



الأمانة العامة للمجلس التنفيذي
GENERAL SECRETARIAT OF THE
EXECUTIVE COUNCIL

The Official Gazette

31 March 2021 - The Third Edition

The Official Gazette

The Third Edition - The Fiftieth Year

Contents

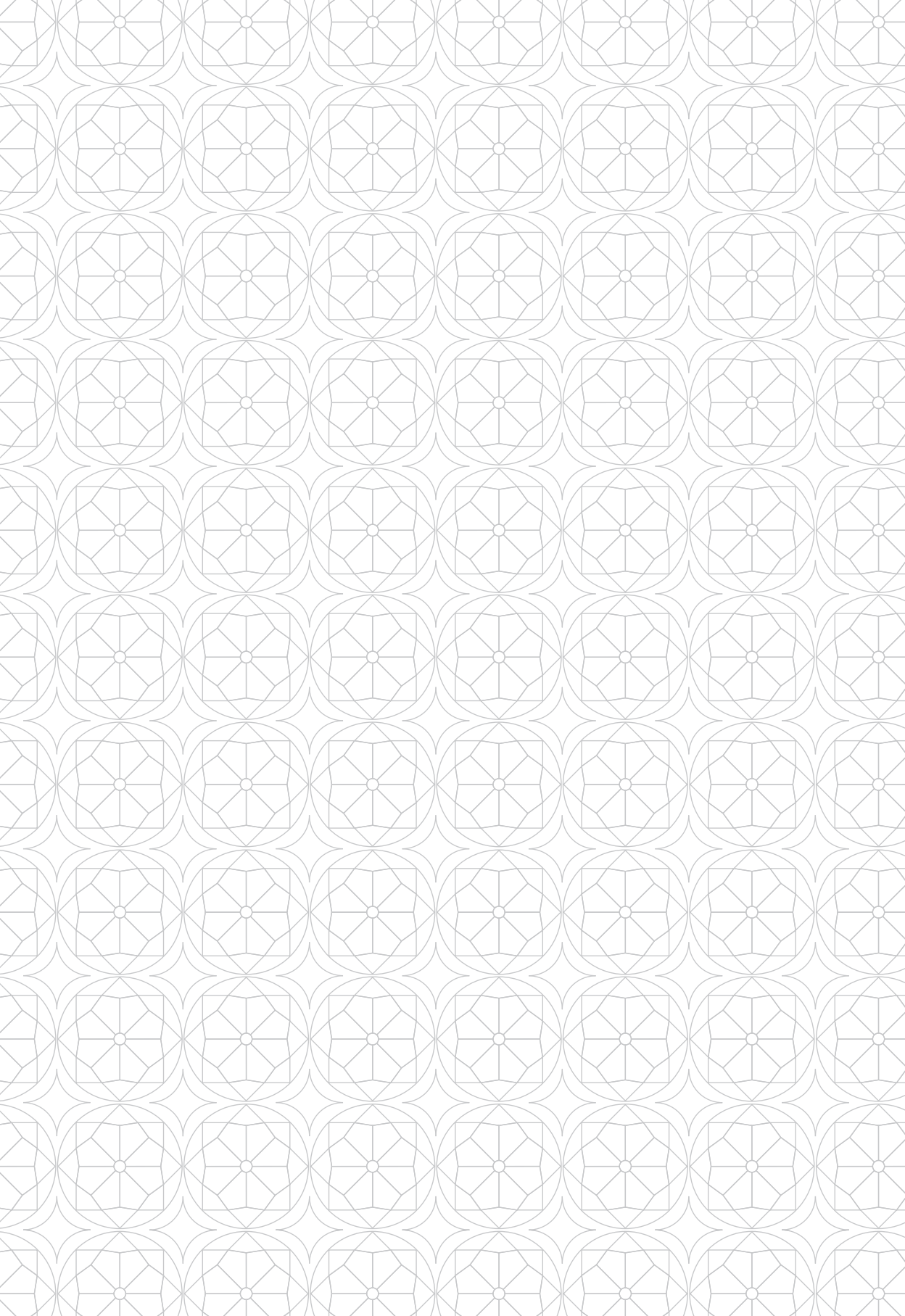
Pages

Executive Council Resolutions

Executive Council Resolution No. (30) of 2021 Concerning the Replacement of a Member of the Board of Trustees of Sorbonne University Abu Dhabi. 5

Circulars

Circular No. (2) of 2021 Concerning the Regulatory Framework for Government Policies in the Emirate of Abu Dhabi. 9



Executive Council Resolutions



Executive Council Resolution
No. (30) of 2021
Concerning the Replacement of a Member of the
Board of Trustees of Sorbonne University Abu Dhabi

Having reviewed:

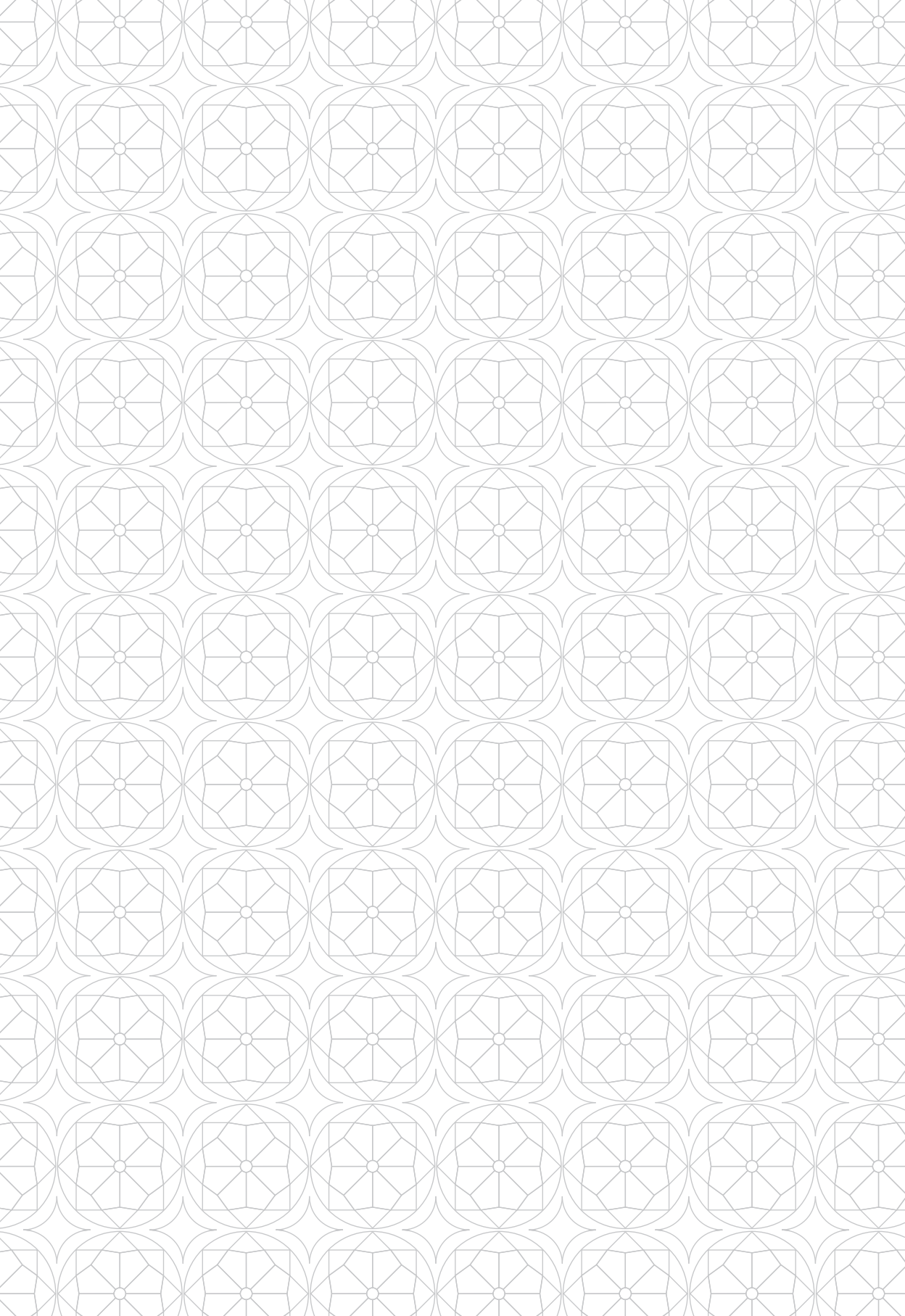
Executive Council Resolution No. (56) of 2018 concerning the formation of the Board of Directors of Paris-Sorbonne University - Abu Dhabi;

The Executive Council has decided the following:

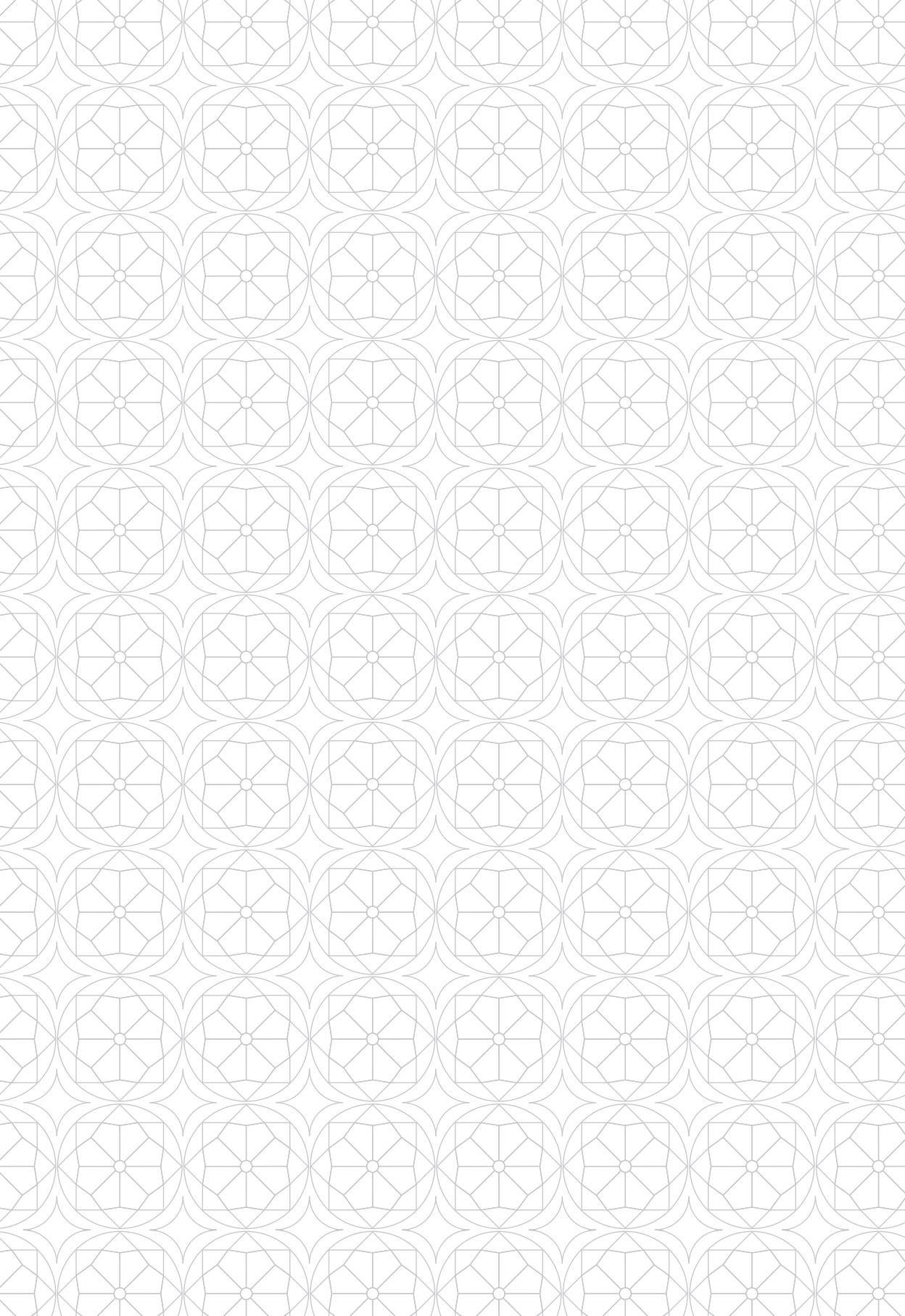
Mr. Christophe Sassolas shall replace Mr. Stephane Michel in the membership of the Board of Trustees of Sorbonne University Abu Dhabi.

Dr. Mohammed Rashid Al Hamli
Secretary-General

Issuance Date: 22 March 2021
Corresponding to : 08 Shaban 1442 Hijri



Circulars



Circular No. (2) of 2021 Concerning the Regulatory Framework for Government Policies in the Emirate of Abu Dhabi

To all governmental entities and companies in the Emirate of Abu Dhabi,

Peace and Allah's mercy and blessings be upon you,

We are pleased to greet you and express our sincere gratitude for your continuous cooperation to realise public interest.

Based on the keenness to develop government policies in the Emirate of Abu Dhabi in line with the vision of the government, and based on the approval of the Executive Committee, we urge you to adhere to the use and application of the regulatory framework for government policies in the Emirate of Abu Dhabi attached to this Circular when submitting requests related to government policies for your entity to the Executive Council and its committees for approval thereon.

We value your efforts and thank you for your cooperation

For your necessary action

May Allah guide you

Dr. Mohammed Rashid Al Hamli
Secretary-General

- Attachment: Government Policies Manual - The Regulatory Framework for Government Policies in the Emirate of Abu Dhabi

For further enquiry, please contact the Department of Analysis and Economic Studies at the Economic Affairs Sector at Abu Dhabi Executive Office by email: PPF@ECOUNCIL.AE.



مكتب أبوظبي التنفيذي
ABU DHABI EXECUTIVE OFFICE

The Abu Dhabi Public Policy Framework

**Public Policy Manual: A comprehensive
guide for policy makers**



THE PUBLIC POLICY FRAMEWORK

Championing evidence-based public policy making in the Emirate of Abu Dhabi

2021



THE PUBLIC POLICY FRAMEWORK

Championing evidence-based public policy making in the Emirate of Abu Dhabi

All Rights Reserved for Abu Dhabi Executive Office © 2021

This manual was prepared by the Economic Analysis and Studies Department – Economic Affairs in Abu Dhabi Executive Office

For enquiries, please contact us on the following email: PPF@ECOUNCIL.AE

Abu Dhabi Executive Office – Abu Dhabi Government

P.O. Box: 19

Abu Dhabi

United Arab Emirates





Table of contents

<i>Foreword</i>	4
<i>About this manual</i>	5

Section 1: Overview

<i>Chapter 1: What is Public Policy?</i>	7
<i>Chapter 2: The Abu Dhabi Public Policy Framework</i>	12
2.1 <i>The Public Policy Cycle</i>	13
2.2 <i>The Public Policy Toolbox</i>	14
2.3 <i>Approvals</i>	17
2.4 <i>Roles and Responsibilities</i>	20

Section 2: Step-by-step guidance

<i>Chapter 3: Agenda setting</i>	22
3.1 <i>Diagnose the problem that needs to be addressed</i>	24
3.2 <i>Establish the rationale for government intervention</i>	31
3.3 <i>Define the desired objective(s)</i>	33
<i>Chapter 4: Design and appraise</i>	37
4.1 <i>Identify a range of intervention options</i>	40
4.2 <i>Undertake a qualitative appraisal</i>	43
4.3 <i>Develop high-level design</i>	51
4.4 <i>Undertake a quantitative appraisal</i>	54
4.5 <i>Develop detailed design</i>	63
<i>Chapter 5: Implement</i>	70
5.1 <i>Prepare for policy implementation</i>	71
5.2 <i>Launch and execute the policy</i>	72
<i>Chapter 6: Monitor and evaluate</i>	74
6.1 <i>Monitor policy implementation</i>	78
6.2 <i>Evaluate the policy</i>	83





An effective and efficient government is paramount to fully realize the future vision of the Emirate of Abu Dhabi and to meet the opportunities facing us in the decades ahead.

The Public Policy Framework set out in this document will bring consistency to the way public policy is made within the Emirate of Abu Dhabi and ensure that evidence and analysis are at the heart of all interventions and requests. It provides policy-makers within the Abu Dhabi Government with a step-by-step guide to developing effective public policy, and emphasizes the importance of continuous improvement by providing tools to monitor, evaluate, and report on policy implementation.

The framework has been designed using global best practice and experience, and will ensure that the Emirate of Abu Dhabi is at the forefront of high-quality evidence-based policymaking for years to come.

I urge all those across the government to read and use this manual. It represents an important step in our ongoing journey to enhance the quality and services offered by the Government of Abu Dhabi.

FOREWORD





Purpose







The purpose of this manual is to provide a unified framework to guide public policy-makers, within government entities and public companies, in drafting consistent and comprehensive public policies, and to foster continuous improvement through effective reporting cycles. It is informed by global best practices and aligns with the UAE's existing policy tools.

Content

This manual offers step-by-step guidelines on how to develop, appraise, implement, and evaluate public policy interventions. It presents suggested tools and techniques in addition to highlighting the important role that stakeholders have in the completeness and accuracy of the policy. Additionally, it provides guidance for developing proposals through a Business Case to better inform the Executive Council's decision-making process.

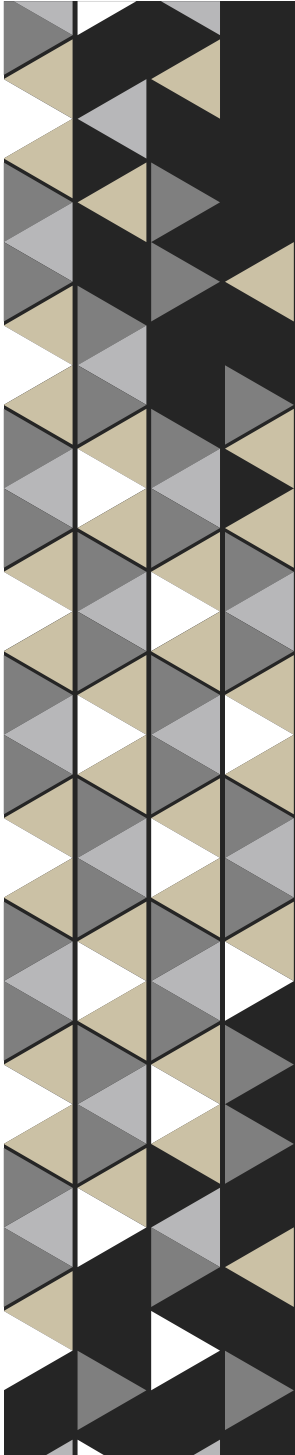
The legend in **Figure 1** supports in navigating between the supplementary figures and information provided within this manual:

Figure 1: Legend

	Guidance on key topics
	Suggested tools and techniques to aid each step
	Checklists to review completion of key activities for each step
	Guidance for approvals
	Guidance on how stakeholders can be engaged
	Examples to bring this manual to life

ABOUT THIS MANUAL





Section 1:

Overview



Chapter 1:

What is public policy?

Chapter 1:

What is public policy?

The concept of 'policy' is complex, has several dimensions and can lend itself to different interpretations. In general, a policy is a statement that sets out a government's intention, guiding principles, and the practical action that is undertaken to realise a set of desired objectives. However, this broad definition needs to be refined to reflect how public policy is practiced in the Emirate of Abu Dhabi. This chapter explores the different types of policies and requests that are produced across the Government and provides guidance and advice on which should be considered within the scope of this manual and the wider Public Policy Framework.

Types of Policies

Policies can broadly be broken down into three main types: 'public policies', 'operational policies' and 'organisational policies'. The core distinction between the three types is defined by their domain (public or private) and the impact they have on stakeholders:

- **Public policies** are the Government's chosen course of action, or inaction, on an issue of public concern. They generate economic, social and environmental impacts and involve multiple stakeholders, including government departments, businesses, households and civil society. Public Policies can be expressed in different forms: visions, overarching public policies, strategies and specific public policy interventions (**Figure 2**).
- **Operational policies** are a course or method of action selected by an entity to deal with operational matters when engaging with its stakeholders. Examples include facility licensing policies or issuing birth certification policies; and,
- **Organisational policies** are a course or method of action selected by an entity to guide and determine how internal human resource and financial management issues will be dealt with. They dictate rules within the entity's administrative procedures. An example of this is business continuity policies.

The Government Policy Pyramid

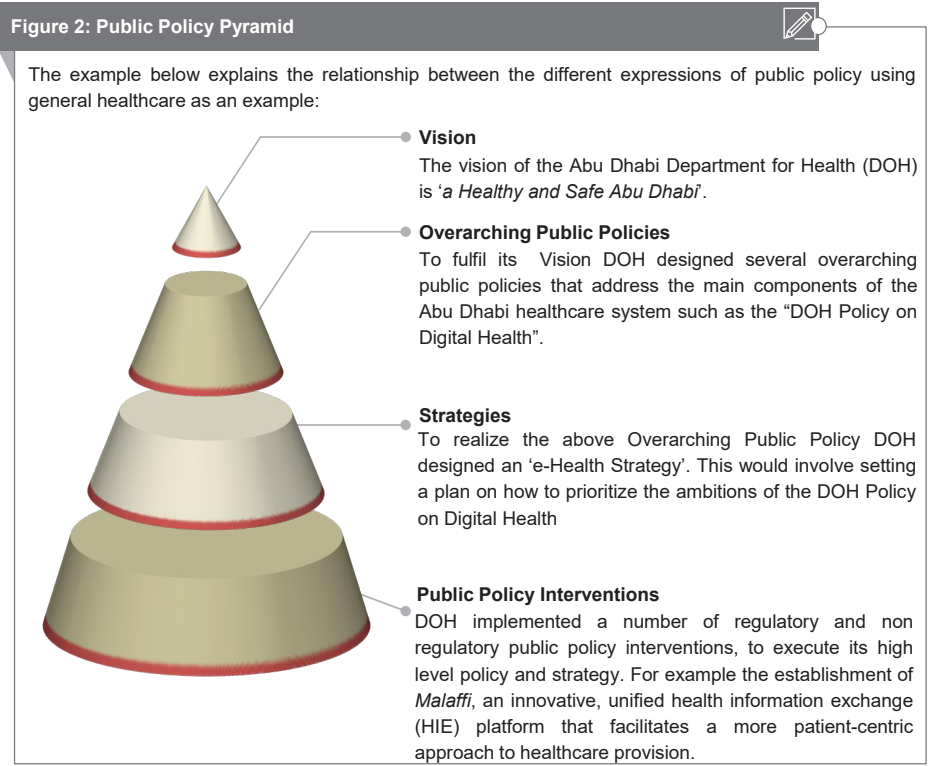
Government Policy be expressed in different forms:

- **Visions** reflect the desired future state and includes specific priorities and ideas;
- **Overarching Public Policies** are derived from the Government's vision and outline the high-level public policy positions on specific issues;
- **Strategies** are long-term plans for realising the Government's vision and overarching public policy positions; and,
- **Public Policy Interventions** are targeted actions taken by the Government to achieve specific policy objectives. The scope of this manual is the development of this layer of government policy.

When scoping and designing public policy interventions, and producing the required Business Case, it is important for requesting entities and policymakers to be aware of the interactions between public policy and wider Government and departmental strategy. As set out earlier in the chapter, the Business Case that requesting entities are required to produce is designed specifically for public policy interventions, but in producing these cases entities will need to consider and discuss the link between the intervention and wider Government strategy.



In an ideal scenario, each level of Government action would flow from the vision and/or overarching public policies (Figure 2), and this should be discussed in the Business Case. In practice, this will not always be the case. It should be noted that alternative definitions of public policy exist, but that this is the definition applied for the purposes of the Public Policy Framework.



As the Public Policy Pyramid indicates, public policy interventions can be derived from either the Government's overall vision, its overarching public policies, or its longer-term strategies. It is important that the proposed interventions are aligned with the overall strategic direction of the entity in question, as well as the priorities of both the Emirate of Abu Dhabi and the UAE.















The different types of requests that qualify as public policy interventions

Requesting entities submit many different types of requests to ADEO and the Executive Council, including different types of public policy proposals, different non-public policy requests and a range of other different documents for consultation and approval (Figure 3).



Figure 3: Types of submissions

Figure 3: Types of interventions

New, amendment or exemption to:		Description		Scope
	Public Policy Interventions	Regulations	Laws, Emiri decrees, decisions of the Chairman of the Executive Council, decisions of the Executive Council, circulars, and executive and administrative orders.	In scope
		Fiscal instruments	Government spending or revenue policies intended to modify the economic behavior of individuals or private sector actors.	In scope
		Direct provision	Goods and services provided by government directly to compensate for the lack of private sector provision (full or partial).	In scope
		Capital projects (public)	A long-term and large-scale project where the cost is capitalised or depreciated.	In scope
		Public entities and/or agencies	Creation of new bodies that expand, or change the scope of public services.	In scope
		Information provision	The practice of increasing public awareness on a specific subject to incentivise behavioural change.	In scope
	Operational Policy	Additional budget	Funding allocated for overages in a planned budget for a project.	Out of scope
		Capital projects (admin)	Ongoing expenditure to maintain the operational level of existing assets or government entities or public companies.	Out of scope
		Memorandums of understanding / Agreements	Document containing terms of reference, timelines and parameters for a project.	Out of scope
	Organisational Policy	Committee appointments	Leadership appointments made jointly by committee membership or the creation or replacement of groups to manage workflow.	Out of scope
		Staffing changes	Turnover, recruitment or changes to staffing practices.	Out of scope
		Complaints	Written statements articulating dissatisfaction with a government service or priority.	Out of scope
		Events	A special occasion that is organised and open to the public.	Out of scope
		Strategies	A long-term plan for realizing the Government's vision and overarching public policy positions	Out of scope

Requesting entities who require approval from the Executive Council for a request that falls 'in scope' for any of the six different types of public policy intervention will be required to produce a supporting Business Case to accompany their proposal. Requests that fall under organisational or operational policy will not be required to produce a supporting Business Case, although the tools and techniques that are described throughout this document can still be applied to support the development of these other requests, as necessary. Similarly, the requesting entities may use their own equivalent tools when preparing a Business Case.

One of ADEO's key roles is to continually improve the effectiveness and efficiency of the Abu Dhabi Government, and to support the Executive Council in making robust, well-evidenced decisions when it comes to introducing, changing or removing public policy interventions. By producing a Business Case to support their proposed policy changes, requesting entities will provide the Executive Council with the required information, evidence and analysis to allow them to appraise different options effectively. Further detail regarding the Business Case, and how to develop it, is provided in **Chapter 2** of this manual.





Chapter 2:

The Abu Dhabi Public Policy Framework

Chapter 2:

The Abu Dhabi Public Policy Framework

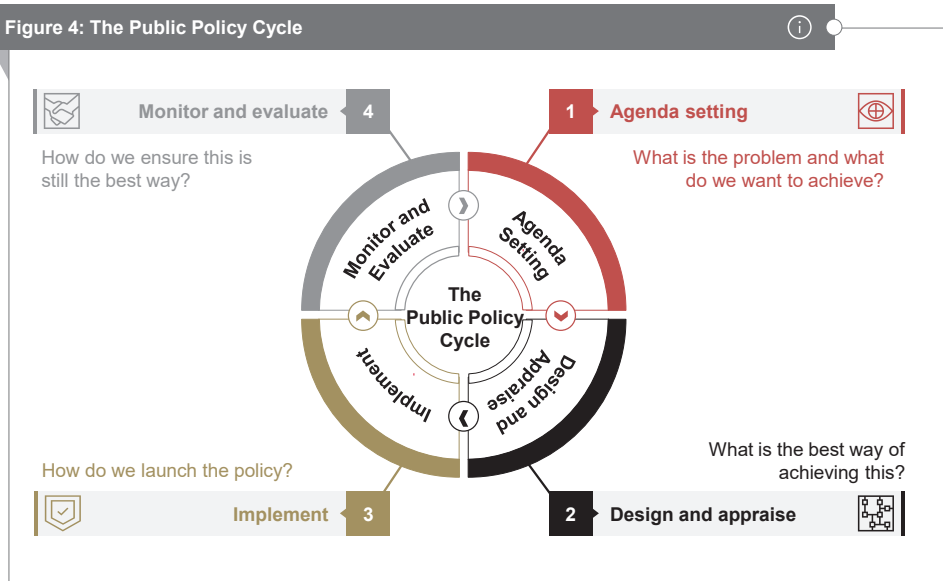
This manual, and the accompanying documents, contains the Abu Dhabi Public Policy Framework. The objectives of the Framework are to bring consistency to public policy development in the Emirate of Abu Dhabi, to ensure that public policy is made in a holistic, coherent and consultative way, to streamline the interactions between requesting entities and ADEO, and to link policy design to implementation and review.

2.1 The Public Policy Cycle

Public policy making is the exercise of identifying and selecting initiatives that support a government entity in achieving specific objectives or goals. It is an iterative process that is conceptualised in this manual in four stages: *Agenda Setting*, *Design and Appraise*, *Implement*, and *Monitor and Evaluate* (Figure 4).




This document contains detailed guidance and support to policy-makers on how to navigate each stage of this cycle, as well as providing advice on how to manage the approval processes during the Agenda Setting and Design and Appraise stages.

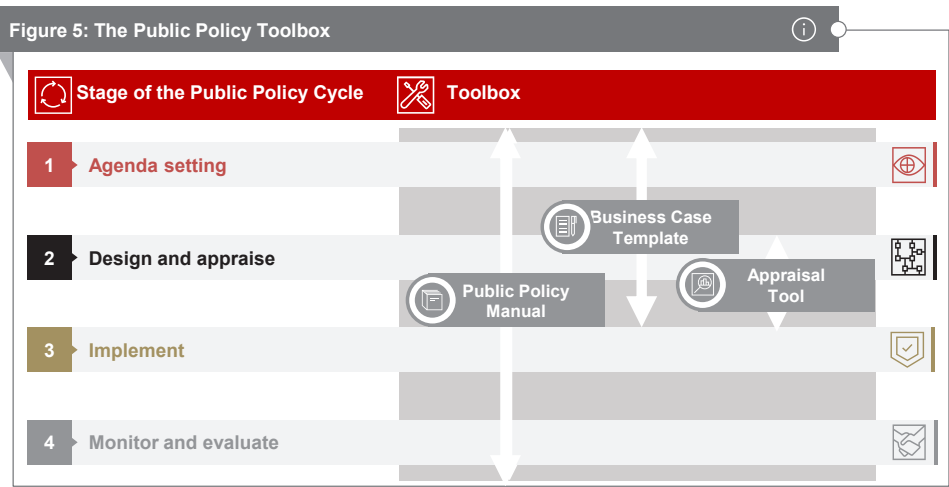
Section 2 of this manual is dedicated to each of these key stages of the Public Policy Cycle and provides support to policy-makers to guide them through the process. In addition to the core sections, several further pieces of guidance and tools have been developed to help requesting entities complete each of the Public Policy Cycle stages.



2.2 The Public Policy Toolbox

The supporting tools and templates, along with this manual, make up the Abu Dhabi *Public Policy Toolbox*. This should be used by all requesting entities to help navigate the different stages of the Public Policy Cycle. Although the Public Policy Toolbox is extensive, it is not exhaustive and requesting entities should make use of their own analytical tools and internal processes where necessary and appropriate. The three tools are:

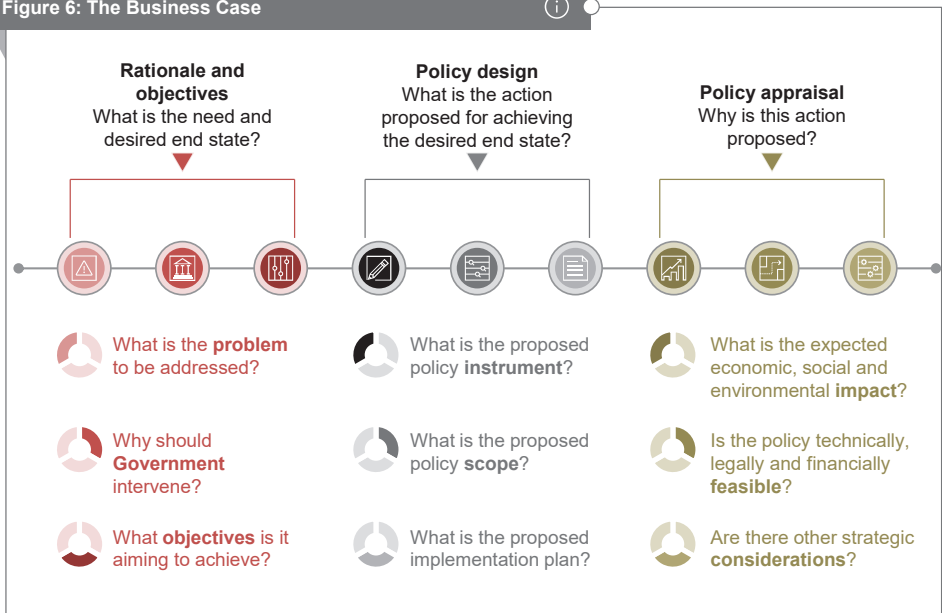
- **Public Policy Manual**
- The Public Policy Manual:** Practical guidelines on how to identify, design, appraise, implement, monitor and evaluate public policy interventions;
- **Business Case Template**
- The Business Case Template:** A template for submitting policy intervention proposals and supporting evidence;
- **Appraisal Tool**
- The Appraisal Tool:** A tool for appraising policy intervention options against each other.



The *Public Policy Manual* provides guidance on how to systematically investigate a challenge or opportunity, compare a number of different potential options, and select the most beneficial initiative to take forward as the preferred choice. The *Public Policy Manual* includes suggested applications of these techniques, and also shows how they can be customized and combined in different ways to meet the specific needs to be identified by policy practitioners.

In addition, it advises policy makers on the level of detail required at the different design steps in order to build a comprehensive policy that can be implemented successfully. Both the detail of the intervention design and the level of supporting evidence should increase as a public policy intervention progresses through the cycle.

Figure 6: The Business Case



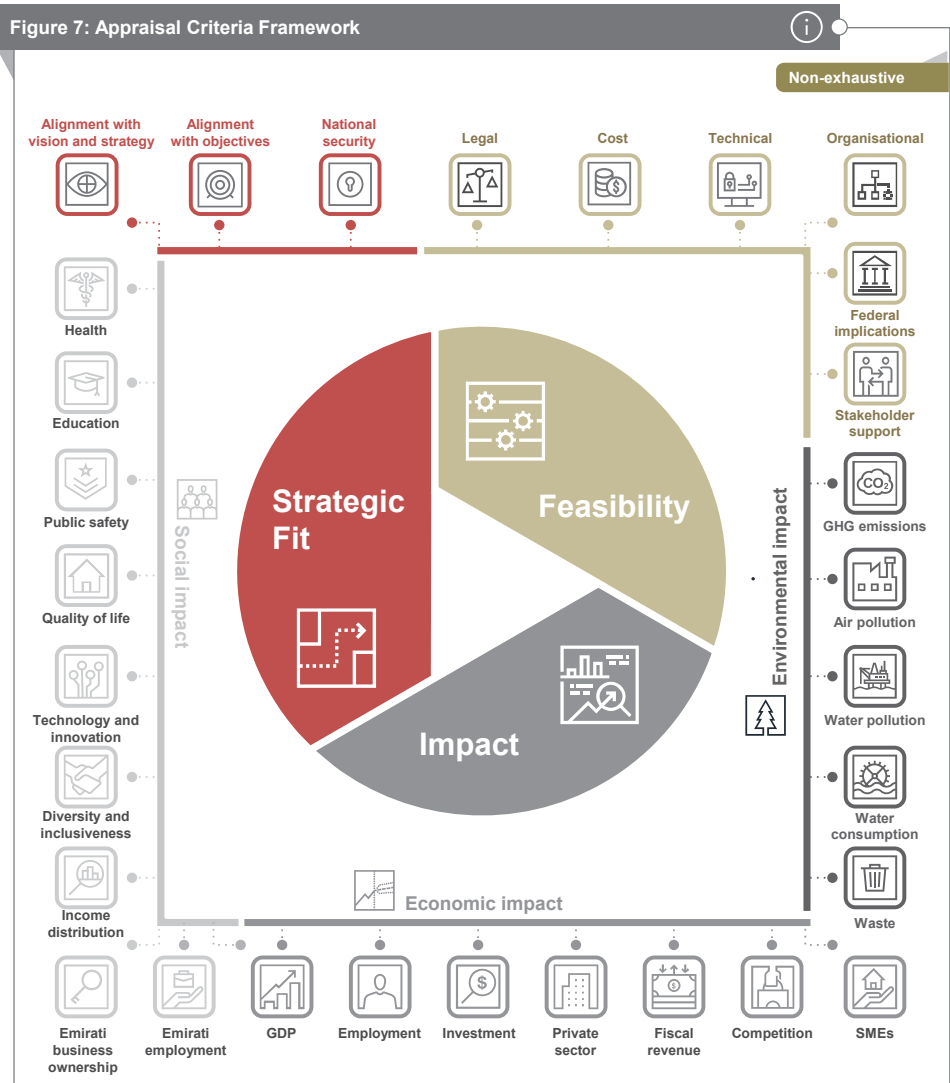
To support requesting entities in building their case, a template has been designed where they can set out the required information, evidence, data and analysis they need before they submit their proposal for approval.

The *Business Case Template* ensures that submitted proposals are holistic, coherent, and supported by a proportionate level of evidence in order to inform key decision-making at the different approval stages. There are three core areas that need to be covered in each proposal, and these are set out in more detail in **Figure 6**.

As shown in **Figure 6**, in order to allow the Executive Council to make well-informed decisions, requesting entities need to provide clear evidence of the need for government intervention, detailed information about the proposed response, and a robust appraisal of the expected impacts across the Emirate of Abu Dhabi.

When completing a template, requesting entities should follow the chronological steps that have been aligned to the different stages of the Public Policy Cycle. Further detailed support on how to complete the Business Case Template, including further information around how it aligns with the Appraisal Tool, is included within the template.

The *Appraisal Tool* has been developed to support requesting entities in assessing and comparing a range of potential policy interventions. The tool allows users to appraise several different options against a pre-determined set of impact criteria, to help determine which options should be selected for further analysis and development. The Appraisal Tool includes several different criteria, which cover strategic, feasibility, and impact considerations. This is shown in more detail in **Figure 7**.



The Appraisal Tool allows weights to be assigned to each assessment criteria either on an equal basis or through custom weighting, which allows for user-defined weights based on the relevance of different criteria to the decision-making.

2.3 Approvals

There are two times that a requesting entity will need to obtain approval when submitting a public policy proposal. The first of these stages is:



At this stage, ADEO will review the rationale for government intervention, the list of potential options that have been identified, and the analysis that has been produced to assess the impacts that each option will have. The analysis behind each option is expected to be broadly qualitative and depict the range of impacts that the different options may have. Detailed, quantitative analysis is not required at the Pre-Approval stage.

Once Pre-Approval has been obtained, ADEO will communicate to requesting entities what is required from them before coming back at the final approval stage. At a minimum, requesting entities will be required to produce detailed implementation and monitoring and evaluation plans for their proposed public policy intervention. Depending on the specific policy in question, they may also be asked to undertake more detailed quantitative analysis, to help ADEO and the Executive Council to make a well-informed decision.



At this stage, ADEO will review the implementation and monitoring and evaluation plans that have been designed by requesting entities. If further analysis was requested at the Pre-Approval Stage, then this will also be reviewed. Once reviewed, the Executive Council will either approve or reject the intervention. Note that the intervention may be rejected because the submission is incomplete or lacks sufficient evidence. In this instance, the proposal will be returned to the requesting entity for rework.

Further information on what is required at each stage of approval, and the level of evidence and analysis that should be included for each, is included in **Chapter 4** of this document. Additional support and guidance is also included at the beginning of the Business Case Template.

The Public Policy Framework is depicted, in full, in **Figure 8**. This infographic brings together all the different components of the Public Policy Cycle and supporting Public Policy Toolbox, and the individual steps required of requesting entities within each stage. It also shows how, and when, requesting entities should engage with ADEO for approval.



Figure 8: The Abu Dhabi Public Policy Framework



The Public Policy Cycle

What steps should we undertake to make the case for our preferred public policy intervention?

1 Agenda setting

What is the problem and what do we want to achieve?

1.1 Diagnose the **problem** that needs to be addressed

1.2 Establish the **rationale** for government intervention

1.3 Set out the overall **objectives** of the intervention

ADEO Interaction
(* = indicates mandatory step)

Sounding

2 Design and appraise

What is the best way of achieving the objectives?

2.1 Identify a range of **intervention options**

2.2 Undertake a **qualitative appraisal**

2.3 Develop **high-level design(s)**

2.4 Undertake a **quantitative appraisal (optional)**

2.5 Develop detailed design

Further analysis required

No further analysis required

Approved



Pre-Approval*



Final Approval*

3 Implement

How do we launch the policy?

3.1 **Prepare** for policy implementation

3.2 **Launch and execute** the policy

Reporting

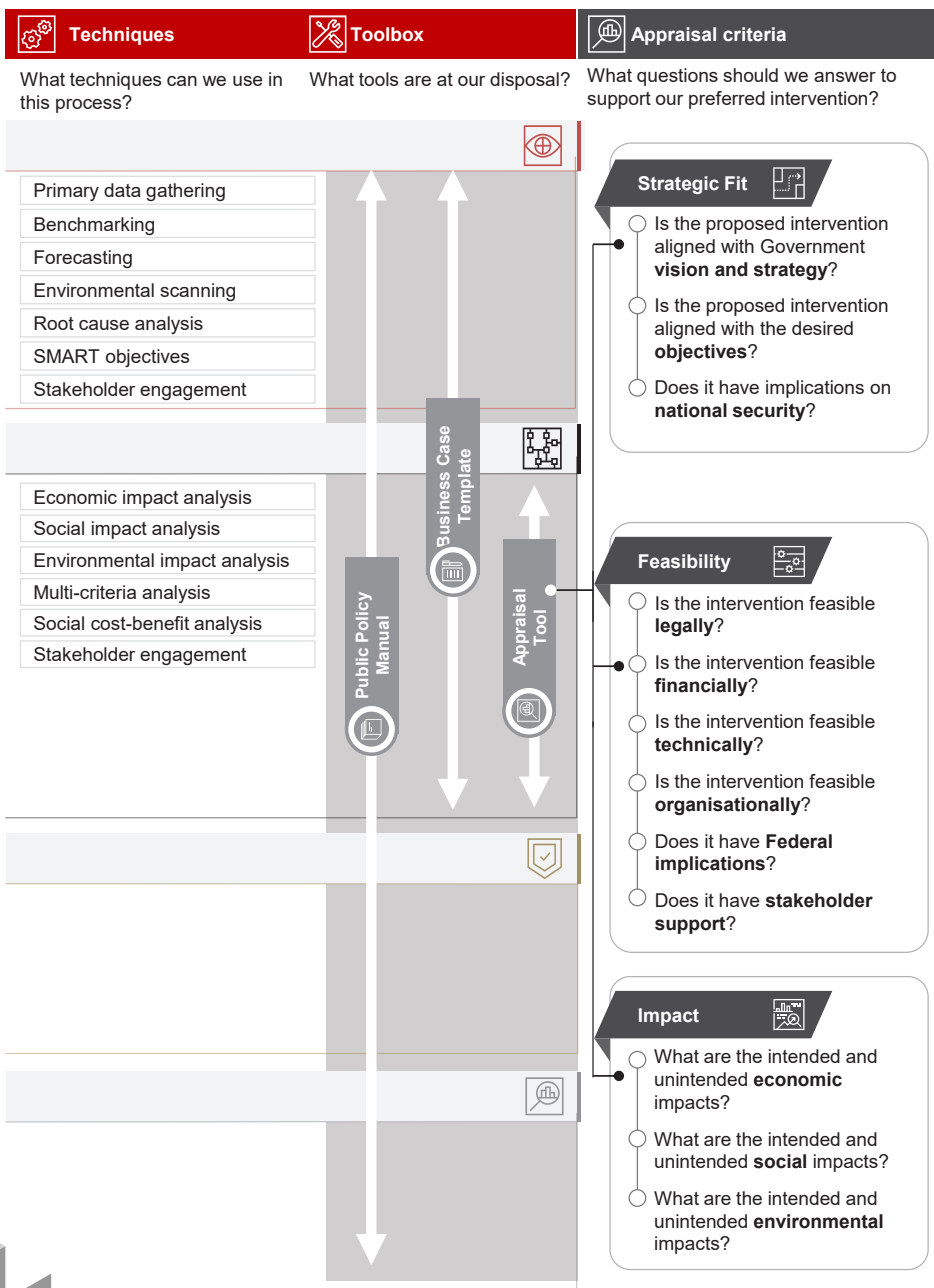
4 Monitor and evaluate

How do we ensure this is still the best way?

4.1 Monitor policy implementation

4.2 Evaluate the policy





Evaluation

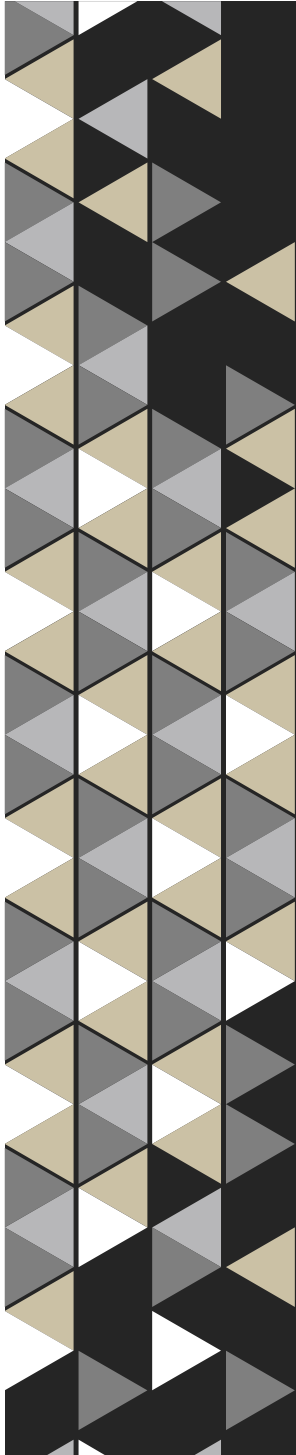


2.4 Roles and Responsibilities

There are various assigned roles and responsibilities along the Public Policy Cycle. **Table 1** describes these for each party involved.

Table 1: Roles and responsibilities related to the Public Policy Framework

Role	Entity	Responsibilities
Approve	 Executive Council	Provide final approval of Public Policy Intervention <ul style="list-style-type: none"> ○ Review final policy appraisal and approve or reject final proposed public policy intervention.
Pre-Approver	 Abu Dhabi Executive Office	Provide support to policy makers throughout the Public Policy Cycle <ul style="list-style-type: none"> ○ Provide support to requesting entities throughout the various stages of the Public Policy Cycle. ○ Review options analysis and selection of preferred option(s). ○ Review policy appraisal and present final proposed policy to the Executive Council. ○ Review evaluation reports and advise on the policy's future direction.
Requestor	 Government Departments & Agencies	Own the overall Public Policy Cycle <ul style="list-style-type: none"> ○ Develop policies in accordance with the guidelines presented in this manual. ○ Conduct comprehensive policy appraisals to select the most appropriate policy option for achieving the desired objectives. ○ Complete and submit Business Case and all other supporting documents to ADEO depending on approval stage. ○ Engage with relevant stakeholders throughout the Public Policy Cycle. ○ Implement policy in accordance with approved implementation plan. ○ Obtain data required from stakeholders to evaluate policies' effectiveness. ○ Evaluate policies' implementation and effectiveness. ○ Prepare and circulate evaluation reports to relevant stakeholders. Provide legal advice regarding the proposed policy <ul style="list-style-type: none"> ○ Review policies to ensure alignment with the legal framework. ○ Provide guidance on suggested amendments to legal documents to enable policy implementation. Ensure policy alignment with strategic direction <ul style="list-style-type: none"> ○ Review policies to ensure policy alignment with the UAE and the Emirate of Abu Dhabi's overall strategic direction. ○ Review policies to ensure alignment with the mandate of the entity.
Other stakeholders	 Other Government Departments & Agencies	Offer input and support throughout the Public Policy Cycle <ul style="list-style-type: none"> ○ Provide timely insights to ensure effective policies. ○ Support in identifying potential intended and unintended impacts, benefits, and changes relevant to the department or Agency's area of specialization. ○ Provide requirements needed to enable the implementation of proposed policies. ○ Support in implementation of policies in accordance with approved implementation plan. ○ Collect and record data required for evaluation of policy effectiveness, where agreed.



Section 2: Step-by-step guidance



Chapter 3:

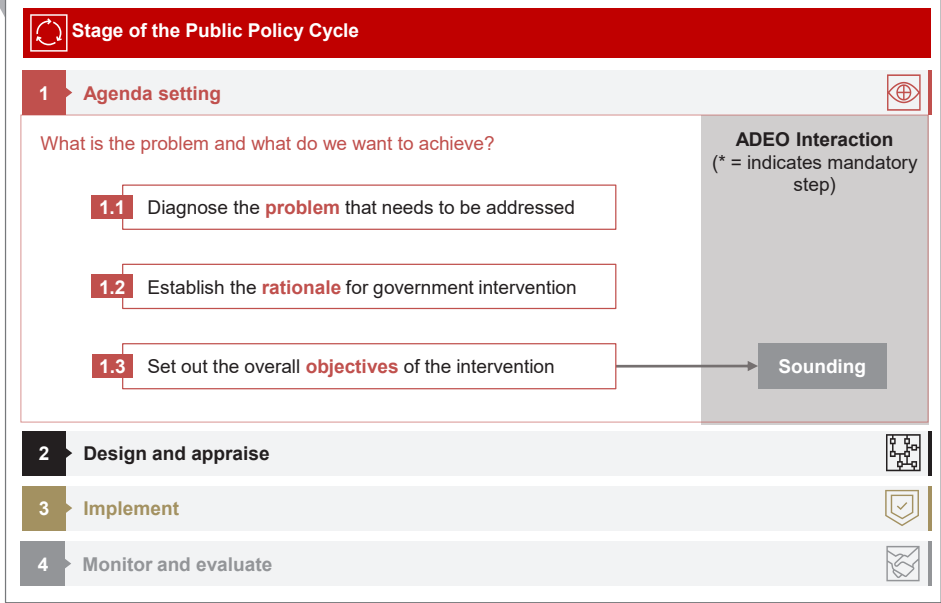
Agenda setting

Chapter 3:

Agenda setting



Figure 9: Agenda setting stage overview



The first stage of the Public Policy Cycle is focused on building a detailed understanding of the challenge(s) or problem(s) that needs addressing, and assessing whether government intervention is the best option to alleviate the identified issues. Once this has been determined, high-level objectives and key performance indicators should be identified to support the policy analysis that takes place in the next stage.

In developing public policy interventions, governments respond to both opportunities and problems. The Agenda Setting stage of the Public Policy Cycle is based on a problem-oriented approach to policy analysis. This approach is characterised by undertaking a detailed analysis of the underlying problem before potential solutions are identified. This is not to suggest that the government cannot respond to opportunities, but rather that the approach taken in this manual prioritises a detailed understanding of the challenge to be addressed, whether the government is proactively or reactively addressing it.



3.1 Identify and diagnose the problem that needs to be addressed

Evidencing the case for government intervention is a key part of the Agenda Setting stage of the Public Policy Cycle. A clear rationale for state intervention should be based on a comprehensive understanding of the challenge. This can be achieved by answering the following core questions:

1. What is the nature of the challenge that needs to be addressed?
2. What is the size of the challenge that needs to be addressed?
3. What are the underlying drivers behind this challenge?
4. Why is government intervention required?

Some core tools and techniques that can be applied in the early stages of the Public Policy Cycle to develop a deep understanding of the policy challenge are:



Literature reviews: Reviewing academic papers, white papers or other theoretically-backed views that study and analyse the challenge in question;



Benchmarking: Examining the manifestation of the problem in other countries, the evolution of the challenge and reviewing the lessons learned from elsewhere; and,



Primary data collection: Gathering primary data from first-hand sources, such as surveys, interviews, focus groups or experiments to generate situation-specific insights.

These are some fundamental techniques that can provide crucial insights through primary data, existing bodies of research, and experiences in other countries.



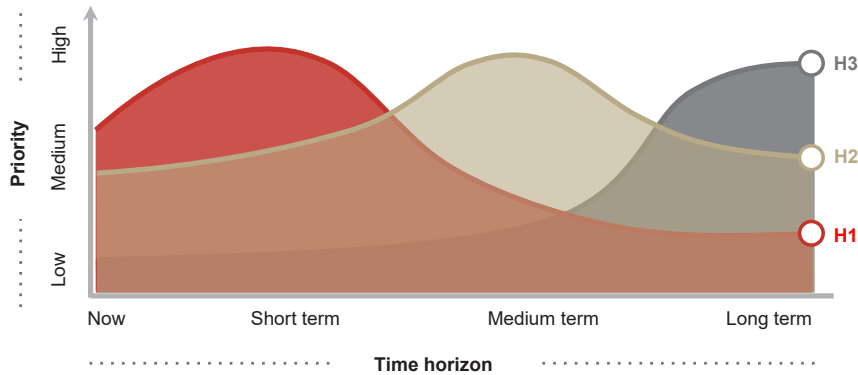
What is the nature of the challenge that needs to be addressed?

Establishing a clear definition of the challenge in the early stages of the Public Policy Cycle is necessary to help identify appropriate solutions. This process is likely to be iterative and require different levels of stakeholder engagement. Environmental Scanning, which involves identifying and tracking trends in the organisation's internal and external environment, covers a broad range of useful techniques for identifying challenges, whether they are driven by problems, challenges or opportunities.

Horizon scanning (**Figure 10**) is a useful technique for identifying and monitoring potentially important developments through the systematic examination of potential threats and opportunities to the policy area in question. The approach is driven by the analysis of changes, constants and uncertainties over defined time periods. It requires consideration of both existing and emerging phenomena, but also how different issues may interact to influence future outcomes.



Figure 10: Horizon scanning



This three horizon model indicates how strategic and policy issues evolve over time:

- **Horizon 1** captures immediate strategic and policy priorities which are readily apparent and may be well understood. If not already, these issues should be on the policy agenda.
- **Horizon 2** shows that issues may evolve, or new issues may arise, in the medium term. These issues, although less well understood, may present opportunities to tackling emerging issues through public policy interventions.
- **Horizon 3** includes long-term strategic and policy issues which are difficult to determine from the present. Decision makers do not necessarily need to respond to H3 issues right now, although it is important to identify and track the drivers that will shape these issues.

A problem-oriented approach to public policy analysis is reliant on a sufficiently rigorous definition of the policy challenge under consideration. As mentioned at the beginning of this chapter, this can be achieved by deploying literature reviews, benchmarking studies or primary data collection in order to answer a series of predefined research questions.





It is important to ask wide-ranging and probing questions in the early stages of the process. While specific questions will vary by policy area, the example research questions could be:

- Who is affected?
- How are they affected?
- What contributes to the problem?
- When and where is the problem most likely to occur?

In addressing these questions, it is important to be as specific as possible about the different stakeholders who are impacted by the different aspects of the policy challenge. The following table highlights the key internal and external stakeholders to consider when identifying the impacted parties during intervention analysis.



Table 2: Stakeholders

Stakeholder	Description
 Government	Entities engaged in public sector activities which pass laws, collect revenues and directly consume economic goods and services.
 Businesses	Economic stakeholders engaged in commercial, industrial, or professional activities, who transform factors of production into goods and services.
 Households	Economic stakeholders who supply factors of production (labour and capital) and are consumers of final goods and services.
 Civil society	Individuals or groups who share a common interest and are not connected to the government. Civil society organisations can mediate the relationships between public authorities and citizens.

The stakeholders listed in **Table 2** are deliberately defined at a high-level, and in practice will need to be further broken down through segmentation and/or demographic analysis. A particular policy issue is likely to impact specific groups more than others, and identifying the specific agents impacted by a public policy is a key part of the early analysis. At this stage it is particularly important to perform stakeholder mapping.

Additional research into the nature of the challenge should also consider the specific context, history and potential evolution of the identified problem(s). Research questions to support this additional assessment could include:

- What is the history of the challenge?
- Who put this challenge on the agenda?
- What are the specific interests at stake (including demographic, geographic and sectoral)?
- Who is involved in the decision-making?

Through detailed research and analysis of the questions that are set out throughout this chapter, requesting entities will be able to provide proportionate, well-reasoned evidence of the nature and type of problem(s) or challenge(s).



What is the size of the challenge that needs to be addressed?

The breadth of issues covered by policy-makers often means that a challenge may be identified before the full-scale or size is understood. The primary purpose of this step is to establish a quantitative understanding of the challenge. This will require an initial estimation of the size and an understanding of the demographic, geographic or sectoral variation, as well as a balance between targeted analysis of specific questions with exploratory analysis to reveal any unknown characteristics of the challenge.

What data are available?

This will require a range of data sources, including national statistics, departmental data, proprietary data sources and primary data. The collection of primary data can be particularly important at this stage because it is likely to be the most specific information about the area in question, however it can be more time consuming to collect and analyse.

What aggregate statistics are required to understand the size of the challenge?

Policy challenges will often draw on a range of aggregate estimates, including both monetary and non-monetary aggregates. Monetary statistics include market or economic valuations, where as non-monetary statistics include measures of frequency, prevalence and count, and percentages.

What disaggregated statistics are required to understand the size of the challenge?

To understand the policy challenge it may be necessary to disaggregate overall estimates by different characteristics. This can include demographic, geographic and sectoral analysis.

What measures of variation are required to understand the characteristics of the challenge?

Aggregate statistics may hide important characteristics of the challenge. Consequently, it is important to look beyond aggregates to understand measures of variation. This includes central tendency (mean, median, and mode), dispersion (range, variance, standard deviation), and position (percentile, quartile and rank).

Different types of data analysis can be used depending on the salience of the policy area, availability of data, and urgency of the request. Methods range from descriptive statistics and trend analysis, to more complex economic or statistical assessments. For example, supply and demand analysis (**Figure 11**) is particularly useful for challenges with implications for market outcomes, participants or structures, as it supports the understanding of the dynamics and determinants of supply and demand. This technique can also be adjusted to examine both capacity and needs, which provides an unconstrained economic assessment of the supply or demand in a given market.



Figure 11: Supply (capacity) and demand (needs) analysis



Supply and/or capacity analysis

Understand the size and structure of the market, as well as the dynamics and determinants of supply

01

Define the market

Identify who the suppliers of a product or service are, considering potential substitutes for a product or service, and the market structure.

02

Divide total supply into its main components and understand production

Divide industry supply into segments and perform analysis of production variables, such as production costs, raw material costs, technology and labour costs.

03

Forecast the drivers of supply and how this will change over time

Statistical techniques such as regressions can be used to identify and map these parameters.

04

Conduct sensitivity analysis to understand assumptions and to gauge the risks

Identify and quantify the areas of greatest risk and gauge the likelihood that these events could occur so as to provide a more accurate understanding of the potential impact on supply.



Demand and/or needs analysis

Understand the size and structure of the market, as well as the dynamics and determinants of demand

01

Define the market

Identify who the end users of a product or service are, considering potential substitutes for the product or service, in order to gain a better understanding of the end user's potential behavior.

02

Divide total industry demand into its main components

Divide industry demand into segments; each category must be small and similar enough so that drivers of demand will apply consistently, and large enough so the analysis is worth the effort.

03

Forecast the drivers of demand in each segment and how this will change over time

Statistical techniques such as regressions can be used to identify and map these parameters.

04

Conduct sensitivity analysis to understand assumptions and to gauge the risks

Identify and quantify areas of greatest risk and gauge the likelihood that these events could occur so as to provide a more accurate understanding of the potential impact on demand.

Estimating the size and scale of a problem assists with the creation of a counterfactual, or 'business as usual', scenario during the Design and Appraise stage. This is described in more detail in **Chapter 4**. The 'business as usual' scenario, or the Status Quo, is the continuation of current arrangements assuming that the proposed policy is not implemented; this is sometimes referred to as a 'do nothing' option, or the counterfactual. Once the scale of the problem has been assessed, it is possible to start to analyse the underlying drivers of the challenge or problem in question.

03 What are the underlying drivers behind this challenge?

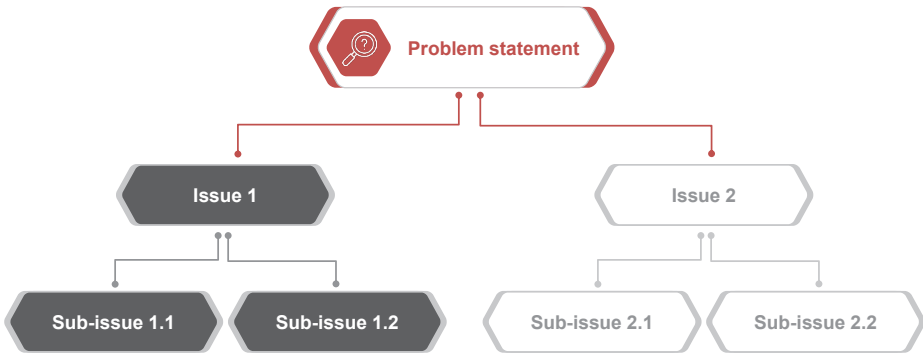
A comprehensive problem analysis does not only reveal the nature, size and likely evolution of a problem, but is also an indication of the likely causal-effect relationships that may be underlying it. There a number of methodologies and techniques that can be deployed at this stage, ranging from qualitative problem solving tools, such as a root cause analysis, or advanced econometric or statistical techniques. Logic tree analysis (**Figure 12**) is one of several methodologies that can be applied to understand the drivers behind a problem.

Figure 12: Logic tree analysis

A **logic tree** is a tool used to break down a problem statement or question into its more simple subcomponents, allowing for easier identification of potential root causes. The approach helps to group the causes and drills down further into the details of each grouping until each issue is sufficiently explicit. This means the issues must be mutually exclusive and collectively exhaustive (MECE).

- 'Mutually exclusive' indicates that there is no overlap between the subcomponents
- 'Collectively exhaustive' means that the logic tree covers all potential root causes

This exercise will prove helpful when identifying solutions to address the problem statement, as responses may tackle the actual problem statement or the individual issues defining the causes. A simple example of a logic tree is outlined below:



Once the drivers behind a challenge have been identified, it may be helpful to map them against a number of different factors as this can help prioritise which issues should be tackled as a priority.

Figure 13: Driver mapping



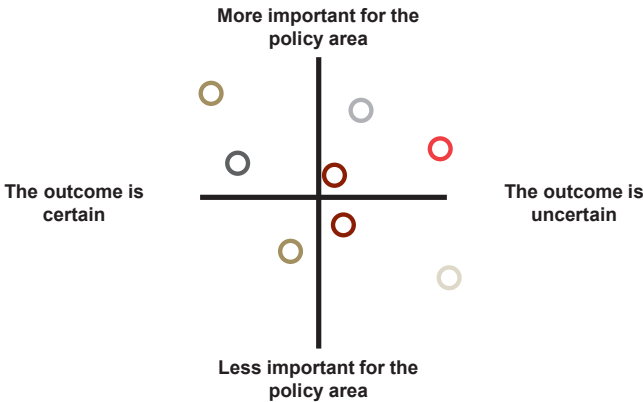
Driver mapping is used to map the drivers of a policy challenge based on their importance to the policy area and the certainty of outcome.

01 Consider the drivers of the challenges identified through others means, such as logic tree or the analysis of supply or demand, but also consider wider factors through using the Political, Economic, Sociological, Technological, Legal and Environmental (PESTLE) framework.

P Political
E Economic
S Societal

T Technological
L Legislative
E Environmental

02 Map the drivers based on importance and certainty of the outcome, as shown in the example below:



So far, this chapter has focused on building a detailed understanding of the problem(s) or issue(s) that are at hand. The next part now focusses on whether government intervention is the best option for addressing them, and brings these different assessments together.

3.2 Establish the rationale for government intervention

01

Why is government intervention required?

Identifying a problem, highlighting the size and scale of the issue, and identifying the root causes of the challenge are not sufficient on their own to warrant a government response. Before government intervention can be justified, it is important to showcase why government action is the best way of dealing with the identified problem and what would happen if no action is taken. There is no single approach to justifying government intervention, and it is important to consider a range of perspectives, including what would happen if no intervention were to take place.

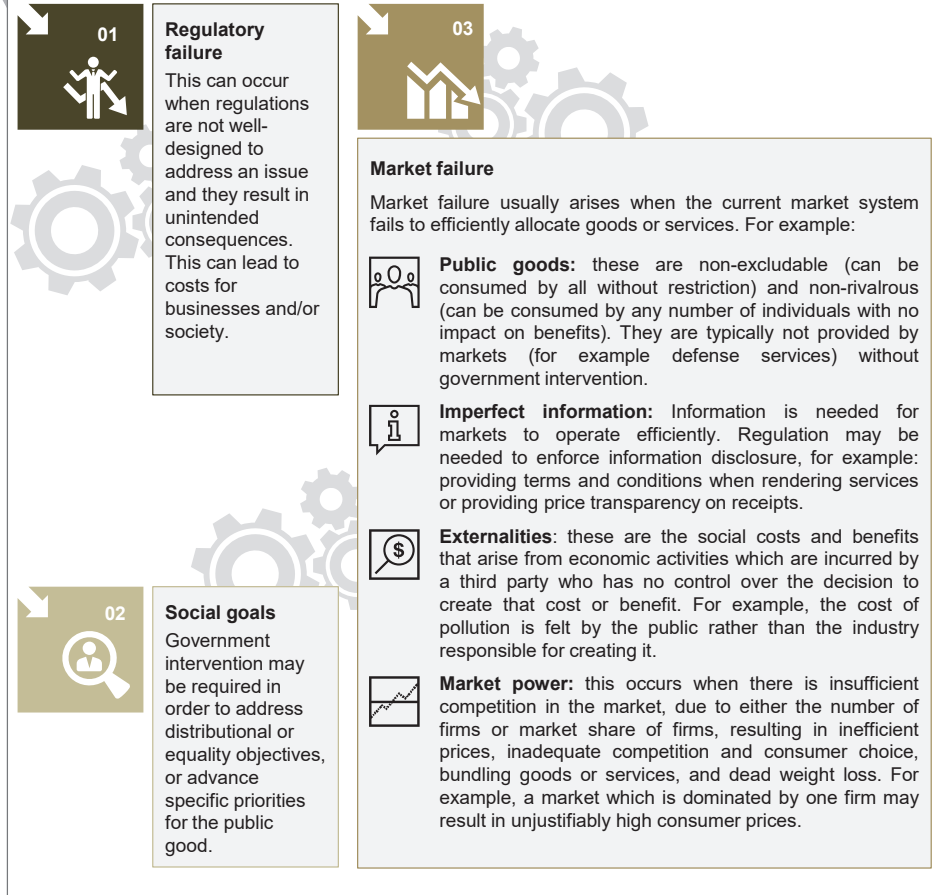
Legalistic analysis of the need for government intervention is one approach, and includes addressing questions such as:

- Is there a legal basis for government intervention?
- Is government intervention proportional to the size of the problem?
- Is the policy area under the exclusive competence of the government or department?

It is also possible to justify government intervention on the basis of economic grounds, including to address regulatory failure, market failure, or to promote social or public goals. For example, the use of logic trees may indicate that the root cause of the issue is driven by inappropriate regulatory design, leading to economic distortions and inefficient economic outcomes. Three examples of possible triggers for government intervention are provided in **Figure 14**.





Figure 14: Triggers for government intervention



The various techniques highlighted throughout this chapter are designed to help requesting entities identify problems across all policy areas, assess them effectively, and to identify whether government intervention is required. The final part of this chapter addresses how to set effective objectives and performance indicators in order to tackle the problems that have been identified above.

3.3 Define the desired objective(s)

When defining the objectives of a public policy intervention, it is important to reflect how they will contribute to achieving the government's overarching priorities. Such objectives may be expressed as outputs or outcomes and should be aligned to the government's overall strategic direction and a requesting entities' mandate. **Table 3** clarifies the difference between outputs and outcomes and uses as an example the government attempting to achieve its strategic priority of enhancing customer satisfaction.

Table 3: Outputs and outcomes		
Term	Definition	Example
 Outputs	The products, services or capital goods that result from an intervention.	Establish a 24-hour service for customer support by 2021
 Outcomes	The expected effects of interventions outputs.	50% reduction in the number of complaints received by 2025

It is important to engage with stakeholders throughout this process to ensure that the vision and objectives are aligned between the requesting entity, the wider Abu Dhabi Government and the UAE government. When identifying the objectives, stakeholders should be consulted and benchmarking should be conducted.

When setting objectives, it is recommended to:

1. Consider alignment with strategy;
2. Engage stakeholders on objectives; and
3. Ensure objectives follow the SMART Framework.

01

Consider alignment with strategy

The ability of a policy option to meet the desired objectives is a central criteria in the overall policy appraisal process. It is therefore important that the objectives defined in the Agenda Setting stage are closely aligned with the UAE's, the Emirate of Abu Dhabi's and the requesting entities' strategy. The could be achieved by considering the following questions for each level of government:

- ☐ What is the mission and purpose?
- ☐ What is the vision and strategy?
- ☐ What are the target outcomes?



02 Engage stakeholders on objectives

It is also important to consider how the objectives might impact the strategy of other government departments, particularly where the policy area is likely to require collaboration with the departments in question.

Figure 15: Engaging stakeholders on objectives



The following questions may be useful to help develop an understanding of the specific policy area, the emerging themes that need to be addressed and the potential sources of conflict:

- What is the critical issue for the area being considered?
- What is a favourable outcome?
- What is an unfavourable outcome?
- What are the key operational, structural and cultural changes that need to be made to deliver the favourable outcome?
- What are the key lessons from past experience?
- Which decisions must be prioritised?

03 Ensure objectives follow the SMART framework

The absence of clearly defined objectives may lead to improper policy selection, ineffective appraisals, and subsequently ineffective policies. The SMART Framework (**Figure 16**) provides guidance on characteristics that contribute to well-defined objectives.

Figure 16: SMART framework



<u>Specific:</u>	Well-defined, clear and unambiguous
<u>Measurable:</u>	Specified by criteria to measure progress against
<u>Achievable:</u>	Attainable, not impossible to achieve
<u>Realistic/Relevant:</u>	Within reach / related to the identified problem
<u>Time-limited:</u>	Defined timeframe for achievement

The next chapter builds on the guidance, advice and tools that have been provided throughout **Chapter 3**. It focuses on providing support to requesting entities to allow them to undertake proportionate, robust and informative analysis of their proposed public policy interventions.

Sounding

Sounding

Following, and during, the Agenda Setting stage, there is an opportunity to engage with the Abu Dhabi Executive Office to obtain direction and guidance on the identified challenges and/or opportunities, rationale for Government intervention, and objectives, before proceeding with the Design and Appraise stage.



Agenda Setting Stage Checklist



- Identify the problem, describe its size and scale, and identify its root causes ☒
- Describe the rationale for government intervention, including both the triggers for intervention and its legal basis ☐
- Set SMART objectives, outputs, and/or outcomes to reflect the desired end-state ☐
- Confirm alignment of objectives with the UAE's, the Emirate of Abu Dhabi's and requesting entities' vision and strategic objectives ☐
- Identify key stakeholders and the level and type of engagement for each throughout the various stages of the Public Policy Cycle ☐

Stakeholder Engagement Checklist



- Consult with appropriate government departments to ensure alignment with the UAE and the Emirate of Abu Dhabi's strategic direction ☐
- Solicit input from stakeholders on the proposed policy's objectives and the legal and regulatory landscape of the policy area ☐
- Consider how stakeholders can support the proposed policy's objectives and outcomes ☐
- Identify, prioritise and map key stakeholders ☐
- Contact key individuals within the department from the mapping process and make them aware of their future involvement in the policy area ☐
- Consider the timing requirements and support stakeholders to participate in the Design and Appraise, Implement and Monitor and Evaluate phases ☐
- Consider what types of communication methods will be used to engage with stakeholders (such as formal written communication, regular presentations, meetings and email) ☐



Chapter 4:

Design and appraise

Chapter 4:

Design and appraise

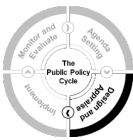
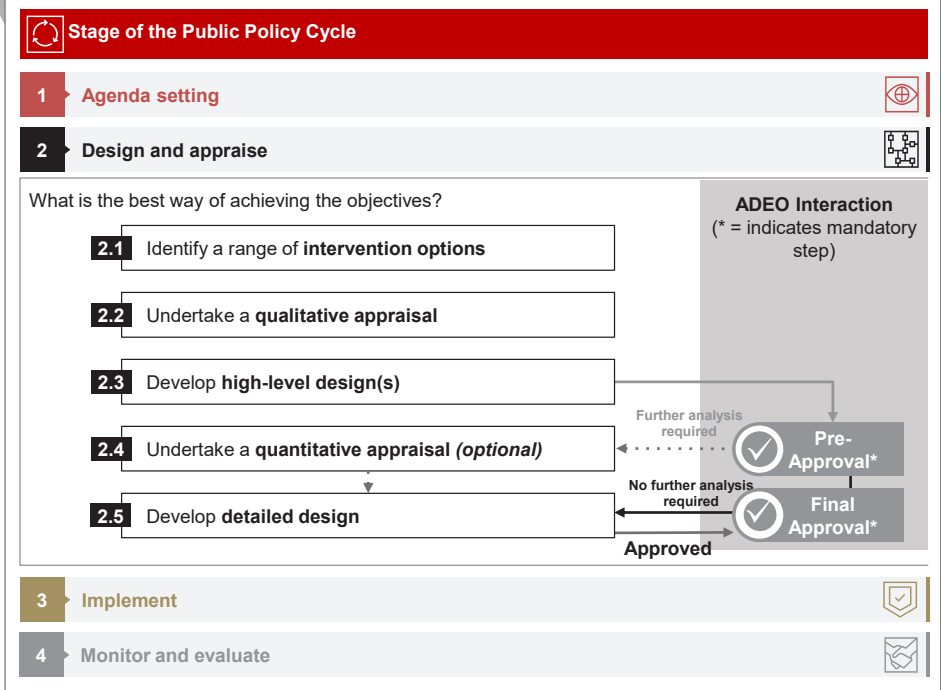


Figure 17: Design and appraise stage overview

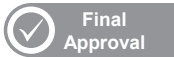


The Design and Appraise stage aims to identify and analyse several policy options to select the one which is mostly likely to achieve the desired objectives, with limited unintended consequences. The objectives of a policy can often be met through a variety of different approaches, so it is important to consider and analyse alternative options to determine the most appropriate public policy intervention that should be implemented.

As set out in **Figure 18**, there are different levels of approval that will need to be sought during the Design and Appraise stage, each with different levels of analysis and appraisal.

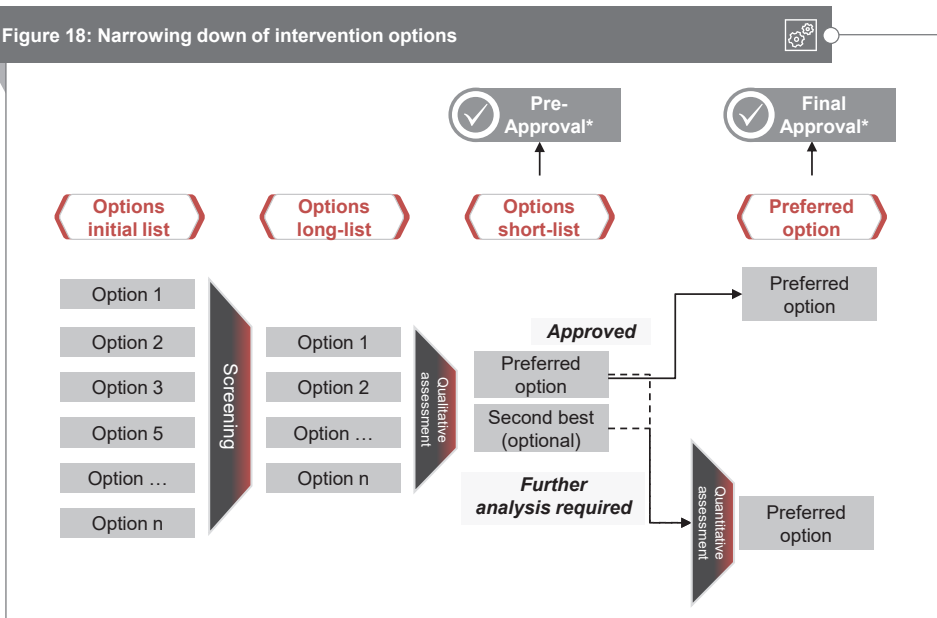


At this stage, ADEO will review the rationale for government intervention, the list of potential options that have been identified, and the analysis that has been produced to assess the impacts that each option will have. The analysis behind each option is expected to be broadly qualitative and depict the range of impacts that the different options may have. Detailed, quantitative analysis is not required at the Pre-Approval stage.



At this stage, ADEO will review the implementation and monitoring and evaluation plans that have been designed by requesting entities. If further analysis was requested at the Pre-Approval Stage, then this will also be reviewed. Once reviewed, the Executive Council will either approve or reject the intervention. Note that the intervention may be rejected because the submission is incomplete or lacks sufficient evidence. In this instance, the proposal will be returned to the requesting entity for rework.







Figure 18: Narrowing down of intervention options



4.1 Identify a range of intervention options

The first step in the Design and Appraise stage is to identify a number of policy options that could be implemented in order to achieve the desired objectives. These options should address the initially identified problem(s), or the root cause(s) of the issues as identified in **Chapter 3.1**. A counterfactual or “do-nothing” option should also be included as a means of comparison, although it is not considered as a specific option in and of itself.

Table 4: Types of policy instruments

Type	Instrument	Description	Examples
Regulatory	 Regulation	Laws, Emiri decrees, decisions of the Chairman of the Executive Council, decisions of the Executive Council, circulars, and executive and executive orders.	Laws that restrict the sale of tobacco products to under 18s
	 Fiscal instruments	Include tools such as taxes, subsidies, fines and fees. They incentivise a change in behavior of economic agents to correct for market failure, for example: the over/under consumption or production of goods and services, or to achieve desired socio-economic outcomes.	Excise tax on cigarettes to incentivise reduced consumption to address associated negative externalities
	 Direct provision	Involves goods and services provided by the Government directly (such as infrastructure). These are funded through revenues or alternative sources.	Government-funded libraries that are accessible to the public
Non-Regulatory	 Capital project	A long-term or large-scale project where the costs have been capitalised or depreciated over time	Significant investment in climate change or energy capabilities
	 Public entity change	The creation of new bodies or organisations that expand, change or refine the scope of public services	A new government agency with a mandate in a particular area
	 Information provision	Aims to increase public awareness on a specific subject or to provide increased access to information in order to incentivise behavioral change and more efficient or desirable outcomes	Media campaign to promote the adoption of healthy lifestyles

There are two core components to consider when identifying potential policy options: the *policy instrument* and the *policy scope*.



Policy instrument: Policy instruments are the tools available to the government to make changes in order to achieve the desired objectives. These tools can be grouped into four broad categories. **Table 4** describes some examples of tools and the groups they fall into.



Policy scope: The scope of a public policy identifies to what, and the extent to which, an intervention will apply. This may include specifying the target population, industry sectors, geographic locations, products, services, businesses, or other criteria. For more details and discussion on stakeholder assessments and mapping,

Identifying potential public policy intervention options is, in most cases, an iterative process. The aim is to consider as many realistic options as possible, and then to narrow them down to a relevant shortlist for further analysis. The following research approaches are useful at this stage:



Literature reviews: Reviewing academic papers, white papers or other theoretically-backed views that study different policies and their impact;



Benchmark studies: Examining the manifestation of the problem in other countries, the evolution of the challenge and reviewing the lessons learned from elsewhere; and



Primary data collection: Gathering primary data from first-hand sources, such as surveys, interviews, focus groups or experiments to generate situation-specific insights.

For further details, guidance and information on these research methods. The following steps can be a useful way to approach options identification:

01

Generate a wide variety of policy options, preferably using different policy instruments

The aim of this step is to think broadly about the challenge or opportunity and to show stakeholders that a variety of options have been considered. Key questions to ask during this step include: What could affect the drivers of a problem? What could influence behaviours in a manner that would address the problem and help achieve the policy objectives?

Responses to these questions should identify as many public policy intervention options as possible, consider less intrusive instruments as well as more interventionist approaches, and consider classical approaches as well as more recent thinking (For example: behavioral economics). Further considerations at this stage may also include questions such as: How could the objectives be reached through alternative policy approaches? If a policy exists in the area, could “doing less” improve the outcome, or could the outcome be improved through adjusting existing legislation?



The aim of this step is to focus analysis on viable options and to identify and exclude options that are less effective. As this is just screening, the exclusion of options should be easy to justify. For consistency, it is recommended that options are screened in-line with the Framework Appraisal Criteria. The screening criteria for each option are:



Strategic fit: Is the proposed public policy intervention aligned with the UAE vision, the strategic direction of the Emirate of Abu Dhabi and the department's mandate?



Feasibility: Is the proposed public policy intervention legally, financially, technically and organizationally feasible?







Impact: What is the expected economic, social and environmental impact?

Answers to these questions, particularly on feasibility and impact, can be highly uncertain at this stage and the purpose here is to screen-out unviable options from the long-list. The output of this stage will be a sub-list of policy options, such as the example outlined in **Figure 19**.

At this stage it may be necessary to involve key stakeholders. Stakeholders to involve at this stage include other government departments who are affected by the policy, as well as the end-users of the policy like consumers or the private sector.

Figure 19: Public policy intervention options identification

Examples		 Example 1: Reduce consumption of harmful goods		 Example 2: Attract foreign investment	
	 Stage	2.1 Options identification		2.1 Options identification	
	Description	<ul style="list-style-type: none"> ○ Option 1: Introduce tax to disincentivise consumption ○ Option 2: Campaign to discourage consumption ○ Option 3: Regulation on producers to require information on packaging ○ Option 4: Regulation on stores able to sell harmful goods 		<ul style="list-style-type: none"> ○ Option 1: Enable foreign ownership ○ Option 2: Advertisement campaign ○ Option 3: Investment in infrastructure 	
	Policy instrument	<ul style="list-style-type: none"> ○ Option 1: Fiscal instrument ○ Option 2: Information provision ○ Option 3 and 4: Regulation 		<ul style="list-style-type: none"> ○ Option 1: Regulation ○ Option 2: Information ○ Option 3: Direct provision 	
	Scope	<ul style="list-style-type: none"> ○ Options 1 and 2: Consumers in AD ○ Option 3: Producers ○ Option 4: Distributors / sellers 		<ul style="list-style-type: none"> ○ Options 1 and 2: Foreign investors inside and outside the UAE ○ Option 3: Internal infrastructure 	

4.2 Undertake a qualitative appraisal

Most policy decisions involve choosing between alternative public policy intervention options and evaluating trade-offs. These trade-offs are hard to evaluate, due to their inherent complexity and uncertainty. To manage this, it is recommended that policy-makers apply a structured assessment framework to analyse proposed interventions across a set of different appraisal criteria.

The levels of analysis that can be performed on each public policy intervention option include:



Directional: A high-level qualitative assessment of the expected direction of the impact on each assessment criteria (i.e. positive or negative impact);



Directional and magnitudinal: A high-level qualitative assessment of the magnitude of the positive or negative impact on each assessment criteria (For example: high, medium or low impact);

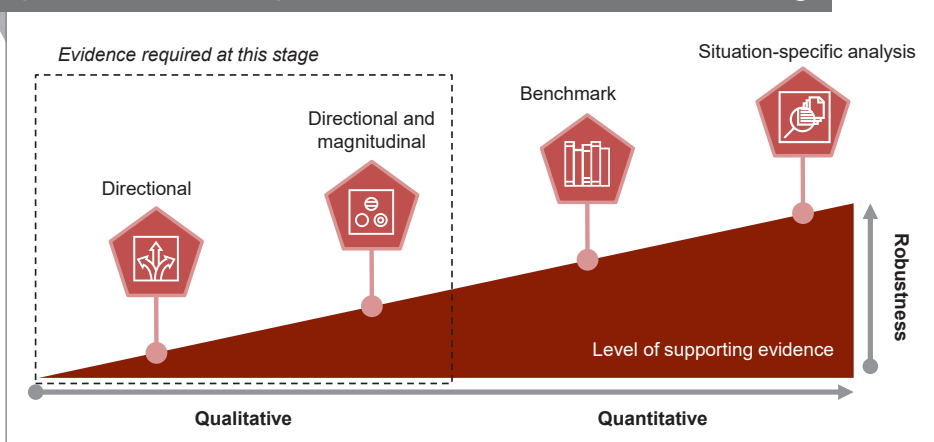


Benchmarking: A quantification of the impact based on similar interventions implemented in national or international benchmarks; and




Situation-specific analysis: A quantification of the impact based on detailed analysis of the intervention using the Emirate of Abu Dhabi-specific data.


Figure 20: Levels of supporting evidence at Pre-Approval




It should be noted that qualitative assessments can be subjective and prone to bias. To address this, evidence based on benchmarks and/or situation specific analysis may be required at a later stage based on ADEO's request. The level of analysis for each public policy intervention will be determined in discussion with ADEO during the Pre-Approval stage.

The appraisal of public policy interventions should be based on the three assessment areas discussed on page 42. These are discussed in further detail below:

 **Strategic fit:** These criteria are used to assess the alignment of the proposed public policy intervention with wider strategic considerations. The assessment criteria include different levels of government, as well as the mandate of the requesting entity in question.

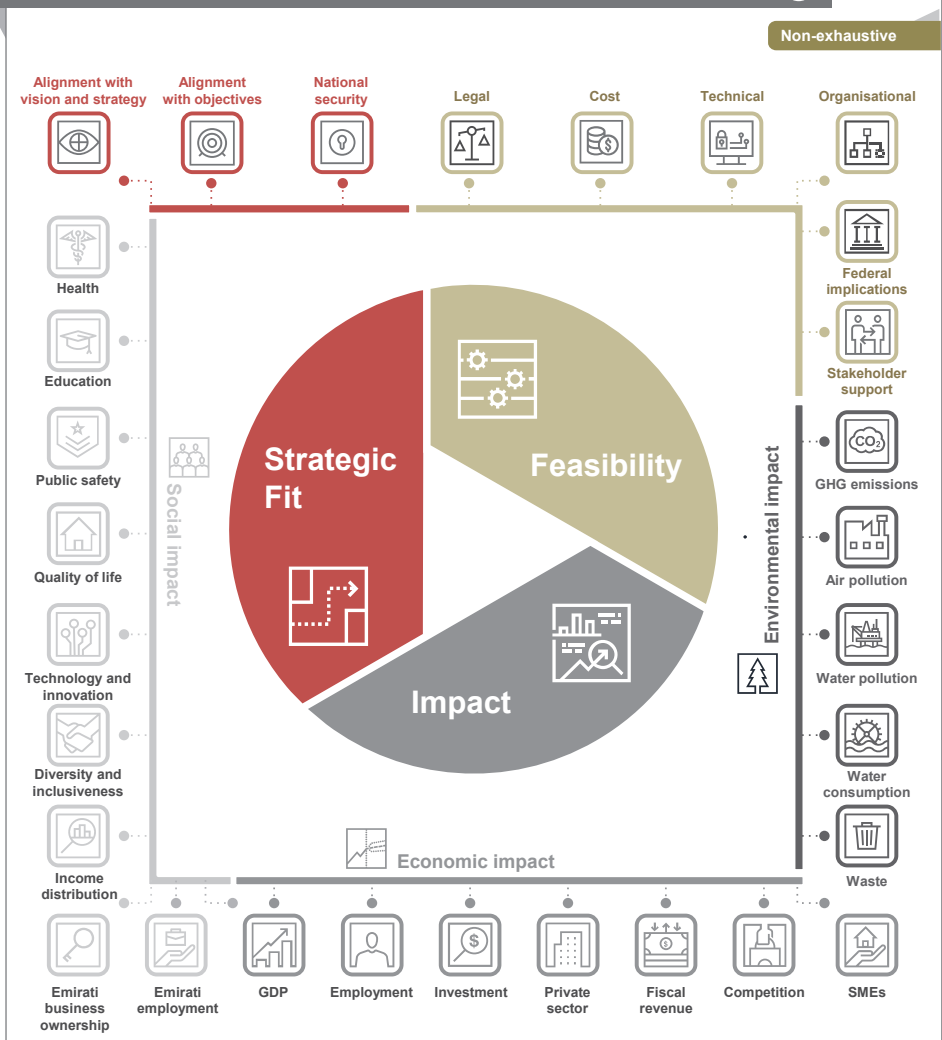
 **Feasibility:** These criteria are used to assess the practicality of a proposed public policy intervention through analysis of its legal, financial, technical and organisational requirements. Analysis of these criteria is used to identify the strengths and weaknesses of each option and, when combined with an assessment of the impact, can be used to understand the cost-effectiveness of a public policy intervention.

 **Impact:** These criteria are used to determine the expected impact of a proposed public policy intervention across a range of economic, social and environmental factors. Analysis of these criteria, or other impact metrics as appropriate, is used to understand the positive and negative impacts of the proposed intervention on society as a whole.

Each criterion can be assessed through different levels of analysis, ranging from high-level qualitative analysis based on conceptual logic and judgement, to in-depth quantitative analysis based on the specific context. **Figure 21** again sets out the appraisal criteria framework and contains a non-exhaustive list of criteria that are frequently used in the public policy appraisal process.



Figure 21: Appraisal criteria framework



To aid the qualitative assessment of proposed interventions, the Toolbox includes an Appraisal Tool. The Appraisal Tool uses multi-criteria analysis (MCA), which provides a consistent framework against which different interventions can be compared across standardised criteria.

The remainder of this sub-chapter provides an introduction to some of the core concepts used in the appraisal process, drawing on MCA and other techniques:

1. Select the appraisal criteria
2. Determine the weighting of each appraisal criterion
3. Determine the level of analysis
4. Assess strategic fit and feasibility
5. Assess impact
6. Assign scores
7. Normalise and select the preferred option(s)

Requesting entities may opt to apply a different qualitative assessment methodology but, even if this is the case, the guidance contained within this sub-chapter remains highly relevant.

01 Select the appraisal criteria

The first step in qualitatively assessing the proposed options is to identify the appropriate appraisal criteria, as these will define the basis on which each option will be assessed.

The selected criteria will depend on the nature of the intervention, as well as the priorities of the decision makers. It can be beneficial to consult stakeholders at this stage, as the inclusion of appraisal criteria that are aligned with stakeholders' objectives can help generate buy-in and support.

02 Determine the weighting of each appraisal criterion

Qualitative analysis requires reaching a conclusion on the basis of heterogeneous criteria. In an MCA, weights are assigned to each criterion to allow for greater emphasis to be placed on those that are of particular interest to policy-makers. Equal weighting is the default setting.

Stakeholders can be consulted at this stage to ensure that both the assessment criteria and weights are reflective of the potential impacts of the public policy intervention. Their involvement can help set realistic expectations on what an intervention can achieve.

03 Determine the level of analysis

As previously discussed on page 44, each criterion can be assessed through different levels of analysis ranging from high-level qualitative analysis based on conceptual logic and judgement, to in-depth quantitative analysis based on the specific context.

The levels of analysis that can be performed on each of the potential options include directional, directional and magnitudinal, benchmarking, and situation-specific analysis.



Building on the analysis conducted as part of the Agenda Setting stage, the strategic appraisal criteria are designed to understand the case for change while determining alignment with wider strategic considerations. The strategic assessment is driven by the following three criteria:



Alignment with vision and strategy: Assess how the proposed intervention supports the existing strategies of the UAE, the Emirate of Abu Dhabi and the requesting entity. It is important to identify if the proposed intervention will further or undermine existing strategic objectives, as well as to consider interdependencies between different levels of government.



Alignment with objectives: Analyse how likely the proposed public policy intervention is to meet the desired objective(s), output(s) or outcome(s) that the intervention aims to achieve.



National security: Analyse the impact of the public policy intervention on national security.



Legal feasibility: Assess how easy an intervention is to implement. Where the requesting entity is uncertain of the implications, the appropriate legal department(s) should be consulted.



Cost: Assess the implications of the intervention on government finances. Consideration should be given to existing organisational budgets, the availability of additional budget and the budgetary implications for other entities. This will require robust estimates of the fiscal implications of the proposed intervention.



Technical feasibility: Assess whether the intervention can be delivered with existing technical and technological capabilities, or whether additional resources are required.



Organisational capabilities: Assess whether the intervention can be delivered within existing organisational structures.



Federal implications: Identify whether the Emirate of Abu Dhabi has the authority and capability to implement the proposed intervention.



Stakeholder engagement: Assess whether there is wider stakeholder support for the proposed intervention.

The combination of the strategic and feasibility assessments enables policy-makers to distinguish between options on the basis of their ability to efficiently achieve specific objectives while furthering wider goals.



A useful tool for assessing different public policy interventions against the impact criteria is an impact pathway (Figure 22). Interventions, by design, are developed to induce a change in behaviour for a specific stakeholder group. This change in behaviour can trigger a reaction chain dependent on the interactions between different stakeholder groups, which will ultimately generate impacts across economic, environmental and social dimensions.

Impact pathways are a tool which can be used to understand the potential chains of response that result from different interventions and they can also help identify the different channels through which each intervention can have impact. They should capture both the direct and intended impacts of an intervention, as well as any potential indirect and unintended impacts.

Impact pathways can be developed based on various sources of information:



Economic theory and logic to understand the theoretical channels of impact that a proposed public policy intervention may have.



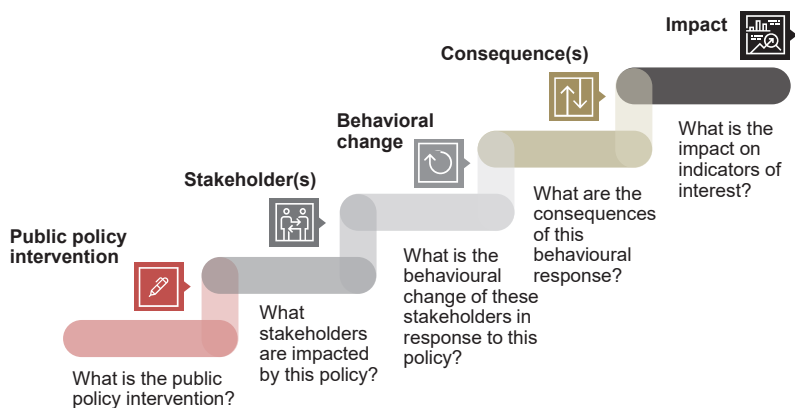
Literature review to understand the potential impact channel of an intervention, based on the experiences from similar interventions implemented in other jurisdictions.



Engagement with stakeholders to understand the specific expected implications of proposed interventions in the context of the Emirate of Abu Dhabi.

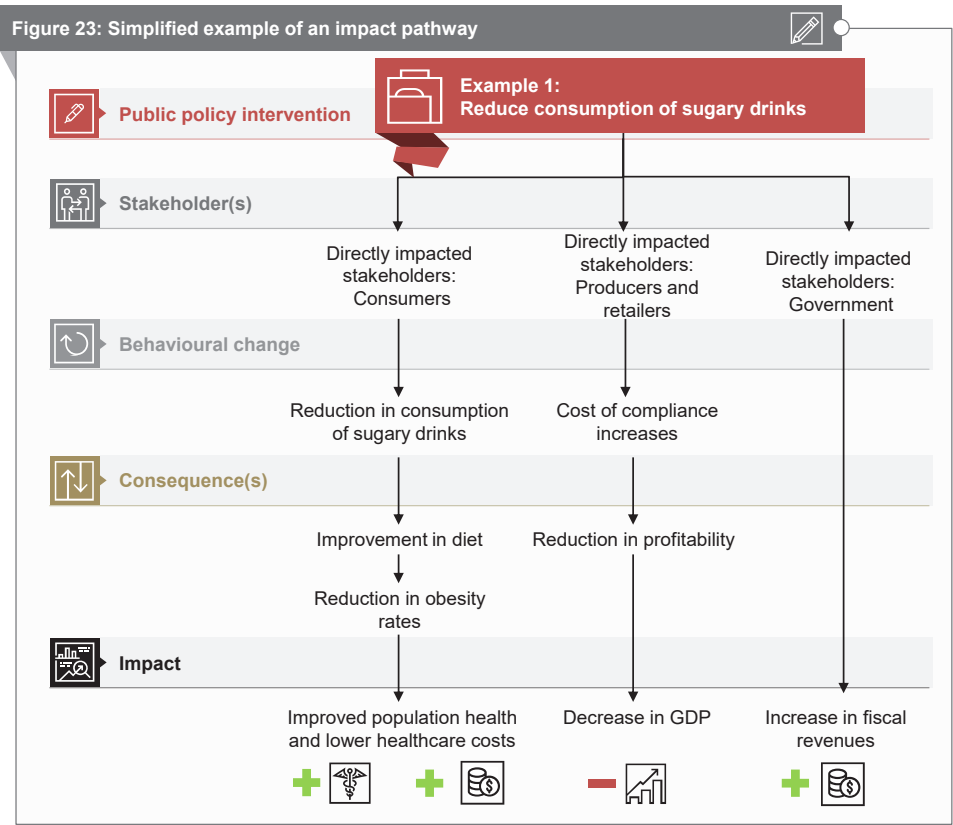
Figure 22: Impact pathway

An impact pathway articulates causal chains through a series of “if-then” statements at each step, and is a process of reflection about how and why change is expected to happen as a result of a public policy intervention.



When qualitatively assessing the impact of a public policy intervention, it is important to remember that impacts should always be assessed in relation to the counterfactual, or business as usual scenario.

Figure 23 shows a worked example of an impact pathway.



To help assess the magnitude of an intervention’s impact, several considerations should be assessed, which are listed in **Table 5**. This list is non-exhaustive, and requesting entities should consider whether there are further elements they should add that are specific to the areas in which they are working. It should be noted that these provide guidance only on the potential magnitude and will vary on a case-by-case basis.





06 Assign scores

As part of the request for Pre-Approval, only a qualitative assessment of each option against the appraisal criteria is required. The qualitative assessment looks at the direction and magnitude of each option’s effect on each of the criteria. In all cases, commentary and/or evidence should be provided to explain the qualitative score.



Table 5: Impact assessment considerations



Consideration	Effect on the magnitude of impact
 Type of instrument	<p>Different policy instruments used to achieve the same objective may result in different magnitudes of impact depending on the behavioural change they generate. For example, depending on the specific case, fiscal instruments may be expected to generate larger changes in behaviour than information provision resulting in larger overall impacts.</p>
 Scope of intervention	<p>The scope of a potential intervention identifies stakeholders who will be targeted, and the geographical location in which the proposed intervention will apply. Typically, a policy that targets a larger stakeholder group or geographical location would be expected to generate a larger impact.</p>
 Duration of intervention	<p>In some cases, the direct effect of an intervention on the criteria may be positive, whilst the indirect effects are negative. For example, an intervention may increase employment in one sector but decrease it in another. In this case, the overall effect should be used to determine the direction of impact.</p>
 Likelihood of impact occurring	<p>Some impacts are more certain to occur than others.</p>



MCA provides a consistent and standardised means of comparing options. The final scores calculated can therefore be compared to help select the preferred option(s). Note that the overall score should not be the only consideration when selecting a preferred option; each option should be reviewed holistically based on all evidence gathered.

In some cases, more than one option may be taken forward. The request for Pre-Approval should, under most circumstances, include no more than three preferred option(s) including:



The preferred option: Generally the option with the highest overall score; and,



Alternative options: Up to two alternative options with the next highest overall scores.

In cases where there is a clear preferred option with a significantly higher MCA score compared to all the other assessed options, alternative options may not be required. This should be determined through discussions with ADEO.

4.3 Develop high-level design

The next step is to design the preferred option(s) at a high-level, as this is part of the request for Pre-Approval. This step revisits the two components defined in **Chapter 4.1** (policy instrument and scope), and defines additional design elements depending on the nature of the policy and the policy instrument. For different instruments this may cover, for example:



Regulation: What are the precise changes in regulation? Will specific markets/industries be targeted? Are there any conditions which define the stakeholders targeted by the regulation?



Fiscal instruments: What are the specific levels proposed for taxes/subsidies/fines/fees? On what basis will the instruments apply? Are there any conditions which define which stakeholders are targeted by the intervention?



Direct provision: In which sector will investment be made? How will the provision be funded? What are the expected long term operational costs



Information provision: Through what medium will the information be provided? Will it be electronic or paper-based?



The design of options can be based on various sources of information including:

- Design principles applied by leading jurisdictions for similar policies (identified through benchmark analysis);
- Market maturity or social factors which can impact how the targeted stakeholders respond to the policy; and,
- Input from stakeholders to understand the viability of different design options in the specific Abu Dhabi context.

Figure 24: High-level public policy options design

	Example 1: Reduce consumption of harmful goods		Example 2: Attract foreign investment	
Stage	2.1 Options identification	2.3 High-level design	2.1 Options identification	2.3 High-level design
Description	Introduce a tax to disincentivise consumption	Introduce tax to disincentivise consumption	Enable foreign ownership	Enable foreign ownership
Policy instrument	Consumption Tax	Excise Tax	Foreign Ownership Law	Foreign Ownership Law
Scope	<ul style="list-style-type: none">○ Consumers within the UAE	<ul style="list-style-type: none">○ Consumers within the UAE○ Excludes free zones○ Carbonated and sugary drinks○ Ad-Valorem Tax○ 5% tax rate on retail price	<ul style="list-style-type: none">○ Foreign investors inside and outside the UAE	<ul style="list-style-type: none">○ Foreign investors inside and outside the UAE (targeting investors from India and China)○ Real estate properties 300 sqm or less• Located in the outskirts of the Emirate of Abu Dhabi

Submit for Pre-Approval



Once a requesting entity has completed the steps within **Chapter 4.3** and filled in the corresponding sections of the Business Case Template, they should submit the template, along with any necessary supporting documents, for Pre-Approval

Pre-Approval Checklist



- Identify a list of potential option(s) covering different policy instruments and scope ☒
- Conduct a high-level analysis on the list of potential options ☐
- Develop a high-level design of (usually) no more than 3 preferred options ☐
- Fill out the Business Case Template and submit to ADEO for Pre-Approval ☐

Stakeholder Engagement Checklist



- Review stakeholder mapping to identify any changes in stakeholders as the scope develops ☐
- Communicate with stakeholders the expectations for their involvement at each stage, from policy design to the implementation plan ☐
- Consult stakeholders on design principles, including weights and scoring, and evaluating and mitigating risks ☐
- Consider setting up a working session for key stakeholders to select the preferred option ☐
- Agree upon a communications method (including regular presentations, meetings and emails) for each stakeholder which suits the level of their involvement in the policy ☐

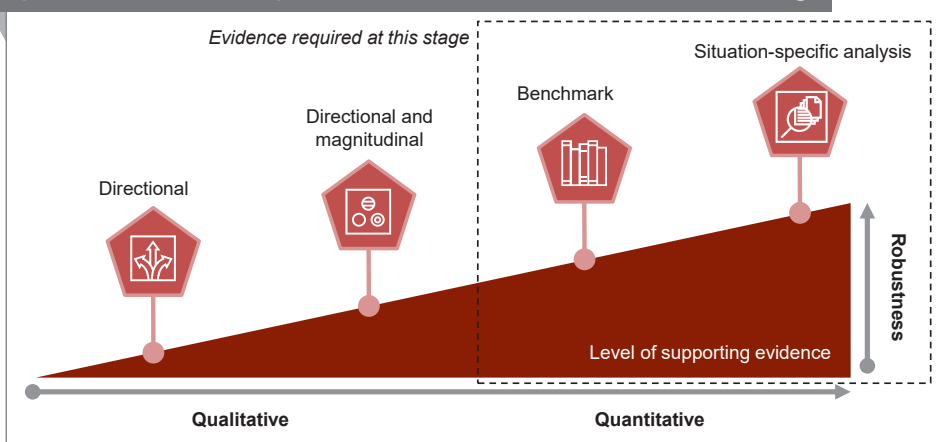
This step is only required if further evidence is requested after Pre-Approval

4.4 Undertake a quantitative appraisal

Following the review of the request for Pre-Approval, additional evidence may be requested (**Figure 25**). If additional analysis or evidence is requested, requesting entities should follow the guidance set out in this sub-chapter.

Analysis conducted at this stage will require a greater level of rigour compared to the high-level qualitative assessment described in **Chapter 4.2**. The additional request will generally ask for quantified evidence relating to one or more of the appraisal criteria and/or further details on certain aspects of the proposal.

Figure 25: Levels of supporting evidence at Final Approval (optional)



In cases where the proposed budget for the intervention is low, is expected to have a small or limited impact, or is considered to be relatively low risk, a benchmarking analysis based on similar policies in leading jurisdictions may be sufficient to provide insight into the potential impacts of the intervention.

In other cases, the request may be for specific analysis to be conducted in the context of the Emirate of Abu Dhabi to quantitatively estimate the impacts. This will typically require more advanced analytical techniques, such as Impact Assessment (IA) and Social Cost Benefit Analysis (S-CBA), which help quantify estimates of the potential direct and indirect impacts of public policy interventions. There may also be subject-matter specific methodologies that can be applied by requesting entities to quantitatively assess different options.

This step is only required if further evidence is requested after Pre-Approval

The results of any analysis can be used to update the MCA that was previously completed as part of the request for Pre-Approval. The MCA can combine this new quantitative evidence with the qualitative assessment that was undertaken earlier in the development process. The remainder of this sub-chapter introduces different quantification techniques and further guidance to requesting entities on how to proceed.

Quantification involves using a range of techniques to estimate the size of the impacts of a proposed public policy intervention. This can help compare different options, assess whether an option is worth pursuing, and make effective decisions about public spending. More detailed guidance on how to measure, quantify and compare different types of impact is covered later in this chapter.

Quantification always adds rigour to the analysis provided in support of a public policy intervention. This provides increased confidence and enables effective decision-making. For example, rather than just knowing that an exercise programme in schools is likely to decrease obesity levels amongst children, it is helpful to know by how much the levels are likely to decrease, so that it can be compared to the impacts of a different policy, such as a sugar tax. However, it is not always possible to quantify all impacts, often due to constraints on time and resources.

The quantification of impacts should be done through the following steps:

1. Generate a list of potential impacts
2. Prioritise impacts for quantification
3. Select indicators to measure the impact
4. Collect data
5. Design quantification methodology
6. Conduct analysis
7. Document and report results

01

Generate a list of potential impacts

The impacts of the intervention should already be well understood at this stage, based on the previous qualitative analysis. However, it is important to revisit the impact pathway to see if any updates need to be made in light of recent changes to the proposed intervention or suggestions from Pre-Approval or stakeholders.



This step is only required if further evidence is requested after Pre-Approval

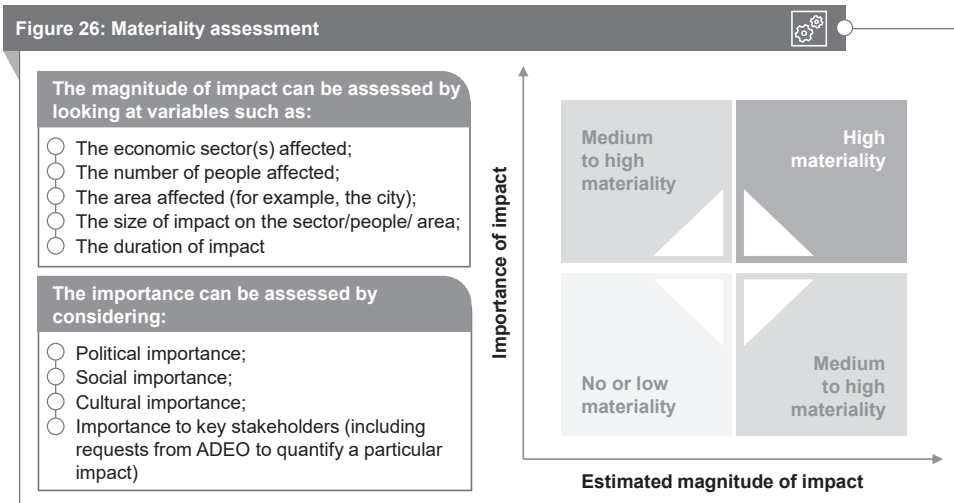
02

Prioritise impacts for quantification

In practice, it will rarely be necessary to measure all of the impacts created by a public policy intervention as this could require considerable time and resource. It is therefore important to focus on the core costs and benefits that are associated with a proposal. These are usually the most significant impacts and the ones which are most important to relevant stakeholders.

The process of identifying these is known as a materiality assessment, and is summarised in **Figure 26..** A materiality assessment focuses on plotting each impact across two axes so as to compare the importance and magnitude of the effects.

Figure 26: Materiality assessment



03

Select indicators to measure impact

Once the most material impacts have been selected, the indicator(s) which will be used to quantify them must be identified. For example, to quantify the impact of a school exercise programme, the reduction in incidence of obesity amongst school children might be an appropriate indicator.

Good indicators will account for:

- How widely the impacts are felt; and
- How much each stakeholder is affected.



This step is only required if further evidence is requested after Pre-Approval

04

Collect data

The next step in the assessment is to collect the data that will be used to measure the identified impacts. The specific data needed will depend on the specific intervention, but is likely to include:

Data about the likely impacts of a proposal: This can be found through:



Literature review: Looking at studies of the impacts of different interventions;



Benchmarking: Review of other jurisdictions or organisations who have implemented a similar proposal elsewhere in the UAE or globally; and



Primary data collection: For example, interviewing key stakeholders, undertaking surveys, pilots, focus groups or experiments.

the Emirate of Abu Dhabi-specific data to contextualise the likely impacts: This may include: demographic data, data about the structure of the Emirate of Abu Dhabi economy (for example: size of sectors, key trading partners, employment data), social factors (for example: disease prevalence, education levels), environmental factors (for example: air pollution levels) or data related to a particular industry (for example: number of annual visitors, revenue per available hotel room).

Depending on the nature of the request for further analysis, it may be sufficient to submit the qualitative data to ADEO at this point (see **Figure 25**). This is because benchmarks and/or data from the literature can give a useful indication of the likely impact in the Emirate of Abu Dhabi even without further analysis.

In this case, the MCA conducted for the request for Pre-Approval should be updated to incorporate the benchmark data that has been collected. This allows for intervention options to be compared alongside the other qualitative considerations (for example: feasibility and impacts with low materiality) to select between options. In other cases, however, there may be a request that data is further analysed to provide a situation-specific estimate of likely impacts in an Abu Dhabi context.

05





Design quantification methodology

There are many different types of quantification techniques and a number of these are outlined in this next step. Different techniques will be appropriate for different circumstances, and requesting entities will need to exercise judgement on what is both proportionate and appropriate for the intervention in question. The best approach to use will be dependent on the policy being appraised, and the type of impacts being considered.

This step is only required if further evidence is requested after Pre-Approval

It can be helpful to use the impact pathway developed for the request for Pre-Approval to design a quantification approach. Each stage can be quantified separately, and the results combined to estimate the overall impact. Where an impact pathway has multiple branches, separate calculations should be considered for each branch.



Figure 27: Quantification approach using an impact pathway

Impact pathway stage		Quantification approach	
		Example 1: Reduce consumption of harmful goods	Example 2: Attract foreign investment
 Stakeholder(s)	<i>How many stakeholders are affected?</i>	How many products are impacted? How is the supply chain impacted? What size is the consumer market?	How many businesses would be eligible for foreign investment?
 Behavioural change	<i>How much does their behaviour change?</i>	By how much do consumers reduce purchases as a result of the tax?	By how much does business ownership change as a result of the law?
 Consequence(s)	<i>How big are the consequences?</i>	What is the average reduction in risk of obesity as a result of lower sales? What is the reduction in revenue for producers? What is the increase in compliance and administrative costs for producers?	How much would levels of FDI increase? How much would this increase the competitiveness of the Emirate of Abu Dhabi? How significant would the impact on Free Zones be?
 Impact	<i>How big is the resulting impact?</i>	How large are the avoided healthcare costs from reduced obesity? How large is the economic impact on the drinks and related sectors?	How does this impact GFP and productivity? How does this impact company performance? What is the resulting impact on consumers?

This step is only required if further evidence is requested after Pre-Approval

The next level of assessment is to deploy advanced analytical techniques. Two common advanced tools which can be used to conduct situation-specific analysis of policy impacts are Impact Assessment (IA) and Social Cost-Benefit Analysis (S-CBA). **Figure 28** provides a high-level comparison of IA and S-CBA.

Figure 28: Quantitative assessment techniques

	 Impact Assessment (IA)	 Social Cost-Benefit Analysis (S-CBA)
Key questions	What is the impact of the intervention on the criteria of interest?	What is the effect of the intervention on social welfare?
Approach	Quantitative analysis of economic, social or environmental variables	Quantitative analysis and valuation of impacts on multiple variables
Variables considered	<ul style="list-style-type: none"> ○ Economic indicators ○ Social indicators ○ Environmental indicators 	<ul style="list-style-type: none"> ○ Social indicators ○ Social welfare implications of economic and environmental indicators
How are different impacts compared	No normalisation but can be combined with qualitative assessment using scoring and weighting	Monetisation of social welfare costs and benefits, enabling comparison of impacts on different variables
Results	<ul style="list-style-type: none"> ○ Impact of the proposal on GDP and employment (<i>for example: a 3% increase in GDP</i>) ○ Impact of the proposal on health (<i>for example: 10,000 DALYs avoided</i>) ○ Impact of the proposal on green house gas (GHG) emissions and air pollution (<i>for example: 20,000kg reduction in CO2 emissions</i>) ○ This can be combined with a qualitative assessment 	<ul style="list-style-type: none"> ○ Net social benefits (<i>for example: 10m AED in social benefits, 7m AED in social costs, creating net social benefits of 3m AED</i>) ○ Financial feasibility (<i>comparison of the net social benefits with the financial cost</i>)
Output	A visual comparing the effect of the proposal on different indicators (assessed either quantitatively or qualitatively) using an MCA framework	A visual comparing the effect of the proposal on different indicators (assessed either quantitatively or qualitatively) using an MCA framework

This step is only required if further evidence is requested after Pre-Approval

The use of advanced quantitative techniques requires training and experience and policy-makers from requesting entities should seek advice and guidance from the relevant analytical and economic teams within their organisation if they need further support.

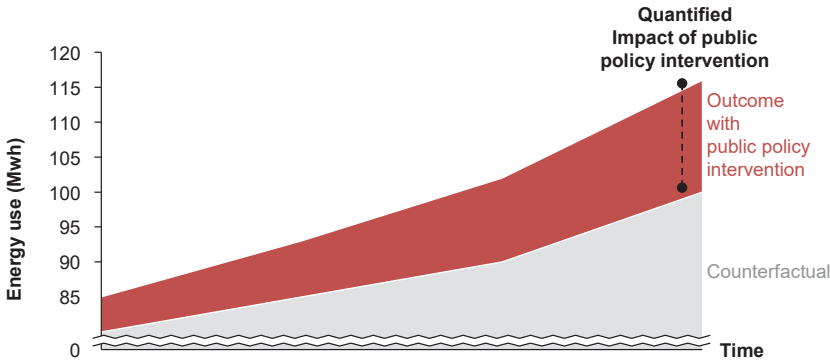
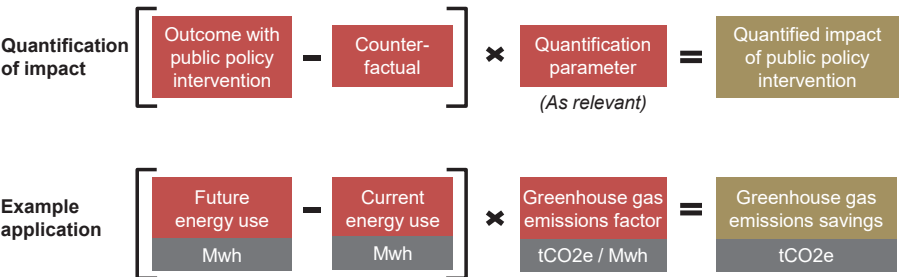
06 Conduct analysis

Based on the data collected and the methodology designed in the previous stage, the next step is to conduct the required analysis. An example calculation methodology is illustrated in **Figure 29**.

Figure 29: Quantification and attribution of impact

How much of the impact is caused by the public policy intervention?

When quantifying the impacts of a public policy intervention, it is important to remember that impacts should always be measured in relation to the counterfactual. This is the scenario which would have occurred if the intervention had not been put in place, and the world had continued with business as usual (BAU). Impact should always be compared to the counterfactual to avoid overstating or understating the potential impact.



This step is only required if further evidence is requested after Pre-Approval

There are a number of other considerations which should also be taken into account when conducting quantitative analysis. These are set out in more detail **Figures 30 and 31**.

Figure 30: Making and logging assumptions



Quantitative analysis usually involves making several assumptions. These may include:

- Assumptions on the nature of the proposed intervention;
- Assumptions in any primary data collection;
- Assumptions in any studies used from literature;
- Assumptions in any adjustments made to apply the data to the proposed intervention;
- Assumptions to account for unknown data;
- Assumption on time-span or duration of intervention; and,
- Methodological assumptions

These should be clearly documented in an assumptions tracker, with ratings or commentary to indicate how likely the assumptions are to be true, and how large an impact they will have on the results. An example assumptions tracker is provided below:

#	Description	How likely is the assumption to be true?	How significant is the assumption to the overall result?
1	Price elasticity of demand for sugary drinks	● M	● H
2	Time and resources to comply with administrative requests	● H	● L
3	Expected rate of compliance	● M	● L

This step is only required if further evidence is requested after Pre-Approval

Figure 31: Accounting for uncertainty



How certain is it that this impact will occur?

In practice, it is usually impossible to provide a flawless prediction of the magnitude of the impact of a public policy intervention. It is therefore important to provide an indication of the level of confidence in the results. For example, this could depend on:

- The quantification techniques used (for example: high-level/advanced, primary/secondary data collection and sample size)
- The reliability of any studies/models used in the analysis
- The relevance of any studies/models used (for example: Emirate of Abu Dhabi-based, Gulf Cooperation Council benchmark, international benchmark, and the number and type of survey respondents)

The level of detail of the analysis

Wherever possible, it is important to provide an indication of confidence in any quantitative analysis. This may be done by:

- Providing a qualitative rating (for example: high/medium/low, with an explanation)
- Providing ranges (a smaller range usually indicates a higher confidence level)
- Using statistical techniques (for example: 95% confidence intervals)

07

Document and report results

Finally, the results of any quantitative analysis should be clearly documented and submitted alongside the updated MCA. The results should be reported in a clear, informative way so that they can be understood by people who have not been involved in the assessment process up to this point. The results should include:

- Description of the proposed public policy intervention
- Details on the primary data collected
- Details covering any wider studies and reports used
- Information covering adjustments/quantitative analysis
- Confidence levels
- The main results (estimates of potential impact(s))
- Key assumptions (including the assumptions tracker)
- Any further resources that were used

It is often helpful for results to be presented visually, using graphs and diagrams. After Pre-Approval, the MCA conducted for the request can then be updated to incorporate the quantified impacts estimated using environmental impact assessment (EIA), S-CBA or other methodologies. This allows for them to be compared alongside other considerations that have been assessed qualitatively. The results of the MCA and supporting evidence (including the report above) should then be submitted for review and approval.

4.5 Develop detailed design

The final step in the process before re-submitting for Final Approval is to develop the detailed design for the preferred option, which happens through 3 steps:

1. Finalise the detailed design of the preferred policy option
2. Finalise the implementation plan
3. Produce a monitoring and evaluation plan

The remainder of this chapter focusses on each of these components in turn and provides further advice, guidance and support to requesting entities on how to produce each of them.

01 Finalise the detailed design of preferred policy option

This step builds on the components identified in **Chapter 4.3** to provide additional detail on the final design of the preferred policy option. **Figure 32** illustrates how the high-level design from the Pre-Approval request is expanded for the preferred policy option using the examples of tax and regulatory policies discussed earlier in this manual (please see **Chapters 4.1 and 4.3**).

02 Finalise the Implementation Plan

The intervention design provided in the request for Pre-Approval should be supplemented with additional details to allow for a common understanding across all the stakeholders that will be involved in the implementation of the policy. As a minimum, this must include:

Policy title

The policy must be given a name that accurately reflects the scope and content

Policy objectives

Clearly defined objectives including detail on:

- Indicators that will be used to measure the effectiveness of the policy, to include: methods for collecting the required data; targets (value or level) to be achieved within specific timeframes; and a baseline against which the performance will be compared
- Frequency and timeframe for collecting and reporting information

Policy scope

Well-articulated description of stakeholders, regions, exemptions, and other details to which the policy will or will not apply.

Requesting entities will receive advice and guidance on what needs to be included in the implementation plan following clearance at the Pre-Approval stage.



Figure 32: Detailed public policy intervention options design



Activities and milestones

This step focuses on defining the activities and requirements to enable the implementation of the preferred option and identifying the key potential risks which may arise during the process. This information is submitted as part of the request for Final Approval.

This step involves identifying the main activities to be completed as part of implementing the preferred option, including estimating the required time to complete each activity and indicating the proposed 'owner' or each. Key activities should also be broken down into smaller tasks to support implementation and review. Relevant stakeholders should be engaged to set clear roles and responsibilities against the identified tasks, and to review the requirements needed for implementation. This should include:

- **Milestones:** an achievement that reflects the progress of a specific task;
- **Dependencies:** identified links between activities where the initiation or completion of a task or milestone relies on the completion or achievement of another task or milestone;
- **Duration:** time required to complete each task, and expected start and end dates;
- **Owners and supporting entities:** parties accountable and/or responsible for completing the relevant task (a Responsibility Assignment Matrix [RACI Matrix]) can be used as a tool to allocate roles and responsibilities: as illustrated in **Figure 33**).





Figure 33: RACI Matrix

Responsible	The entity or entities that will be required to implement or execute the respective activity or task. More than one responsible entity may be assigned for each activity.
Accountable	The entity that will be required to ensure that the activity is completed. There can only be one accountable entity for each activity.
Consulted	The entity or entities that will be engaged in the overall activity for input or insights.
Informed	The entity or entities that will be updated on progress but are not required to provide feedback or direct inputs.

Implementation requirements

Based on the activities identified, the implementation requirements for the preferred option should be identified. The potential requirements that need to be considered will depend on the public policy intervention in question, but further guidance is provided in **Table 6**.

Table 6: Types of implementation requirements







Type of requirement	Description
 Administrative	Requirements for changes in organisational structures, operations, or procedures
 Resource	Requirements for human capital to fill a capacity, capability, or competency gap
 Technical	Requirements for new or updated infrastructure, materials, systems, or equipment
 Financial	Requirements for budget to fund the implementation including: <ul style="list-style-type: none"><i>Capital expenditure requirements:</i> Upfront capital investments to implement the intervention such as vehicles, buildings and infrastructure investment.<i>Operating expenditure requirements:</i> Any operational and maintenance requirements over the expected lifetime of the intervention or over a given time horizon, such as wages, office supplies and maintenance.

Implementation risks and mitigants

In addition to defining the activities and requirements, potential risks which could arise during the implementation of the policy should also be documented. Stakeholders who will be closest to the policy should be asked to provide input and a risk register should be created and maintained throughout the development and delivery of the approved policy. A risk card, which is set out in **Figure 34**, is one method for identifying and documenting identified risks.

Once implementation risks have been identified, a detailed assessment of these risks is required. This can be achieved by assessing the likelihood and impact of the risks and the potential mechanisms to avoid, minimise and manage them. Risk owners should also be identified and briefed.

Figure 34: Risk card

Identify possible risks that could arise from implementation in advance					
Describe the risk in more detail					
Likelihood			Impact		
 H	 M	 L	 H	 M	 L
Identify the probability of a particular risk to occur (high/ medium/ low)			Identify magnitude of impact if the risk occurs (high/ medium/ low)		
Mitigation			Risk owner		
Develop plans that will be implemented to minimise probability of occurrence and impact should the risk materialise			Identify entities/departments who will be responsible for monitoring the risks and acting accordingly		

Engaging stakeholders at this stage can help identify risks and support in the design of appropriate mitigation strategies. Stakeholders can pinpoint how certain choices made at this point can lead to unintended consequences later in the process and propose the most effective mitigation strategy.

03


Produce a Monitoring and Evaluation Plan


Once the implementation plan is in place, is it important to develop a plan on how the success of the policy will be monitored and evaluated across different dimensions of interest. At a minimum, the Monitoring and Evaluation plan should cover the following four dimensions (further advice on how to produce these plans can also be found in the *Business Case Template*):


- Dimensions of interest;
- Data collection plan;
- Data analysis plan; and
- Reporting.


Dimensions of interest

This covers the various angles from which an intervention can be monitored and evaluated. This may include, but is not limited to, the following:

 **Relevance** focuses on assessing the extent to which the objectives and design still meet the needs and problems it sought to address. This requires reviewing the importance of the intervention by reassessing its usefulness in tackling the identified problem at the time of the evaluation (future state). As time goes by, the overall circumstances may have changed and hence the initially identified problems may also have changed compared to when the policy was initially designed. Analysing any misalignment between the need at the time of the evaluation and the policy objectives would support in identifying the relevance of the policy being assessed;

 **Effectiveness** links the public policy intervention to its desired objectives by assessing the success of the intervention in achieving or progressing towards these goals. The objectives defined during the Agenda Setting stage can be used as KPIs;

 **Efficiency** weighs the costs being incurred by the public policy intervention and the actual change it has achieved. This can be assessed using a cost-benefit analysis of the costs that have resulted from the public policy intervention and comparing these to the actual changes it has led to (changes can be positive or negative); and,

 **Impact**, or added value, assesses the actual impacts against those estimated during the appraisal stage of the policy development cycle. Exceeding the estimated positive impacts (benefits) is considered a success, while exceeding negative impacts (costs) would suggest that they were likely underestimated during the policy development cycle.

Data collection plan

For each of the selected dimensions, it is important to define a data collection plan which can be tracked and followed when monitoring the progress of the public policy intervention. Stakeholders should keep in mind that new data reporting requirements present administrative costs and should be carefully assessed and avoided where possible.



This should cover, but is not limited to, the following areas:

1. **Indicators:** these represent the criteria against which the public policy intervention will be assessed. For example, if we consider effectiveness as the dimension of focus, indicators would include the predefined KPIs against which the policy objectives will be assessed;
2. **Source of data:** These are the different sources of data required to quantify the predefined indicators; and,
3. **Method and frequency of data collection:** This will cover the different ways to collect the required data (for example, online surveys) as well as the frequency at which this data will be collected.

Data analysis plan

In this step, the requesting entity will describe the methods and techniques of analysis they will adopt to evaluate the public policy intervention against each of the defined dimensions. Further information for how to complete this plan can be found in the *Business Case Template*.

Reporting

This last step of the Monitoring and Evaluation plan should cover the following three important areas:

- **Type of reporting:** This refers to the purpose of the reporting. The main distinction is between progress updates, or other reports for management, and evaluations of the intervention;
- **Target audience:** The receiving party or the end user of the evaluation report. The audience can be internal (within the requesting entity) or external (other departments or the Abu Dhabi Executive Office) or a combination of both; and,
- **Frequency of reporting:** The frequency of reporting can be based on the target audience. For instance, reporting within the requesting entity (internally) might need to be more frequent (for example, monthly) as opposed to reporting to ADEO (for example, semi-annually).

The use of monitoring and evaluation techniques requires training and experience, and policy-makers from requesting entities should seek advice and guidance from the relevant analytical and economic teams within their entity if they need further support. ADEO will also be able to advise on the precise requirements where necessary.

Submit for Final Approval



Once a requesting entity has completed the steps in **Chapter 4.5** and filled in the corresponding sections of the Business Case Template, they should submit the template, along with any necessary supporting documents, for Final Approval.



Final Approval Checklist



- Complete the detailed design of the preferred policy option ☒
- Complete a detailed Implementation Plan for the preferred option ☐
- Develop a Monitoring and Evaluation Plan for the preferred option ☐
- Submit the updated Business Case Template to ADEO for Final Approval ☐

Stakeholder Engagement Checklist



- Consider the amount of time stakeholders will need to communicate within their organisation about the capacity and resources needed to deliver the policy intervention ☐
- Seek stakeholder input on the implementation plan, and agree on a defined list of roles and responsibilities for each stakeholder ☐
- Prepare list of stakeholder requirements for implementation ☐
- Inform identified contacts of their specific roles and responsibilities, and agree on a timetable for the communication plans ☐
- Inform key stakeholders about the Monitoring and Evaluation Plan and seek agreement as necessary ☐



Chapter 5:

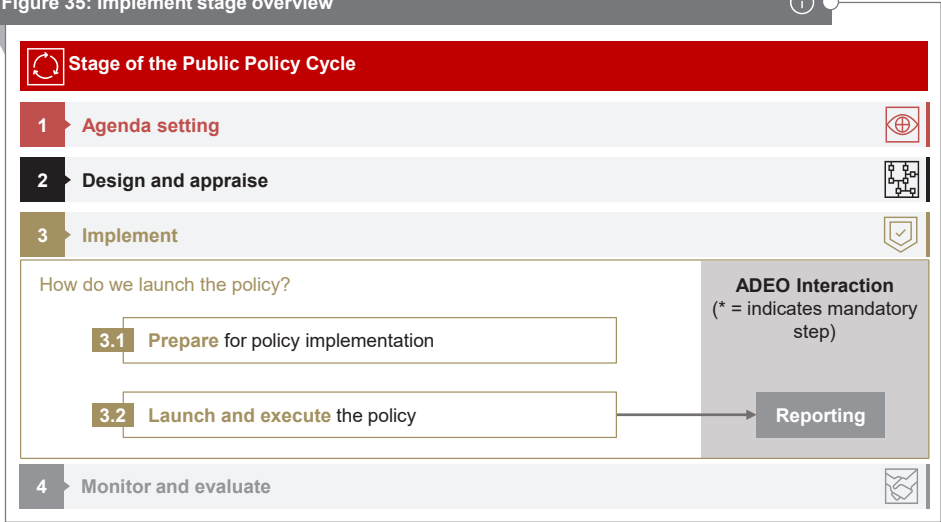
Implement

Chapter 5:

Implement



Figure 35: Implement stage overview



The Implement stage of the Public Policy Cycle aims to ensure the efficient and successful implementation of public policy interventions. Most of the advice, guidance and support on policy and project management will be specific to each requesting entity and these entities should ensure that the relevant sectors and teams within their organisation are sufficiently informed and involved throughout implementation.

There are two parts to this short chapter: the first provides high-level guidance on how to prepare for the launch of a public policy intervention; the second provides advice and guidance for requesting entities once the policy is live.

5.1 Prepare for policy implementation

This step focuses on completing all the tasks that can assist in enabling implementation of the public policy intervention. It is recommended to fulfill all of the following tasks prior to the official launch of any intervention, and additional tasks may also be required depending on the design of the specific public policy in question:



- **Communicate with stakeholders:** Public policy interventions generally require participation from several different stakeholders, and it is important to align with these organisations early in the process to ensure the successful implementation of any intervention. This includes internal communications within the entity, and external communications with other organisations, the private sector and, where necessary, citizens and consumers. All stakeholder maps should also be reviewed alongside the final implementation plan, and any new stakeholders should be made aware of their role and how the policy may affect them;
- **Raise public awareness:** One of the biggest risks that could cause issues during implementation is the absence of a common understanding amongst the general public on the upcoming changes. As such, developing an information and/or marketing plan to raise awareness within the relevant communities in advance of the launch of the policy is vital;
- **Establish policy governance:** Some policies may require the formation of committees, while others may require the formation of a team, sector, or department. Regardless of what the requirement is, forming the governance required for implementation must be covered before the public policy intervention is launched; and
- **Deliver and confirm implementation requirements:** All requirements identified for the pre-launch stage will be completed to ensure effective implementation. This includes the allocation of budget and finance and the provision of additional resources and skills. This may also involve tasks like obtaining proposals from vendors or suppliers.

5.2 Launch and execute the policy

The approved option should be delivered in accordance with the implementation plan, the monitoring and evaluation plan, and any risk mitigation plans that have been created. These plans are all covered in more detail in earlier parts of this manual.

Managing risks

The risks identified during the Design and Appraise stage will need to be managed once a public policy intervention is implemented, and risk registers and risk cards should be made available to all key stakeholders responsible for implementation. The implementation plan should have considered how best to mitigate these risks, and at this stage those who are tasked with delivery should have robust plans in place.

Monitoring performance

Once the public policy intervention is launched, its delivery should be clearly announced and actively monitored. This enables improved functioning and data tracking of the intervention, which is critical to conducting a robust, detailed evaluation at the appropriate time. There are several ways that this can be done, and further information is provided in **Chapter 6**.

Reporting

Reporting

As part of the implementation, entities should provide update reports to relevant stakeholders on a regular basis.



Implement Stage Checklist



Communicate the public policy intervention to all stakeholders to prepare them for implementation



Announce any changes that impact the intervention and raise awareness of any actions required

Provide all the requirements necessary for the successful implementation of the intervention (administrative, resourcing, technical, and financial requirements)

Execute the public policy intervention in line with the implementation plan

Stakeholder Engagement Checklist



Issue formal, written communications to all relevant departments and stakeholders to prepare them for implementation

Provide ongoing support to stakeholders as needs arise

Consider setting up regular check-ins with stakeholders to monitor progress and resolve any unexpected challenges



Chapter 6:

Monitor and evaluate

Chapter 6:

Monitor and evaluate

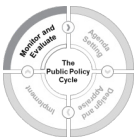
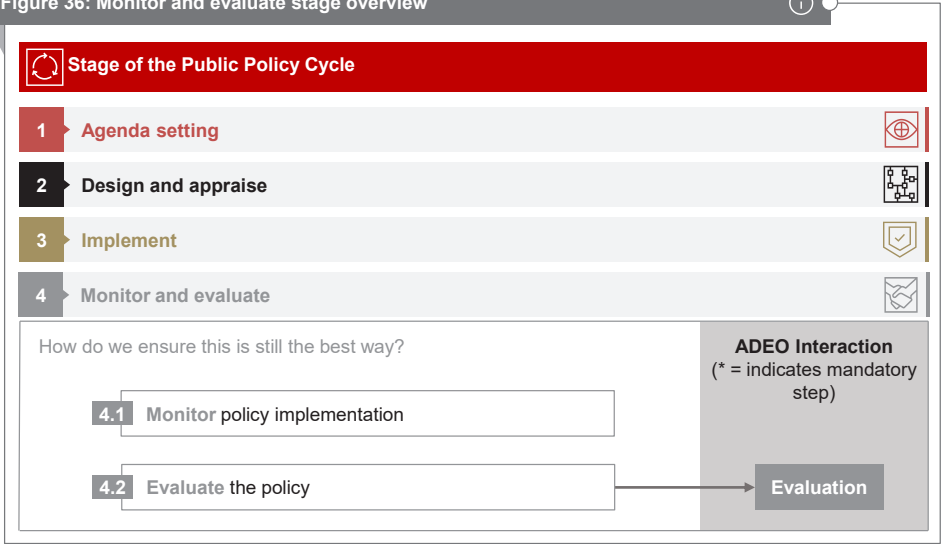


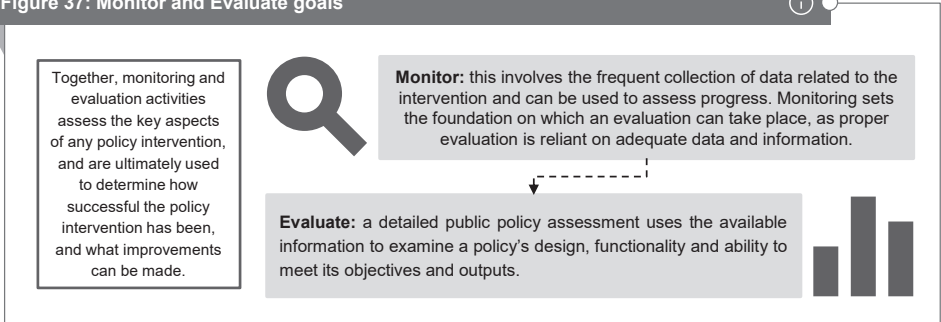
Figure 36: Monitor and evaluate stage overview



The implementation of a public policy intervention does not mark the end of the Public Policy Cycle. Once introduced, it is important to monitor the effects the policy is having and, at the right time, evaluate its overall impact. As the fourth and final step in the Public Policy Cycle, it is intended to provide policy-makers with objective analysis and insights to inform future decision-making.

Within the Public Policy Cycle, **monitoring and evaluation** have distinct but interrelated roles (Figure 37). Broadly speaking, monitoring is a continuous process, while full evaluations take place at key milestones.

Figure 37: Monitor and Evaluate goals



The remainder of this chapter will provide advice, guidance and an overview of different tools and techniques that can be used to support policy-makers in their monitoring and evaluation activity. The chapter is split into two core parts:

1. Monitor Policy Implementation
2. Evaluate the Policy

Before designing a monitoring and evaluation strategy, it is important to consider its purpose and importance for the wider Public Policy Cycle. This helps to provide a framework on which to plan the specific monitoring and evaluation activities that need to take place and ensures that they are adapted to the specifics of the policy intervention being assessed.



Why is public policy evaluation important?

Evaluating public policy interventions is a vital part of the development process because it allows policy-makers and the wider public to understand the impacts of changes and allows the lessons learned to be entered into the evidence base used to develop future policies. A strong public policy evaluation programme results in two key outcomes: improved learning and increased accountability.



Learning: Through monitoring and evaluation, policy makers can gauge whether the implemented intervention is producing the impacts that it was forecast to. In the early stages of a policy's implementation, learning can help adapt the policy's design to improve its functionality and performance. In some cases, pilots of a public policy intervention are held to test the policy's design in a controlled setting, and the learnings from the pilot can inform its development for larger scale interventions. It is important to take learnings from both successful and unsuccessful interventions, as both provide insights which can be useful for future interventions.



Accountability: Evaluating public policy helps to hold the government and public sector to account for the changes that they have made. This includes ensuring that government money is spent in a prudent and transparent manner, and that policies deliver the results that they have been designed to. By evaluating the results of an intervention, the government can demonstrate that it is acting in the public interest and informing the public of the results it is achieving. This helps to build trust between government and the public and can help improve compliance if the public is well informed of the purpose and results of a particular initiative.

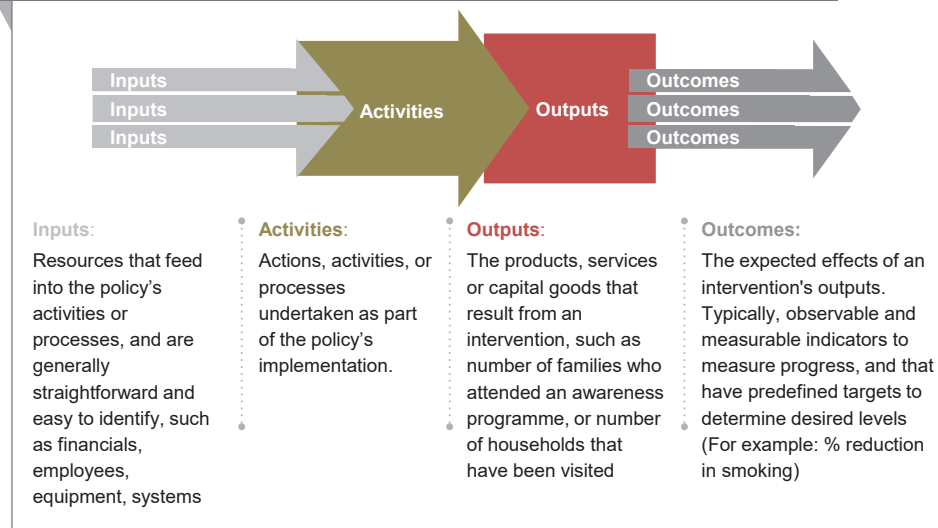


What is a successful public policy evaluation?

A successful public policy evaluation results in a holistic assessment of an intervention's effects, and outlines what can be learned from its design and implementation. In order to develop this assessment, an intervention should be monitored throughout its implementation, from early stages to the point the evaluation takes place. Effective monitoring and evaluation should provide insights across several stages of the intervention's logic model (Figure 38).



Figure 38: Impact evaluation



Effective monitoring and evaluation should assess different dimensions of the intervention. There are many different potential dimensions, and policy-makers should select those that are most relevant to their specific policy, but all evaluations in the Emirate of Abu Dhabi should include at least the following:



Relevance focuses on assessing the extent to which the objectives and design still meet the needs and problems it sought to address. This requires reviewing the importance of the intervention by reassessing its usefulness in tackling the identified problem at the time of the evaluation (future state). As time goes by, the overall circumstances may have changed and hence the initially identified problems may also have changed as compared to when the policy was initially designed. Analysing any misalignment between the need at the time of the evaluation and the policy objectives would support in identifying the relevance of the policy being assessed;



Effectiveness links the public policy intervention to its desired objectives by assessing the success of the intervention in achieving or progressing towards these goals. The objectives defined during the Agenda Setting stage can be used as KPIs;



Efficiency weighs the costs being incurred by the public policy intervention and the actual change it has achieved. This can be assessed using a cost-benefit analysis of the costs that have resulted from the public policy intervention and comparing these to the changes it has actually led to (changes can be positive or negative); and,



Impact, or added value, assesses the actual impacts against those estimated during the appraisal stage of the policy development cycle. Exceeding the estimated positive impacts (benefits) is considered a success, while exceeding negative impacts (costs) would reveal that they were potentially underestimated during the policy development cycle.

For example, some key questions a public policy evaluation can answer are:

- How is the intervention operating in practice compared to how it was designed to operate?
- Which groups are most affected by the intervention, and which groups are least affected?
- Is the policy delivering within budget?
- How are the impacts of the intervention felt across different stakeholders?
- What improvements can be made to help the policy deliver better results or mitigate unintended consequences?

Every monitoring and evaluation strategy should consider both the stages and dimensions of the intervention and its intended impacts when framing the strategy. All other parts of the strategy and data requirements will flow from a clear understanding of what success looks like for the intervention at each stage and across each dimension.

6.1 Monitor policy implementation

Monitoring a public policy intervention sets the foundation on which evaluation can take place, as proper evaluation is reliant on adequate data and robust information. One of the aims of the monitoring step is to examine what changes have occurred since the implementation of an intervention. It is generally recommended to record the following aspects:

- **Implementation:** how closely the implementation plan (as developed during the Design and Appraise stage) was followed;
- **Application:** the extent to which the policy met its objectives and the ways in which the intervention has triggered change;
- **Compliance and enforcement:** level of compliance by stakeholders involved; and
- **Contextual information:** additional information that may not be directly related to the intervention but provides wider context (for example: economic growth and new technologies).

There are several important steps that need to be followed to ensure that a public policy intervention is monitored effectively, and to ensure that the correct data are available for the evaluation. These are set out in more detail below.

01 Develop a plan early

Developing a plan to monitor a public policy intervention early in the intervention's development is essential to a successful evaluation. A monitoring plan should be aligned with the objectives of a public policy intervention, so that the data that is collected is relevant to the intervention's stated goals. Further information on these plans is available in **Chapter 5**.

02 Set data requirements

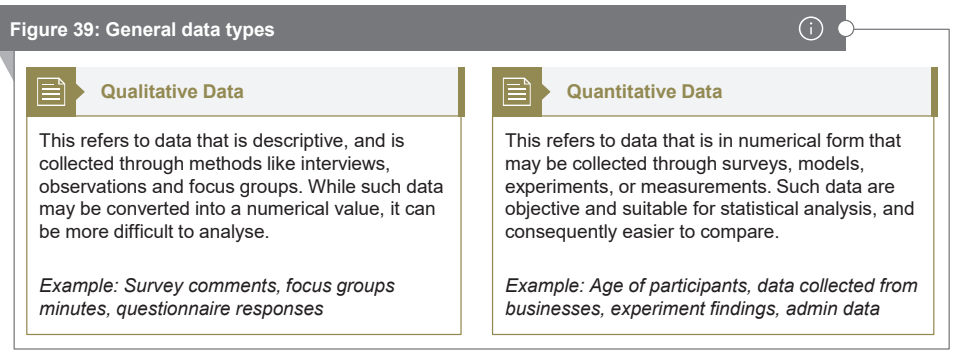
It is essential to gather **baseline data** before a policy intervention is implemented, so that the effects of the intervention can be measured against historic performance before the intervention took place. This allows policy makers to compare data and performance measures of the new policy intervention with past results, to measure the impact the intervention had compared to a world in which it did not take place.



It is also important to note that the public policy intervention should be monitored both during and after implementation. Collecting data during implementation allows policy makers to capture the initial effects of the intervention, and measure how the intervention performs over its lifecycle. This can capture the amount of time it takes for an intervention to 'scale up', and initial take-up and compliance rates. Continuing to monitor an intervention after its implementation is key to understanding how well the intervention works in the long term, including whether the initial effects of the implementation become more subdued over the policy's lifecycle and whether there are any long term behavioural responses to the intervention.

Select relevant data

The type and quantity of data that needs to be collected will depend on the type of intervention, and is based on the indicators defined in the Design and Appraise stage of the Public Policy Cycle. There are two main categories of data that can be collected to help support a policy evaluation:








The quality of the data that is recorded has a direct effect on the quality of an intervention's evaluation, and consequently the conclusions that can be drawn regarding the policy's effectiveness. It is therefore very important to gather complete, relevant and accurate data. It is also important to reference **Chapter 5**, where further information is provided on Monitoring and Evaluation plans. Data can be collected using a number of different methods and tools. In some cases, standard monitoring data can fulfill the data needs for a policy evaluation. This is generally quantitative and used to track the implementation of a public policy intervention. Table 7 below sets out some of the ways standard monitoring data can be collected.

Table 7: Types of monitoring data





Data Type	Uses
People accessing a service	Assessing whether an intervention is reaching its target population
Process data	Assessing whether intervention was implemented as intended
Input data	Assessing whether inputs required met expectations and confirming assumptions of requirements were correct
Output data	Assessing whether the programme has delivered target outputs
Outcome data	Measuring benefits of delivering outputs

In some cases, standard monitoring data can fulfill the data needs for a policy evaluation. However, in cases where regular monitoring information is insufficient, bespoke surveys or questionnaires should be used to acquire the necessary data and intelligence. When designing surveys, it is important to consider the following points:

- Clearly clarify the goal or objective from the survey, the target group that will be addressed, and the survey method most appropriate for the target group;
- Determine the type of data that is required for collection. There are five main data types as shown in Table 8;

Table 8: Types of survey data	
Data Type	Information collected
 Factual	Factual information about respondents, such as age
 Knowledge	What knowledge participants have about a particular topic and their awareness of the public policy intervention
 Attitudinal	Opinions, beliefs, values, and feelings of respondents
 Behavioural	What people do or intend to do and how it has changed after the intervention
 Preferential	Preferences for different options and outcomes

Surveys and questionnaires encompass a wide range of data collection strategies. Generally, survey data involves collecting intelligence from a population and making inferences based on the results of the sample group. It is important that any survey conducted has a representative sample size from which robust conclusions can be drawn. **Table 9** below provides some examples of different ways to collect data from surveys.







Table 9: Sampling techniques	
Method	Definition
 Random sampling	Randomized selection of individuals (via computer-generation) where each respondent has equal chance of being selected.
 Stratified sampling	Dividing a population into groups and then selecting a probability sample from each group
 Cluster sampling	Selecting clusters via a probability method and individuals within clusters are selected
 Multi-stage sampling	Combination of sampling methods



Collect relevant data




There are many ways to gather qualitative data when evaluating a public policy intervention, and this information can add context and nuance to the quantitative data produced. **Table 10** below sets out several different approaches that policy makers can use when searching for qualitative data:

Table 10: Forms of data collection

Collection Method	Description
 In-depth interviews	Open-ended questions for detailed responses typically used when collecting data on personal experiences
 Focus groups	Collection of participants who debate openly and discuss views and experiences
 Case studies	Investigations of a single issue
 Observation	Watching research subjects to observe behaviour
 Ethnography	Observation and review of participants
 Social media	Collection and analysing online data

When conducting interviews or other forms of qualitative data collection, it is important to structure questions in a way which suits the needs of the target audience and that also solicits the appropriate insights for the evaluation. Questions should therefore be developed carefully and tested before they are used with the intended recipients. **Table 11** highlights some of the main types of questions which can be used by interviewers:

Table 11: Question types

Data Type	Information collected
 Structured	Closed-ended questions that offer respondents a list or set of options to select from. Such questions may be used to filter responses, rank questions, and obtain simple counts.
 Non-structured	Open-ended questions that provide responders freedom to write their own answers. Such questions may follow closed-ended questions to gather insights on a topic.
 Partially structured	A mix of open- and closed-ended questions in order to get specific responses while also providing respondents with the opportunity to explain their point of view.

Once the different information, data and intelligence that is needed to undertake a robust policy evaluation has been identified, the next step is to identify and assess the different stakeholders that an entity will need to interact with in order to gather this information and insight.

03

Identify relevant stakeholders

Stakeholders have a key role to play in the monitoring and evaluation of a public policy intervention, ranging from the collection of data to using the evaluation to develop future policies. When developing a monitoring plan, it is important to identify in advance the roles each stakeholder will play in the overall evaluation that is being undertaken, their objectives in the policy process and their skills and capacity. **Table 12** sets out examples of types of stakeholders who are involved in the monitoring and evaluation process.

Table 12: Types of stakeholders

Type of Stakeholder	Description	Internal / External	Skills and capacity
Policy intervention developer	The requesting entity responsible for development of intervention	Internal	Evaluate and revise intervention as needed
Data collection stakeholder	Members of a requesting entity or implementation team who are responsible for recording and tracking data during a policy's implementation	Internal	Ability to do basic statistical analysis Available mechanism to record live data Ability to communicate data results on a regular basis
Government accountability stakeholders	Those within the government who seek to understand whether the intervention was effective, and whether the requirements were necessary	Internal	Assesses the evaluation to ensure proper use of time and resources Ability to provide feedback on potential changes
Recipients of the policy	Members of the public who experience the direct effects of the public policy intervention	External	Ability to provide data on a regular basis
General public	Members of the public who are interested in how government policies are being enacted	External	Provides scrutiny and allows the public to challenge, examine, and suggest reform
Future policymakers	Those who will utilize lessons learned from previous policy interventions to inform future changes	Both	Informs future policy via lessons from previous interventions

6.2 Evaluate the policy

When undertaking an evaluation of a public policy intervention, it is important to have a clear understanding of the purpose of the evaluation and what is required to achieve the predefined goals or outputs. Evaluation scoping is the process for identifying the main purpose of the review and what is needed to conduct the evaluation successfully. The goals of evaluation scoping are to:

1. Examine the existing evidence base
2. Set out the purpose of the evaluation
3. Choose the type of evaluation that is required

The goals of an evaluation will vary depending on the specific policy in question, and the overall aims of the exercise. These steps are discussed in more detail below:

01

Examine the existing evidence base

Having a thorough understanding of the public policy intervention is essential to any evaluation. As the first part of evaluation scoping, policy makers should outline how the intervention was expected to work in practice, the assumptions underlying the intervention's design, and the wider context in which it operated. This involves examining the evidence base behind the policy intervention, and identifying where gaps or weaknesses in the evidence base exist. In identifying gaps in the evidence base, policy makers can better understand the questions the evaluation needs to answer.

02

Set out the purpose of the evaluation

A successful evaluation will have clearly set-out the questions that it intends to answer, and how those answers will be used for future policy development. This includes setting out who will be using the evaluation findings, and when. There are several different ways in which an evaluation can be used, including:

- ☐ Communicating an intervention's impact to the public
- ☐ Risk identification
- ☐ Measuring progress towards intended benefits
- ☐ Informing future decision making (for example, regulatory changes, larger roll outs)
- ☐ Stakeholder engagement

It is also important to review the objectives and goals that were set out during the design stage of the public policy intervention, as these should play a major part in helping to scope the evaluation.

03

Choose the type of evaluation that is required

There are three broad types of evaluations: process, impact and value-for-money. Each type of evaluation is designed to produce different information and results, and each should be used at different points during the lifetime of an individual policy intervention. **Table 13** provides a description of each type of evaluation.



Table 13: Types of evaluation

Evaluation type	Goal of evaluation	Questions answered
Process evaluation	What can be learned from how the evaluation was delivered?	Was it delivered as planned? Did it function as planned? Did the context influence how it was delivered? How could its delivery be improved in the future?
Impact evaluation	What difference did the intervention make?	Did it achieve expected outcomes? Was the intervention decisive in the change in outcomes? Can the intervention be replicated?
Value-for-money evaluation	Was the intervention a good use of public resources?	Was the intervention cost effective? What were the costs and benefits? How would the intervention compare to alternatives?

There are many factors to consider when choosing the most appropriate type of evaluation. The most important of these factors is timing, as the length of time that a policy has been implemented is likely to dictate which sort of evaluation is most appropriate. In most instances, a 'process evaluation' should be undertaken quite soon after the intervention has been implemented, while an 'impact' or 'value-for-money' assessment would take place once the policy has been in place for several years.

The choice of evaluation type should also consider the uncertainties and assumptions in the intervention's evidence base, and the needs of stakeholders, who would have been involved in the selection of methods to manage expectations and agree on objectives. This will help manage expectations and ensure the final evaluation meets the needs of those stakeholders.

The selection of the type of evaluation should also consider the time and resources available to conduct the evaluation. Evaluation types range in their time and resource intensity, and policy makers should be realistic about the capacity to conduct an evaluation.

04

Undertake the evaluation

When running an evaluation, it is important to consider that there are several different methodologies that could be deployed. Different methodologies can be used to suit process, impact and value for money evaluations, with varying amounts of time and resource requirements. For example, process and impact evaluations should make use of interviews, focus groups, surveys, performance monitoring, and observational studies. Each have their own benefits and limitations (**Table 14**).

Table 14: Evaluation methodologies



Method of evaluation	Benefits	Drawbacks
Interviews / focus groups	Allows for context	Time intensive; not quantitative
Case studies	In depth	Difficult to make findings generalizable
Surveys	Useful for statistical analysis	Less in depth; response rate issues can limit generalizability
Output monitoring	Low cost; fast	Can be inconvenient for participants and staff
Observational studies	Allows for understanding of individual experience	'Hawthorne effect' can mean participants act differently as they are conscious that they are being observed

Impact evaluations, which look for causal relationships from an intervention, often make use of experimental or quasi-experimental studies. These types of evaluation use methods such as randomized control trials (RCTs), difference-in-difference analysis, or regression discontinuity design. These methods are academically rigorous and, when designed properly, can provide a robust evidence base to assess the efficacy of an intervention.

However, they require a significant amount of time and resource to complete, typically with subject matter experts doing highly skilled research. Often, it may not be possible or ethical to separate participants into experimental and control groups, and the data may not be available to conduct the study in a way which produces verifiable and non-biased results.

05

Disseminate the results

The dissemination and reporting of the results of an evaluation to relevant stakeholders is a key step to ensure the continuous improvement of public policy making, and to allow for early responses to any issues or unintended results that have been identified. It is important to build a public sector evaluation culture that encourages reflection, collaboration, revision and transparency.



Define the audience

The structure, frequency, and level of detail that is reported will depend on the audience and the nature of the policy. For instance, reports prepared for the implementation team may require more details compared to reports prepared for senior officials, or organisational leadership.

It is therefore important to understand the difference between direct and indirect stakeholders, as their usage of the results will vary considerably. For the purposes of an evaluation, direct stakeholders are typically those who are developing, implementing or inspecting a public policy intervention and make use of evaluations to improve design and implementation or evaluate effectiveness of outcomes. Indirect stakeholders are those who have been involved in either the consultation or monitoring process during the development of the intervention.

Present the results

As discussed earlier in this chapter, there are various end users of evaluation reports and findings, and these different groups will make use of the results in different ways. As a result, a standard written highlights report may not be the best dissemination option in all cases. It is important to tailor results based on the intended stakeholder, such as through the use of one-pagers, infographics or succinct slide decks.

There are several different ways to produce a high quality summary report, and policy-makers should choose the best medium for the intervention in question. At a minimum, a report should include:

- The policy's desired objectives;
- Details on how the public policy intervention has worked in practice;
- Summary of the findings, performance of indicators against the predefined targets, and
- Conclusions based on the findings, which could include any of the following:
 - No changes to the policy are required, and it should continue as planned;
 - Some action is required to ensure that the desired objectives are achieved;
 - Policy must be revised due to adverse impact; or
 - Policy may need to be terminated.

If further information or detail is required to understand the best ways to summarize evaluation results, policy officials should engage with individual stakeholders and ascertain their preferences or specific needs.

Evaluation

Evaluation

During the Monitor and Evaluate stage, there is an opportunity to engage with the Abu Dhabi Executive Office to obtain direction and guidance on monitoring and evaluation practices and techniques.



Monitor and Evaluate Stage Checklist



- Gather the required data to inform the identified performance indicators ☒
- Conduct an evaluation on the policy's implementation and impact ☐
- Review the policy's ability to achieve the desired objectives based on the evaluation results ☐
- Present results to the respective stakeholders ☐

Stakeholder Engagement Checklist



- Inform relevant stakeholders of the metrics needed to conduct the policy evaluation ☐
- Identify the relevant stakeholders needed to provide feedback of the policy's design and implementation ☐
- Consult with relevant department(s) on the monitoring methods that should be deployed ☐
- Consider setting up follow-up interview sessions with key stakeholders to understand the experience of delivering the policy on-the-ground ☐
- Communicate the impact of the policy to the relevant departments and stakeholders, and consult them for feedback and potential improvements ☐



مكتب أبوظبي التنفيذي
ABU DHABI EXECUTIVE OFFICE

All Rights Reserved for Abu Dhabi Executive Office © 2021



United Arab Emirates
The Emirate Of Abu Dhabi
Issued By The General Secretariat of The Executive Council
of The Emirate Of Abu Dhabi
Office of Legal Affairs
Abu Dhabi - P.O. Box: 19
Tel: +971 26688446 Fax: +971 26669981

