



PROGRAM EVALUATION AND IMPACT MEASUREMENT POLICY

I. Introduction

The Emmanuel Ivorgba Center (TEIC) is committed to maximizing its impact and ensuring accountability to its stakeholders, including beneficiaries, donors, partners, and the wider community. This Program Evaluation and Impact Measurement Policy outlines TEIC's commitment to systematically assessing the effectiveness and impact of its programs. It serves as a framework to guide the design, implementation, and utilization of evaluation and impact measurement activities, ensuring that our work is informed by data and evidence, leading to continuous improvement and enhanced social outcomes.

II. Purpose and Objectives

This policy aims to:

- **Enhance Program Effectiveness:** Systematically assess what works, why, and for whom, enabling EIC to refine and improve existing programs and develop new, more impactful initiatives.
- **Demonstrate Accountability:** Provide transparent and credible evidence of EIC's achievements and the impact it creates on individuals, communities, and society.
- **Inform Strategic Decision-Making:** Utilize evaluation findings to guide strategic planning, resource allocation, and future program development.
- **Foster Learning and Knowledge Sharing:** Create a culture of learning and encourage the sharing of best practices and lessons learned across the organization and with external stakeholders.
- **Strengthen Fundraising and Resource Mobilization:** Provide compelling evidence of impact to support fundraising efforts and attract continued support from donors and funders.
- **Promote Ethical Practices:** Ensure that all evaluation and impact measurement activities are conducted ethically, respecting the rights and dignity of all participants.

III. Scope

This policy applies to all programs and initiatives undertaken by The Emmanuel Ivorgba Center, regardless of their size, duration, or funding source. It encompasses both internal and, where applicable, external evaluations.

IV. Key Principles

TEIC's approach to program evaluation and impact measurement will be guided by the following principles:

- **Purpose-Driven:** Evaluations will be designed to answer specific questions relevant to program improvement, accountability, and strategic learning.
- **Participatory:** Where appropriate, beneficiaries, staff, partners, and other stakeholders will be involved in the design, implementation, and interpretation of evaluation activities.
- **Evidence-Based:** Decisions and conclusions will be grounded in credible data and rigorous analysis.
- **Context-Specific:** Evaluation approaches will be tailored to the unique context, objectives, and resources of each program.
- **Ethical and Respectful:** All data collection and analysis will adhere to ethical guidelines, ensuring confidentiality, informed consent, and the protection of participants.
- **Action-Oriented:** Findings will be translated into actionable recommendations and integrated into program design and organizational learning.
- **Resource-Conscious:** Evaluation activities will be planned and resourced appropriately, balancing the need for rigor with available capacity.

V. Key Components of Program Evaluation and Impact Measurement

EIC will incorporate the following key components into its approach:

A. Program Logic and Theory of Change:

- For each program, TEIC will develop a clear **Program Logic Model** or **Theory of Change** that articulates the intended causal pathway from activities to outputs, outcomes, and ultimately, impact.
- This framework will define the assumptions underpinning the program and serve as a roadmap for designing evaluation questions and selecting appropriate indicators.

B. Indicator Development and Data Collection:

- **Key Performance Indicators (KPIs)** and **Impact Indicators** will be identified for each program. These indicators will be SMART (Specific, Measurable, Achievable, Relevant, Time-bound).

- Data collection methods will be appropriate for the indicators and program context, and may include:
 - **Quantitative Data:** Surveys, pre/post tests, attendance records, service utilization data, financial records, demographic data.
 - **Qualitative Data:** Focus group discussions, key informant interviews, case studies, success stories, observation.
- Data collection tools will be reviewed for validity and reliability.
- Data collection will be integrated into program operations wherever possible to minimize burden and maximize data availability.

C. Evaluation Design and Methods:

- **Formative Evaluations:** Conducted during program implementation to provide feedback for ongoing improvement.
- **Summative Evaluations:** Conducted at the end of a program cycle to assess overall effectiveness and impact.
- **Process Evaluations:** Focus on how a program is being implemented, identifying any challenges or successes in delivery.
- **Impact Evaluations:** Aim to determine the extent to which a program has caused observed changes. This may include quasi-experimental designs or robust comparison groups where feasible.
- The appropriate evaluation design and methodology will be determined based on the program's objectives, available resources, and the questions being asked.

D. Data Analysis and Interpretation:

- Data will be analyzed using appropriate statistical and qualitative methods.
- Analysis will focus on identifying trends, patterns, correlations, and causal relationships (where applicable).
- Interpretation of findings will be done by trained staff, potentially with external expertise, and will consider the program's context, limitations, and assumptions.

E. Reporting and Dissemination:

- Evaluation findings will be documented in clear, concise, and accessible reports.
- Reports will include:
 - Executive Summary
 - Program Background and Objectives
 - Evaluation Questions and Methodology

- Key Findings (quantitative and qualitative)
- Conclusions and Recommendations
- Limitations of the Evaluation
- Findings will be disseminated to relevant internal and external stakeholders through appropriate channels, such as:
 - Internal staff meetings and presentations
 - Board of Directors reports
 - Donor reports
 - Publicly accessible reports on EIC's website
 - Presentations at conferences and workshops
 - Peer-reviewed publications (where appropriate)

F. Utilization of Findings and Learning:

- EIC is committed to using evaluation findings to drive improvements.
- A process will be established for reviewing evaluation recommendations and developing action plans.
- Progress on implementing recommendations will be tracked and reported.
- Lessons learned will be documented and integrated into organizational knowledge management systems and future program design.

VI. Roles and Responsibilities

- **Board of Trustees:** Provide oversight and ensure that the organization adheres to this policy. Approve resources allocated for evaluation activities.
- **Executive Director/CEO:** Champion the importance of evaluation and impact measurement, ensure adequate resources are allocated, and facilitate the integration of findings into strategic decision-making.
- **Program Managers/Coordinators:** Be responsible for developing logic models, identifying indicators, overseeing data collection, and participating in the interpretation and utilization of findings for their respective programs.
- **Monitoring and Evaluation (M&E) Officer/Team (if applicable):** Lead the development and implementation of evaluation frameworks, provide technical expertise in data collection and analysis, design evaluation methodologies, and support reporting.
- **All Staff:** Understand the importance of data collection and contribute to gathering accurate information as part of their daily work.

VII. Resources and Capacity Building

- EIC will allocate adequate financial and human resources to support effective program evaluation and impact measurement.
- Staff will receive ongoing training and professional development in evaluation methodologies, data analysis, and reporting to build internal capacity.
- EIC may seek external expertise for specific evaluations where internal capacity is limited or to ensure objectivity.

VIII. Ethical Considerations

TEIC is committed to conducting all evaluation and impact measurement activities ethically. This includes:

- **Informed Consent:** Obtaining voluntary and informed consent from all participants before collecting any data.
- **Confidentiality and Anonymity:** Protecting the privacy of participants by ensuring that data is kept confidential and, where appropriate, anonymized.
- **Do No Harm:** Ensuring that evaluation activities do not inadvertently cause harm to individuals or communities.
- **Cultural Sensitivity:** Conducting evaluations in a culturally appropriate and sensitive manner.
- **Data Security:** Implementing appropriate measures to protect the security and integrity of collected data.
- **Transparency:** Being transparent about the purpose of evaluations and how data will be used.

IX. Review and Revision

This policy will be reviewed and updated at least every three (3) years, or more frequently, if necessary, to ensure its continued relevance and effectiveness in guiding EIC's program evaluation and impact measurement efforts.

X. Approval and Effective Date

Approved by the Board of Trustees of The Emmanuel Ivorgba Center on: January 5, 2024

This policy is effective as of: January 5, 2024
