i>
14.45	-	15.00	Coffee-break
15.00	-	16.00	Conducting an evaluation (2): Workshop on qualitative and quantitative evaluation methods and tools <i>Assuming that the methods and techniques employed by evaluators to collect and analyse data: documentation review, interviews, surveys, case studies, etc.; are well known by the participants, we will concentrate in debating over their strengths and weaknesses and practical implications for those who commission and conduct evaluation studies.</i> <i>Participants will be divided in small groups to work out different cases that will be presented to them,</i>
16.00	-		End of the first day

## Day 2- 5 June 2013

- 09.30 - 11.00 Case I : PROJECT EVALUATION  
Exchange Expert – Participants  
The speaker will devote 45 minutes to an oral presentation (lecture) on the topic. Then, the participants will present their own cases, and discussion both in groups and in plenary will be conducted under the chairmanship of the leading expert.
- 11.00 - 11.15 *Coffee-break*
- 11.15 - 12.45 Case II: PROGRAMME EVALUATION  
Exchange Expert – Participants  
The speaker will devote 45 minutes to an oral presentation (lecture) on the topic. Then, the participants will present their own cases, and discussion both in groups and in plenary will be conducted under the chairmanship of the leading expert.
- 12.45 - 13.45 *Lunch*
- 13.45 - 14.45 Case III: POLICY EVALUATION  
The speaker will devote 60 minutes to an oral presentation (lecture) on the topic. Then, the participants will present their own cases, and discussion both in groups and in plenary will be conducted under the chairmanship of the leading expert.
- 14.45 - 15.00 *Coffee-break*
- 15.00 - 16.00 Exchange Expert – Participants on Case III
- 16.00 End of the second day

## Day 3- 6 June 2013

09.30 - 11.00	<b>Learning from and using evaluations</b> <b>Contracting out: a case of evaluation of outsourced public services –</b>
11.00 - 11.15	<i>Coffee-break</i>
11.15 - 12.45	<b>Building evaluation capacity</b> Evaluation markets at the national level – supply and demand for evaluation services: where we are now, where we want to be and how to get there.
12.45 - 13.45	<i>Lunch</i>
13.45 - 15.00	<b>Presenting evaluation results</b> Even good evaluations are not helpful, if their results are not communicated well. How to ensure that evaluation reports influence the debate and policy making / programme implementation.
15.00 - 16.00	Rapping up
16.00	End of the seminar