Libera Università Internazionale
degli Studi Sociali Guido Carli

LUISS

Syllabus

Academic Year	2023/2024
Program	PAGE
Course	Policy Evaluation and Implementation
Instructors	Alina Mungiu-Pippidi (ampippidi@luiss.it)
Teaching Assistant	Céleste Bonnamy (cbonnamy@luiss.it)
Term	II semester
Year	1
SSD	SPS/07 – Scienza Politica
Credits (ECTS)	6

Instructional goals

This is a class which will equip students with the fundamentals of evidence-based policy analysis.

The objective of the first part of the course is for students to understand the policy process and how does the policy cycle work under different development and governance contexts, as the government does not operate in an institutional vacuum. Such contexts explain the effectiveness of policy implementation for similar policies, for instance why a COVID tracing app worked so well in South Korea or Taiwan but failed in Germany and other European countries. We analyse the actors involved in the policy process and the tools that governments can use under different governance contexts (of which European Union is a particular one).

The second objective of this class is to introduce students to policy analysis, the process through which we identify and evaluate alternative policies or programs that are intended to solve or attenuate public policy problems, in particular the evidence-based infrastructure allowing for an effective implementation. Successful policies include from the design stage the indicators needed for their evaluation (how the expected effects of a policy are ex ante estimated and how its outcomes are ex post assessed).
This is an interactive class by which students learn a new method (policy analysis) fundamental for their employment as policy analysts in the public and private sector. Group participation and individual class participation have a large share of the grade as the course includes two key exercises.

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Intended learning outcomes	KNOWLEDGE AND UNDERSTANDING

KNOWLEDGE AND UNDERSTANDING

By the end of the course, students will acquire:

- Knowledge of what a public policy is and how policy actors and tools operate under different development and governance contexts
- Knowledge of what a policy cycle is and how it works under different governance contexts
- Knowledge of all specific methods of policy analysis needed for the design, implementation and evaluation, such as problem diagnosis, political economy analysis (stakeholder analysis) and options analysis

APPLYING KNOWLEDGE AND UNDERSTANDING

Students will be able to apply the acquired knowledge in their future professional activities in several ways. In particular, they will be trained in:

- Acquisition of the ability to write a professional policy analysis piece (memorandum) on a policy problem from an area of interest, including problem statement, problem diagnosis, stakeholder analysis and options analysis
- Developing the ability to research and identify relevant indicators for successful implementation and an effective policy evaluation
- Using public policy analysis to develop policy arguments and to communicate them in oral and written form.

MAKING JUDGEMENTS

Due to the emphasis placed on re-elaboration and discussion of the readings, students will be able to:

- Critically analyse issues related to policymaking and contextualize them in light of the knowledge acquired in the course.
- Develop problem-understanding and problem-solving capacity.
- Evaluate specific policies and be able to provide advice on their success

COMMUNICATION SKILLS

During the course students will be asked to participate in the discussions in several ways, primarily through questions, comments on the readings and through positioning themselves in a well-argued way within a debate. Because of this, they will:

- Improve the control of course-related terminology in English but at the same time be able to present complex content in an easily accessible form.
- Become acquainted with engaging in critical discussions in front of a larger audience, communicating questions or comments in a clear way to the rest of the class, thus stimulating a general debate.

- Listen to – and learn from – each other.

LEARNING SKILLS

By the end of the course, students are expected to acquire the following skills:

- Capacity to autonomously engage with indicators to plan a policy evaluation
- Capacity to understand governance contexts and plan an effective implementation based on evidence and context
- Capacity to engage with opposite arguments and to develop one's own position in a well-structured and clear way based on facts/data.

Pre-requisites	- Undergraduate degree in Political Science or related field. - Good command of the English language.
Course content	The first part of the course examines the stages of the policy process (problem formulation, agenda-setting, and decision-making) with a focus on the design, implementation and evaluation and their evidence basis. The discussion is placed in different governance contexts so that similar policies can be compared across continents and countries. The course uses case studies to review the main types of policy problems, their generic solutions, and the indicators to be used to plan an effective implementation, evaluate policy adequacy, and decide on its adjustment or termination.
Reference Books	Peters, B. G. & Pierre, J. (Eds.). (2006). *Handbook of Public Policy.* SAGE. – On Learn Fischer, F., Miller, G. J. & Sidney, M. S. (Eds.). (2007). *Handbook of public policy analysis: theory, politics, and methods*. CRC Press. – On Learn Bardach, E. & Patashnik, E. M. (2005). *A Practical Guide for Policy Analysis: The Eightfold Path to More Effective Problem Solving.* 2nd edition. CQ Press. – Moran, M., Rein, M. & Goodin, R. (Eds.). (2008). *The Oxford Handbook of Public Policy.* Oxford University Press. – HM Treasury. (2020). The Magenta Book. HM Treasury guidance on what to consider when designing an evaluation. *GOV.UK*. https://www.gov.uk/government/publications/the-magenta-book
Teaching Methods	Each week, the course comprises a lecture (which can be either on site or online) and a seminar (which includes groupwork and students

presentations). The lecture presents the main issues related to the content of the week. The seminar is a hands-on policy analysis class, stressing problem statements, indicators, stakeholder analysis and evaluation. The groupwork takes place online within and outside class times on already designed channels/teams, using a common drive for documents. Each group will present three times, so groups should organize in such a way that each individual student speaks at least once and meet as many times as necessary to be able to fulfil their assignments.

Active participation in the class discussions and debates is expected and will be part of the final assessment. At Luiss, course attendance is mandatory. Students that cannot attend the course or part of it must provide official reasons (attested by a specific document, such as a medical certificate).

Assessment	The grade for this course will be determined on the basis of 4 components graded equally with 25% weighted by a 10% participation grade: 1) Group peer learning exercise 1: Problem statement, presentation in class and submission of ppt. 2) Group peer learning exercise 2: Stakeholder analysis presentation in class and submission of ppt. 3) Group writing exercise: Written problem statement with flagging of indicators which can potentially be used for evaluation – 1200 words including figures, excluding references. 4) Final individual exam: Individual research design of a policy evaluation. Templates for all presentations will be uploaded prior to the course.

	Weekly topic	Lecture	Seminar
		ON-SITE 8th of February 2024 - *How do we ask and answer a comparative research question?*	**ONLINE 5th of February 2024**
1.	Class design. What is public policy?	*Readings:* Wagner, P. (2007). Public policy, social science, and the state: An historical perspective. In F. Fischer, G. J. Miller, & M. S. Sidney (Eds.), Handbook of public policy analysis: Theory, politics, and methods (pp. 29-43). CRC Press Skocpol, T., & Amenta, E. (1986). States and social policies. Annual Review of Sociology, 12, 131-157 Link Werner, J. & Wegrich, K. (2007). Theories of the Policy Cycle. In F. Fischer, G. J. Miller, & M. S. Sidney (Eds.), Handbook of public policy analysis:	Random group assignment and creation of groups and online Teams. Case discussion: the impact of war sanctions against Russia. *Background reading:* Medunic, F. (2023, April 18). Damage done: Ways to measure European sanctions' success against Russia. ECFR. Link

		theory, politics, and methods (Chapter 4, pp. 43-63). CRC Press	
		ON-SITE 15th of February 2024 - *Where do public policy goals come from?*	**ONLINE 12th of February 2024**
2.	What are public policies goals and where do they come from?	*Readings:* Peters, G., & Pierre, J. (Eds.). (2006). The Handbook of Public Policy. SAGE. Chapters 25 & 26 (pp. 433-461) Campbell, J. L. (2002). Ideas, Politics, and Public Policy. Annual Review of Sociology, 28, 21–38. Caplan, B. (2007). The myth of the rational voter: Why democracies choose bad policies. Cato Institute Policy Analysis Series, No. 594. Link	*Group work:* First group meeting to work on the problem statement. *Background reading:* Bardach, E. (2005). What Are Public Policy Problems? Problem Statement. In A Practical Guide for Policy Analysis: The Eightfold Path to More Effective Problem Solving (2nd ed., pp. 1-60). CQ Press.
		ON-SITE 22nd of February 2024 - *What can and should a government do and not do?*	**ONLINE 19th of February 2024**
3.	Tools of government and the art of crafting policy memos	*Readings:* Fukuyama, F. (2004). The imperative of state building. Journal of Democracy, 15(2), 17-31 Link Hood, C. (2008). The tools of government in the information age. In M. Moran, M. Rein, & R. E. Goodin (Eds.), The Oxford Handbook of Public Policy (Chapter 22, pp. 551-564). Oxford University Press Ledbury, M., Choudhury, T., Paddick, S., & Patel, K. (2006). Understanding policy options. Home Office Online Report 06/06, pp. 4 – 14 Link	*Background readings:* Jones, N., & Walsh, C. (2008). Policy Briefs as a Communication Tool for Development Research. Overseas Development Institute (ODI). Link (n·d.). Decision / Action Memo Examples [PDF file]. Harvard Kennedy School, Shorenstein Center on Media, Politics and Public Policy. Link
		ON-SITE 29th of February 2024 - *What are the main forms of market failure and the government responses?*	**ONLINE 26th of February 2024**
4.	Market failure problems and solutions	*Readings:* Ledbury, M. et al. (2006): "Understanding policy options," Home Office Online Report 06/06, p. 15-22; 28-53 Zerbe, R. O., & McCurdy, H. E. (1999). The Failure of Market Failure. Journal of Policy Analysis and Management, 18(4), 558–578	Set 1 of problem statement presentation by groups (1-4)
		ON-SITE 7th of March 2024 - *What are collective action problems and how to solve them?*	**ONLINE 4th of March 2024**
5.	Public goods problems and solutions	*Readings:* Hardin, G. (1968). The Tragedy of the Commons. Science, 162(3859), 1243-1248 Link	Set 2 of problem presentation by groups (5-8)

	Ostrom, E. (2008). Tragedy of the Commons. In S. N. Durlauf & L. E. Blume (Eds.), The New Palgrave Dictionary of Economics (2nd ed.). Palgrave Macmillan Link Moffatt, M. (Mar 19, 2019). The Logic of Collective Action | Special Interests and Economic Policy. [A summary of The Logic of Collective Action (1971) by M. Olson] Link Bridoux, F., & Stoelhorst, J. W. (2022). Stakeholder governance: Solving the collective action problems in joint value creation. Academy of Management Review, 47(2) Link	
	ON-SITE 14th of March 2024 - *What is government failure and how can such policy problems be dealt with?*	**ONLINE 11th of March 2024**
6. Government failure problems and solutions	*Readings:* Buchanan, J. (1988). Market failure and political failure. Cato Journal, 8(1), 1-13. Link Ostrom, V., & Ostrom, E. (1971). Public choice: A different approach to the study of public administration. Public Administration Review, 31(2), 203-216 Link	Set 3 of problem presentation by groups (9-12)
	ONLINE 18th of March 2024 - *How do we map group interests and reconcile them in public policy?*	**ON-SITE 21st of March 2024 -**
7. Mapping interests in public policy. Stakeholder analysis	*Readings:* Burstein, P. (2003). The impact of public opinion on public policy: A review and an agenda. Political Research Quarterly, 56(1), 29-40. Link Goodin, R., Rein, M., & Moran, M. (2008). The public and its policies. In M. Moran, R. E. Goodin, & M. Rein (Eds.), The Oxford Handbook Of Public Policy (pp. 3-21). Oxford University Press.	Group stakeholder analysis exercise (1-6 presentations)
	ONLINE 25th of March 2024 - *Who and how implements public policy?*	**ON-SITE 28th of March 2024**

8.	Implementation of public policy	*Readings:* Winter, S. C. (1986). Implementation. In B. G. Peters & J. Pierre (Eds.), Handbook of Public Administration (pp. 151-167). SAGE. Sabatier, P. A., & Mazmanian, D. A. (1979). The implementation of public policy: A framework of analysis. Policy Studies Journal, 8(4), 538-560 Link Mungiu-Pippidi, A. (2012). The Quality of Government and Public Administration Link	Group stakeholder analysis exercise (7-12 presentations)
		ONLINE 8th of April 2024 - *How are indicators for policy evaluation selected? What makes an effective indicator?*	**ON-SITE 4th of April 2024**
9.	Evaluation research. Choosing indicators	*Readings:* Vedung, E. (2000). Evaluation Research. In P. G. Peters & J. Pierre (Eds.), Handbook of Public Policy (Chapter 23, pp. 397-406). SAGE Background readings UN. (n·d.). Evaluation for Agenda 2030 | Department of Economic and Social Affairs. Link OECD. (Jan 21, 2022). Policy Responses to Coronavirus (COVID-19). Link	Groups discuss potential indicators for evaluation (later to be included in paper) UNAIDS. (2010). Monitoring and Evaluation Fundamentals: An Introduction to Indicators. Link Centers for Disease Control and Prevention. (n·d.). Step by Step – Evaluating Violence and Injury Prevention Policies. Brief 5: Evaluating Policy Impact.
		ONSITE 11th of April 2024 - *What role do experiments and surveys play in evaluation policy?*	**ONLINE 15th of April 2024**
10.	Evaluation research. Surveys and experimental designs	*Readings:* Mitchell, D. J. B. (2005). The Use (and Misuse) of Surveys Research in Policy Analysis. In G. Peters & J. Pierre (Eds.), Handbook of Public Policy (Chapter 24, pp. 369-381). SAGE Krosnick, J. A., & Presser, S. (2009). Question and Questionnaire Design. In J. D. Wright & P. V. Marsden (Eds.), Handbook of Survey Research (2nd ed., pp. 263–313). Elsevier Price, P. C., Jhangiani, R., & Chiang, I-C. A. (2015). Conducting Surveys. Link	Questionnaire and survey design development – bring laptop for class exercise

		ONSITE 18th of April 2024 - *How do we arrive at short-listed options and compare them in order to make a decision?*	ONLINE 22nd of April 2024
11.	Evaluation – cost effectiveness	Vining, A. R., & Weimer, D. L. (2011). Efficiency and cost-benefit analysis. In G. Peters & J. Pierre (Eds.), Handbook of Public Policy (Chapter 24, pp. 417-432). SAGE Fu Y, Zhao J, Han P, et al. Cost-effectiveness of COVID-19 vaccination: A systematic review. J Evid Based Med. 2023; 16: 152–165. Link OECD (2009) "Cost-Effective Actions to Tackle Climate Change", Policy Brief Link	Value for money exercise – individual research and chat responses on vaccination and/or climate change
		ONLINE 29th of April 2024 - *How do we arrive at short-listed options and compare them in order to make a decision?*	ON-SITE 2nd of May 2024
12.	Qualitative evaluation designs	Readings: Kahan, J. P. (2001). Focus Groups as a Tool for Policy Analysis. Analyses of Social Issues and Public Policy, 1(1), 129-146. Link	The art of focus group for evaluation research. Live focus group in class (10 students participate, the others assist)