



**CARMEN Policy Observatory  
CARMEN School**

# **Workshop on Policy Analysis and Decision-Making with Emphasis on Chronic Noncommunicable Diseases:**

## **AGENDA**

**(GRAND BARBADOS BEACH RESORT,  
BRIDGETOWN, BARBADOS**

## DESCRIPTION

The workshop is an introduction to public policy analysis, policy development, implementation and evaluation. Its goal is to enhance the skills and competencies of the participants in these fields of knowledge and practice as analysts and advisors.

The concepts and methods shared are applicable to different levels of government, and while the emphasis is on chronic noncommunicable diseases, they are also germane to the design of public health policies in general.

The stimulation of critical thinking and policy argumentation figure as core elements to the production and delivery of policy recommendations and advise to policy makers. Yet the topics also highlight the relevance of agenda setting in turbulent and complex political environments, models of implementation and evaluation, strategic thinking and foresight and—to a minor degree—policy change through advocacy. The instruments of economic evaluation are showcased as critical tools for policy analysis.

## LEARNING OBJECTIVES

At the end of the workshop it is expected that the participants will:

- Be familiar with general concepts of design, implementation and evaluation of public policy, including the roles played by politics, evidence and rationality in the decision-making process.
- Have enhanced their abilities to critically conceptualize policy problems, generate policy alternatives and provide effective advise to decision- makers.
- Be acquainted with economic evaluation (cost-effectiveness analysis, cost benefit analysis and impact evaluation) as a critical tool for policy analysis.

- Recognize the relevance of strategic thinking, foresight, and better peripheral vision to optimize analysis, design and implementation.
- Understand the applicability of policy tools for the prevention and control of chronic noncommunicable diseases.

## APPROACH

The event will be hosted by the Pan American Health Organization's Eastern Caribbean Office, and participants from 10 countries of the Eastern Caribbean will gather in Bridgetown, Barbados from 15-17 October 2007.

The sessions will include short presentations as introductions to various topics, dialogue, space for discussion and a working groups. There will be a special evening session on 16 October from 6 to 8 pm.

## BIBLIOGRAPHY

The EEC Coordinating Office will make available to the participants all the documents included in the reading list in CD-Rom format and/or hard copy.

The selection of bibliographic material considered carefully the quality, thematic relevance, diversity of theoretical perspectives, disciplines and potential contributions to the goals of the workshop. Considering the breath of the topics and the short duration of the workshop, the recommended readings are marked with an asterisk.. We hope that set of materials will also serve as future reference for the participants.

## RESPONSIBLE STAFF

*At the EEC Offices in Barbados*

Xysta Edmunds, e-mail: [edmundxy@eec.paho.org](mailto:edmundxy@eec.paho.org)

Shirley Alleyne, e-mail: [alleynes@eec.paho.org](mailto:alleynes@eec.paho.org)

*PAHO Headquarters in Washington, DC*

Cristina Puentes-Markides, Health Systems Strengthening, Health Policy and Systems Unit, e-mail: [puentesc@paho.org](mailto:puentesc@paho.org)

PRELIMINARY AGENDA	
TOPICS	TIME
<b>DAY 1</b>	
<b>Opening Session</b> <ul style="list-style-type: none"> <li>● Opening Remarks: Dr. Gina Watson, PWR</li> <li>● Introduction of Participants and Expectations</li> <li>● Objectives of the Workshop</li> </ul>	8:30–9:15
<b>The Health Agenda</b> <ul style="list-style-type: none"> <li>● Chronic Non-Communicable Diseases in the English-Speaking Caribbean: An Update (Branka Legetic)</li> </ul>	9:15-10:00
Open Discussion	10:00-10:30
<b>Break</b>	10:30–10:45
<b>Public Policy Perspectives</b> <ul style="list-style-type: none"> <li>● The policy capacity of governments.</li> <li>● Explanatory models: technical and political rationalities..</li> </ul>	11:00-11:45
<b>The Analysis of Public Problems</b> <ul style="list-style-type: none"> <li>● Overview of policy analysis: features, phases, contents.</li> <li>● Health policy example.</li> </ul>	11:45-12:30
<b>Lunch</b>	12:30-1:30
<b>Group Sessions:</b> To be determined. <sup>1</sup>	1:30-3:30
<b>SUGGESTED READING(S)</b>	
<p>(*) Aday, L. A et al. (2005) <i>Evaluating the Healthcare System. Effectiveness. Efficiency and Equity</i>. Ann Arbor, MI: Health Administration Press. Third edition. Pp. 1-56. (Introduction to Health Services Research and Policy Analysis) (Handout)</p> <p>PAHO. Regional Strategy and Plan of Action on an Integrated Approach to the Prevention and Control of Chronic Diseases. (2006) Pan American Health Organization, Washington DC. August 31, 2006.  <a href="http://www.paho.org/english/gov/cd/CD47-17rv-e.pdf">http://www.paho.org/english/gov/cd/CD47-17rv-e.pdf</a></p> <p>(*) Polidano, C. Measuring Public Sector Capacity. (2002) <i>World Development</i> 28 (5): 805-822.(Earlier version available from Institute for Development Policy and Management. University of Manchester.  <a href="http://www.sed.manchester.ac.uk/idpm/research/publications/archive/ppm/ppm_wp12.htm">http://www.sed.manchester.ac.uk/idpm/research/publications/archive/ppm/ppm_wp12.htm</a></p>	

<sup>1</sup> Depending on the number of participants, groups will be organized to discuss selected cross cutting issues of critical interest and based on country experiences (e.g. general issues of policy design related to chronic non-communicable diseases, specific challenges faced by the unit/sector where they work or by the position they occupy, etc.). The issues will be drawn from those mentioned by the participants during the introduction, and according to their ubiquitous nature.

<b>PRELIMINARY AGENDA</b>	
<b>TOPICS</b>	<b>TIME</b>
<p>Walt, G. and L. Wilson. (1994). Reforming the health systems in developing countries. The Central Role of Policy Analysis. <i>Health Policy and Planning</i> 9(4) : 353-370. (Handout)</p> <p>(*) Patton, C. y D. Sawicki. (1993) <i>Basic Methods of Policy Analysis and Planning</i>. Englewood Cliffs, NJ: Prentice Hall. Second edition. Pp. 1-39 (The Need for Simple Methods of Policy Analysis and Planning, The Policy Analysis Process).</p> <p>(*) Perri, G. Can Policy Making Be Evidence Based?. MCC: Building Knowledge for Integrated Care. (February 2002) 10 (1): 3-8. <a href="http://www.elsc.org.uk/socialcareresource/managecc/feb2002/pages3-8.pdf">http://www.elsc.org.uk/socialcareresource/managecc/feb2002/pages3-8.pdf</a></p> <p>Weiss, C. H. (2001) What kind of evidence in evidence-based policy? <i>Third International, Inter-disciplinary Evidence-Based Policies and Indicator Systems Conference</i>, July 2001 <a href="http://www.cemcentre.org/eb2003/Carol%20Weiss%20COLUMNS%20WITHOUT%20SHADING.doc">http://www.cemcentre.org/eb2003/Carol%20Weiss%20COLUMNS%20WITHOUT%20SHADING.doc</a></p>	
<b>Break</b>	3:30–3:45
<p><b>Products of the Analysis</b></p> <ul style="list-style-type: none"> <li>▪ The " issue paper", the policy memorandum, the policy brief</li> <li>▪ Evidentiary bases of public policy: opportunities and risks.</li> <li>● The craft of policy advice</li> </ul>	3:30-5:00
<b>SUGGESTED READING(S)<sup>2</sup></b>	
<p>(*) Dunn, W. (1994) <i>Public Policy Analysis : An Introduction</i>. New Jersey : Englewood Cliffs. Appendices 1,2, 3. (Handout)</p> <p>Lomas J, Culyer T, McCutcheon, McCauley L, Law S. <i>Conceptualizing and combining evidence for health system guidance</i>. Canadian Health Services Research Foundation, 2005: 1–43. <a href="http://chsrf.org/other_documents/pdf/evidence_e.pdf">http://chsrf.org/other_documents/pdf/evidence_e.pdf</a></p> <p>Musso, J. (1999) <i>The Tradecraft of Writing for Policy Analysis and Management</i>. School of Policy, Planning and Development. University of Southern California. <a href="http://www.usc.edu/schools/sppd/private/documents/students/resources/tradecraft.pdf">http://www.usc.edu/schools/sppd/private/documents/students/resources/tradecraft.pdf</a></p> <p>RAND. <i>Guidelines for Preparing Briefs</i>. (1996) RAND. Santa Monica, California.</p> <p>(*)Young, Eoin and Lisa Quinn. (2002) <i>Writing Effective Public Policy Papers: A guide for Policy Advisors in Central and Eastern Europe</i>. Open Society Institute. Budapest. <a href="http://lqi.osi.hu/publications/2002/112/Guidelines-arabian.pdf">http://lqi.osi.hu/publications/2002/112/Guidelines-arabian.pdf</a></p>	
<b>DAY 2</b>	
<p><b>Agenda-setting</b></p> <ul style="list-style-type: none"> <li>● The "political" in public policy: actors and windows of opportunity.</li> <li>● The social construction of target populations: political and policy implications.</li> </ul>	8:30-9:15
<p><b>Case Study and Discussion</b></p> <ul style="list-style-type: none"> <li>● The Framework Convention for Tobacco Control ( Branka Legetic)</li> </ul>	9:15-10:00

<sup>2</sup> Handouts : Examples of Policy Memoranda and Issue papers (also Amparo: Obesity brief/Caribbean)

<b>PRELIMINARY AGENDA</b>	
<b>TOPICS</b>	<b>TIME</b>
Open Discussion	10:00-10:30
<b>SUGGESTED READING (S)</b>	
<p>(*) Dahl. R. (1991) <i>Modern Political Analysis</i>. Fifth Edition. Prentice Hall: Englewood Press. Pp. 1-12.  <a href="http://faculty.smu.edu/jhollifi/Modern%20Political%20Analysis.pdf">http://faculty.smu.edu/jhollifi/Modern%20Political%20Analysis.pdf</a></p> <p>(*) Kingdon, John. A model of agenda-setting with applications. <i>Law Review</i>. (2001) 331-337.  <a href="http://www.law.msu.edu/lawrev/2001-2/Panel_4_Kingdon.pdf">http://www.law.msu.edu/lawrev/2001-2/Panel_4_Kingdon.pdf</a></p> <p>(*) Meltsner, Arnold. Political feasibility and policy analysis. <i>Public Administration Review</i>.  November/December 1972. pp. 859-867. (Handout)</p> <p>Roberts, M. J y Reich M. R. Ethical analysis in public health. <i>The Lancet</i> 359: 1055-59 (March 23, 2002).</p> <p>Schneider, A. and H. Ingram. (June 1993) Social construction of target populations: implications for politics and policy.  <i>The American Political Science Review</i>. 87 (2): 334-347.</p> <p>(*) Stone, D. (2001) <i>Policy Paradox: The Art of Political Decision-making</i>. Revised Edition. New York: W. W. Norton &amp; Co., pp. 1-33 (Introduction and Chapter 1). (Handout)</p> <p>(*) World Health Organization. Fifty-Sixth World Health Assembly WHA56.1. Agenda item 13, 21 May 2003: <i>WHO Framework Convention on Tobacco Control</i>.<sup>3</sup> <a href="http://www.who.int/tobacco/framework/en/">www.who.int/tobacco/framework/en/</a> ;  <a href="http://www.who.int/tobacco/fctc/text/en/fctc_en.pdf">http://www.who.int/tobacco/fctc/text/en/fctc_en.pdf</a></p>	
<b>Break</b>	10:30-10:45
<p><b>Policy Options</b></p> <ul style="list-style-type: none"> <li>● Generating policy options</li> <li>● Evaluation criteria: types, methods, matrices.</li> </ul>	10:45-11:30
<p><b>Assessing Policy</b></p> <ul style="list-style-type: none"> <li>● Economic evaluation: An Introduction (Amparo Gordillo)</li> </ul>	11:30-12:30
<b>SUGGESTED READING(S)</b>	
<p>(*) Anand, Sudhir, F. Peter and A. Sen. <i>Public Health,, Ethics and Equity</i>. (2004) Oxford University Press. (pp. 15-33 and 93-106).</p> <p>(*) Kraft, M. and Scott Furlong. <i>Public Policy: Politics, Analysis and Alternatives</i>. (2004). CQ Press, Chapter 6: Assessing Policy Alternatives.</p> <p>(*) Patton, C. y D. Sawicki. (1993) <i>Basic Methods of Policy Analysis and Planning</i>. Englewood Cliffs, NJ: Prentice Hall. Second edition. (Chapter 8: Displaying Alternatives and Distinguishing among Them.)</p> <p>Pal, Less (2000). "There ought to be a law!" Instrument choice: an overview of the issues. Carleton University Research and Statistics Division. CA. <i>Strategic Issues Series</i>. rp02-10e. <a href="http://canada.justice.gc.ca/en/ps/rs/rep/2002/rp2002-10.pdf">http://canada.justice.gc.ca/en/ps/rs/rep/2002/rp2002-10.pdf</a></p>	

<sup>3</sup> See also World Health Organization. *WHO Framework Convention on Tobacco Control*. Geneva, Switzerland: World Health Organization 2003, updated reprint 2004, 2005.

<b>PRELIMINARY AGENDA</b>	
<b>TOPICS</b>	<b>TIME</b>
(*) Weimer, David L. and Aidan R. Vining. <i>Policy Analysis: Concepts and Practice</i> . 3rd edition. (2004). Prentice Hall. (Chapter 11: Goals/Alternatives Matrices.)	
<b>Lunch</b>	12:30-1:30
<b>Economic Evaluation (cont.)</b> <ul style="list-style-type: none"> <li>● Cost Effectiveness, Cost Benefit and Impact Evaluation (Amparo Gordillo)</li> </ul>	1:30–3:30
<b>Break</b>	3:30-3:45
<ul style="list-style-type: none"> <li>● Economic evaluation (cont.): Group exercises</li> </ul>	3:45-5:00
<b>SUGGESTED READINGS</b>	
<p>Rice, Thomas. (April 1997). Can markets give us the health system we want? <i>Journal of Health Politics, Policy and Law</i>. 22(2): 383-425. (Handout)</p> <p>(*) Munger, Michael. <i>Analyzing Policy: Choices, Conflicts and Practice</i>. (2000). New York: W.W. Norton. (Chapter 11, Cost Benefit Analysis)</p> <p>Marc Suhrcke, Rachel A. Nugent, David Stuckler and Lorenzo Rocco <i>Chronic Disease: An Economic Perspective</i> London: Oxford Health Alliance 2006.  <a href="http://www.oxha.org/initiatives/economics/knowledge/publications/oxha-chronic-disease-an-economic-perspective.pdf">http://www.oxha.org/initiatives/economics/knowledge/publications/oxha-chronic-disease-an-economic-perspective.pdf</a></p> <p>(*) Stone, D. (2001) <i>Policy Paradox: The Art of Political Decision-making</i>. Revised Edition. New York: W. W. Norton &amp; Co., pp. 163-187 (Numbers). (Handout)</p> <p>(*) US Department of Health and Human Services. (1997) <i>Cost-Effectiveness in Health &amp; Medicine</i>. USDHHS, Washington DC. (Chapters 1 and 2, Pp. 1-33, Cost-Effectiveness Analysis as a Guide to Resource Allocation in Health: Roles and Limitations; Theoretical Foundations of Cost-Effectiveness Analysis). (Handout)</p>	
<b>SPECIAL EVENING SESSION</b>	
<b>MOVING FORWARD THE NCD POLICY AGENDA: A DIALOGUE</b> <b>CRISTINA PUNETES, BRANKA LEGETIC, AMPARO GORDILLO WITH PARTICIPANTS</b>	6:00-8:00
<b>DAY 3</b>	
<b>Policy Adoption and Implementation</b> <ul style="list-style-type: none"> <li>● Approaches, models and strategies to translate decisions into policies.</li> <li>● Pitfalls of policy design in implementation.</li> </ul>	8:30–9:30
<b>Break</b>	10:30-10:45
<b>Policy Monitoring and Evaluation</b> <ul style="list-style-type: none"> <li>● Instruments of public accountability</li> </ul>	10:45-12:00

<b>PRELIMINARY AGENDA</b>	
<b>TOPICS</b>	<b>TIME</b>
<ul style="list-style-type: none"> <li>● Role of advocacy and organized groups.</li> </ul> <p>Open Discussion</p>	12:00-12:30
<b>SUGGESTED READINGS</b>	
<p>(*) Alesch, D. J. and W. J. Petak. Overcoming obstacles to implementation: addressing political, institutional and behavioral problems in earthquake hazard mitigation policies. <i>Earthquake Engineering and Engineering Vibration</i>. 2002; 1 (1); 10-20. <a href="http://mceer.buffalo.edu/publications/resaccom/0001/rpa_pdfs/02Alesch_final.pdf">http://mceer.buffalo.edu/publications/resaccom/0001/rpa_pdfs/02Alesch_final.pdf</a></p> <p>Bovens, Mark et al. (2006) The Politics of Policy Evaluation. In: Moran, Michael, Martin Rein and Robert E. Goodin, eds. <i>The Oxford Handbook of Public Policy</i>. <a href="http://polsc.anu.edu.au/staff/hart/pubs/politicpolicy.pdf">http://polsc.anu.edu.au/staff/hart/pubs/politicpolicy.pdf</a></p> <p>Schacter, Mark. Not a "Tool Kit" <i>Practitioner's Guide to Measuring the Performance of Public Program</i>. Institute On Governance. Ottawa, Canada. 2002. <a href="http://www.iog.ca">www.iog.ca</a></p> <p>(*) Weimer, David L. and Aidan R. Vining. <i>Policy Analysis: Concepts and Practice</i>. 3rd edition. (2004). Prentice Hall. (Chapter 13: Thinking Strategically about Adoption and Implementation.)</p> <p>(*) World Health Organization. Fifty-Ninth World Health Assembly Wha59.2. Agenda item 11.1 26 May 2006. <i>Application of the International Health Regulations</i> (2005).</p>	
<b>Lunch</b>	12:30-1:30
<p><b>Strategic Thinking and Anticipatory Approaches</b></p> <ul style="list-style-type: none"> <li>● Understanding and creating the future.</li> <li>● Foresight , strategic thinking and the advantages of peripheral vision</li> <li>● Relevance of futures approaches to health policy analysis.</li> </ul> <p>Open Discussion</p>	1:30–3:00
<b>SUGGESTED READING(S)</b>	
<p>GBN. <i>Overview of Scenario Thinking Concepts</i>. (Excerpted from GBN's publication, What If? The Art of Scenario Thinking for Nonprofits. <a href="http://www.gbn.com/whatif">www.gbn.com/whatif</a>.)</p> <p>(*) Lawrence, E. (April 1999) <i>Strategic Thinking</i>. Public Service Commission of Canada. <a href="http://www.psc-cfp.gc.ca/research/knowledge/strathink_e.pdf">http://www.psc-cfp.gc.ca/research/knowledge/strathink_e.pdf</a></p> <p>United Kingdom, Cabinet Office. (2001) <i>A Futurist's Toolbox. Methodologies in Futures Work</i>. UK Cabinet Office. Performance and Innovation Unit. <a href="http://www.number-10.gov.uk/su/toolbox.pdf">http://www.number-10.gov.uk/su/toolbox.pdf</a></p>	
<b>Break</b>	3:30-3:45
<b>Plenary Discussion: How Countries can Lead to Better Health Policy Outcomes for All.</b>	3:45-4:30
<b>Evaluation of the Workshop and Closing</b>	4:30-5:00