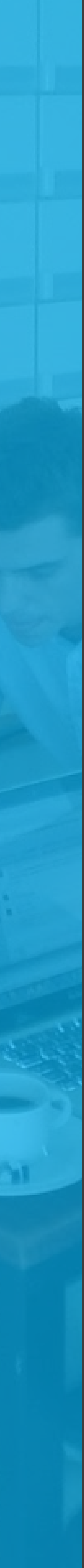

IMPACT EVALUATION FRAMEWORK

tracking trends in real time

IE-F

digital humanitarian network

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AUTHORS:

Annie P. Waldman (@anniewaldman)
M.I.A. '14 Columbia University School of International and Public Affairs
M.S. '14 Columbia Journalism School

Quentin Nicaise (quentin.nicaise@gmail.com)
M.I.A. '14 Graduate Institute of International and Development Studies

Andrej Verity (@andrejverity)
United Nations Office for the Coordination of Humanitarian Affairs

DESIGNER:
Ana Macau (macau.ana@gmail.com)
M.D. '13 Universidade Lusófona de Humanidades e Tecnologias

This framework was developed through UN-OCHA's support to the Impact Evaluation Community of Interest

http://digitalhumanitarians.com/communities/impact-evaluation

Digital Humanitarian Network

OCHA United Nations Office for the Coordination of Humanitarian Affairs

IE+F Community

INTRODUCTION

With the escalating use of and reliance on technological mechanisms, traditional methods of humanitarian relief are increasingly confronted with an overabundance of information. As a result of the surge of data, many traditional humanitarian entities are collaborating with innovative **Volunteer & Technical Communities (V&TCs)**, cooperatives of individuals (such as MapAction or Standby Task Force) who are volunteering their technical skills to humanitarian relief projects.

However, as collaborations with V&TCs become more common during complex humanitarian situations, there are limited mechanisms to review and evaluate the impact of V&TC work. As the UN Office for the Coordination of Humanitarian Affairs articulated in 2011[1], finding a way to measure this impact in real time **and** adjust the collaboration to increase its impact is highly desired. In that regard, the impact evaluation framework suggests six categories of indicators that should be considered during an impact evaluation. Additionally, in order to help quantify the value of collaboration, the report establishes a method and introduces a tool for measuring and tracking trends related to these indicators.

TARGET AUDIENCE

The impact evaluation framework is mainly intended for use by the formal humanitarian organization requesting the V&TC support. However, the indicators and the tool could be easily adapted for use by any given V&TC for either their own projects or to monitor their collaboration with a requesting entity. Ideally, V&TCs would propose and share such a framework with a requesting organization whenever collaboration is requested during an emergency.

WHY MEASURE IMPACT

As more humanitarian organizations rely on the work of V&TCs, the necessity of evaluating the process and impact becomes more important. An evaluative process targets three key areas of V&TC collaborations:

Relationship: A requesting organization will be able to better determine how to strengthen their collaboration with V&TCs, leading to improved processes, coordination, and thus, results.

Resources: A requesting organization will be able to more clearly understand the amount of resources (time and efforts) needed to invest in a collaboration.

Reporting: A requesting organization will be able to promote the progress of their projects and therefore more easily illustrate the success of the collaboration.

[1] OCHA (June 29, 2011). “OCHA Lessons Learned - Collaboration with VTCs in Libya and Japan.” (http://bit.ly/1dUsT9o)

THE INDICATORS

Several indicators have been developed in order to more effectively evaluate the impact of these collaborations. These six categories of indicators have emerged principally from a humanitarian context[1], however, they have been tailored for collaborations between V&TCs and traditional humanitarian organization. Each category has been specifically selected to evaluate different aspects of the collaborative process. These indicators are:

Effectiveness: The ability to achieve the objective and therefore, a traditional measure of success. This indicator hinges on the ability of an organization and a V&TC to define clear and realistic objectives before an activation.

Efficiency: The greater the efficiency, the better the use of inputs to create output. This indicator underscores the importance of measuring time and effort, as well as quantifying output.

Relevance: The more in line a project is with the end-users or a target population. This indicator also determines if the tools of the project (i.e. mapping or data analysis) best address the situation and the target audience(s).

Impact: The evaluation of impact analyzes whether the outcomes of the project match the original objectives of the requesting organization, as well as what effects the project is having on the intended audience (i.e. affected population, government, crisis epicenter). Additionally, this indicator also inspects the unintended effects of the project.

Coordination: The evaluation of coordination should not only come at the end of project, but also it's important to monitor the coordination efforts between the requesting organization and the V&TC. This indicator can help limit redundancy.

Sustainability: Although many collaborations are designed to organize data in real-time, it is key to also address how "lasting" the work of the project is at addressing the evolving needs of the end-users.

1 See ALNAP (2006), "Evaluating humanitarian action using OECD-DAC criteria." London: Overseas Development Institute.

INDICATOR EVALUATION TOOL

Before applying the categories of indicators and using the impact evaluation tool, it is necessary to establish criteria for the V&TC collaboration. First, it is critical that the requesting organization define clear and realistic objectives and indicators for its collaboration with the V&TC. If clear objectives are not predefined and maintained, evaluation becomes a challenging endeavor. The requesting organization should also have a sense of what is realistically feasible within the capacity of the V&TC, as well as be aware of previous successful deployments of the V&TC. Additionally, the requesting organization must clearly define their intended end-users or target group. The organization must have a coherent vision of who will benefit from the work of the V&TCs.

Once these criteria have been addressed, one can begin to monitor the impact of a collaborative project. For the process of evaluation, an interactive framework has been developed in order to track how well a project measures up to previously defined indicators. Although the tool has predefined indicators to measure impact, each requesting organization is encouraged to tailor the indicators to their project.

The Impact Evaluation Framework tool is openly available and free to be used by any requesting organization, or even by a V&TC to monitor their impact during deployment. For detailed instructions on how to employ the framework tool, see the annex of this document.

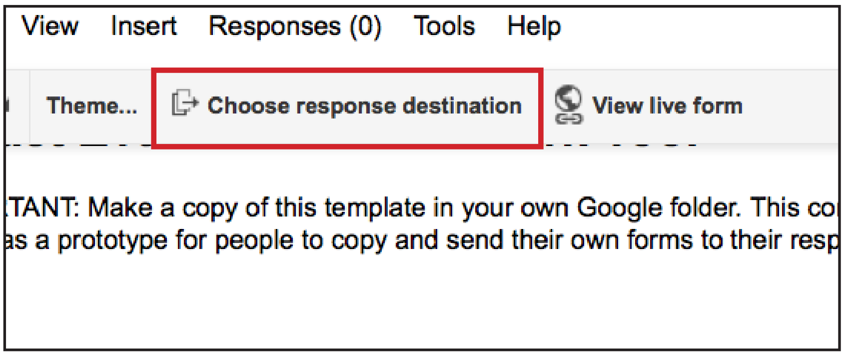
PART I: SET UP

The Impact Evaluation Framework Tool comes in two files: the Impact Evaluation Form and the Response Spreadsheet. Template versions of these files have been made available on Google Drive at: http://bit.ly/1bUPT76

The shared template files should not be edited but should serve as prototypes for your organization to copy into your own google drive for the evaluating actor.

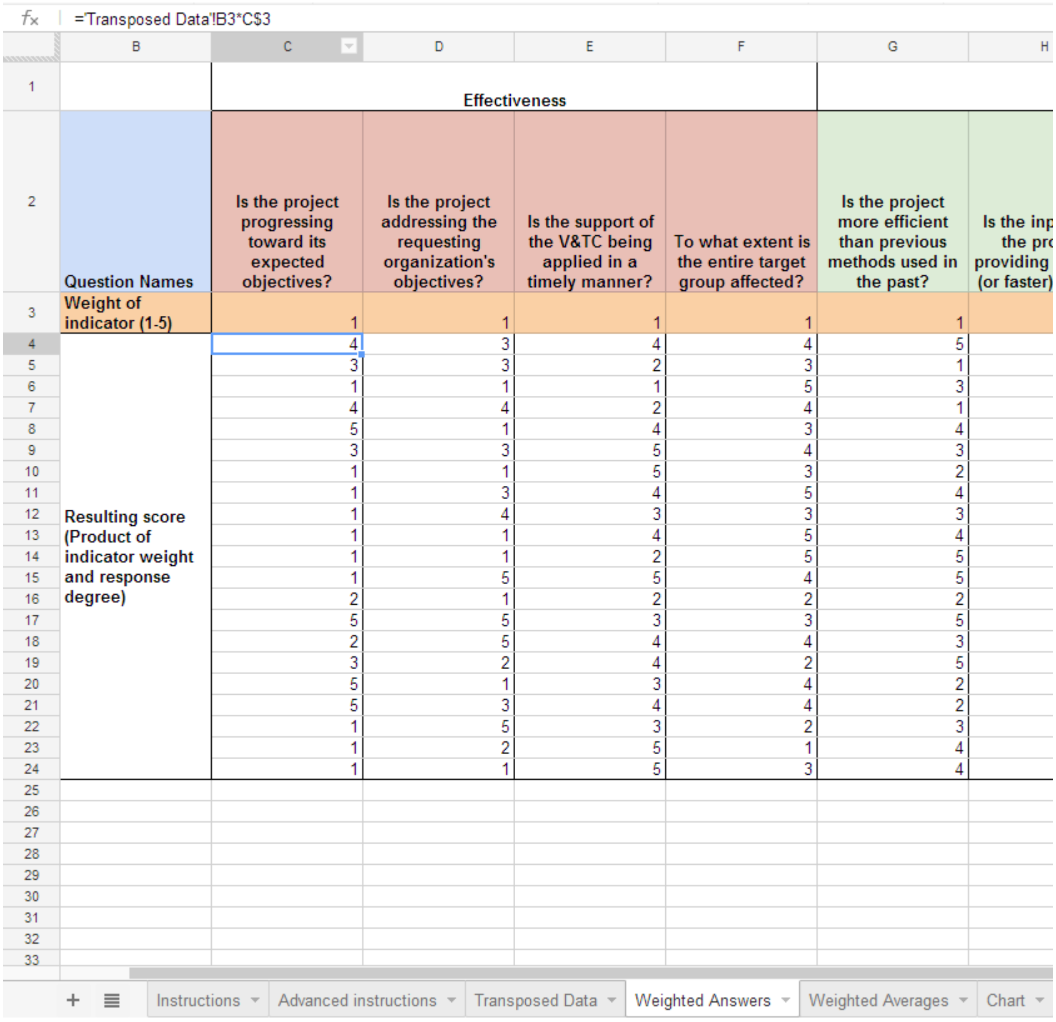
1. Make a copy of the documents and rename them with your project title (disable sharing if you would like your data to be private).

2. Link the Form to the Spreadsheet. To do so, click on "Choose Response Destination" in the toolbar of the Form document, then select "New sheet in an existing spreadsheet...", and navigate to the Spreadsheet file you have copied and renamed in order to select it and link it to the Form.
3. This will create a new sheet in the Spreadsheet labeled "Form Responses 1". This is where submitted responses will appear. As the Spreadsheet creates new cells for these responses, it is not



possible to apply formulas to new results in this sheet. Results will thus be transposed onto the "Weighted Answers" sheet from which calculation of the data will become possible.

4. The "Weighted Answers" page, which did not display legible data prior to the insertion of the "Form Responses 1" sheet, should now be automatically eventually filled with the responses contained in the Form and will keep doing so as responses come in. The cells contained in this sheet should not be tampered with as this would prevent the other sheets from properly calculating output values.



	B	C	D	E	F	G	H
1		Effectiveness					
2	Question Names	Is the project progressing toward its expected objectives?	Is the project addressing the requesting organization's objectives?	Is the support of the V&TC being applied in a timely manner?	To what extent is the entire target group affected?	Is the project more efficient than previous methods used in the past?	Is the inp the pro providing (or faster)
3	Weight of indicator (1-5)	1	1	1	1	1	
4	Resulting score (Product of indicator weight and response degree)	4	3	4	4	5	
5		3	3	2	3	1	
6		1	1	1	5	3	
7		4	4	2	4	1	
8		5	1	4	3	4	
9		3	3	5	4	3	
10		1	1	5	3	2	
11		1	3	4	5	4	
12		1	4	3	3	3	
13		1	1	4	5	4	
14		1	1	2	5	5	
15		1	5	5	4	5	
16		2	1	2	2	2	
17		5	5	3	3	5	
18		2	5	4	4	3	
19		3	2	4	2	5	
20		5	1	3	4	2	
21		5	3	4	4	2	
22		1	5	3	2	3	
23		1	2	5	1	4	
24		1	1	5	3	4	

PART II: HOW TO USE THE FORM

The workflow process entails evaluators submitting answers on the live version of the Form, which is linked to the Spreadsheet. The following steps explain how to link the two files, as well as how to understand how to adjust the weight of importance to the different questions. Once the responses have been evaluated, these instructions will show you how to interpret the results.

1. Open your copied and renamed Impact Evaluation Form and the Response Spreadsheet. In the spreadsheet, open the “Weighted Answers” tab.

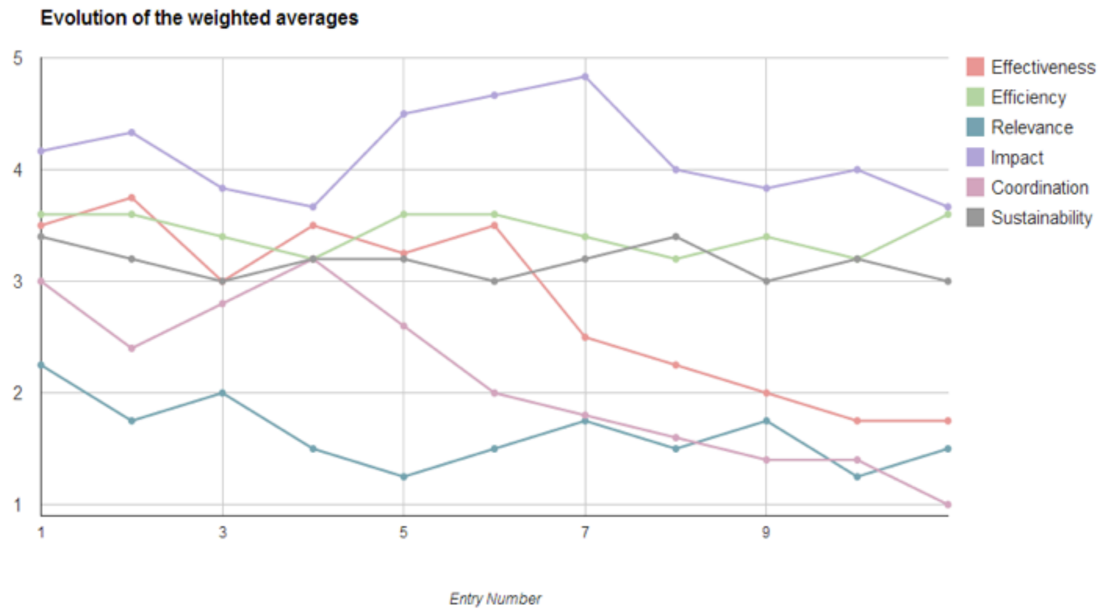
2. Determine the weight of importance of each individual indicator in the orange row of the “Weighted Answers” sheet, labeled “Weight of indicator”. As you may consider that some questions have a greater importance than others, increasing the weight of such questions over others will be reflected in the category average. Questions have been sorted by indicator category, such as Efficiency, Sustainability etc. The weighted average (brought to a scale from 1 to 5) of each category for each set of response can be accessed from the “Weighted Average” sheet. The “Chart” sheet provides a graph of the weighted average of each category over the different entries submitted.

3. Edit the Form Description box from the Form document to adapt it to your purposes.

4. To begin evaluation, click on Form > Send Form from the Spreadsheet document or by clicking on the blue Send Form button from the Form.

5. The Impact Evaluation Framework tool benefits from re-evaluation over the duration of a project (every two to three days, or however often is possible under the situational circumstances). The re-evaluation process will enable the partners to track trends of adherence to objectives as well as external impact of the V&TC collaboration.

PART III: USING CHARTS TO PLOT RESPONSE VALUES



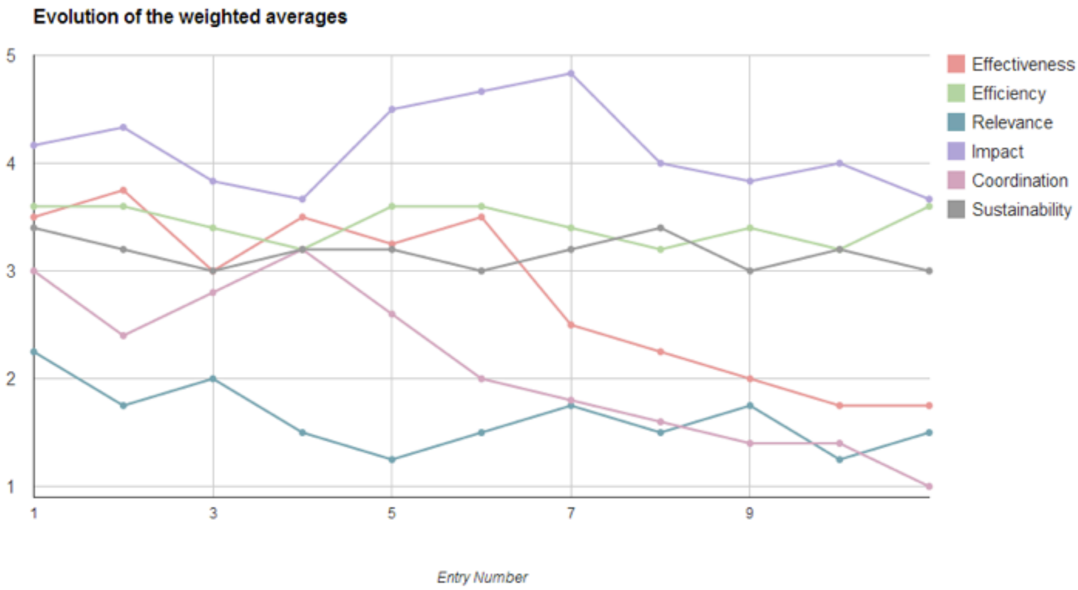
The spreadsheet comes with a “Chart” sheet that includes a template chart showing the evolution of the different weighted averages of each category over every time stamp on a scale from 1 to 5. This display allows for the visual evaluation of performance and assesses the changes in response values following specific events or process modification.

PART IV: EXAMPLE

Scenario: A field information agency has requested the assistance of a V&TC to process a large quantity of satellite imagery. The volunteers have been given a large volume of imagery to process over the course of a few weeks and have been requested to return data on a daily basis.

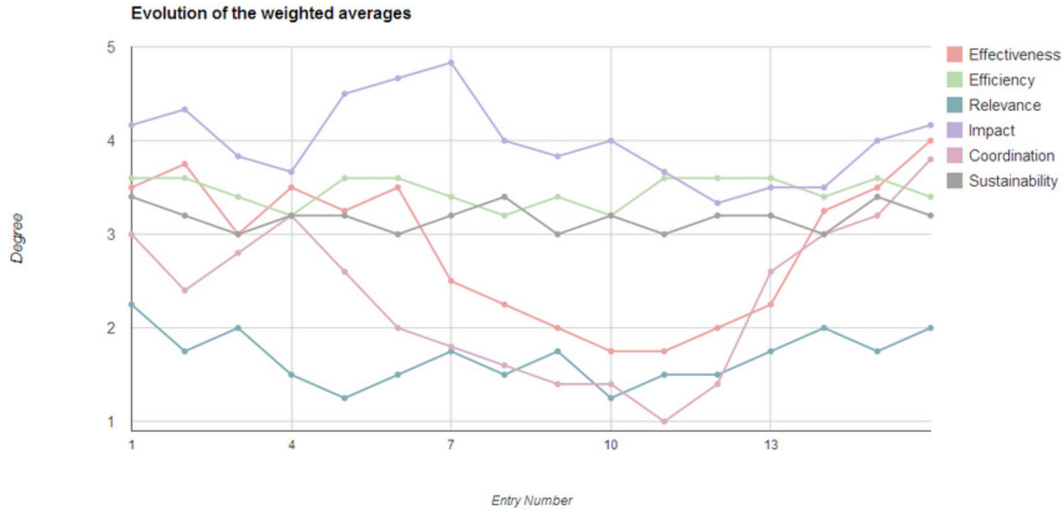
The project manager from the information agency would like to monitor V&TC performance, and decides to use the new Impact Evaluation Framework Form. The manager copies the template into his own google drive and renames it. The manager sets up the form and spreadsheet (weighting the indicators based on his or her preferences). At the end of each day, the manager uses the form to evaluate the V&TC performace. The manager is impressed that submitting responses on the form takes no more than five minutes and is looking forward to tracking the progress.

After a few days, the project manager observes that the "coordination" average has decreased dramatically, along with other indicators:



The manager connects this decrease in "coordination" success to the fact that the V&TC had not clearly defined their focal points, and five people were trying to handle requests, with information getting lost along the way. Due to the lack clear coordination, the V&TC began working on data that had already processed by another agency. This lack of coordination was also reflected in the decreasing overall effectiveness and impact of the V&TC's contribution.

The project manager realizes that it's necessary to improve coordination in order to increase effectiveness and overall impact. After assigning a fixed focal point and improving the communication processes with the agency, the coordination indicator dramatically improved, along with the effectiveness and the impact of the project, thus justifying the changes implemented, as the final graph shows:



This final graph also illustrates that the V&TC should consider how to improve its "relevance" for future projects as this indicator performed quite poorly overall and remained rather unaffected by the policies implemented above. Performance might have been higher had there been clearer instructions from the beginning on the intended output required from the requesting agency.

PART V: ADVANCED: EDITING THE QUESTIONS

Note: Due to the formatting found in a number of cells in the Spreadsheet, any editing of response values should only be applied to the "Form Responses 1" sheet. The change will then be reflected in other sheets.

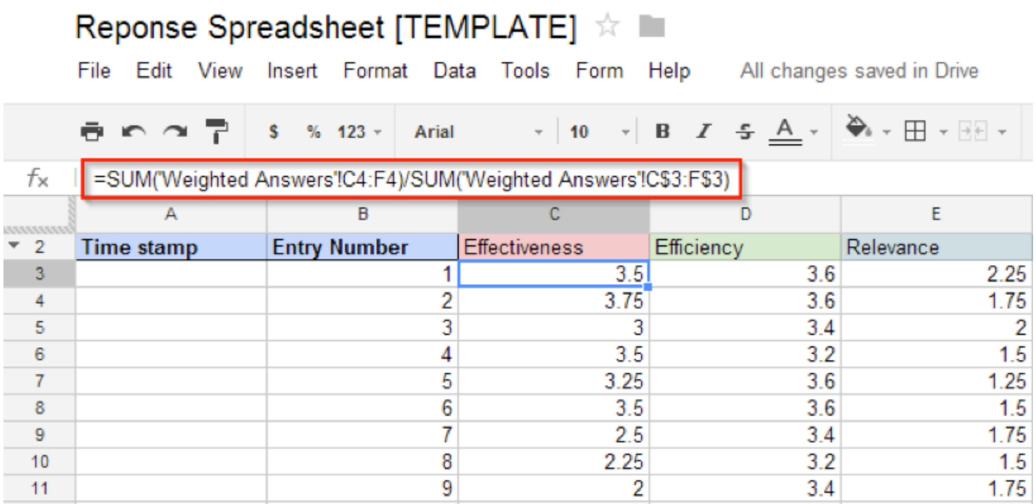
It is possible to edit the existing questions on the Form document to fit the specific project at hand. A word of caution: if one was to add/delete questions from one of the categories outlined in the "Weighted Averages" sheet , it will be necessary to adjust the values of the "Weighted Averages" sheet to make sure each category-specific result encompasses any and all questions found in the said category. Please also keep in mind that the categories of the "Weighted Answers" sheet and the "Weighted Averages" might become invalid if the questions are reordered/edited as the categories contained in the Spreadsheet will not automatically adapt to new questions being added into the Form.

Please follow the instructions below to add/delete questions:

1. To add a question, insert a new line in the Form document in the appropriate category and add your question. For consistency, responses should be on a 1 to 5 scale (use the "Scale" question type when setting up a new question).

2. Once the new question is added and the Form is linked to the Spreadsheet, check the "Weighted Answers" page: you will notice that the newly inserted question has pushed every question on its right one cell to the right, creating a misalignment with the different categories.

3. Thus, this will provide false results on the "Weighted Averages" sheet. If you look at the cells below C2 to H2, you will notice they contain formulas such as =SUM('Weighted Answers'!C4:F4)/SUM('Weighted Answers'!C3:F$3).



	A	B	C	D	E
2	Time stamp	Entry Number	Effectiveness	Efficiency	Relevance
3		1	3.5	3.6	2.25
4		2	3.75	3.6	1.75
5		3	3	3.4	2
6		4	3.5	3.2	1.5
7		5	3.25	3.6	1.25
8		6	3.5	3.6	1.5
9		7	2.5	3.4	1.75
10		8	2.25	3.2	1.5
11		9	2	3.4	1.75

4. In this example (cell C3 of the “Weighted Averages” sheet), the weighted average is calculated by adding up cells C4 to F4 of the “Weighted Answers” sheet, before dividing the sum by the sum of the weights linked to these cells (found in the orange row above these cells, C3 to F3). If one adds a new question in the “Efficiency” category, it’s necessary to expand the range of the formula. The “Efficiency” category would now extend from the C column to the G column on the “Weighted Answers” sheet.

B	C	D	E	F	G	H	I	J
	Effectiveness							Efficie
Question Names	Is the project progressing toward its expected objectives?	Is the project addressing the requesting organization's objectives?	Is the support of the V&TC being applied in a timely manner?	To what extent is the entire target group affected?	New Effectiveness Question	Is the project more efficient than previous methods used in the past?	Is the input into the project providing a better (or faster) result?	Are the n the pro defined ba the abili capacity V&T
Weight of indicator (1-5)	1	1	1	1	1	1	1	
Resulting score (Product of indicator weight and response degree)	4	5	2	3	4	4	4	
	4	5	3	3	4	4	4	
	4	4	2	2	4	4	4	
	4	4	3	3	4	4	4	
	3	5	2	3	4	4	4	
	3	5	3	3	4	4	4	
	3	3	2	2	4	4	4	
	3	2	2	2	4	4	4	
	3	2	2	1	4	4	4	
	2	1	2	2	4	4	4	
	2	1	2	2	4	4	4	
	2	2	2	2	4	4	4	
	2	3	2	2	4	4	4	
	3	5	3	2	4	4	4	
	4	5	2	3	4	4	4	
	4	5	4	3	4	4	4	

5.The formula of cell C3 of the “Weighted Averages” sheet would now be =SUM(‘Weighted Answers’!C4:G4)/SUM(‘Weighted Answers’!C3:G$3). You would now need to select this newly edited C3 cell, click-and-hold the small square on the bottom-right corner of this cell and drag it down to the rest of the C column in the “Weighted Averages” sheet so that the new formula is applied to the entire “Efficiency” column.

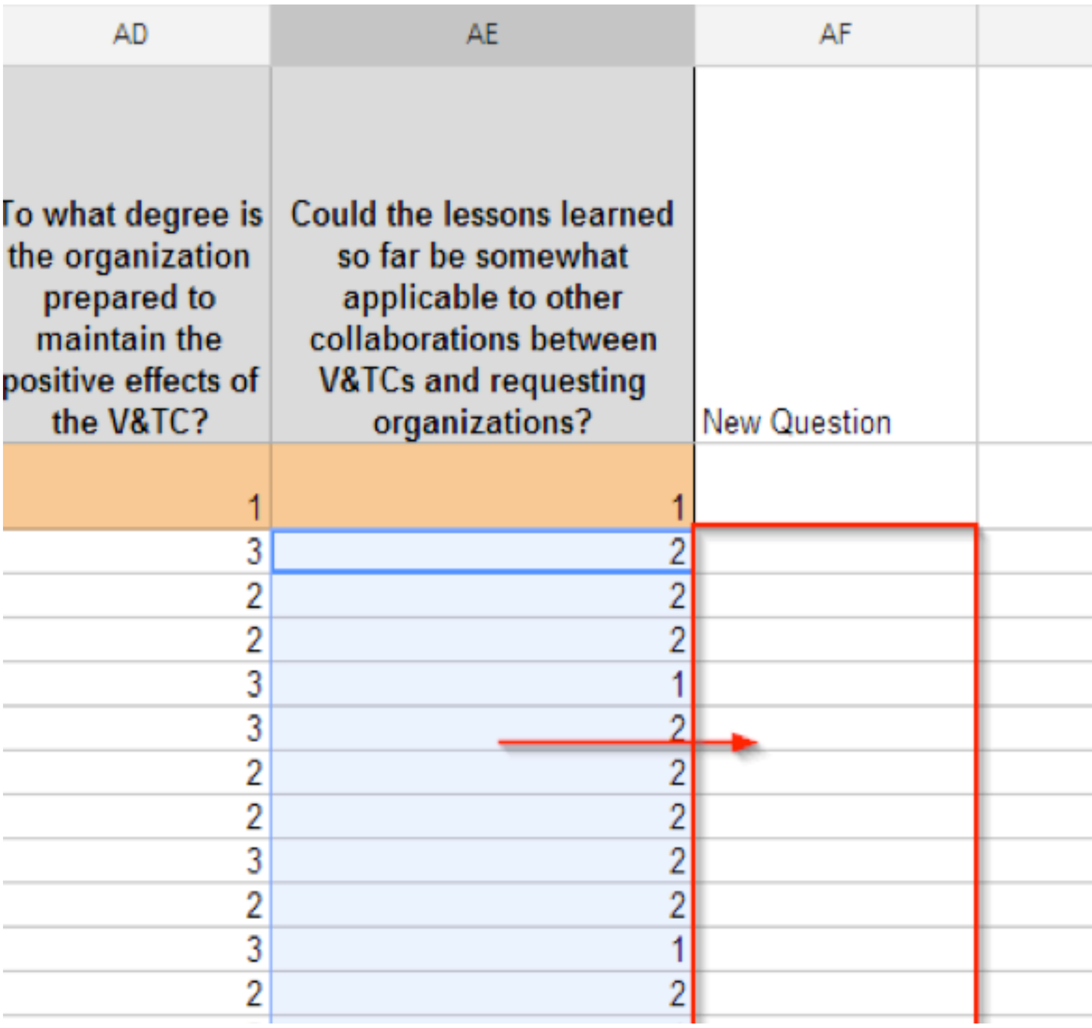
$ % 123 Arial 10 B I S A

fx =SUM('Weighted Answers'!C4:G4)/SUM('Weighted Answers'!C$3:G$3)

	A	B	C	D	E
2	Time stamp	Entry Number	Effectiveness	Efficiency	Relevance
3		1	3.6	3.6	2.25
4		2	3.75	3.6	1.75
5		3	3	3.4	2
6		4	3.5	3.2	1.5
7		5	3.25	3.6	1.25
8		6	3.5	3.6	1.5
9		7	2.5	3.4	1.75
10		8	2.25	3.2	1.5
11		9	2	3.4	1.75
12		10	1.75	3.2	1.25
13		11	1.75	3.6	1.5
14		12	2	3.6	1.5

6. Repeat this step with the remaining cells of row 3 on the "Weighted Averages" sheet representing categories that have been affected by the insertion of a new question so that each category encompasses the right set of questions. The same method should be used to delete questions.

7. You may also elect to modify the cells of row A of the "Weighted Answers" which contains the name of the different categories for reference, although this would not result in any formula changes. If more questions are added, fill the newly created columns on the right end of the "Weighted Answers" sheet, simply copy-paste the content of the cells from another column to the new column (for example if a new question fills the AF column, copy cells AE4 to AE29 and paste the content in cells AF4 to AF29) and the weight you would like to set for this question.



Note: The Spreadsheet contains a script that will force the "Transposed Data" sheet to recalculate once the "Form Responses 1" sheet has been inserted in the Spreadsheet, which it doesn't do automatically. Removing the automatic script or simply copy-pasting the content of the Spreadsheet Template onto another blank Spreadsheet will result in the Spreadsheet not automatically computing the data.