# Euroguidance Network Meeting
# Impact Assessment Training
## Prague
## 07th April 2016

# Outline

**1. Concepts and principles**
**2. Structuring an impact assessment**
**3. Collecting data**
**4. Analysing and validating data**
**5. Conducting an impact assessment**
**6. Choice of tools and techniques**
**7. Exercises**

**Impact is a measure of the changes made**

| What we wanted to change | What we proposed | What actually happened | What actually changed (desired and undesired) |

**Impact assessment seeks to establish a causal connection between inputs and changes.**

**Impact assessment should be seen as the contribution of the outputs and outcomes to purpose and overall goal.**

**The approach to impact assessment is very similar to the planning that is required to establish a monitoring system.**

**Main difference: the type of information and data that are needed to be able to assess impact.**

**Impact assessment is closely linked to an organisation's mission**

A mission statement is:

- A written <u>declaration</u> of an <u>organization's</u> core purpose and focus that normally remains unchanged <u>over time</u>. Properly crafted <u>mission</u> statements (1) serve as filters to separate what is important from what is not, (2) clearly state which stakeholders will be served and how, and (3) communicate a sense of intended direction to the entire organization.

- A mission is different from a <u>vision</u> in that the former is the cause and the <u>latter</u> is the effect; a mission is something to be <u>accomplished</u> whereas a vision is something to be pursued for that accomplishment.

European
Commission

**Measuring effectiveness of organisational activities and judging significance of changes**

**Closely linked to the objectives of an organisation / Euroguidance**

**Powerful way of communicating, internally and externally the contribution of given activities to the identified Mission.**

- ➢ **Evidence-based**

- ➢ **Independence**
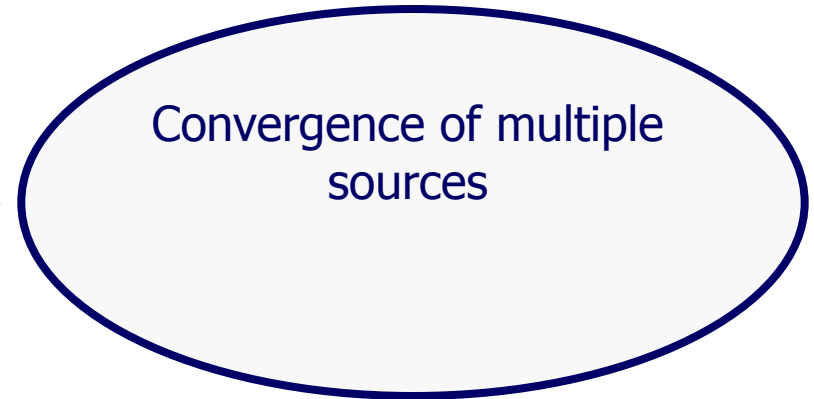
- ➢ **Quality control**

# A **multi-dimensional approach**

# Instruments, tools and methods



Stucturing

Collection

Analysis

Judgement

Tool A

Tool B

Tool C

....
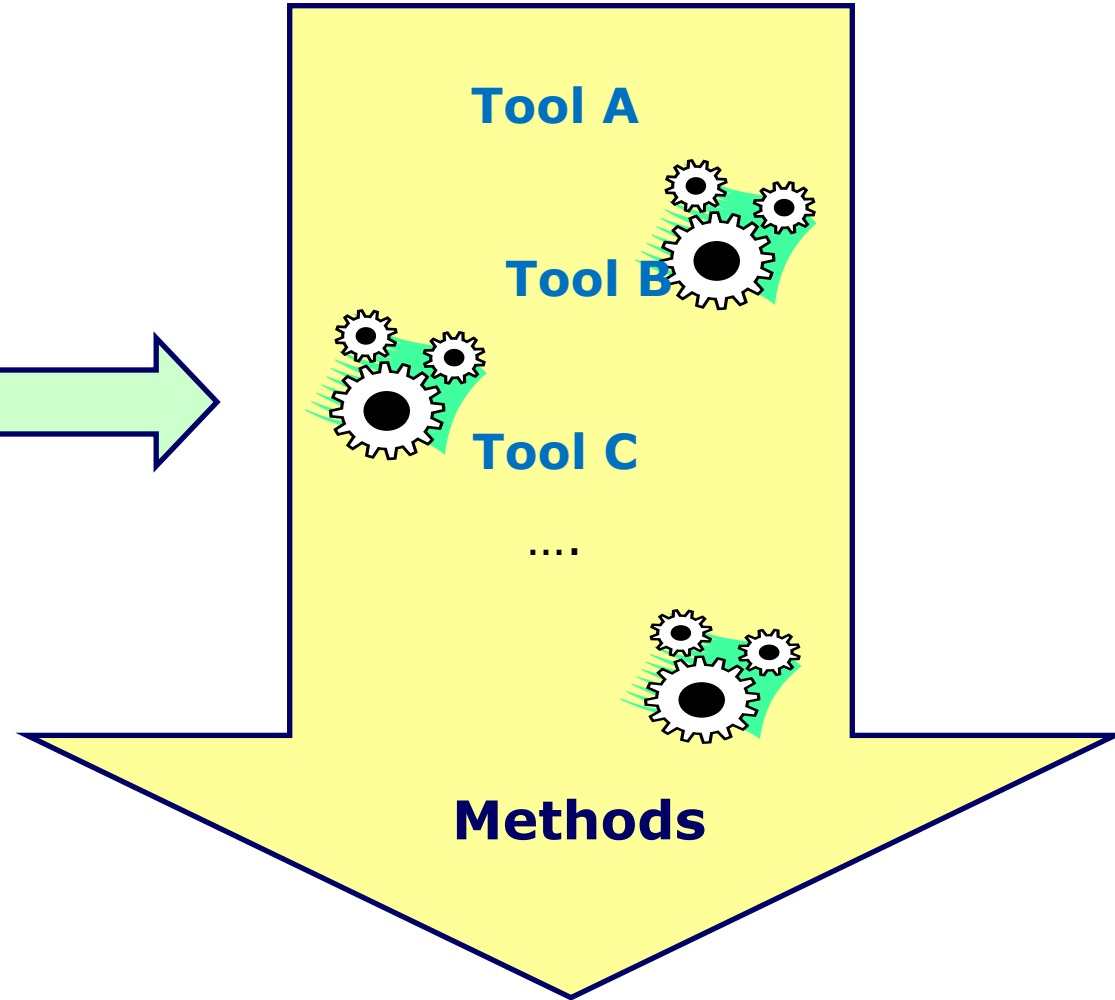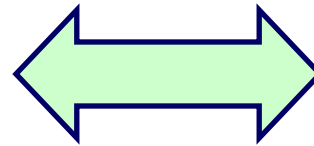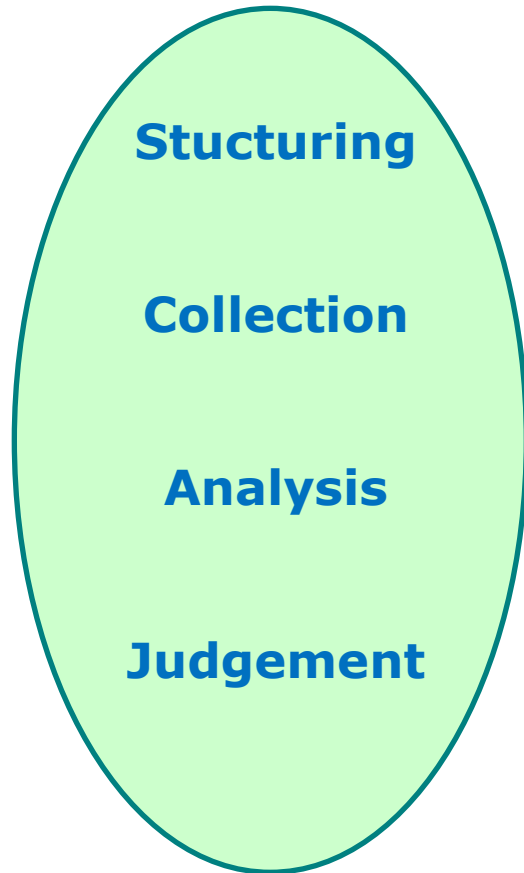
Methods

# Methodological choice
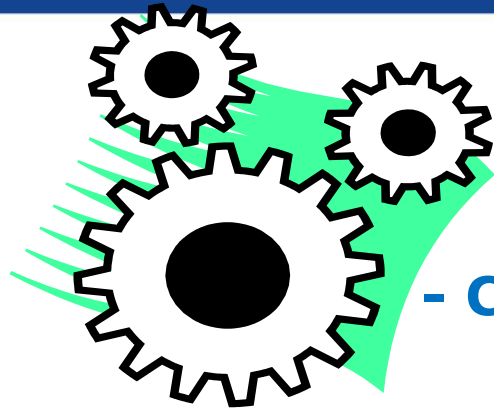
- **Econometric models**
- **Cost-benefit analysis**
- **Cost-effectiveness analysis**

- Case studies
- Surveys
- Expert panels
- Statistical analysis

- Desk research
- Interviews
-Focus groups
- Logical framework

Objective of the assessment

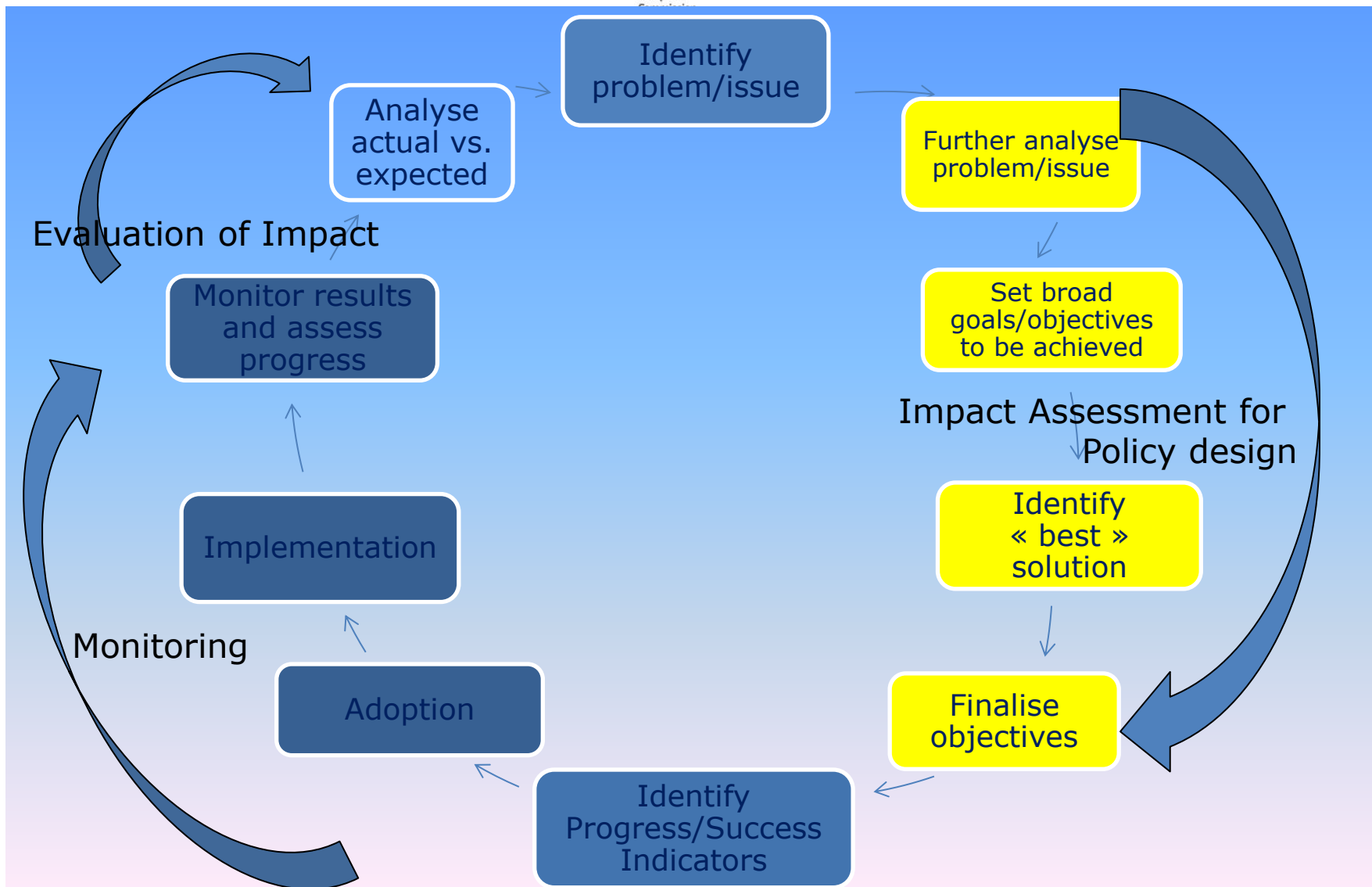Prospective or retrospective

Dimensions of the assessment

Phase of the assessment

Internal and external resources, deadlines, …

# Outline

1. **Concepts and principles**
2. **Structuring impact**
3. **Collecting data**
4. **Analysing and validating data**
5. **Conducting an impact evaluation**
6. **Choice of tools and techniques**

- **The Logical Framework**

- **SWOT**

- **Stakeholder matrix**

# The Logical Framework

- **Helps clarify the objectives**
- **Facilitates evaluation by translating the objectives into a hierarchy of expected effects**
- **Suggests questions about the effects**
- **Helps judge the internal coherence of the intervention**
- **Provides the starting point for integrating impact assessment within monitoring and evaluation**

**Objective tree**

**Effects tree**

**<u>Logical framework</u>**

General
objective

Priorities

Sub priorities

European Commission

**Expected outputs**

**Expected results (short term)**

**Expected impacts**

| Output |
| Output |
| Output |

Expected result

Expected result

Expected intermediate impact

Expected intermediate impact

Expected intermediate impact

Expected intermediate impact

| Output |
| Output |
| Output |

Expected intermediate impact

Expected result

Expected result

Expected intermediate impact

Expected global impact

Expected intermediate impact

# Logical framework

| | Objectively verifiable indicators | Means of verification | Assumptions and risks |
|---|---|---|---|
| **Global objective** | | | |
| **Priorities** | | | |
| **Impacts – assessment of changes made by action(s)** | Impact indicators – the changes<br><br>(positive, negative, intended, unintended) made by action(s) | Quantitative and qualitative techniques | |
| **Results** | | | |
| **Activities** | inputs | costs | |

# SWOT analysis

**Aid to strategic decision-making** :

➢ Analyses - strengths and weaknesses (internal)

-  opportunities and threats (external)

**Aims to:**

• Highlight the dominant and determining factors

• Produce relevant strategic guidelines

# SWOT analysis

- **A "scan" of the environment**
- **Preparation of an inventory of possible actions**
- **Internal analysis of strengths and weaknesses**
- **External analysis of opportunities and threats**
- **Highlight the dominant and determining factors**
- **Classification of possible actions**
- **Produces relevant strategic guidelines**

# SWOT ANALYSIS



|  | Helpful<br>to achieving the objective | Harmful<br>to achieving the objective |
|---|---|---|
| **Internal origin**<br>(attributes of the organization) | Strengths | Weaknesses |
| **External origin**<br>(attributes of the environment) | Opportunities | Threats |

# Stakeholders matrix

1. **Identify who your stakeholders are. Be precise. Identify their needs**

2. **Define the best approach for addressing their needs.**

# Stakeholders needs analysis

| Name | Needs | Response |
|------|-------|----------|
| Guidance counsellors | | |
| | | |
| | | |
| | | |
| | | |

# Stakeholders

- Policy and decision makers (specify)
- **Guidance counsellors**
- Students and learners (specify)
- professional / sectoral bodies
- local / regional authorities
- researchers / think tanks
- companies / entrepreneurs
- recruitment specialists
- awarding bodies
- mobility practitioners

# Outline

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2. **Structuring an evaluation**
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# Collecting data

- Desk research

- Individual Interviews

- Group interviews

- Questionnaire surveys

- Case studies

# Desk research

1. Tool to collect existing information
2. Identification of the sources of information
3. Understanding the scale of a phenomenon
4. Definition of the scope of research
5. Identification of the channels to use
6. Implementation of the research
7. Synthesis of results

# Individual Interviews

1. Useful to observe change
2. Collect opinion and information
3. Selection of the interviewees
4. Planning the interview
5. Selection and training of interviewers
6. Course of the interview
7. Analysis of results

# Group interview

1. Useful to observe changes
2. Selection of participants
2. Defining the interview topics
3. Choice and training of facilitators
4. Analysis and report on results
5. Risk of dominance of majority of opinion
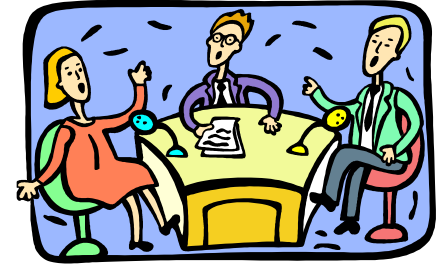
1. Tool to observe changes
2. Collect diverse information, opinions but also facts
3. Designing the questionnaire
2. Sampling
3. Pre-test or pilot
3. Administration of the questionnaire
4. Codifying the data
5. Interpreting and disseminating the results

# Case studies

1. In-depth study of an action in a natural setting, drawing on a multitude of perspectives

2. Illustration of a general situation

3. Study of good or bad practices

4. Study of certain key aspects of an intervention

5. Study of the effects of an initiative

6. Component of a multiple case study carried out in view of generating an overall assessment

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- **Descriptive statistics**

- **Regression analysis**

- **Sampling**

- **Bibliometric analysis**

- **Delphi survey**

- **Comparative analysis**

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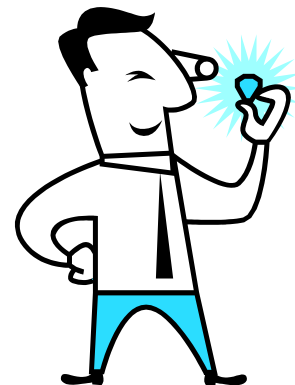6. **Choice of tools and techniques**

- **Experts**

- **Multicriteria analysis**

- **Cost-benefit analysis**

- **Cost-effectiveness analysis**

European Commission

1.  **Judgement on the value of a programme and its effects**
2.  **Identification of a list of potential experts**
2.  **Selection and mandating of the experts**
3.  **Investigations**
4.  **Synthesis**

# Multicriteria analysis

1. **Compare alternatives taking into account multiple criteria including prospective and/or retrospective situations**

2. **Definition of judgement criteria**

3. **Analysis of the impacts of the actions**

4. **Judgement of the effects of the actions in terms of each of the selected criteria**

5. **Aggregation of judgements**

# Cost- benefit analysis

1. **Tool to make a judgement**
2. **In depth evaluation**
3. **Calculate the net impact of a project, where impacts are measured in monetary units**
4. **Analysis to determine whether a project is desirable from the viewpoint of the population**

# Cost- effectiveness analysis

1. **Requires detailed data**
2. **Measure the impact**
3. **Highlight the relationship between the main effect of an intervention and its cost**
4. **Easy to understand conclusions that reflect a key public preoccupation**
5. **Only useful to compare programmes that are simple to implement and have the same type of impact**

50 Millions € programme

Objective: to support the European cinematographic production

Results: coproduction of 20 films that were seen by 12 000 000 persons

Unit cost: 4,16 € / person

# Exercises

- Mission statement
- Benchmarks identification
- The pyramid model
- The logical framework
- The SWOT analysis
- The stakeholder matrix

# Define a mission statement for Euroguidance network

You can get inspiration from the EU mission statement

# Example of mission statement

EU's mission is:

- To guarantee peace, freedom and security in and around Europe.

- To promote and protect democracy and universal rights in Europe and around the world.

- To strengthen Europe's economy and to promote solidarity around Europe by working in partnership with national, regional and local government.

- To make it easy for Europe's citizens to live and work throughout the Union.
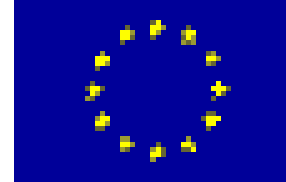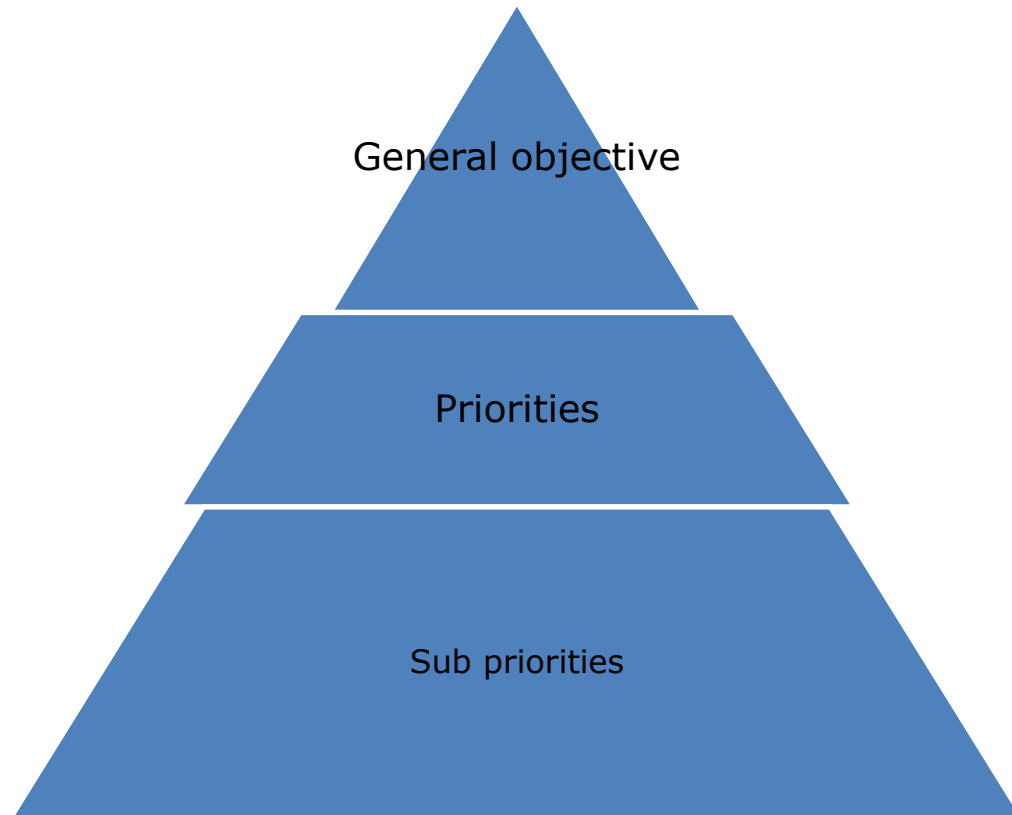
# Exercise 2 – Indicators identification

| | **Promoting the European dimension in lifelong guidance** | **Providing quality information on lifelong guidance and mobility for learning purposes** | **Providing and maintaining input to the "Learning Opportunities and Qualifications in Europe" Portal** |
|---|---|---|---|
| Indicators | | | |
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# Exercise 3: The pyramid

Write on the side your suggestions



General objective

Priorities

Sub priorities

# Exercise 4: Logical framework

Fill in the table

| | **Objectively verifiable indicators** | **Means of verification** | **Assumptions and risks** |
|---|---|---|---|
| **Global objective** | | | |
| **Priorities** | | | |
| **Impacts – assessment of changes made by action(s)** | | | |
| **Results** | | | |
| **Activities** | | | |

Identify up to 5 strengths and 5 weaknesses internal to your organizations

| Strengths | Weaknesses |
|---|---|
|  |  |

# Exercise 5: SWOT ANALYSIS

Identify up to 5 opportunities and 5 threats external to your organizations

| Opportunities | Threats |
|---|---|
|  |  |

# Exercise 6: Stakeholders needs analysis

**Fill in the table (be as precise as possible)**

| Name | Needs | Response |
|---|---|---|
| Guidance counsellors | | |
| | | |
| | | |
| | | |
| | | |

# Contacts

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