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# Evidence for Policy Making and Implementation

## Executive course

29—31 October 2018

Venue TBC, Cape Town

**Presented by UCT's Nelson Mandela School of Public Governance (previously known as the Graduate School of Development Policy and Practice) in collaboration with the Department of Performance, Monitoring and Evaluation (DPME).**

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**T**his programme is an executive course for strategic leaders and top managers in the public service and is being offered for the ninth time. It is designed to assist participants to use evidence to make well informed decisions about policies, programmes, projects and services and to improve government's impact on society.

There is increasing pressure on policy makers to develop more effective policies and to direct and manage resources in more focused and efficient ways that result in improved implementation and outcomes. Evidence informed policy making is an approach that has become increasingly prevalent in recent years. It is based on the premise that better policies and better decision-making result when these are based on sound empirical evidence and solid rational analysis. It is also critical to use evidence to improve implementation. Evidence for Policy Making and Implementation (EPM&I) therefore focuses on establishing rigorously objective evidence as a key informant of policy, but also for improving implementation of public services.

However, there are many areas of government which are not well served by quantitative research, leading to debate about the methods and instruments that are considered critical for the collection of relevant evidence. In addition to data, understanding institutional policy- and decision-making processes, analytical skills and political support are seen as important elements. This course aims to engage with this debate and help leaders understand how evidence can help them to make the best decisions about policies, programmes, services and budgets.

EPM&I tools include qualitative and quantitative research, empirical research, action research, pilot projects and reflections, clinical trials, stakeholder engagements, expert input, case studies/ diaries/ photographic stories/ autobiographies, evaluations, impact assessments and appraisals. Some of these will be discussed during the course.

## The programme

The course will unpack the different influences on policy-making and implementation processes (facts, experiences, expertise, judgement, politics and institutional capacity) and the ways in which evidence can be incorporated into the management process. It will analyse the different types of evidence and their usefulness in different arenas. The course will be very practical, using case studies and drawing on participants' experiences, as well as global thinking and best practice.

The three day programme will cover:

- The uses of evidence in public policy and decision-making processes
- Examples of EPM&I tools and the institutional culture and structures required to support more effective use of evidence in the policy process, programmes, project and service management for strategic decision-making and implementation
- Practical application of the lessons learnt to strengthen current policy and implementation processes.

## What will participants gain from attending the course?

- An understanding of the factors that influence policy and implementation processes and the difference between evidence and opinion
- An understanding of the reason for, and the method of constructing, a theory of change
- An understanding of how the use of evidence can improve the performance of leaders and departments as well as the implementation and impact of policies
- An opportunity to reflect on existing policy-making and management processes, their strengths and limitations
- An understanding of tools for evidence informed policy-making and implementation
- An understanding of the role of evidence in managing political and other influences on the policy and implementation process.

## What previous participants liked about the course

“It is important that work is informed by evidence. If you don't use evidence effectively you could be prescribing inappropriate medication.”

“It is good to see that there are different sources of evidence available and one does not need to recreate as there is a whole body of knowledge out there that we need to tap into doing our every day work.”

“The course enabled me to see the gaps in the work that I am currently doing and going back home I will be able to plug the gaps and even to strengthen the areas that are working every well.”

“Being able to take time out and just learn.”

## Resource people

The resource and facilitation team will be comprised of leading experts, drawn from both academia and government. The team is led by Dr Lindiwe Msengana-Ndlela of DST and Dr Phil Davies, and supported by Prof Alan Hirsch of UCT and Dr Ian Goldman of DPME, among others.

**Prof Lindiwe Msengana-Ndlela** is an Adjunct Professor at the University of Cape Town's Graduate School of Development Policy and Practice and a Special Advisor to the Minister of Higher Education and Training (formerly of Science and Technology), a position she has held since 2013. She holds a BCom, UED (Rhodes, SA), BEd, MBL (Unisa) and PhD (Warwick, UK). As a researcher, her mission is to contribute to new knowledge creation, critical thought and the generation of solution oriented approaches to development problems, particularly in South Africa and the African continent. Her collaborative work with policy actors is directed at learning, sharing and developing capacity for principled action, innovation and rigorous use of evidence in decision making processes.

Before 1994 she was a Research Specialist at Rhodes University and thereafter joined the South African public sector Senior Management Service (SMS). She has served in management roles in departments such as Education, Trade and Industry and has experience of being an Accounting Officer in all three spheres of the SA government.

Whilst at the helm of the National Department of Provincial and Local Government (DPLG, now Cogta) as Director General for seven years, she successfully managed a budget, which grew from R6 billion in 2002 to approximately R32 billion by 2009. All her Department's Annual Reports to Parliament received positive audit opinions from the Auditor General. During this period, she served as the Chairperson of some high-level committees in the public service, such as the Technical Committee to the Southern African Development Community (SADC) Local Government Minister's Forum, the Technical Committee to the Presidents Coordinating Council (PCC) and was the Co-Chairperson of the Governance and Administration (G&A) Cluster of the Forum of South African Director Generals (FOSAD). She has also served in boards of various institutions and in 2015 founded the iKamvelihle ('a brighter future') Development Trust in support of education and community development in marginalized and remote rural communities.

**Dr Philip Davies** is Executive Director of Oxford Evidentia, a UK-based professional development and consulting company that undertakes capacity building in impact evaluation, research synthesis and the use of high quality evidence for policy making, good governance and public service delivery.

From 2012-2015 Dr Davies 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.

From 2000-2007 Dr Davies was a senior civil servant in the UK Cabinet Office and HM Treasury, responsible for policy evaluation and analysis. Before joining the Cabinet Office Dr Davies 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.

Dr Davies 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, Australasia.

**Prof Alan Hirsch** is a Professor of Development Policy and Practice and has directed the Nelson Mandela School of Public Governance at UCT since 2013. He was born in Cape Town and educated in Economics, Economic History and History at UCT, Wits and Columbia. After teaching economic history and economics at the University of Cape Town, he joined the South African Department of Trade and Industry in 1995, managing industry and technology policy. He worked at the South African Presidency from 2002 to 2012 where he managed economic policy, represented the Presidency at the G20, and was co-chair of the G20 Development Working Group.

He has served or serves on the boards of a range of research or training centres including the European Centre for Development Policy Management. He was a visiting scholar at the Harvard Business School, was a regular visiting professor at the Graduate School of Governance at Maastricht University, directed the International Growth Centre's research in Zambia for 5 years, and was a member of the OECD secretary-general's Inclusive Growth Advisory Panel. He writes about economic development issues, including *Season of Hope - Economic Reform under Mandela and Mbeki* and recently co-edited *The Oxford Companion to South African Economics*.

## About the Nelson Mandela School of Public Governance (previously Graduate School of Development Policy and Practice)

The School provides professional and academic training for senior government officials, elected office bearers and those engaged in public policy in South Africa, other African countries and beyond. It also engages in research, consultancy and policy advice on issues related to development policy and practice in Africa. In doing so, it builds on the academic resources of the different faculties at the University of Cape Town, as well as those of local and international partners. It seeks to strengthen links between the research community and the policy community and promotes the development of strategic leadership in government, including a strong emphasis on accountability in government.

## About the Department: Planning, Monitoring and Evaluation

The mandate of the Department of Planning, Monitoring and Evaluation (DPME) is to give direction on the implementation of the National Development Plan (NDP), monitor its implementation and evaluate the impact of government programmes. DPME is also responsible for youth development. The Medium-Term Strategic Framework (MTSF) for 2014 – 2019 provides the first five years of the NDP and is the basis of DPME's monitoring and evaluation work. DPME is also the custodian of the national planning, monitoring and evaluation systems, responsible for frameworks and systems around planning, M&E, and ensuring M&E evidence is used to inform decision-making.

## How to apply?

Applications close on **Friday 14 September**. Space is limited so we suggest you apply as soon as possible to avoid disappointment.

Participation will be confirmed by **Friday 28 September** at the latest. On confirmation you will receive payment details.

To participate you need to be:

- A senior official, from Director General to Chief Director level, in a national or provincial government department in South Africa, tasked with managing policy processes. **(It is preferable that a management team from a department attends, as they will get a lot more from the course and find it easier to implement in the department.)**
- In a position to influence and/or apply new approaches to policy-making and implementation

To apply for the October 2018 course, please complete and submit the attached application form to **Evidence.GSDPP@uct.ac.za**

## Costs

Course fees are R11,500 (eleven thousand five hundred ZAR) per delegate, payable in advance. Course fees include course attendance, course materials, meals and parking. Please note that transport and accommodation need to be booked and paid for by your department.

## For more information or to apply please contact

Veleska Maphike at [Evidence.GSDPP@uct.ac.za](mailto:Evidence.GSDPP@uct.ac.za); Tel: +27 –21 650-1770 or +27 –21 650-5669  
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