

RÉPUBLIQUE DU SÉNÉGAL

*Un Peuple-Un But-Une Foi*

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Cour des Comptes

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# Evaluability assessment of the Emergency Medical Services in Senegal




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# Background

- ❖ 2012 : Legal reform integrate Evaluation of public policies and programs to the mission of our SAI
- ❖ 2019: Cour des Comptes has designed a new strategic plan: Evaluation of public policies and programs become a strategic priority
- ❖ Training plan: evaluation training for staff
- ❖ 2023: Preselection of two topics by the Committee of programs and reports:
  - Emergency medical services
  - Program for youth socio-economic promotion



# Background

How these topics were preselected ?

Main criteria:

- Social importance and impact
- Importance of the issues in the public debate
- Importance of the issue on the political and government agenda
- Volume of public expenses

Who has decided the evaluation?

Voluntary evaluation

# What did we assess ?

## Keys factors

Questioning the policy

Relevance

Measurability of effects

Stakeholders

Feasibility of the evaluation project

Assessing the capabilities of the SAI

Human resources

Financial resources

# What did we assess? Questioning the policy

## Assessing the relevance of the topic

### ○ Review of the topic's scope in order to ensure that :

- The topic's scope is not too broad or too narrow

The scope of medical emergency management was assessed by examining the following factors : the actors involved, the sectors covered by the issue, and the complexity of the topic

- The subject covers a clearly identified public action
- The team also ensured that there is no recent evaluation of the EMS in Senegal

### ○ Ensuring that the evaluation will bring added value

The team assessed the added value that the evaluation could bring compared with the performance audit

**The evaluation team concluded that the evaluation EMS management is a relevant topic**

# What did assess? Questioning the policy

## Identifying Stakeholders and assessing the likelihood of their involvement in the evaluation

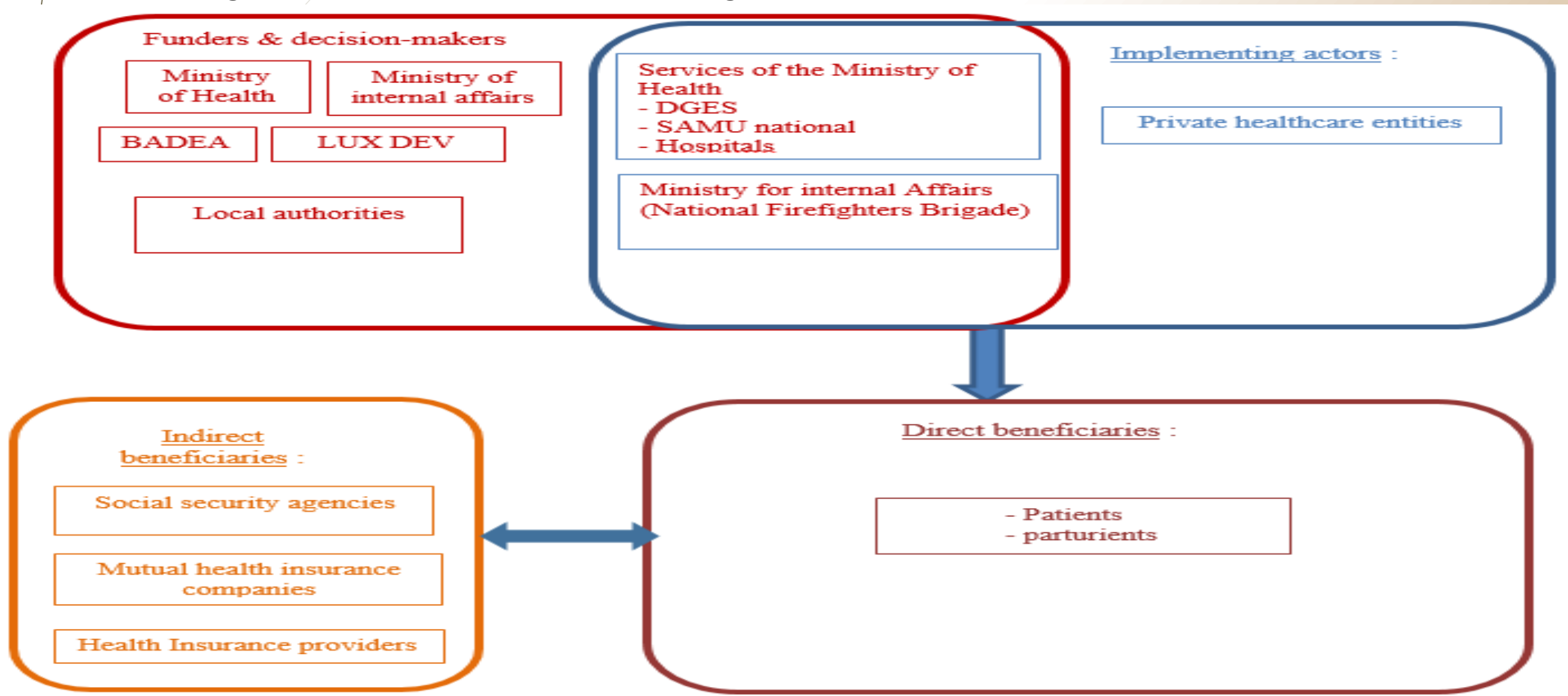
- Identification of EMS main stakeholders

The study allowed the team to clearly identify keys stakeholders involved in the EMS management

After this phase, the assessment team designed the stakeholders mapping through a sociogram

# What did we assess? Questioning the policy

## Sociogram of EMS stakeholders in Senegal





# What did we assess? Questioning the policy

- **Assessing the likelihood of the collaboration of stakeholders**
  - **When collecting data and evidences during the feasibility study, the assessment team has gained the full collaboration of all stakeholders involved in the management of the EMS**
  - **During interviews, key stakeholders, including beneficiaries have assured the assessment team of their full committment to cooperate in the evaluation project.**

**However, there is a need to get more involvement of private medical actors**

**Finally, the assessment team found that the stakeholders are clearly identified, available and ready to collaborate in the evaluation**

## What did we assess? Questioning the policy

### Assessing the measurability of the policy's effects

The assessment team has collected evidence to ensure that :

- The objectives of the policy are clearly identified, prioritized and assessable
  - The objectives of the policy are set out in an official document validated by the competent authority
  - Decision-makers and implementers agree on the policy objectives
- The resources deployed are clearly identified and quantified
  - The human resources mobilised to implement the scheme are identified
  - The financial resources mobilised are quantified

# What did we assess? Questioning the policy

- The results and impact of the policy are known and measurable
- The results chain is well defined
- Direct effects and impacts are measurable
- The performance measurement framework is completed

Additional works:

- Goal tree
- Logic model flow diagram on the basis of information collected from stakeholders

# What did we assess? Questioning the capabilities of the SAI

## Assessing human resources

The assessment process allowed us to ensure that the necessary human resources are available to carry out the evaluation

- The members of the evaluation teams are familiar with the fundamental principles of evaluation
- Evaluators have a good grasp of the methodology and are familiar with methodological tools

The assessment team has also carried out due diligence **to ascertain whether external expertise is required** to conduct the evaluation of EMS

## Assessing the financial resources

- The financial costs incurred by the recommended methodology and approach to evaluation are bearable for the Court
- Decision-makers within the SAI show clear willingness to bear these costs

## What did we assess? Assessing the capabilities of the SAI

### Provisionnal budget

Phases	Activities	Expected costs	Estimated costs ( F CFA)
<b>Framing</b>	Kick-off meeting	Snack (20-25 pers)	50 000
	Workshop with stakeholders	Coffee-break + Lunch (25-30)	600 000
<b>Data collection and analysis</b>	Surveys	Contract to be signed with National statistic Agency (ANSD)	24 227 625
	Fields visits	Perdiems (3jx10 régions 30 jours)	7 950 000
		Carburant (1 000 L)	755 000
	Focus Groups	None	0
	International benchmarking	Travel expenses (8 days / 2 per country)	3 600 000
		Air tickets	4 000 000
<b>Final phase</b>	Workshop on recommandations	Coffee-break + Lunch (25-30)	600 000
	Workshop (validation of the final report)	Coffee-break + Lunch (25-30)	600 000
<b>TOTAL</b>			<b>42 382 625</b>

# General conclusion of the assessment

The findings of the evaluation team led to the following conclusion :

In light of the due diligences carried out to ensure the relevance of the evaluation topic, the collaboration of the stakeholders, the measurability of the effects and the ability of the SAI to mobilise required financial and human resources, the emergency management system can be evaluated.

# How did we assess?

## Phases and methods

- **Planning phase**
  - **Establishment of a deliberating committee**
  - **Preparation of Terms of References**
  - **Planning meetings**
- **Conducting phase**
  - **Kick-off meeting**
  - **Desk review**
  - **Semi-structured interviews: 16 players**
  - **Fields visits: 4 regions/14**
- **Reporting**
  - **Preparation of the provisional report**
  - **Adoption of the final report by the deliberating committee**
  - **Submission of the final report to the Committee of Programs and Reports of the Court of Accounts**

# How did we assess? Assessment Matrix

Assessment criteria	Sub-criteria	Collection method	Main sources	Diligences
<b>Item1 : Relevance of the evaluation topic</b>				
<b>1. The scope of the topic is adequately defined</b>	<ul style="list-style-type: none"> <li>- The scope of the subject is not too broad</li> <li>- The scope of the subject is not too narrow</li> <li>- The subject concerns a clearly identified public action</li> </ul>	<ul style="list-style-type: none"> <li>- Desk Review</li> <li>- Interviews (main stakeholders)</li> </ul>	<ul style="list-style-type: none"> <li>- strategic and legal documents</li> <li>- institutional players</li> <li>- civil society</li> </ul>	<ul style="list-style-type: none"> <li>- Check whether the project is not being implemented by too many different players</li> <li>- check whether the subject does not concern a single theme (e.g. youth policy)</li> <li>- check whether the subject does not cover several sectors of activity</li> <li>- check whether the level of complexity is reasonable</li> <li>- check whether the policy has been in place for a sufficiently long time to allow it to be evaluated</li> </ul>
<b>2. The evaluation can bring added value</b>	<ul style="list-style-type: none"> <li>- The evaluation option is more appropriate than the performance audit option</li> <li>- The assessment project is not superfluous</li> <li>- The evaluation project addresses significant issues</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Interviews with key stakeholders</li> <li>- Interviews with the heads of the assessment bodies</li> </ul>	<ul style="list-style-type: none"> <li>- Strategic documents</li> <li>- Reports and accountability documents</li> <li>- Institutional players</li> <li>- civil society</li> </ul>	<ul style="list-style-type: none"> <li>- Check whether the methods and tools of the performance audit might not enable the objectives of the evaluation to be achieved</li> <li>- Ensure that there is no recent or ongoing evaluation on the same subject</li> <li>- Identify and assess the challenges of the evaluation project</li> </ul>



# Evaluation planning memorandum

## **INTOSAI Guid 9020**

**“..., the evaluability assessment should produce an evaluation planning memorandum that sets out the framework of the evaluation approach and validates the different items (Description of the policy, Identification of stakeholders, Evaluation questioning, Organization of the evaluation approach, Selection of methodology and Scientific instruments)”**



# Evaluation planning memorandum

**Content of the evaluation planning memorandum :**

**In accordance with the abovementioned principle, the assessment report includes**

- **Scope of the evaluation**
- **Objectives**
- **Evaluation questioning**
- **Methodology**
- **Organisation of the evaluation**

# Evaluation planning memorandum

## Scoping the evaluation :

- **The evaluation will covers the entire chain of interventions made in both the pre-hospital and in-hospital environments**
- **Main stakeholders are those listed in the sociogram**

## Objectives

- **General objective:**
- **The aim of the evaluation is to assess the quality and effectiveness of the national emergency care system both in pre-hospital and in-hospital.**

# Evaluation planning memorandum

- **Specific objectives :**

**The aim is to see to what extent the system in place makes it possible to eliminate the morbidity and mortality associated with poor emergency care, in particular by examining:**

- ☞ **The quality of the emergency governance framework**
- ☞ **The functionality of the health transport system**
- ☞ **The effectiveness of medical regulation and**
- ☞ **The adequacy of resources and infrastructure**

# Evaluation planning memorandum

## Evaluation questioning

- 1. To what extent does the governance framework for emergencies ensure that the actions of the various players are properly coordinated and organised (Internal coherence)?**
- 2. Do the medical regulation system and the medical transport system make it possible to reduce morbidity and mortality linked to poor emergency care (Effectiveness)?**
- 3. To what extent do pre-hospital and hospital emergency services meet people's needs (Relevance)?**
- 4. Do the resources mobilised and the infrastructure and equipment available enable the provision of quality emergency care in health facilities (Internal coherence) ?**
- 5. To what extent does the emergency management system take account of regional equity principles (External coherence).**

# Evaluation planning memorandum

## Methodology proposed by the evaluability assessment team

- **Files review**
- **Interviews**
- **Focus groups**
- **Experts panel**
- **National surveys**
- **Case studies**
- **International benchmarking**
- **Fields visits**

# Evaluation planning memorandum

## Organisation of the evaluation

### Calendar

**FRAMING PHASE**  
June-August 2024

**REPORTING PHASE**  
March-June 2025

**DATA COLLECTION AND  
ANALYSIS PHASE**  
September 2024-  
Fébruary 2025

# Evaluation planning memorandum

## Management and supervision of the evaluation

- **Deliberating panel**

**A deliberative panel (chamber or inter-chamber) to be set up : adoption of provisional and final reports.**

- **Supervision of the evaluation**

**The evaluation shall be supervised by the Chairman of the deliberating panel with the support of the members of the panel appointed for this purpose.**

- **Support committee**

**The Support Committee is a consultative body through which the stakeholders in the policy being evaluated are involved in the evaluation process. It is supposed to comprise representatives from the Ministry of Health, the National Fire Brigade, the private health establishments, civil society (including health sector workers' unions).**



# Lessons learnt

## Opportunities

- **The evaluability assessment helped raise awareness and enthusiasm of the stakeholders**
- **The evaluation assessment dispelled the hesitations of the Court's authorities concerning the need to carry out evaluations**
- **SAI Senegal can capitalized on this experience for next evaluations and audits**
- **The evaluability assessment helped to enhance the skills of the SAI's control staff**

# Lessons learnt

## Challenges

- **Insufficient involvement of private medical actors**
- **Lack of national standards on evaluation of public policies : professional standards, EPP guidelines, etc.**
- **Lack of evaluation culture in the entities involved in the evaluation**
- **difficulties in collecting some monitoring data may occur because of deficiencies identified in the monitoring & evaluation systems**
- **It is very challenging to design the first part of the evaluation planning memorandum (scoping, formulating evaluation questions) while seeking information and knowledge on the topic from stakeholders**



**THANK YOU FOR YOUR ATTENTION**

