The Impact Evaluation Methodology (IEM)

Dr Jennifer Bealt
University of Manchester, UK
Jennifer.bealt@manchester.ac.uk

What is the IEM?

Aim: To provide a structured approach to evaluate the impact of the peer review and its outcomes on city resilience and disaster risk reduction (DRR)

- Integrates with the peer review

- Self assessment approach

- Evaluating against five core categories
  - Strategy, Intelligence, Management systems, Coordination, Operations

- Evaluating at three stages
  - **Before** the peer review: examines the desired impact
  - **During** the peer review: monitors the ability to achieve desired impact
  - **After** the review: evaluates actual impact in following weeks/months/years

- The IEM should be conducted by both the Host and Reviewer

Uscore2

Evaluating against five core categories

1. **Strategy, vision and leadership**
   - developing the culture and strategies for DRR
2. **Intelligence**
   - analysing external and internal information
   - building strategic collaborations
   - exploring the environment
3. **Management of systems, processes and planning, including audit**
   - sustainable resource management
   - performance measurement
   - learning from itself and others
4. **Coordination and communication of operations**
   - coordinating resources and partners
   - sharing information effectively internally and externally
5. **Delivery of operations**
   - managing effective and efficient on-site delivery
   - adapting to external feedback

Uscore2

Stage 1- Before the peer review

The Host and Reviewer should evaluate against the benefits what they want to gain from the peer review through a self-assessment process.
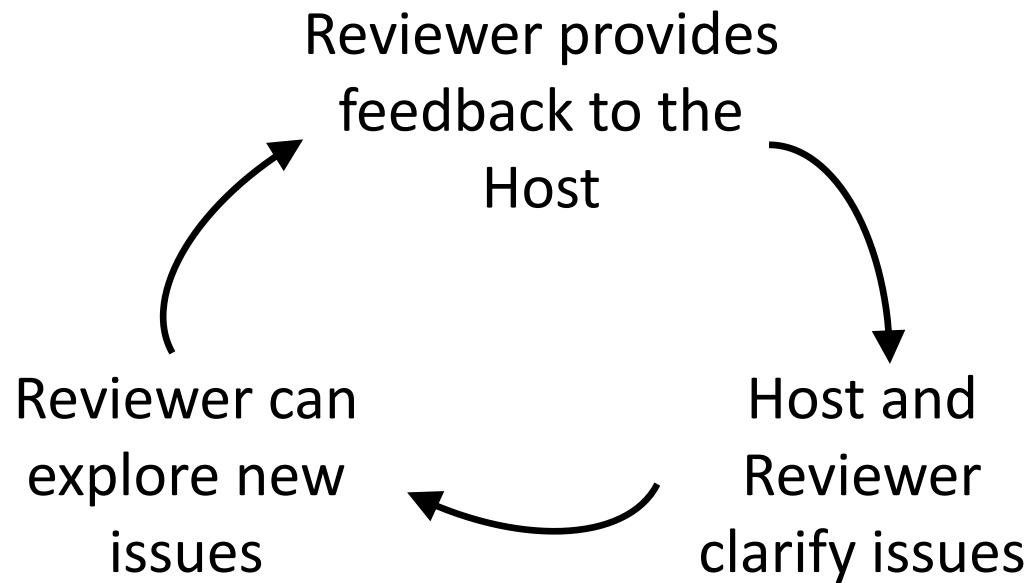
To complete the IEM you should:

- Agree desired benefits
- Identify benefit owner
- Define objectives that will support the benefit
- Consider how to measure the benefit, gauge a current value, and identify a target change
- Agree desired impact on 5 core categories

Uscore2

Stage 1 Before the review	Yes	No	Provide details
For each expected benefit, have you:			
1. Described the benefit.	X		Improved city emergency response plan
2. Identified the benefit owner.	X		Multi-agency partnership
3. Defined the objectives that support the benefit.		X	
4. Identified a direct or proxy measure of the benefit.	X		Reduction in forecasted mortality rates
5. Identified a current value for each measure before the peer review, where appropriate.		X	
6. Identified the target change in the value as a result of the peer review, where appropriate.		X	
For each expected benefit, have you agreed the desired impact on:			
1. Strategy, vision and leadership (e.g. developing the culture and strategies for DRR)	X		The desired impact is to increase awareness and investment the city's emergency response plan and to promote resilience strategies to protect citizens
2. Intelligence (e.g. analysing external and internal information, building strategic collaborations, and exploring the environment)	X		We are working with research institutions, communities and municipal bodies to share information on actual and perceived risk to inform the development of the emergency response plan
3. Management of systems, processes and planning, including audit (e.g. sustainable resource management, performance measurement, and learning from itself and others)	X		We would like to see a well-established emergency response plan in place with scope for testing and learning
4. Coordination and communication of operations (e.g. coordinating resources and partners, sharing information effectively internally and externally)	X		We would like to see improved, coordinated and decentralised responses as a result of the emergency response plan. With clearly defined roles and responsibilities
5. Delivery of operations (e.g. managing effective and efficient on-site delivery, and adapting to external feedback)		X	We have yet to determine how the city's emergency response plan will be operationalised and who will be responsible for its continued development

Stage 2- During the review

Facilitates conversations between the Host and Reviewer

Reviewer provides feedback to the Host

Host and Reviewer clarify issues

Reviewer can explore new issues

Uscore2

Stage 2- IEM questions to be addressed

1. How is the peer review influencing your thinking on:
   – Strategy, vision and leadership
   – Intelligence
   – Management of systems, processes and planning, including audit
   – Coordination and communication of operations
   – Delivery of operations

2. What impacts are expected from initial recommendations on:
   – Strategy, vision and leadership
   – Intelligence
   – Management of systems, processes and planning, including audit
   – Coordination and communication of operations
   – Delivery of operations

3. How could the peer review have more impact on the Host?

Uscore2

Funded by
European Union
Civil Protection

Stages 3 and 4- After the review

- The Host should
  - use feedback report to identify actions to achieve benefits
  - evaluate actions proposed by Reviewer
  - rate progress in implementing actions in the months (Stage 3) and year(s) (Stage4) after the peer review
- The Reviewer should
  - identify lessons to implement in their city
  - assess recommendations for their own city
  - rate progress in implementing actions in the months (Stage 3) and year(s) (Stage4) after the peer review

Uscore2

Stage 3/4 Impact evaluation of peer review actions in the weeks/ months/ year(s) after the peer review	We have made no meaningful progress	We are approaching a satisfactory level of impact	We deliver a satisfactory level of impact	We exceed a satisfactory level of impact but have more to achieve	We have achieved all the impact we want	Justification for assess-ment, including examples	What more should be done (by who and when)
To what extent have your expected benefits and objectives from the peer review been achieved?			X			Developed emergency plan with external partners	Need more involvement at the national and regional level to support longevity of DRR and resilience efforts …
What were your main learning points from the review?	How to develop a good relationship with administrative structure to support resource allocation						
What would you do differently next time you participate in a peer review?	More efficiently synthesise relevant information to send to Reviewers						
To what extent has your learning, and the reviewer recommendations had impact on your:							
1. Strategy, vision and leadership (e.g. developing the culture and strategies for DRR)			X			Involve most vulnerable stakeholders …	Common platform with relevant stakeholders developed …
2. Intelligence (e.g. analysing external and internal information, building strategic collaborations)				X		Plan with emergency services and civil protection …	Further table-top and live testing would ensure information in the plan is up-to-date. Continued analysis of
3. Management of systems, processes and planning, and audit (e.g. sustainable resource management and performance measurement)			X			Testing plan provides vital feedback on usefulness and usability …	Work collaboratively with stakeholders to test the plan. Increased mapping of critical infrastructure …
4. Coordination and communication of operations (e.g. coordinating resources and partners, sharing information effectively internally and externally)				X		Information exchange between partners was effective …	Regularly test plant and updated for new risks …
5. Delivery of operations (e.g. managing effective and efficient on-site delivery, and adapting to external feedback)			X			Add private sector and NGO involvement ….	Build relationships with private sector and NGOs …

Why is the IEM valuable?

- Seeks the views and experiences of all stakeholders
- Establishes clear expectations of the Host and Reviewer
- Ensures purpose of peer review is impact on performance
- Generates feedback for the Host on city DRR and resilience strategies

- Complements UNISDR's Disaster Resilience Scorecard indicators
- Assesses less tangible aspects of impact