



University of TUNIS EL MANAR

Public Policy, Gender and Culture

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Faculty of Law and Political science
(Salle des conférences)

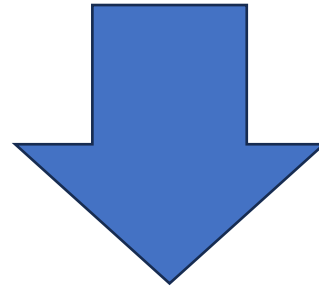
How to evaluate Public Policies?

The theory of change

- The evaluation team should first shape the monitoring and evaluation framework around all six-program levels, related to a classic Theory of Change narrative of an intervention.
- This allows the team to assess program implementation and performance at both granular and wide-scale levels and determine where, if any, breakdowns in program implementation and achievements have occurred.

Relevance/Appropriateness

- *Relevance/Appropriateness* is determined as a result of the relationship between needs and the project objectives.



- This means that a project or programme is only relevant when the identified needs are addressed by the activities implemented as part of the project and these contribute to reaching the overall objective of the project.

Effectiveness

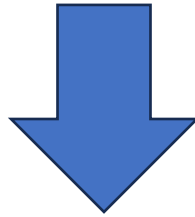
- *Effectiveness* is determined as the extent to which the project was able to achieve the stated outcomes and whether these were achieved in a timely manner.



- Determining effectiveness is therefore contingent on a well-developed results framework, as well as ongoing documentation in the project of activities and achievements.

Efficiency

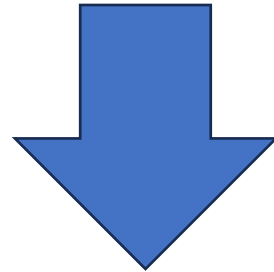
- *Efficiency* is analysing the relationship between inputs and outputs and outcomes of the project.



- The criteria thus look at the use of resources (financial, human) and the exploitation of synergies to achieve the outcomes and whether the use of resources achieved the expected outputs and outcomes.

Sustainability

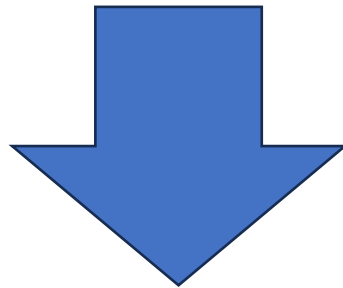
- *Sustainability* pertains to the extent to which benefits of the activity are likely to continue in the future without external technical and financial support.



Technical and institutional Sustainability

Impact

- *Impact* is assessed based on all positive and negative changes produced by the activity.



- These can be of a direct or indirect nature and have come about intended or unintended. Impact includes the changes that are perceived by the beneficiary communities.

Evaluation of Partner performance

- To what extent did/do partners follow a relevant, coherent, evidence-based, results-focused, effective, efficient, sustainable approach to project planning, implementation, monitoring, and evaluation?
- To what extent do partners have the necessary capacities, resources, structures, mechanism, and processes to deliver on key PCM tasks as outlined above? What are the respective strengths and weaknesses?
- What are the adaptive capacities of partners regarding working in a challenging context and adapt to changing situations on the ground?
- To what extent and how do the implementing partners assess risks (contextual, programmatic, institutional; political, operational, financial) and consider different scenarios at the planning stage; how are risks being monitored, managed, and reported back throughout project implementation?
- Based on what criteria, assessments and considerations do implementing partners chose their local sub-contractors (to the extent applicable)?
- Are risks related to local sub-contractors being monitored throughout project implementation?

Evaluation of Partner performance

Sub questions	Data collection	Data analysis
Partnership mechanism	Desk review of partners reports, Meetings minutes, press releases, publications, secondary data, Memorandums of agreements, contracts, and projects design	<ul style="list-style-type: none"> • SWOT analysis • Inductive qualitative analysis of interviews
Participatory approach and level of partners' ownership	<ul style="list-style-type: none"> • Focus-group • Partners 's Survey (a specific questionnaire to be circulated among partners) 	<ul style="list-style-type: none"> • Inductive Qualitative data analysis • Discrimination data analysis
Patterns capacities	<ul style="list-style-type: none"> • Procurement documentation • Partners' Human resources • Partners' budgets • Partners' technical capacities 	<ul style="list-style-type: none"> • Gap analysis • Needs assessment • Cost efficiency analysis • Quality of partners outputs

Data collection: Review of program documents

- **Review of program documents.** The project evaluation will draw on relevant internal program documents, including project proposals, interim reports, narrative reports, log-frames, weekly/monthly reports and concept notes as well as all further documents submitted to the evaluation team.
- This will be a core part of the evaluation, since a number of the outputs are written documents such as strategies, policy proposals and development plans

Key-informant interviews

- **Key-informant interviews.** To collect the relevant qualitative data, the evaluation will conduct semi-structured, key informant interviews with a cross-section of all stakeholder groups for both the project and organizational evaluation.

Focus group discussions

- **Focus group discussions.** The evaluation will incorporate the use of participatory methodologies. This will be done by engaging in Focus Group Discussions (FDG) with the immediate beneficiaries of the program. Interview guides, structured according to project component evaluation criteria, will be prepared.

Surveys

- Surveys are expected to be conducted with beneficiaries and partners.
- The questionnaire outlines will relate basically to effectiveness and beneficiaries' satisfaction with the program interventions.
- Assessing the extent to which programs interventions are in line with the beneficiaries 'needs and expectations will also be a key element of the survey focus topics.

Data analysis methods

- The data collection methods depend mainly on qualitative data through document review, one-to-one interviews, focus groups and on-line surveys with beneficiaries.
- Given that, as a rule, performance measures should be chosen so that changes in value can be attributed to the actions of the program in question, attribution is a challenge for all performance evaluations based on qualitative inputs.

Textual analysis

- **Textual analysis:** This data analysis method will be applied first to reports, studies, minutes and speeches as part of the documentation desk review and second to the one-to-one interviews and focus-groups reports.
- The analysis is used to identify, enumerate, and analyze occurrences of specific messages and message characteristics in texts.

- **Multi criteria analysis:** The evaluation will be conducted with reference to the program logical framework as designed during the program preparation phase, including an analysis of the structure of the logical framework itself. The logical framework will inform the interview guides so that the logic of the model can be tested as to whether it worked as intended. For each criteria, mainly efficiency, effectiveness and impact, the evaluation team will specify sub-indicators. These indicators will be then informed and scored based on a specific scale to be defined according to the collected data. The team will afterwards define the criteria and sub criteria weights which will be taken into consideration for aggregate score for the overall program performance.

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Case studies

- **Case studies:** The evaluation team will select a number of case studies using a set of criteria to be defined based on a preliminary analysis. Case studies will help the team zoom on a number of evaluation question such as impact, and sustainability.

Correlation or discrimination data analysis

- **Correlation or discrimination data analysis.** Based on a preliminary analysis the team will decide the type of statistical data analysis. This should cover basically to considerations related to analysis of economic empowerment strategy.
- The team will choose over the wide range of statistical data analysis including correlation and discrimination data analysis. It is worth noting that Correlation analysis is **a statistical method used to measure the strength of the linear relationship between two variables and compute their association.**
- Simply put - correlation analysis calculates the level of change in one variable due to the change in the other. Discrimination data analysis is expected to be relevant to the evaluation focus as variations might be noticed among the program's beneficiaries