



Evaluation

Environmental and Social Impact Management at ADA

Vol II – Annexes 7.2-7.6

 Federal Ministry
Republic of Austria
Europe, Integration
and Foreign Affairs

 AUSTRIAN
DEVELOPMENT
AGENCY

Imprint

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The evaluation was commissioned by the Directorate-General for Development Cooperation of the Federal Ministry for Europe, Integration and Foreign Affairs and the Evaluation Unit of the Austrian Development Agency and conducted by



GOSS GILROY INC.

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May 2019

This is an independent evaluation report. Views and conclusions expressed do not necessarily represent those of the contractors.

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Annex 7.2 – Details of the Evaluation Methodology

7.2.1 Overview of the Methodology

An overview of the methodology for this evaluation is presented in the main evaluation report. In this annex, additional detail is provided. To assure the dependability and credibility of the qualitative research featured in the evaluation, the following techniques were used:

Substantial engagement – Evaluators had sufficient contracted level of effort, and there was enough time and the sample of KIs sufficient to saturate data collection for each evaluation question. This assured that the evaluators “got the story right”.¹

Persistent observations – The scope of the evaluation included ESIM and EGSIM, a time span of more than three years. This provided a sufficient time span to track changes and see how the full complexity of E(G)SIM was unfolding.

Peer debriefing – The evaluation manager, ADA’s Evaluation Unit, and the members of the ERG provided credible peers who were familiar with ADA and provided opportunities at critical stages of the evaluation to validate early findings and subsequent conclusions and findings.

Progressive subjectivity – Evaluators were consciously context sensitive, and remained aware of their own assumptions, hypothesis, and understandings and how these changed over the period of the evaluation within the unique reality of E(G)SIM at ADA.²

Member checks – At appropriate moments, evaluators shared their initial findings with participants, for example, during key informant interviews, to test for consensus and to probe for other explanations.

Multiple data sources – Data collection methods and sources have been chosen (as summarized in the Evaluation Matrix, Annex 7.3) to assure multiple, independent, triangulated perspectives and lines of evidence for each evaluation question. This supported internal validity of the research.

Purposeful sampling – Non-random sampling (focus group sampling, typical case sampling, snowball and opportunistic sampling) was used to provide a range of KIs and cases that could reveal the full complexity and reality of E(G)SIM.

As no Theory of Change (ToC) for E(G)SIM existed, the evaluation team developed their own to help them understand the intended effects of this new management approach and investigate possible related causal pathways and assumptions (see Annex 7.1). The aim was to help ADA construct a compelling ToC for EGSIM through an iterative process that involves its stakeholders. This ToC helped inform and guide the evaluation research and was reviewed and adapted through the evaluation

¹ Mertons and Wilson, *Program Evaluation Theory and Practice, A Comprehensive Guide*, Guilford Press, 2012, page 364.

² For further discussion of this evaluator competence, see the concept of “reflexivity” and the 12 core strategies of qualitative inquiry as described by Patten M. (2015). *Qualitative Research and Evaluation Methods: Integrating Theory and Practise*, Module 8

process. To initiate discussion of the program theory behind E(G)SIM, a first iteration of a ToC was drafted by the evaluation team and included in the approved Inception Report (Annex 10.2 in that report).

7.2.2 Inductive and Deductive Inquiry

The participatory, emerging design process that characterized the inception phase, continued into the inquiry and analysis phase. Inquiry and analysis were particularly oriented towards inductive logic: exploration and discovery built on a foundation of detailed observations, quotations, documents and examples.³ Inductive analysis began with specific observations and built towards an understanding of general patterns that existed in the realities being explored. While the qualitative approach was largely inductive, some inquiry questions lead to deductive hypothesis-testing and measurement aimed at confirming exploratory findings, for example, when examining the costs and benefits of E(G)SIM, and when confirming a meaningful ToC for ADA's EGSIM.

7.2.3 Sequencing of Data Collection

Given the general approach to inquiry and analysis described above, the data collection methods outlined below were part of an interactive continuum.

“As thematic structures and overarching constructs emerge during analysis, the qualitative analyst keeps returning to fieldwork observations, interview transcripts, social media entries, and relevant documents, working from the bottom up, staying grounded in the foundation of case write-ups, and thereby examining emergent themes and constructs...”⁴

The evaluators moved back-and-forth between data collection methods as the evaluation unfolded to assure research efficiency, responsiveness to stakeholders, and an inductive rhythm of inquiry. That said, data collection did have a discernible sequence as suggested in Figure 1 below. Earliest data collection, during the inception phase, was a first round of engagement and clarification. The evaluators, through interaction with the Evaluation Manager and ERG, initial document review, and an evaluability assessment, gained enough knowledge of the evaluation object and its context to prepare an inception report which then served as a detailed evaluation work plan.

Next came a portfolio review to better understand the administrative and project-specific characteristics of ADA's development program. The portfolio review itself was a form of early inquiry because it helped reveal to the evaluators how ADA collects and stores project data, and this database could be accessed and searched.

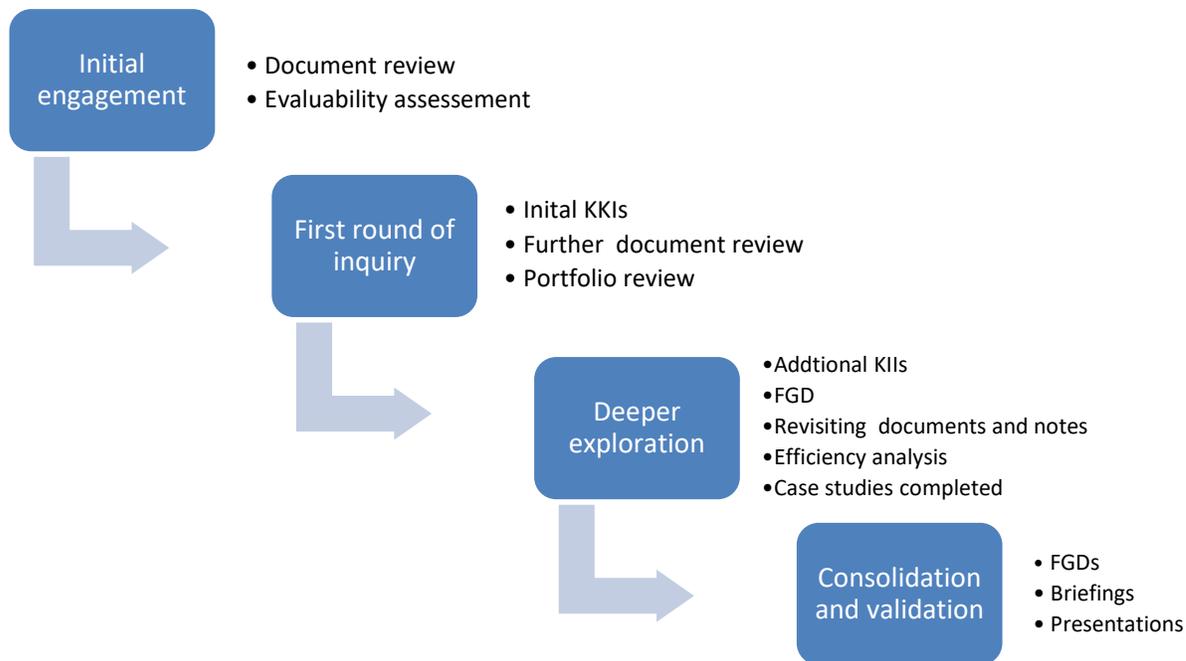
Next, the schedule of KIIs picked up as data collection begun in earnest. And simultaneously, informed by knowledge gained from the portfolio review and early KIIs, the case study sample was confirmed, document sets finalized, and the individual case studies started. The evaluators circled back to documents to prepare for individual KIIs, and to read again, contextual narrative. Document review

³ For a more thorough explanation see: Patten M. (2015). *Qualitative Research and Evaluation Methods: Integrating Theory and Practise*, Module 7, pages 64-66.

⁴ Ibid, page 66

was the backbone of the case studies, and then, as the case studies unfolded, interviews were scheduled with KIs that had direct knowledge of the projects featured in the individual cases.

Figure 1 - Sequencing of data collection



Source: Evaluation team

The efficiency analysis was a type of meta-analysis rather than a stand-alone data collection method. It drew on data from the portfolio review, case studies, KIIs, and document review, inductively building a detailed picture of costs and potential benefits. The focus group discussions were strategically scheduled during the Team Leader’s visit to ADA HQ to allow face-to-face interaction

7.2.4 Data Collection Tools

The main data collection tools used are detailed below and the link between these tools and the evaluation questions are detailed in the Evaluation Matrix (Annex 7. 3).

Portfolio Review

This was a front-end overview of the E(G)SIM appraisal process of projects and programmes since 2015 when ESIM began to be applied through ADA’s electronic management information system (FMS). ADA’s Evaluation Manager led this data collection portion of the process review, providing data sets for the evaluation team. This supported an inductive understanding of the administrative and project-specific characteristics of ADA’s development program. Data sets provided through the portfolio review included the following:

- Breakdown of ADA contribution and grants by euro-value size;
- Number and time distribution of ESIM assessments, disaggregated by type of project;

- Frequency and time distribution of different assessments disaggregated by size of project, type of funding, and other defining features; and
- Number of recommendations made within assessment reports disaggregated by type.

Document Review

Criteria sampling was used by the Evaluation Manager to select an initial set of documents for consideration by the evaluation.⁵ The central criterion of the sampling strategy was the direct relevance of the selected documents to the evaluation questions as determined internally by ADA. These documents were Cloud filed to allow easy password-authorized access to the full evaluation team. In addition, the evaluators added to this core sample of documents, opportunistically drawing on their own subject-matter expertise plus internet research using Goggle as the search engine. This identified and made available additional relevant material. Lastly, the evaluation team also used snowball sampling,⁶ that is, the review of initial documents and key informants led the evaluators to identify other documents, thereby creating a “snowball” effect that expanded the document review as research progressed and became more informed. A list of the most important documents that were used for this evaluation are included in Annex 7.6. In addition to these documents, are those that were specifically used for the cases studies which are referenced as part of the case study report found in Volume III of this evaluation report.

Semi-Structured Key Informant Interviews

The evaluation team gathered the views of various stakeholders using semi-structured key informant interviews (KIIs). The approved level of effort supported a n=25 sample of key informants (KIs). This sample size was exceeded: a total of 29 KIs were interviewed. Each of these were scheduled for one hour in duration. Confidentiality and anonymity were assured and guarded during interviews to encourage individuals to be candid without possibility of retribution. Within the evaluation report, pseudonymized referencing was consistently used to protect identities when quotations were referenced.

The sample of KIs contained 5 distinguishable groups that acted as independent streams of evidence in that each had very different work mandates, locations and identities:

- FMEIA: n=3
- ADA HQ (CR, Civil Society Unit, Private Sector Development Unit, etc.): n=9
- ADA HQ (TQ): n=8
- ADA CO (including local staff): n=5

⁵ Criterion sampling involves selecting cases that meet some predetermined criterion of importance. See Patton, 2002, *Utilization-focused evaluation* (2nd ed.). Thousand Oaks, Sage

⁶ See Better Evaluation website for full definition
<https://www.betterevaluation.org/en/plan/describe/sample>

- Implementing partners n=4

To aid effective facilitation of interviews, the evaluator used a prepared interview guideline for each interviewee. The master interview template was the list of evaluation questions (see Volume I). A detailed interview guideline was individually crafted by the evaluation Team Lead for each KII based on background research by the evaluation team. This helped to assure that questions asked were relevant to each interviewee's reality and context.

The KIIs were facilitated electronically (Skype and landline) except for 9 that took place face-to-face during a 4-day inquiry-phase visit to ADA's head office in Vienna. As KIIs were completed, detailed notes were recorded (electronically or by hand), and key points transcribed into a qualitative KII database. Patterns of thinking and convergence of opinion were then extracted from this narrative database through coding, collation and analysis across all KIIs. When there were clear differences in opinion between KIIs, these were noted and became part of the overall analysis. To assure transparency and possibility of retracing lines of evidence, transcription and coding has been saved by the Team Leader. The security and confidentiality of these electronic records remained protected by the evaluation Team Leader. The list of positions and organization for those interviewed are presented in Annex 7.5. Again, to protect confidentiality and anonymity, the names of those interviewed are not included in this report.

Case Studies

To better understand how ESIM has worked in practice, and as part of the evidence-triangulation and validation process, 5 ADA-approved and funded projects were selected for in-depth case study. The purpose of these case studies was to review typical processes of applying ESIM and, for each, to better understand how the appraisal process unfolded and affected the quality of design that was ultimately approved for funding. The main questions explored for each "typical" case include the following:

1. How long did the appraisal process take from initiation to appraisal report, and what were the main steps or phases in the process?
2. Were there any obvious delays in the appraisal process, and if so what were the reasons for these delays?
3. What consultations took place, that is, which desks, offices and individuals were consulted during the appraisal process, and how did these consultations take place?
4. What was the end-product of the appraisal process (summarized description)?
5. Did the appraisal process influence and improve the design of the project, and if so, how?
6. How have the recommendations made by ADA HQ been integrated into project implementation?

Primarily a desk exercise, with sets of project documents being the secondary data source, the case studies were enriched through primary data material, namely, one-on-one conversations with specific ADA project managers and implementing partner representatives that had direct knowledge of the

sampled cases. An iterative approach was used in which the analysis of secondary and primary data material was used inductively to build on and complement each other.

The sample of typical cases was selected by the ADA Evaluation Manager, in consultation with TQ and CR staff and drawing a sampling frame from the FMS. Sampling criteria included:

Projects from 2016 to mid-2018. Because ESIM was in early adoption phase in 2015, this year was deleted from the sampling frame as potentially atypical because of the learning curve involved. The underlying assumption was that by 2016, the ESIM approach would have been more mainstreamed. Year-2018 approved projects were removed from the sampling frame because for these projects, implementation was assumed to be at a very early stage, making it more challenging to assess how potential development outcomes were affected. The one exception to this criteria was the case from Mozambique. It was included purposefully to examine how the ESIM to EGSIM transition was being experienced by a CO.

Active projects for which information was available. The sample only included projects for which ADA staff and implementing partners were still engaged. This provided the possibility of the evaluators to have direct interaction with project owners and managers, and in this way, to better understand each case.

Typical programming levels represented. The sample included projects that ranged around the average project size (EUR 800,000) and that covered the most common types of ESIM processes.

Typical programming modalities and sectors represented. Based on the data sets obtained from the portfolio review, the sample included projects that covered the most common programming modalities used by ADA and sectors that ADA is engaged in.

Only cases for which there was a full set of records, available in English-language version from FMS were included in the sample. The set of records, no more than 10 distinct documents per case, needs to be compiled and collated by ADA staff as an electronic file uploaded to the Cloud for ease of access by the evaluation team.

The goal of case-study sampling was not probability-based statistical representativeness. Although a small sample, these case studies provided a cross-check and further validation of the ESIM process, which was also described by KIs. Typical case sampling gave the evaluators an additional independent stream of evidence.⁷ These in-depth profiles served as illustrations to help the evaluators gain a fuller understanding of how ESIM was practised *in situ*. For each case, the evaluators prepared a short summary report that addressed the 6 questions posed above plus an overall summary of what was discovered. The case-study report that resulted is annexed to this evaluation report as a separate Volume III.

⁷ https://www.betterevaluation.org/en/evaluation-options/typical_case

Efficiency Analysis

The evaluators used a qualitative description of benefits and costs, and benefit-cost reasoning to assess efficiency of resource allocation from the perspective of ADA and its project implementing partners. Specifically, the evaluation team used KIIs, FGDs, and case studies to explore the efficiency of safeguards work implied by E(G)SIM across ADA, juxtaposing the distribution of perceived costs against potential benefits. Efficiency analysis findings were especially buttressed with learning coming from the 5 case studies of typical ADA projects. Once the KIIs, FGDs, and 5 case studies were completed, the evaluators were able to support a meta-analysis of ESIM process costs, and this cost-band was then compared to qualitative value-perceptions.

The efficiency analysis relied primarily on the views of ADA’s programming staff and project implementing partners on the costs and benefits of ADA’s E(G)SIM approach. The evaluators explored the qualitative aspects of the cost-benefit issues presented in Table 1.

Table 1 - Potential Costs and Benefits to be Explored⁸

Potential Costs of E(G)SIM	Potential Benefits E(G)SIM
<ul style="list-style-type: none"> • ESIM management costs are lower for lower risk projects but potential benefits are also lower for these type of projects • Direct staff costs, especially staff positions for subject matter and risk management specialists • Opportunity costs (resources needed for ESIM may deprive other activities – might be especially true for time investment of T&Q and C&R personnel) • Cost of corrective, mitigative action plans • Added travel costs for identification, appraisal, and supervision • Time and relationship cost due to cumbersome and contentious standards e.g. lack of consensus on meaning, policy rigidity, unrealistic expectations 	<ul style="list-style-type: none"> • ESIM management costs are higher for high risk projects but potential benefits also higher • Avoidance of harmful projects • Reduced impacts of negative externalities • Better management of environment, gender-specific, and social impact risks • Improved relationships with community and other key stakeholders • Enhanced reputation, brand value, and partnership potential • Higher development effectiveness (improved livelihoods, more sustainable and equitable resource management, etc.)

⁸ This table of potential costs and benefits influenced by World Bank reporting. Ibid, pages 74-79.

Focus Group Discussion

Two face-to-face focus group discussions (FGDs) were organized. The purpose and participants and of these topic-focused small group discussions were as follows:

FGD 1 – To explain and discuss the E(G)SIM appraisal process. This involved 5 ADA TQ staff based in Vienna.

FGD 2 – To recount *in situ* application of E(G)SIM appraisals. This involved 4 ADA PP staff based in Vienna.

The use of FGDs was consistent with the participatory and value-centered rather than prescriptive approach of the evaluation. The FGDs were valuable because they provided rich data that was verified in real time through peer-to-peer listening and sharing. The individuals who participated in the focus groups were invited by the Evaluation Manager in consultation with the ERG and the evaluation Team Leader. Availability and interest to participate were two key selection criteria.

Annex 7.3 – Evaluation Matrix

Key Evaluation Questions	Indicators	Data Sources	Data Collection Methods
1. Design and fit of E(G)SIM (relevance)			
1.1. What have been the main drivers and strategic considerations, including alignment with ADA’s strategic priorities, that have led to the introduction of ESIM, and more recently, to EGSIM?	<ul style="list-style-type: none"> List of drivers and considerations (e.g. SDGs, GCF accreditation, national agenda and policies) 	<ul style="list-style-type: none"> ADA policy and strategy documents Senior ADA managers 	<ul style="list-style-type: none"> Document review KIIs with senior ADA managers
1.2. Is E(G)SIM aligned with the goals, strategic priorities and management approaches of the international development agenda?	Coherence of E(S)SIM objectives and principles with current international agenda goals and objectives	<ul style="list-style-type: none"> ADA documents External documents including evaluation reports of ADA’s development program 	<ul style="list-style-type: none"> Document review and comparative analysis Portfolio analysis
1.3. Is E(G)SIM in line with ADA’s project and programme management and current working conditions and structure?	<ul style="list-style-type: none"> Perceived level of E(G)SIM’s operational relevance and appropriateness given ADA’s organizational context (program management realities, existing working conditions, and internal structures and capacity, etc.) 	<ul style="list-style-type: none"> ADA managers and staff ADA implementing partner representatives External evaluation reports of ADA’s development program 	<ul style="list-style-type: none"> KIIs with ADA managers, staff, and implementing partner representatives (optionally supplemented with a FGD) Document review Facilitated development of a ToC for EGSIM endorsed by ADA staff

Key Evaluation Questions	Indicators	Data Sources	Data Collection Methods
2. Implementation of E(G)SIM (operational efficiency and effectiveness)			
2.1. How well has E(G)SIM been implemented, in other words, what key factors have helped, and which have hindered E(G)SIM?	<ul style="list-style-type: none"> See indicators for 2.1.1 to 2.1.5 below 	<ul style="list-style-type: none"> See data sources for 2.1.1 to 2.1.5 below 	<ul style="list-style-type: none"> Meta assessment across sub-questions 2.1.1 to 2.1.5 below
2.1.1. Clarity and practicality of the standards and processes?	<ul style="list-style-type: none"> Existence of clear, practical standards and processes 	<ul style="list-style-type: none"> ESIM and EGSIM 	<ul style="list-style-type: none"> Document review and technical assessment by Environmental and Social Review Technical Expert
2.1.2. ADA support at organizational level (e.g. design and introduction of processes and quality standards, change management communication, staff training, etc.)?	<ul style="list-style-type: none"> Level of staff satisfaction with the way ESIM and now EGSIM have been introduced and supported at organizational level 	<ul style="list-style-type: none"> ADA staff and unit managers 	<ul style="list-style-type: none"> KIIs plus separate FGDs discussions with PP and T&Q staff
	<ul style="list-style-type: none"> List of specific support initiatives and events coming from management directly related to introduction of E(G)SIM 	<ul style="list-style-type: none"> ADA staff and managers Internal management communication documents 	<ul style="list-style-type: none"> KIIs with ADA managers, staff Document review
2.1.3. ADA support at PP level with project owners and partners?	<ul style="list-style-type: none"> Level of satisfaction of ADA PP staff and project implementing partners with the way E(G)SIM has been implemented 	<ul style="list-style-type: none"> ADA staff and unit managers ADA implementing partner representatives 	<ul style="list-style-type: none"> KIIs with ADA and project implementing partners Separate FGDs discussions with PP and T&Q staff
	<ul style="list-style-type: none"> Extent that ESIM supported coherent ADA management of environmental <i>and</i> social impact 	<ul style="list-style-type: none"> ADA staff and unit managers and project implementing partners Case study documents 	<ul style="list-style-type: none"> KIIs with ADA and project implementing partners Up to 5 case studies of typical project assessments

Key Evaluation Questions	Indicators	Data Sources	Data Collection Methods
	<ul style="list-style-type: none"> List of key PP-level challenges (clarity and coherence of process, potential overlap with other tools, roles and responsibilities, follow through on assessments, etc.), and for each, description of how effectively these have been addressed 	<ul style="list-style-type: none"> FMS database Expert KIIs and internal ADA staff/manager and ADA implementing partner representatives Case study documents 	<ul style="list-style-type: none"> Portfolio analysis KIIs with appropriate experts plus ADA and project implementing partners In-depth process study using up to 5 typical cases
2.1.4. Have financial resources dedicated to the operational implementation been adequate?	<ul style="list-style-type: none"> List and value of resources that have been dedicated to assuring effective ESIM 	<ul style="list-style-type: none"> ADA managers Case study documents 	<ul style="list-style-type: none"> Qualitative efficiency analysis using data from KIIs and process clarity from typical case studies
2.1.5. Other key factors helping or hindering E(G)SIM implementation?	<ul style="list-style-type: none"> List of other key factors noted 	<ul style="list-style-type: none"> FMS database Expert KIIs and internal ADA staff/manager and ADA implementing partner representatives Case study documents 	<ul style="list-style-type: none"> Portfolio analysis KIIs with appropriate experts plus ADA and project implementing partners In-depth process study using up to 5 typical cases
2.2. Does the updated EGSIM address perceived shortcomings of ESIM's conceptualisation and implementation?	<ul style="list-style-type: none"> List of identified shortcomings that EGSIM is designed to address, and for each, perceived success of the revised approach 	<ul style="list-style-type: none"> ADA staff and unit managers EGSIM manual and other internal documents 	<ul style="list-style-type: none"> KIIs with ADA staff and managers (optionally supplemented with a FGD) Document review
2.3. Has the E(G)SIM approach been efficient, and have opportunity costs been sufficiently offset by potential benefits??	<ul style="list-style-type: none"> Ratio of costs incurred versus benefits expected (qualitative assessment of the benefits of introducing ESIM related to the costs incurred) 	<ul style="list-style-type: none"> ADA managers Case study documents 	<ul style="list-style-type: none"> Qualitative efficiency analysis (data from KIIs and typical case studies) Disaggregated detail from each process step used to identify bottlenecks, potential costs, and perceived benefits

Key Evaluation Questions	Indicators	Data Sources	Data Collection Methods
3. Results of E(G)SIM (development effectiveness)			
3.1. Based on progress with E(G)SIM to date, what are the potential development outcomes of using E(G)SIM at PP-level?	<ul style="list-style-type: none"> List of potential results that ADA expects to achieve through application of E(G)SIM 	<ul style="list-style-type: none"> ADA Senior Managers and PP partners External documents with comparable ToCs 	<ul style="list-style-type: none"> KIIs Facilitated development of a ToC for EGSIM endorsed by ADA staff
	<ul style="list-style-type: none"> Extent that expected results from application of EGSIM are clear to the main stakeholders 	<ul style="list-style-type: none"> ADA Senior Managers and external experts External documents 	<ul style="list-style-type: none"> KIIs Facilitated development of a ToC for EGSIM endorsed by ADA staff
	<ul style="list-style-type: none"> What have been the results (intended and unintended) on project and programme performance so far? 	<ul style="list-style-type: none"> Same as above 	<ul style="list-style-type: none"> Same as above
3.2. How best could E(G)SIM be further adjusted to better support achievement of ADA's development results?	<ul style="list-style-type: none"> List of endorsed recommendations 	<ul style="list-style-type: none"> ADA Senior Managers and external experts ERG External documents 	<ul style="list-style-type: none"> KIIs plus final FGD Analysis across evaluation lines of evidence

Annex 7.4 – Evaluation Schedule

Deliverable Product	Target Date	Actual Date
1. Contract signed with Goss Gilroy and Team Leader		October 4
2. Draft Inception Report	November 6	October 19
3. “Kick-off” meeting with ERG		October 23
4. Final Inception Report	November 16	November 28
5. Case Study Report		January 9
6. Preliminary findings		January 30
7. Draft Evaluation Report (Volume I only)	February 11	January 30
8. Preliminary findings (MS Power Point Presentation)	January 15	February 8
9. Presentation of preliminary findings to ERG		February 12
10. Draft Evaluation Report (Volume I through III)		February 13
11. Second Draft Evaluation Report (with input from ERG)		March 15
12. Final Evaluation Report (Volumes I, II and III)	March 4	March 29

Annex 7.5 – Positions and Organizations Interviewed

Positions and/or organizations interviewed	Sample size	Data collection method used
<ul style="list-style-type: none"> • ADA HQ TQ unit managers and staff 	n=8	KIIs and FGDs (face-to-face and electronic)
<ul style="list-style-type: none"> • ADA HQ managers and staff (excluding TQ) 	n=9	KIIs and FGDs (face-to-face and electronic)
<ul style="list-style-type: none"> • ADA CO-based international and local staff 	n=5	KIIs (electronic)
<ul style="list-style-type: none"> • Austrian government FMEIA representatives 	n=3	KIIs (face-to-face)
<ul style="list-style-type: none"> • Representatives of project implementers 	n=4	KIIs (electronic)

Annex 7.6 – Key Documents Consulted

Key Documents Received from ADA by the Evaluation Team - Sorted by Main Topic	Date (d/m/y)	Author	Pages
Topic – ADC Strategy and Policy			
1. ADA Business Strategy 2014	18/12/14	ADA	52
2. Three-Year Programme on Austrian Development Policy, 2016-2018	09/12/15	FMEIFA	83
3. Gender equality and empowerment of women – Policy document	04/06	ADC	22
4. Strategy Guideline on Environment and Development in Austrian Development Policy	08/09/09	FMEIFA	43
5. Gender Equality and the Empowerment of Women and Girls Policy document	2017	FMEIFA/ADA	27
6. ADA Organigram	02/18	ADA	2
7. Staff Guideline - Monitoring	07/2015	ADA	9
Topic – ESIM System			
8. Gender, Social and Environmental Appraisal – A manual for ADA procedures	Unknown	ADA	11
9. Environmental and Social Impact Management Manual – 2 nd Version (no annexes)	06/16	ADA	27
10. ESIMM Annex (unnumbered) – Environmental Integration Checklist (annex of ESIM?)	2016	ADC	4
11. ESIMM Annex No 6 – Gender Assessment	?	ADC	3
12. ESIMM Annex No 7 – Social Standards Assessment	?	ADA	3
Topic – EGSIM System			
13. Manual EGSIM	06/18	ADA	26
14. EGSIM System – Introduction, ADA Programme Manager and Advisors Meeting [Slides]	19/04/18	ADA	29
15. EGSIM Staff Guidance Note - Draft	05/04/18	ADA	22
16. Environmental, Gender and Social Standards (EGSS) Checklist	17/04/18	ADA	6
17. Risk assessment/categorization	?	?	1
18. Terms of Reference (template) – EGSIA and Risk Management and Sustainability Plan	?	?	8
Topic – Relevant Evaluation Reports			
19. Evaluation of the Environment Policy of the ADC and its implementation, Final Report, Vol. 1	02/16	FMEIFA/ADA	63
20. Evaluation of the ADC Gender Policy, 2014-2011, Final Report	07/12	ADC	137
21. Final Report, Ex-Post Impact Study [of ADA] – Environment in Southeast Europe, 2007-2013	2015	FAKT	67
22. OECD Development Co-operation Peer Reviews - Austria	2015	OECD	107

Topic – Other Key External Contextual Documents			
23. Safeguards and Sustainability Policies in a Changing World – An Independent Evaluation of World Bank Group Experience	2010	World Bank	135
24. Environmental and Social Framework	2016	World Bank	103
25. Website flier: Understanding IFC’s Environmental and Social Due Diligence Process	2018	World Bank	Web
26. Performance Standards on Environmental and Social Sustainability	2012	IFC/WBG	53
27. IFC Performance Standards Guidance Notes	2012	IFC/WBG	10
28. Sustainability Report 2018, Investing for an Asia and the Pacific Free of Poverty (Environmental and Social Safeguards section)	05/2018	ADB	5
29. Africa Development Bank Integrated Environmental and Social Impact Assessment Guidelines	10/2003	AfDB	6
30. Real-Time Evaluation of ADB’s Safeguard Implementation Experience Based on Selected Case Studies, Chapter 4	11/2016	ADB	13
31. UNDP’s Social and Environmental Standards	01/2015	UNDP	60
32. Sustainability Guideline – Assessment of Environmental, Social and Climate Performance: Principles and Process, German KfW Development Bank	2016	KfW	
33. John Horberry, Environment and Social Safeguards, Evidence on Demand, DFID	12/2014	J. Horberry	27
34. Environmental and Social Safeguard Policy for the Aid Program, Australian Government, Department of Foreign Affairs	01/2018	Australian Government	20
35. Polarity Management – Identifying and Managing Unsolvable Problems, HRD Press	1996	B. Johnson	Book
36. Purposeful Program Theory – Effective use of Theories of Change and Logic Models, published by Jossey-Bass, Wiley and Sons	2011	Funnell and Rogers	Book

