

	Title	Management response meta evaluation
	Date	15/06/2020
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	Document for	All staff

Management respons meta evaluatie
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Context

Trias designed an approach on evaluation, focusing on impact. A necessary part of this approach is that Trias' Theory of Change, focusing on Member Based Organisations as a pathway to improve the livelihood of the members, being family entrepreneurs and farmers, needed validation and corroboration.

In 2015, a first in depth reflection led to the decision to work on the deployment of some tools and methods for the assessment of impact, a quantitative one and a qualitative one.

In 2017, this choice was being taken up in a project to develop the qualitative quantitative approach with an adapted method on GDP+ and the qualitative approach, based upon concepts of MsCh. Both methods were being deployed in a piloting context. Three pilot countries worked on the GDP+, adapted to income+ method, and two pilots worked on the deployment of the MsCh method. The experiences and lessons learnt were being shared during a workshop in December 2019. During the workshop, mainstreaming of the approaches were discussed and agreed upon. Further deployment of the tools were to be supported and Trias would embed the approach on impact assessment in the global M&E system, to be fully operational in the formulation process of the new multi-year programme (MYP) cycle with DGD in 2021.

The impact evaluation of the current multi-year plan will be organized at the end of the programme, in the beginning months of 2022. As a preparation and support for this impact evaluation, the midterm evaluation has focused on the functioning of the Trias Theory of Change. A concept was developed to involve a dimension of meta evaluation, supporting the process of midterm evaluation in the involved country programmes of DGD. After finalisation, an analysis and synthesis was made of those elements which are important for the organisational and strategic development of Trias.

This management response refers to the Trias wide corporate and strategic response, taking into account the observations and recommendations of the meta evaluation report. For the purpose of preparing for the follow up of this meta evaluation, a formal document was discussed at the Management team and a task force has been put in place to take action. Follow up needs to be as much as possible integrated in existing processes and entities, active within the Trias structure.

Actions taken based on the recommendations in the MTE reports.

1. Theory of change

a. Corporate level

Several recommendations in the meta evaluation refer to a possible improvement of the current Theory of Change.

Trias is currently in the midst of the development of a new strategic plan 2022-2031. One of the keystones in this process is the development of a new corporate Theory of Change.

A consultant has been assigned to facilitate the development of the Theory of Change for the new strategic plan, working with a task force involving different internal stakeholders. A first draft should be finalized July 15th, and the final consolidation and validation will be completed before December 2020. Parallel with this process, embedding this new Theory of Change in the organisation will be a priority.

b. Regional/country level

Building upon their experiences in the taskforce of the new corporate theory of change, staff involved in the midterm evaluation at country level will facilitate the development of a narrative for the current programme, explaining and clarifying the links between output, outcome and impact in the ongoing programmes. This is also a preparation for the impact evaluation at the end of the MYP. Guidelines will be developed for the regions to develop a narrative at regional level

Specific observations and recommendations emanating from the country reports will be discussed in the regional teams and will result in adapting strategies at country level.

2. Knowledge management

Knowledge management staff and HR will invest more in competence management related to the specific necessary competences of Trias' advisors. Alternative models which include a dynamic use of roles will be considered."

3. Impact approach

Trias started with the deployment of tools on impact assessment to facilitate impact evaluation. This will be further implemented during this MYP and will be embedded in the formulation of the new MYP 2022-2027 at the level of the whole organisation

4. M&E

SPIDER is the core of our M&E system. An evaluation of the SPIDER approach is being conducted and the results will be made available in July. Based upon these results, an adaptation of the approach will be implemented.

5. Collaboration with stakeholders

Trias, being a member of the AgriCord network, will develop a more synergy and complementarity-based strategy with the other Agri-agencies worldwide, based on respective areas of expertise. This approach is supported and in line with the recommendations from the meta evaluation.