COPENHAGEN CONSENSUS CENTER

BHUTAN ACADEMY

From learning to practice

Moderated learning review and overcoming barriers

Saleema Razvi and Roland Mathiasson, Copenhagen Consensus Center

October 2026

From learning to practice

What will you do differently?

- One lesson you will use in your own work
  - **What changed in how you assessed your proposal?**
- One question you still need to resolve
  - **What would help you take the next step?**
- Write first, then share briefly

Individual reflection, then a few voices from the room

Different sectors, the same questions

Sector	What additional outcome would you test?
Health	Health gains from additional effective care
Education	Learning gains and later outcomes supported by evidence
Infrastructure	Changes in journeys, safety and other impacts
Agriculture	Additional production, inputs and resource use

- What changes compared with business-as-usual?
- Who gains, who pays, and when do effects occur?

General appraisal principles: HM Treasury, The Green Book

What makes an appraisal convincing?

- A clear intervention and realistic business-as-usual
- Credible evidence of additional outcomes
  - **Example adult training: attendance alone does not establish earnings gains**
- All relevant costs and benefits, without overlap
  - **Include delivery costs, travel and displaced adult earnings**
- Consistent timing, valuation and transparent assumptions
- A judgement that explains uncertainty and who is affected

General appraisal principles: HM Treasury, The Green Book

Using cost-benefit going forward

- Will you use the CBA appraisal from today for briefing relevant decision makers?
- Will you refine and/or add more data to the CBA appraisal?
- Would doing more CBA be a good use of your time?
- What support would you need, if any?