

Annex 1: Evaluation matrix

Evaluation matrix for DECP evaluation 2017					Method				Stakeholders		
Research questions	Sub-questions	Indicators	Sources of verification	risk research	line survey	interviews	case studies	DECP staff	liners of DECP	FOs	members of BMOs
A. Efficiency											
1 How do the achievements of DECP compare to those of similar advisors or organisations in an international context?	1.1 Which criteria for efficiency measurement are used by other organisations working on capacity strengthening of organisations in	- %age expenditure on goal - %age expenditure on fundraising - %age expenditure on overhead	- annual reports of NHO, DI, VNG International, PUM, etc. - evaluation reports of NHO, DI, VNG	X							
	1.2 What are the scores for DECP as compared to likeminded organisations when applying the same criteria for efficiency measurement?	- %age expenditure on goal - %age expenditure on fundraising - %age expenditure on overhead	- annual / progress reports DECP	X	X			X			
	1.3 When applying the methods of the Berenschot overhead benchmark for NGOs, how would DECP be ranked?	- %age of staff in overhead functions - overhead expenditure per FTE - %age of budget spent on overhead	- Berenschot overhead benchmark - management reports DECP	X	X			X			
	1.4 Are the DECP processes (operations, management, and support processes) efficient?	- no waist of time, money or materials during implementation of procedures.		X	X	X	X	X	X	X	
B. Relevance / added value											
2 How successful has DECP been in the selection of the right BMOs in order to accomplish its goals?	2.1 What are the criteria and procedures of DECP for selecting countries and BMOs in countries?	- List of selection criteria - Selection procedures	- program documents - annual (work)plans	X	X	X	X	X			
	2.2 Do these criteria and procedures increase the chance on success (relevance) of the cooperation (or do they at least reduce the risk	- Compliance with criteria and procedures versus success of cooperation / projects.	- annual / progress reports	X	X	X	X	X		X	
	2.3 Are any criteria or procedures missing that could enhance the relevance or added value of	- Examples of failed cooperation / projects versus selection criteria or	- annual / progress reports	X	X	X	X	X		X	
	2.4 Are the selected BMOs compliant with the	- %age compliance (criteria met)	- annual / progress reports	X	X	X	X	X			
	2.5 How are the working relations between DECP and partner BMOs? What is the added value of	- characterisation of the relation (roles) and added value	- annual / progress reports	X	X	X	X	X		X	X
3 How are the working relations between DECP and the MoFA/DDE and how does this affect programme outcomes?	3.1 What is the nature of the relation between the organisations?	- characterisation of the relation (roles)			X	X	X	X	X		
	3.2 Does DECP contribute to the policy objectives of Dutch development cooperation policy?	- Dutch development cooperation policy indicators	- Policy documents	X		X					
	3.3 What are concrete examples of how the working relations contributed to stronger	- list of examples (related to 5C framework)	- annual / progress reports			X	X	X	X		
4 How are the working relations between DECP and the Dutch embassies in target countries and how does this affect programme outcomes?	4.1 What is the nature of the relation between the organisations?	- characterisation of the relation (roles)			X	X	X	X	X		
	4.2 Does DECP contribute to the country policies and objectives of the Dutch bilateral aid to the target countries?	-Policy priorities of Netherlands' Embassies in target countries	- Policy documents	X		X	X				
	4.3 What are concrete examples of how the working relations contributed to stronger	- list of examples	- annual / progress reports			X	X	X	X		
5 How are the working relations between DECP and the partner organisations (ILO, IOE, etc.) and how does this affect programme outcomes?	5.1 What is the nature of the relation between the organisations?	- characterisation of the relation (roles)			X	X	X	X	X		
	5.2 Does DECP contribute to the policies and objectives of global and multilateral organisations?	- Policy objectives multilateral organisations.	- Policy documents	X		X					
	5.3 What are concrete examples of how the working relations contributed to stronger	- list of examples	- annual / progress reports			X	X	X	X		
6 To what extent have the recommendations from the previous evaluation been taken into account?	6.1 Which recommendations have been formulated in the evaluation report of 2009?	- list of recommendations	- Mid term review MDF, 2009	X							
	6.2 What has been the follow-up regarding the recommendations on more focus?	- number or %age of recommendation(s) addressed by DECP	- annual / progress reports	X		X					
	6.3 What has been the follow-up regarding recommendation on programmatic approach?	- number or %age of recommendation(s) addressed by DECP	- annual / progress reports	X		X					
	6.4 Which recommendations have been formulated in the evaluation report of 2013?	- list of recommendations	- End of Term Evaluation (Triodos Facet, September 2013)	X							
	6.5 What has been the follow-up regarding the recommendations on planning and reporting?	- number or %age of recommendation(s) addressed by DECP	- annual / progress reports	X		X		X			
	6.6 What has been the follow-up regarding the recommendations on monitoring?	- number or %age of recommendation(s) addressed by DECP	- annual / progress reports	X		X		X			
	6.7 What has been the follow-up regarding the recommendations on innovation?	- number or %age of recommendation(s) addressed by DECP	- annual / progress reports	X		X		X			

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Research questions	Sub-questions	Indicators	Sources of verification	sk research	line survey	interviews	case studies	DECP staff	members of DECP	ToCs	members of BMOs	
C. Effectiveness												
7	How have the different issues put forward by the BMOs been addressed by DECP?	7.1	How are the problems to be addressed in the annual workplans translated into activities?	- list of issues addressed	- annual workplans - annual / progress reports	X	X	X	X	X		
		7.2	Are the activities at country level, defined in the annual workplans, implemented according	- %age implementation according to plan	- annual workplans - annual / progress reports	X	X	X	X	X	X	
8	How successful has the knowledge transfer from DECP's special advisors to the BMOs been?	8.1	Which activities focussed on knowledge transfer have been undertaken by the special	- list of activities	- annual workplans - annual / progress reports	X	X	X	X			
		8.2	How are the knowledge transfer activities by DECP's special advisors evaluated by the	- level of satisfaction - level of success	- annual workplans - annual / progress reports	X	X	X	X			
		8.3	How are the knowledge transfer activities by DECP's special advisors evaluated by the	- level of satisfaction - level of success	- annual workplans - annual reports	X	X	X			X	
9	How effective are the individual activities (coaching visits, capacity building events, financial support projects) in achieving DECP's goals?	9.1	Which individual activities have been undertaken for strengthening the BMOs?	- list of activities	- annual workplans - annual / progress reports	X	X	X	X			
		9.2	How are the individual activities evaluated by DECP?	- performance score on 5C framework - performance score on 8 characteristics spider web diagram - number of members of BMO	- annual workplans - annual / progress reports	X	X	X	X			
		9.3	How are the individual activities evaluated by the BMOs?	- performance score on 5C framework - performance score on 8 characteristics spider web diagram - number of members of BMOs.	- annual workplans - annual / progress reports	X	X	X	X		X	
		9.4	How are the spider web performance tools applied in practice?	- description of usage	- annual workplans - annual / progress reports	X	X	X	X		X	
		9.5	Which trends or patterns can be derived from analysing the spider web performance tools	- list of trends or patterns	- annual workplans - annual reports	X		X				
10	How has DECP incorporated gender into its activities and how effective has this approach been?	10.1	How are gender components integrated in the annual planning of activities?	- level of gender integration in activities	- annual workplans - annual reports	X		X				
		10.2	How are gender components accounted for in the annual reports?	- level of reporting on gender issues	- annual workplans - annual reports	X		X				
		10.3	How are gender issues addressed in the knowledge transfer activities undertaken by the	- level of gender focus with special advisors	- annual workplans - annual / progress reports	X	X	X	X			
		10.4	How are gender issues addressed in the individual activities (coaching visits, capacity building events, financial support projects)?	- %age of activities with specific gender focus - %age of activities with gender	- annual workplans - annual / progress reports	X	X	X	X			
		10.5	How is the effectiveness of gender components evaluated by DECP?	- number of women entrepreneurs supported successfully - satisfaction with results of gender	- annual workplans - annual / progress reports - interviews	X	X	X	X			
		10.6	How is the effectiveness of gender components evaluated by the BMOs?	- number of women entrepreneurs supported successfully - satisfaction with results of gender	- annual workplans - annual reports - interviews	X	X	X			X	
11	How has DECP addressed the notion of Corporate Social Responsibility (CSR) with the BMOs and what effect has this had on their policies?	11.1	How is CSR addressed in the knowledge transfer activities undertaken by the special	- description / list of CSR knowledge transfer activities	- annual workplans - annual / progress reports	X	X	X	X			
		11.2	How is CSR addressed in the individual activities (coaching visits, capacity building	- description / list of CSR activities (specific focus of integrated)	- annual workplans - annual / progress reports	X	X	X	X			
		11.3	Are there examples of how BMOs incorporated CSR in their policies as a result of DECP activities?	- list of examples				X		X		
D. Impact												
12	To what extent have the lobbying and advocacy abilities of the BMOs improved as a result of DECP intervention?	12.1	To what extent did the BMOs supported by DECP become stronger institutions?	- performance score on 5C framework - performance score on 8 characteristics spider web diagram - number of members of BMOs	- annual workplans - annual reports - interviews	X	X	X		X		
		12.2	On the basis of the ToC, can we substantiate the attribution of DECP to stronger BMOs?	- Comparison to countries/organisations without DECP support - By specifying the ToC and by providing examples confirming the links established in the ToC, attribution of DECP to stronger BMOs can be made plausible	- annual reports - evaluation reports - interviews			X		X		
13	To what extent have the members of the BMOs benefitted from these improved abilities of the BMOs?	13.1	Which examples can be mentioned by members of the BMOs indicating that the members benefitted from stronger BMOs?	- list of examples		X	X	X	X		X	