UNIVERSIDAD COMPLUTENSE MADRID

XXI Edition

Master´s degree in Public Policies and Program Evaluation

Methodologies for transparency, accountability and policy and organizational improvement

Social Demand

The evaluation of organisations, public interventions and legislative initiatives has become a requirement in any democratic society. The management of policies requires not only an exercise in transparency and public accountability, but also a political framework associated with governance in which citizens exercise their right to appropriate, rigorous interventions that really improve their quality of life. Evaluation, in this framework, becomes the instrument to articulate the political exercise and the demands of citizens.

This professional field has improved. The establishment of public agencies and departments, and the formulation of national and international policy frameworks that incorporates policy evaluation, has shaped a professional and academic field with practical utility.

The Master's degree is designed to respond to these demands and to train professionals in developing and carrying out evaluations.

Duration/Time period	60 ECTS CREDITS. From January to September 2023. Master's Thesis: January 2024.
Classes	Face-to-face classes every 15 days: Fridays from 10:00 to 14:00 and from 16:00 to 20:00 and Saturdays from 9:30 to 13:30 at the Universidad Complutense de Madrid
Interships	Possibility of internships with institutions and entities.
Scholarships	Two half scholarships supporting the coordination´s master's degree.

Objectives and professional opportunities

The general objective of the master's degree is to train future professionals and specialists in the evaluation of programmes and policies, so they will acquired knowledge and necessary skills to design, carry out and manage evaluations, as well as analyze them.

The skills and methodologies acquired are applicable to a variety of fields of public action (administration, social intervention, education, international cooperation, economics, culture, employment, security, etc.); many of the proposals can be extrapolated to private initiatives.

Student profile	a) Managers, technicians, professionals from public administration, NGOs, companies and consultancies who require specific training to commission, manage, design, carry out and critically analyse evaluations. b) There will also be a limited number of places for young graduates who wish to specialize professionally and academically in the field of evaluation.

Methodology

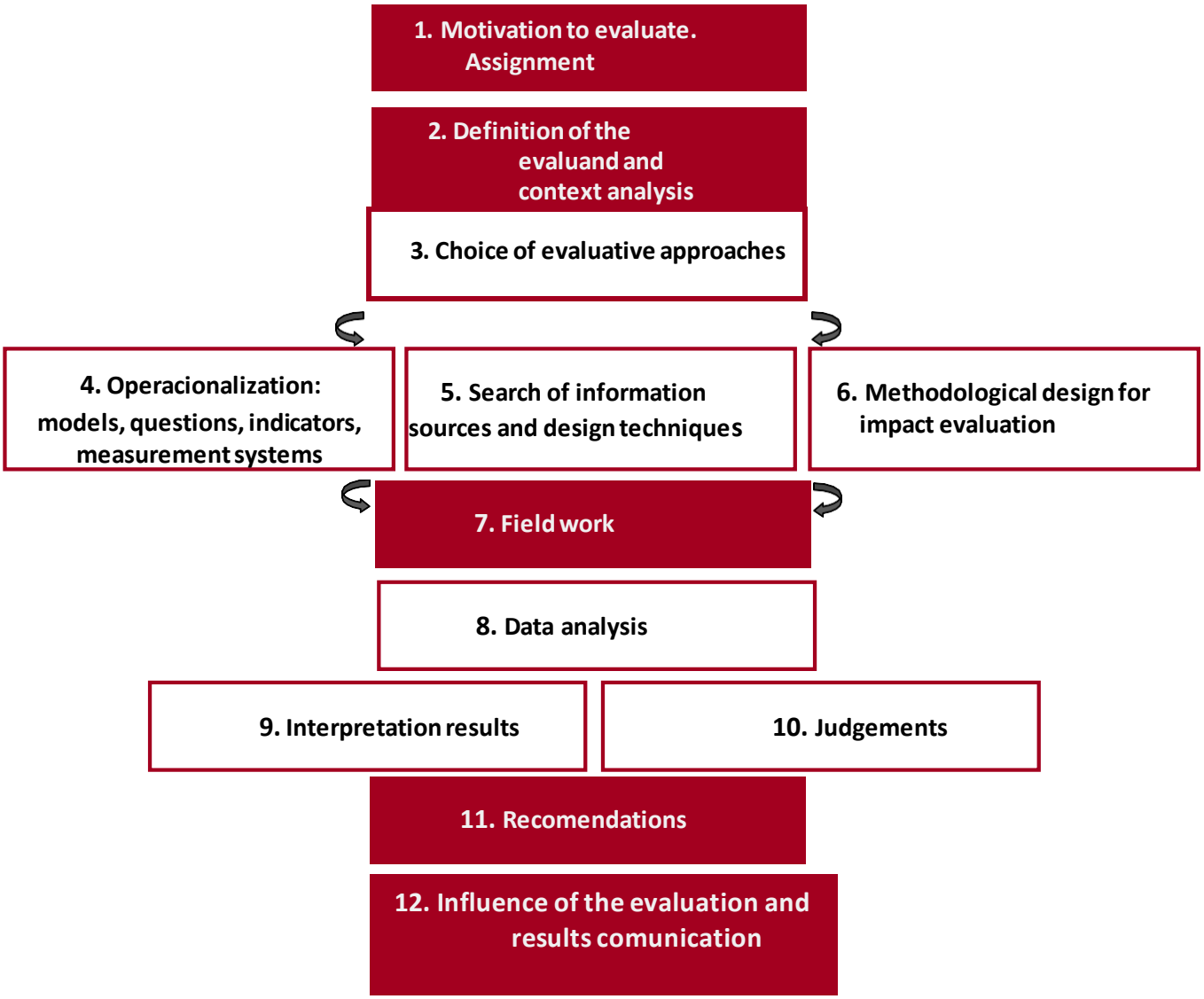
The programme consists of 60 ECTS credits distributed as follows:

- Face-to-face teaching: 233 face-to-face hours distributed in 17 sessions given every 15 days.
- Non-face-to-face work:

a) Individual inter-session work, estimated at 16 bi-weekly hours, plus monographic readings. This work is tutored by experts in the subject.

b) Master's Final Project (TFM 20 ECTS credits). This work can be an evaluation design with a high theoretical development, an evaluation, a meta-evaluation or a meta-analysis. The TFM is also tutored by experts in the field.

Language	The course is mostly taught in Spanish, although only a passive knowledge of Spanish (reading and understanding) is required. There are some classes in English (12 hours) with the possibility of translations if required. Personal work and class participation can be done in English or other languages (French, Portuguese, Italian, etc.).
Price	5.940 € (1st Course: 5.450 € + 2nd Course: 490 €)
Contacto	Web: www.magisterevaluacion.es www.eg-ucm.es/ Tel: +(34) 91 394 2528 /91 394 2957 E-mail: masterevaluacion@ucm.es @EvaluaciónUCM


1. Motivation to evaluate. Assignment
2. Definition of the evaluand and context analysis
3. Choice of evaluative approaches
4. Operacionalization: models, questions, indicators, measurement systems
5. Search of information sources and design techniques
6. Methodological design for impact evaluation
7. Field work
8. Data analysis
9. Interpretation results
10. Judgements
11. Recomendations
12. Influence of the evaluation and results comunication

1	**Motivation to evaluate, commissioning and context analysis**: focuses on the commissioning of the evaluation, its context and the parties involved. Functions and purposes of evaluation. The use orientation. Evaluation commissioning. Stakeholders in action systems. Situational and contextual variables
2	**Definition of the evaluation unit:** delimit what the evaluation unit or the object of evaluation is like. The object to be evaluated (programmes, projects, services, organizations, legislative initiatives, etc.). Social nature of the object. Explanatory paradigms of evaluations. Mechanisms for the systematization of the object. First fieldwork. Identification of results, three methods: objectives (according to the Logical Framework Approach), standardized models and goals free evaluation. Identification of processes: flow diagrams and process maps. Identification of structural elements. Systemic perspective. Different proposals for logic models. Identification of the theory of change/action. Evaluation of the design.
3	**Evaluative approaches:** how to design and implement an evaluation, what possibilities it offers and what products can be obtained. Information needs. Divergent phase: evaluation questions/criteria and sub-criteria. Evaluative approaches: stakeholder-oriented or pluralistic evaluation, evaluation according to the theory of change, evaluation approach oriented towards critical change or transformative paradigm, evaluation approach oriented by final or summative judgments and orientations on the expert/critical paradigm.
4	**Operationalise the evaluation:** this involves ordering the evaluation questions. Identifying the indicators (or measurement systems) that answer them, as well as the techniques and sources of information extraction. Convergent phase: criteria for selecting questions. Identifying indicators, standards and indices. Constructing ad hoc indicators and searching for standardised indicators. Sources for obtaining indicators. Organising enquiry,and evaluation matrix.
5	**Sources and techniques design:** Collect necessary information to answer the evaluation questions. - Contextualization of different techniques. - Quantitative techniques: survey. Sampling. Basic use of an on-line survey platform. - Qualitative techniques: interview, focus groups, observation and life histories. - Identification or use of secondary data and sources. - Big Data applied to Evaluation
6	**Methodological design for impact evaluation:** strategies for obtaining valid, reliable or trustworthy information to estimate the net effect or contribution of the programme to outcomes are defined. Randomisation methods: - Experimental design. Differences of differences. Quasi-experimental design. a) Replication of the experimental model. Identification of non-equivalent groups: statistical matching; population standardisation and synthetic groups. b) Time series. Moving averages. c) Regression and regression discontinuity. - Non-experimental designs: before-after comparison; post-test comparison with non-equivalent comparison group. Post-test only. Modelling (identification and control of possible intervening variables). - Controlling only one variable: trivariate tables, statistical standardisation of populations, calculation of weighted means of the effects. - Controlling several variables: General linear model and multiple regression. Qualitative estimates. Cross-logic (comparison of discourses). Life histories.
7	**Fieldwork:** application of techniques and collection the information necessary to answer the evaluation questions. Second fieldwork. Organisational systems: evaluation matrix and timeline.

8	**Data analysis: quantitative and qualitative** **Quantitative data analysis**. Data processing using the SPSS programme. Statistical concepts: inference, standard error, sampling error, difference of means, difference of proportions, correlation, effect size and significance tests. Statistical analysis. Univariate descriptive. Bivariate analysis: contingency tables, comparison of means, ANOVA, correlation and simple regression. Multivariate analysis: general linear model, multiple regression programming. **Cost-Benefit Analysis** (CBA) and Cost-Effectiveness Analysis. Network analysis. Coverage analysis. **Qualitative data analysis**. System for discourse analysis and visual production. Basic use of software for qualitative analysis.
9	**Interpretations:** Integrating data from different indicators or information systems allows for understanding the reality of the programme. Semantic fields. Multi-method articulation (mixed methods), triangulation. Analysis according to grounded theory. Analysis of causal relationships between programme dimensions. Development of data-based syntheses.
10	**Judgements**: mechanisms for establishing assessments of some aspect of the programme based on a systematic and explicit process. Different articulations of judgement in the evaluation process. Judgement mechanisms: comparison with other populations, with other programmes and longitudinal comparisons. Standard-setting mechanisms. Stakeholder assessment.
11	**Recommendations:** for the programme or policy being evaluated. The concept of a recommendation. Ways to identify recommendations.
12	**Communication and influence of the evaluation:** to enhance the use and influence on the programme and the social system where it is implemented. Identification of audiences. Different media and communication strategies. Preparation reports as well as other products.

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