e value

Evaluation Plan

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INTRODUCTION

The evaluation plan is aimed to design evaluation activities of Project RETICULATE in accordance with the project objectives and the evaluation questions. The evaluation questions and related evaluation methods were selected in close collaboration with IRS.

The evaluation service will be implemented by a team of experts belonging E Value S.r.l. (EV). The evaluation team will act in coordination with IRS and will report to IRS and to the project leader and other partners on the activities and on-going results. Each evaluation report requires the validation by IRS.

The evaluation team will support the Project leader Anci Toscana in preparation and implementation of Quality Assurance Plan (QAP). The supporting activities will be provided in defining management approaches, work planning, risk detection, outputs and deliverables compliance. Furthermore, the evaluation team will participate to quality monitoring analysis (each three months) and project coordination meetings. If appropriate, the evaluation team will contribute to internal peer review of project deliverables.

During the implementation of the activities, the evaluation team will refer about evaluation results and achievements to the Strategic board (each six months).

Finally, the evaluation team will participate to dissemination events of the project by preparing short notes and summaries of evaluation results.

WHAT RETICULATE PROJECT AIMS TO ACHIEVE

RETICULATE project consists of seven specific Work Packages (WP) that include different tasks. The project aims to:

- make accessible the opportunities offered by the fragmented system of the public services. The system is composed of cash benefits, social services and job insertion targeted to particularly vulnerable households. The focus of the project is on two targets: family with children and homeless people.
- experiment the integration of the above-mentioned services whitin a One-Stop-Shop consisting of a single access point and an integrated network of services with protocols, procedures and tools co-designed with the participation of public authorities, non-governmental organizations, and vulnerable selected groups.

The main specific objectives of the Project are listed below:

- set up a model of integrated system aimed at offering a combination of adequate income support provision with labor market activation and effective access to enabling goods and service.
- enhance the cooperation among public authorities, third sector organizations and selected target group by co-design processes of social services.
- outreach and involvement of target groups in structuring services.
- create a physical space where integrated non-stigmatizing response to the model of the One-Stop-Shop are offered, designed to be attractive and easy to access places.
- ensure mutual exchange of views between public administration at local and EU level to allow knowledge/experience sharing.
- realize an experimentation of the integrated model at local level, focused on the selected target groups.

The main expected results are about:

- the experimentation at the territorial level that is expected to outreach and involve 300 vulnerable individuals and families (primary target groups of the project)

- the improvement of service delivery through a real integration of social, employment, heath care and housing services in One-Stop-Shop and the training of case managers able to support target group to their needs. The opportunity to experiment and learn different approach, applied in other national context, and changing of experiences occurring in the transnational activities
- the ability of the project to trigger a change in inclusion policies in the medium and long term at the local, national and EU level.

EVALUATION DESIGN

An evaluation plan sets out the details of the evaluation (as questions, methods and activities, and a work plan). The evaluation plan includes information about what the evaluation is trying to do (what is to be evaluated, the purposes of the evaluation, the evaluation approach and key evaluation questions) and how it will be done (what data will be collected, how and when, how data will be analyzed, and how and when results will be reported).

The evaluation of RETICULATE will adopt theory-based methods; furthermore, a participatory approach will be used to establish stakeholder perceptions and expectations (key stakeholders will be involved to compare and discuss the results of the evaluation).

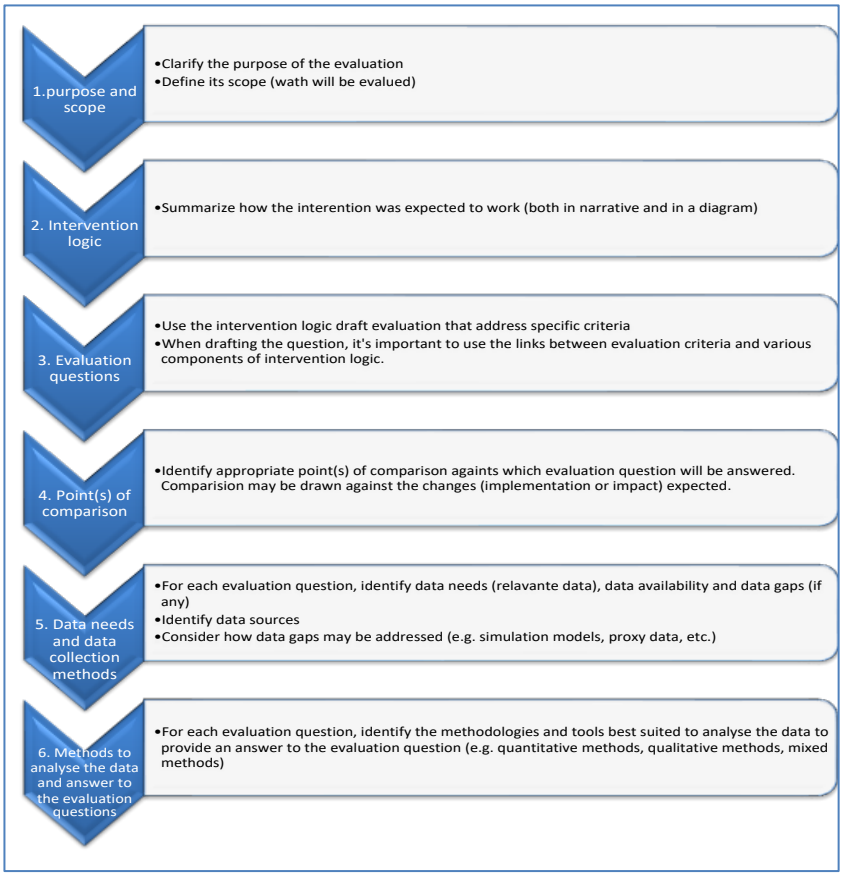
The evaluation design describes the evaluation's approach, method and tools that will be used to meet the evaluation's purpose, objectives, and key questions. It includes how cross-cutting issues and social impacts are addressed under relevant criteria (as relevance and utility, efficiency, effectiveness, impact and sustainability).
The evaluation design is based on the reconstruction of the intervention logic (using Logical framework approach) and the expected results, as reported in main project documents and discussed with IRS. The reconstruction of the logic of the intervention considers each WP and related tasks to which the objectives will be traced.

At the same time, the theory of change underlying the project has been identified to be verified during the implementation of RETICULATE. Theory of change (ToC) explains how activities are understood to produce a series of results that contribute to achieving intended impacts, but it can also be used during the implementation process to explain how project's activities are working. ToC highlights the connection between activities and outcomes. Assumption about behavior, causal relation and context are made explicit supported by evidence by ToC.

The following figure illustrates the main steps adopted for the evaluation design[1]:

[1] *Better Regulation toolbox 2021* - Chapter 6, p. 402 (as adapted by EV).

Figure 1 - Evaluation design: main steps



EVALUATION QUESTIONS

The evaluation focuses on relevant topics and **evaluation questions**. Main evaluation questions are defined in the evaluation plan. Each evaluation question was identified and formulated following a process which was checked to verify:

- whether concepts and explanatory hypotheses can be formulated.
- whether available data can be used to answer.
- whether access to the field investigation will pose difficulties.

Project documents and monitoring plan were examined, as well as information made available by IRS regarding operational meeting between RETICULATE partners held in the past months. In addition, the evaluation questions are discussed with IRS.
Questions proposed as relevant thus include a brief prior assessment to understand if the conclusions will be used, by whom, for what purpose and when. Therefore, the twofold evaluation levels of RETICULATE is the most suitable to design a plan.

The evaluation of RETICULATE will take place on two levels:
A) the evaluation of the implementation process
B) the evaluation of process outcomes

A) EVALUATION OF IMPLEMENTATION PROCESS

The **evaluation of the implementation process** determines whether project activities have been implementing as intended. This evaluation should provide feedback in ways that will be useful to Project leader and co-applicant partners to translate emerging evidence into practical actions. Moreover, this evaluation may complement an impact evaluation by investigating how processes and events during implementation can affect the scale and distribution of intended outcomes.

The evaluation of implementation process returns information that must be compared with what is defined in the theory of change underlying the project. It may also identify important unplanned (positive and negative) project outcomes. This evaluation can address several dimensions areas as:

- consistency of project design and plan of action
- ability to achieve target groups as planned
- efficiency and effectiveness of implementation activities of the project
- criticalities encountered during implementation and differences among different areas
- contribution related to transnational actions
- governance and adaptive measures taken to react to external or unintended factors to improve implementation of future projects
- the ability of dissemination activities to scale policy levels

Due to the close correlation between monitoring and evaluation of the implementation process, the evaluation will also detect some indicators on the progress of outcomes. Some indicators are provided for by the monitoring system of the project, other indicators will be proposed by the evaluator on the basis of the evaluation questions selected. A main list of evaluation questions could refer to the following key topics:

- *outreaching*: did the services reach the target population? what are criticalities emerging in outreaching activities?
- *service delivery:* how was the needs assessment carried out and the personal activities plan carried up? which measures and delivery approach have worked best for each target?? which were more problematic and why?
- *networking*: what network of services and stakeholders has been activated for each target population? Are there differences in the performance of the different services delivered?
- *management and governance*: how did the management of the service provision work? what have been the success factors and what are the criticalities?
- *funding*: was it possible to activate and integrate all the financial resources available? what problems were encountered and how they were addressed?
- *strengths/weaknesses of new intervention model*: what are the main lessons emerging from the pilots? what are the main strengths and weaknesses of the experimentation for each population target?
- *sustainability, transnationality, mainstreaming*: to what extent the model experimented is sustainable and transferable to other context? what is needed to mainstream it into ordinary policy making?

B) EVALUATION OF PROCESS OUTCOMES

The **evaluation of the process outcomes**, as project's results and impact, will assess the short terms and expected long term effects of the project.
The evaluation is meant to support a learning process to understand links between measures implemented and outcomes in different context and target groups. There are three different level of analysis to assess the effects: *micro, meso, macro*.

The *micro* level considers the effects of the intervention on individuals and target groups, instead *meso* level refers to the intervention model to assess the effectiveness and capacity of improving regional and local services provided and the One Stop Shop model and approach (including networking and tailor-made services), while *macro* level concerns policy making and social inclusion, providing inputs for a revision of the overall intervention system at regional, national and EU level.
As the evaluation will be carried out during the project, ongoing outcomes will be assessed while the expected long run effects shall be just hypothesized towards different scenarios.

A theory of change (ToC) approach will be used to the evaluation of process outcomes. Processes of change have multiple feedback loops that need to be understood and described. Therefore, ToC allows to map each

step towards a long-term goal which provides an explicit and testable diagram of *how* and *why* a change is expected to happen in a particular context.
Although establishing the intervention logic can be helpful to formulate specific evaluation questions, Theory of change is not just a list of activities with arrows linking them to their intended outcomes (like a logic model) but it explains how these changes will happen and what has been contributing at each step of change process.
In accordance with the objectives of RETICULATE, the evaluation questions will be outlined to detect the effectiveness of the project action with respect to the *micro, meso, macro* outcomes.
As already mentioned, main evaluation questions are defined on the basis of data collected within project documents as well as the requests in the Terms of reference for the evaluation service. These questions are assumed to identify related data and methods that would be used.

The table below contains main evaluation questions related to the process outcomes for each of the levels of analysis:

Level	Outcomes related	Main Questions
Micro	At least 300 disadvantages family with children and homeless people of the project will have opportunity to find and integrated answer to their social and labour needs, empowerment and new opportunities	– Have improvements been achieved in the living conditions of individual and families belonging to the target groups involved in the pilots? – Were the people of target groups able to easily take advantage of services offered by ONE STOP SHOP? – Although the services offered by the project are integrated, there were more appreciable effects than in the social field or the employment area?
Meso	The RETICULATE network of service operators and professionals, third sector organizations and other political actors increased their skill in supporting vulnerable groups with specific needs and their ability to work together, sharing information, and integrating different services to address complex problems and multidimensional individual and family needs.	– Is the organization of network in ONE STOP SHOP proved to be a real precondition for achieving improvement of conditions of the target population? – Has the ONE STOP SHOP model produced changes within organizations and their network relationships? How? What about networking capacity and integration between public services and third sector? Which models and territories have achieved most effective results? – What organizational criticalities this change has encountered?
Macro	Improve policy making and socio-economic cohesion, supporting social change and strengthening social capital at the local, national and European level, thanks to transnational and dissemination / mainstreaming activities.	– May the tested organizational model be successfully exportable in different contexts? – Due to the ONE STOP SHOP experimentation, should it be expected any reforming process to change social and employment policies?

METHODS AND DATA

The evaluation will identify the implementation mechanisms and key elements such as:

- methods of involvement of target groups in the experimentation
- tools used for taking in charge and addressing to services
- tailor-made paths and integration of social, employment, heath care and housing services in One-Stop-Shop
- key role of case managers and operators and feedback
- networking and exchange of practices
- differences in implementing activities between different territories
- involvement of public authorities and dialogue with stakeholders

Data collected for the evaluation are drawn between primary - generated as a direct consequence of the project - and secondary - generated for other purposes and pre-exist to the project. The methodology involves using quantitative-qualitative data collected by:

- the monitoring system

- direct surveys addressed to different stakeholders and target groups. It is planned to use tools and techniques such as face to face interviews and structured questionnaire to carry out surveys.

In addition, to evaluate the effectiveness, the value added and the innovative scope of the experimentation, it is planned to compare the results of RETICULATE to what occurs in similar territories but not involved in the Project (within Tuscany and another Italian region[2]). Baseline data are needed to compare the services implemented for the same target or those implemented in similar territories before and after the experimentation.
Data analysis will be based on qualitative and quantitative techniques. A set of qualitative data will be collected by interviews, focus group and surveys aimed at stakeholders as well as Project's partners. Similarly, it is planned to collect data through surveys aimed at operators involved in project's actions and target groups.

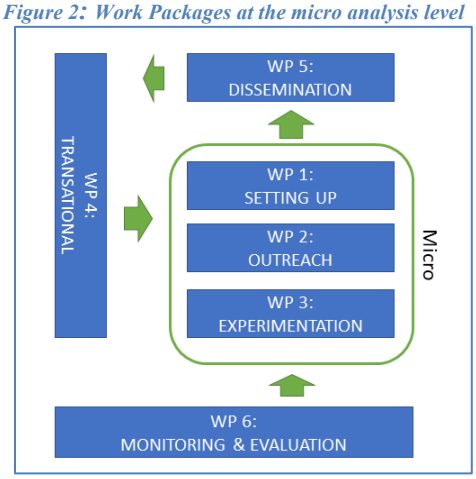
The project monitoring system will collect data and information measuring progress toward objectives and providing a knowledge ground for the evaluation.

Backward mapping

In order to test an effective and reliable monitoring and evaluation model focused on the conditions that enable measures and related actions to work and be effective, each level (micro, meso, macro) will be assessed according to a backward mapping process.
This analysis is carried out by following a process that starts from the outcomes (i.e. expected results, in the initial design) moving backward to identify the changes achieved during project implementation. It is an opposite assessment process when compared with other common approach because it stars with the question: "What preconditions should occur to achieve the impact goals?", rather than "What should be done to produce the outcomes?", a question that in Theory of Change is addressed later only.
More specifically, at "micro" level the assessment will focus on the target groups and the project's actual ability to respond to their multidimensional needs, matching with improvements in their living conditions.
The workflow concerning Working Packages is illustrated with evidence at micro level only (figure 2) while backward mapping model is detailed through a framework that encompasses key elements (from WP1 to WP3) and different stages of analysis (figure 3).

These figures are just examples of tools that will be used for the evaluation. Only some of key information is shown for these examples because data and information will be added in the model during the assessment. Although the example refers to "micro" level, as follows, this model is going to work for meso level too.

Figure 2: Work Packages at the micro analysis level



[2] It is assumed as possible areas of interest and comparison the territories of Pisa (Tuscany) and/or Cagliari (Sardinia).

Figure 3: Backward mapping model - micro level (WP1,2,3)

Context/Root	Needs/Criticalities	Resources/inputs	Objectives and activities (WP1,2,3)	Outputs	Outcomes (micro)
•Social protection and social inclusion and integration (in regional/national/european programmes) •Housing policies •Labour market active policies •Social support and networking •Coverage of the income support system (citizenship income) •Characteristics of local labor demand •Local housing availability •(…)	•Tuscany region in project supporting •Competition with other national / regional measures toward the same target group •Local network implementation •Interception and involvement of target groups (especially the homeless) •(…)	•Project funds, resources and skills •858 person/days provided for the project •269 for WP1: Setting up the implementation structures: scoping and design of the action and capacity building •273 for WP2: Reaching out the households in need and homeless testing an innovative outreach approach •313 for WP3: Testing and implementation of the new model of integrated approach between key stakeholder •(…) •Specific skills of the project partners •Tools developed for the activities •(…)	1. Set up an integrated system combining the offer of adequate income support provision with labor market activation and access to enabling services, by the systematization of practices and procedures, integrated by a coordination model of all resources, opportunities, skills and professional roles dispersed among services and organizations (WP1 - T1.1, T1.2). 2. Enhance the cooperation among public authorities, third sector organizations and selected target groups by co-design processes of the social services. The local communities and networks of relationships can become real facilitators between indigent people and the services if they are able to recognize extreme poverty, if they are taught to go beyond stigma and if they are aware of the support opportunities offered at an institutional level (WP1 - T1.3) 3. Outreach and involvement of target groups in structuring services through research phases, direct involvement of dedicated services and care services, direct involvement of homeless people through questionnaires, interviews, focus groups. (WP2- T2.1, T2.2, T2.3) 4. Create physical spaces where integrated non-stigmatizing responses on the model of the One Stop Shop are offered, designed to be attractive and easy to access places. The one-stop-shop system, implies, in addition to the integration of services, the activation of horizontal networks of community actors and an effective inter-institutional dialogue at the level of vertical subsidiarity, finds its basis and effectiveness in the context of strengthening of services, now defined as an essential level of performance (WP3 - T3.1, T3.2, T3.3).	• Research-action activity • Methodologies for identifying effective support structures, ensuring referral to concerned services, experimentation model and related tool • Capacity Building in participatory environment • Identification of the barriers of specific target groups in accessing welfare services and strategies to overcome it • Technics for approaching and engaging vulnerable households and homeless • Involvement of the homeless and the household in need in the structuring of the services • Implementation of integrated take-up (care) by social services and employment services • Implementation of personalized end integrated take up (care) • One Stop Shop Testing and implementation • Monitoring System • Evaluation System	at least 300 disadvantaged family with children and homeless people of the project will have opportunity to find and integrated answer to their social and labor needs, empowerment and new opportunities

With reference to "meso" level, the evaluation will be aimed to verify if experimental activities will achieve the improvement of the conditions of target population and whether the One Stop Shop model has emerged as a crucial as well. A Backward model will be adopted for meso level too.
Effectiveness of experimentation will be assessed focusing on factors as networking relationship and tailor-made services. So, the evaluation will focus on mechanisms and criticalities knowing changes and practices.
Necessarily the evaluation at "meso" level asks for a preliminary reconstruction and analysis of networks established on each of the territories of experimentation. The assessment should consider the actors, their network and former relations and other functional experiences, to verify the preconditions for a better integration of activities within the One Stop Shop.
Therefore, the analysis will compare outcomes between territories to reveal differences and best practices (at national level too, for the same target groups).
The evaluation will investigate information system integration, growth of network relations, organizational assets and services provided at the end of the project.
Monitoring data collection and statistic baseline are required for the analysis, as well as administrative and qualitative data that will be collected by interviews to qualified actors and stakeholders.

"Macro" level of analysis is focused to assess possible contribution of experimentation to inclusion policies and to the regional system of social intervention. Administrative data (rules and procedures, public and private partnership, protocols and agreements) are crucial elements strengthening capacity building and mainstream process. These elements will be collected and assessed by evaluation asking project's partners and local institutions involved.

At the end of the experimentation, the evaluation will test benefits and sustainability to the long period of the implemented model by interviewing institutions (local and regional), networks and associations (citizens and third sector).

Research and analysis

The evaluation questions - as relevant to implementation process and outcomes - are organized in the two following tables (Tab 1, Tab 2). These tables set evaluation questions and related methods, resources, techniques, stakeholders targeted by surveys.
Stakeholders will be interviewed in several rounds (during interim report and final report preparation) adopting face to face techniques, individual or in small groups, using a semi-structured questionary.
A first round of investigation is run for the preparation of interim report. Each group of stakeholders belonging to each of the eligible territories of the experimentations, will be asked in order to catch figures and differences in implementation of activities and outcomes. Additionally, one more round of interviews (to WP and task leaders) could be carried out to update the evaluation data and related interim report between the eighteenth and twenty-fourth months. The last round of interview to the same targets (for the final report) is aimed to compare achieved results and changes at different level.
In each of the interview rounds several evaluative questions will be addressed in order to obtain information from qualified individuals belonging, at least one, to each organization involved in the Project implementation phase.
Information collected by qualitative interviews will be compared with quantitative data. The analysis will set out the contribution of model of intervention to different context.

Table 1 - *Evaluation of implementation process*

Topics	Evaluation questions	on desk analysis / sources	on field analysis / methods and techniques	surveys' subjects	Deliverables
Outreaching	Did the services reach the target population?	data analysis / data collected by monitoring system			Interim evaluation report and update
	What are criticalities emerging in outreaching activities?	Focus group carried out during each WP implementation / project meeting reports	first round face-to-face interviews (at least 7 interviews)	*SdS Pistoia, Coeso Sds, Comune di Capannori, Comune di Livorno* *fio.psd,,* *Anci* *Arti*	Interim evaluation report and update
Service delivery	How was the needs assessment carried out and the personal activities plan carried up?	project meeting reports	first round face-to-face interviews (at least 7 interviews)	*SdS Pistoia, Coeso Sds, Comune di Capannori, Comune di Livorno* *fio.psd,,* *Anci* *Arti*	Interim evaluation report
	Which measures and delivery service approach have worked best for each target? which were problematic and why?	data analysis (data collected by monitoring system) / users' satisfaction survey / project meeting reports	second round face-to-face interviews (at least 8 interviews)	*SdS Pistoia, Coeso Sds, Comune di Capannori, Comune di Livorno* *fio.psd,,* *Anci* *Arti*	Final evaluation report
Networking	What network of services and stakeholders has been activated for each target population?	administrative and organizational acts, agreements, protocols, resolutions or municipal decisions, project meeting reports			Interim evaluation report and update

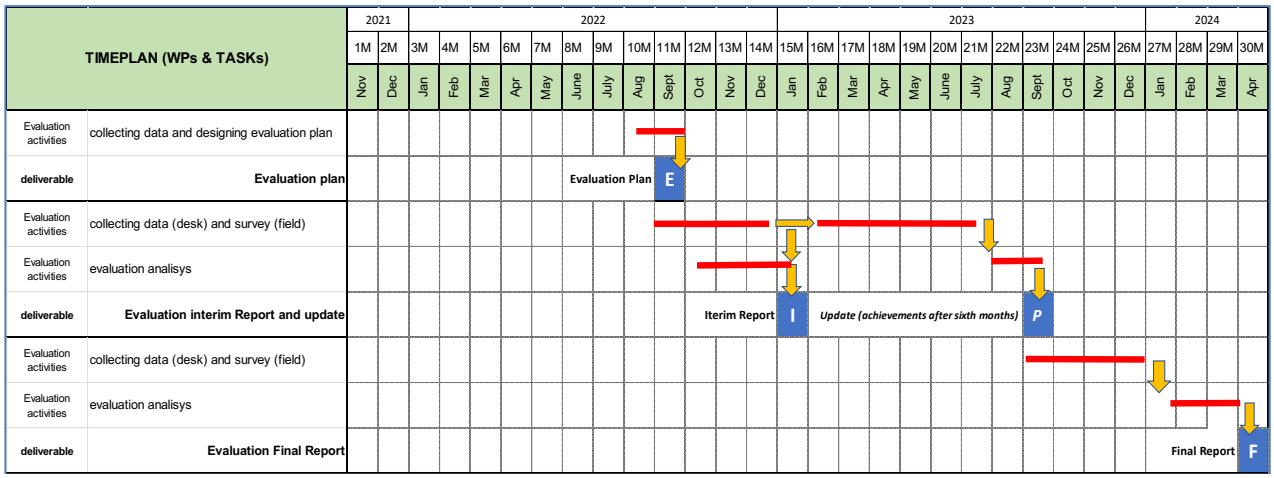
Topics	Evaluation questions	on desk analysis / sources	on field analysis / methods and techniques	surveys' subjects	Deliverables
	Are there differences in the performance of the different services delivered?	data analysis (data collected by monitoring system) / users' satisfaction survey / project meeting reports	second round face-to-face interviews (at least 7 interviews)	*SdS Pistoia, Coeso Sds, Comune di Capannori, Comune di Livorno* *fio.psd,,* *Anci* *Arti*	Final evaluation report
Management and governance	How did the management of the service provision work?	project meeting reports	first round face-to-face interviews (at least 7 interviews)	*SdS Pistoia, Coeso Sds, Comune di Capannori, Comune di Livorno* *fio.psd,,* *Anci* *Arti*	Interim evaluation report and update
	What have been the success factors and what the criticalities encountered?	data analysis (data collected by monitoring system) / users' satisfaction survey / project meeting reports	second round face-to-face interviews (at least 8 interviews)	*SdS Pistoia, Coeso Sds, Comune di Capannori, Comune di Livorno* *fio.psd,,* *Anci* *Arti*	update of interim report and Final evaluation report
Funding	Was it possible to activate and integrate all the financial resources available?	project meeting reports	second round face-to-face interviews (at least 8 interviews)	*SdS Pistoia, Coeso Sds, Comune di Capannori, Comune di Livorno* *Anci,* *Arti,* *Regione Toscana, INPS*	Final evaluation report

Topics	Evaluation questions	on desk analysis / sources	on field analysis / methods and techniques	surveys' subjects	Deliverables
	What problems were encountered and how they were addressed?	project meeting reports	second round face-to-face interviews (at least 8 interviews)	*SdS Pistoia, Coeso Sds, Comune di Capannori, Comune di Livorno* *Anci,* *Arti,* *Regione Toscana, INPS*	update of interim report and Final evaluation report
Strengths/weaknesses of new intervention model	What are the main lessons emerging from the experimentation?	data analysis (data collected by monitoring system) / users' satisfaction survey / project meeting reports	second round face-to-face interviews (at least 4 interviews)	*SdS Pistoia, Coeso Sds, Comune di Capannori, Comune di Livorno*	Final evaluation report
	What are the main strengths and weaknesses of the experimentation for each population target?	data analysis (data collected by monitoring system) / users' satisfaction survey / project meeting reports	second round face-to-face interviews (at least 8 interviews)	*SdS Pistoia, Coeso Sds, Comune di Capannori, Comune di Livorno* *Anci,* *Arti,* *Regione Toscana, INPS*	Final evaluation report
Sustainability, transnationality, mainstreaming	To what extent the model experimented is sustainable and transferable to another context?		second round face-to-face interviews (at least 4 interviews)	*Anci,* *Arti,* *Regione Toscana, INPS*	Final evaluation report
	What is needed to mainstream the model experimented as ordinary policy making?		second round face-to-face interviews (at least 4 interviews)	*Anci,* *Arti,* *Regione Toscana, INPS*	Final evaluation report

Table 2 - *Evaluation of process outcomes*

Level	Evaluation questions	on desk analysis / resources	on field analysis / methods and techniques	surveys' subjects	Deliverables
Micro	Have improvements been achieved in the living conditions of individual and families belonging to the target groups involved in the pilots?	data analysis (data collected by monitoring system) / Analysis on Administrative data provided by CPI / INPS (if available).	Backward mapping model second round face-to-face interviews (at least 7 interviews)		Final evaluation report
	Although the services offered by the project are integrated, there were more appreciable effects than in the social field or the employment area?			*SdS Pistoia, Coeso Sds, comune di Capannori, comune di Livorno fio.psd,, Anci Arti*	Final evaluation report
	Were the people of target groups able to easily take advantage of the services offered by ONE STOP SHOP?	users' satisfaction survey / project meeting reports	Specific assessment questions (to be integrated into the user satisfaction questionnaire)	*Target Population*	Final evaluation report
Meso	Is the organization of network in the ONE STOP SHOP proved to be a real precondition for achieving improvement of conditions of the target population?	users' satisfaction survey / project meeting reports	Backward mapping model second round face-to-face interviews (at least 7 interviews)	*SdS Pistoia, Coeso Sds, comune di Capannori, comune di Livorno fio.psd,, Anci Arti*	update of interim report and Final evaluation report
	Which models and territories have achieved most effective results?				
	Has the ONE STOP SHOP model produced changes within organizations and their network relationships? How? What about networking capacity and integration between public services and third sector?	organizational acts, collaboration protocols, resolutions or municipal decisions, project meeting reports	second round face-to-face interviews (at least 7 interviews)	*SdS Pistoia, Coeso Sds, comune di Capannori, comune di Livorno fio.psd,, Anci Arti*	update of interim report and Final evaluation report
	What organizational criticalities this change has encountered?	project meeting reports	Specific assessment questions (to be integrated into the user satisfaction questionnaire)	*SdS Pistoia, Coeso Sds, comune di Capannori, comune di Livorno fio.psd,, Anci Arti*	Final evaluation report

Level	Evaluation questions	on desk analysis / resources	on field analysis / methods and techniques	surveys' subjects	Deliverables
Macro	May the tested organizational model be successfully exportable in different contexts?		second round face-to-face interviews (at least 2 interviews)	*Anci* *Esn*	Final evaluation report
	Due to the ONE STOP SHOP experimentation, should it be expected any reforming process to change social and employment policies??		second round face-to-face interviews (at least 2 interviews)	*Anci* *Esn*	Final evaluation report

WORK PLAN

The work plan details timeline and key tasks to be undertaken in the evaluation, as the activities (desk/field) carried out to collect data (monitoring and surveys), elaborating analysis and preparing project's deliverables (evaluation plan and evaluation reports).