



OSCEval News is the evaluation newsletter of the Office of Internal Oversight.

Its aim is to provide insights into the OSCE's work in evaluation, by sharing key evaluation findings and conclusions, as well as new developments regarding the OSCE's overall evaluation culture.

Evaluation is a management tool that contributes to decision-making, strategic planning, and organizational learning.

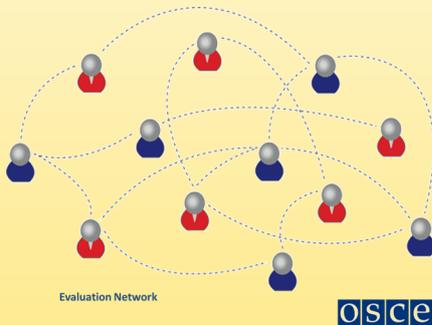


This edition of OSCEval News is dedicated to the

OSCE's EVALUATION NETWORK

ANNUAL MEETING

20-22 October 2021 (online)



Introduction

The OSCE Evaluation Network was established by the Office of Internal Oversight (OIO) in 2013. It is a cross-organizational mechanism that is open to OSCE officials from all executive structures who are involved in the planning, commissioning and managing of evaluations, or simply interested in exploring M&E topics and in strengthening results-based management across the Organization. By October 2021, the Network counts 107 members. 42 of them are Evaluation Focal Points (EFPs), officially appointed in each OSCE executive structure to help strengthen the evaluation culture across the organization. An Advisory Group to support OIO has also been established.

The 2021 Evaluation Network Meeting was hosted by OIO, and conducted for the second time in an entirely virtual format, in consideration of the ongoing Covid-19 pandemic.

Around 55 OSCE officials (including members and non-members of the Evaluation Network) attended the meeting, as well as a representative of the *enable2change* Network.

Purpose

The purpose of the 2021 Evaluation Network Meeting was threefold:

- ◆ To raise awareness of the new OSCE Evaluation Policy;
- ◆ To contribute to strengthening the sustainability of the OSCE's work through evaluation; and
- ◆ To enhance the OSCE's decentralized evaluation system.

Content and Format

The agenda of the three half-day meeting focused on the following topics: the new (forthcoming) OSCE Evaluation Policy; latest developments and achievements in the field of evaluation (from OIO and across the Organization); sustainability and impact in evaluations; sampling methods; evaluation guidance materials and tools, recently revised/developed by OIO; and the way forward for the OSCE Evaluation Network,



with regard to policy, methodology and capacity-building.

Presentations were delivered by representatives of OIO and several OSCE executive structures; and an

inspirational talk was given by a guest speaker from the *enable2change* Network. Participants were constantly engaged through Q&A sessions, working groups, plenary discussions, Mentimeter surveys, a song and a quiz.

DAY I: Celebrating Achievements

Barbara Torggler, OIO, opened the first session by introducing the Office's key achievements in the field of evaluation



over the past year, which include the new (forthcoming) OSCE Evaluation Policy, several independent evaluations, and the recent appointment of EFPs. Then, representatives of two OSCE executive structures (Mission in Kosovo and Conflict Prevention Centre/ Programming and Evaluation Support Unit) shared their respective updates. A discussion on the provisions of the (forthcoming) new OSCE Evaluation Policy followed, with a view to assessing its strengths, weaknesses, opportunities and risks. Finally, Birger Heldt, OIO, presented the results of the recently conducted ‘Covid Lessons Learned Review’ (March 2020—June 2021). Participants were invited to discuss about three macro thematic areas, which appeared to be particularly relevant in the pursuit of organizational adaptability and resilience in times of crisis (i.e. transition to online interventions, gender mainstreaming & diversity, innovation & transformation).

DAY II: Unpacking Sustainability & Impact in Evaluations

The second day was entirely dedicated to unpacking sustainability and impact in evaluations, with inputs from both OIO and a guest speaker. First, Dr. Dagmar Silvius-Zuchi, *enable2change* Network, delivered an inspirational talk on sustainability, including thought-provoking ideas on value creation, benefits mapping, stakeholder engagement, how to foster lasting change and identify drivers for project success. Then, Tala Talaei, OIO, presented the OSCE Evaluation Synthesis 2017-2020 and the OIO Sustainability Guidance Note. Participants gave feedback on the 12 lessons for sustainability, contained in the OIO Guidance Note, and identified challenges for sustainability within the organizational structure. Galina Gurova, OIO, concluded the discussion on sustainability by showing how evaluation can help shed light on challenges to achieving sustainability of security and stabilization programme results. Finally, Rahel Kahlert, OIO, introduced key concepts related to impact evaluation (e.g. attribution, contribution, impact, long-term outcomes, counterfactual) through a highly interactive presentation including a song and a Mentimeter quiz.

DAY III: Expanding the Evaluation Toolbox

On the third day, Birger Heldt, OIO, delivered a presentation on sampling methods and evaluating sampling results, as well as clarifying their added value for evaluations. Then, Rahel Kahlert, OIO, presented the evaluation guidance ma-

terials and tools that were recently developed/revised by OIO. These include an ‘Overall Guidance for Evaluation Managers’ that summarizes key phases (and templates) of decentralized evaluations. In the last session, Barbara Torggler, OIO, and Hlib Yasnytsky, PCUK, facilitated discussions on the next steps for the OSCE Evaluation Network. Participants had the possibility to share reflections on what individual/collective objectives EN members and EFPs shall set for the next 12 months with regard to three macro thematic areas: evaluation policy, methodology, and capacity building.

A Roadmap Until the Next Evaluation Network Annual Meeting

At the conclusion of the meeting, OIO committed to following up on the following four areas:



- ◆ **New (forthcoming) OSCE Evaluation Policy.** OIO will share the final draft with Heads of Missions, Heads of Institutions and Secretariat Directors, and intensify efforts to communicate on the need for a better policy environment for evaluation and more efforts to advance the OSCE’s evaluation culture.
- ◆ **Capacity-building.** On the one hand, OIO will continue updating evaluation guidance materials and tools, and organizing webinars and meetings to foster the exchange of good evaluation practices across OSCE executive structures. On the other hand, EN members and recently-appointed EFPs are expected to take greater ownership and responsibility of their role (incl. by disseminating and providing inputs on OIO’s evaluation guidance materials and tools, promoting learning and conversations based on decentralized evaluation findings within their respective executive structures, spearheading the implementation of new policy provisions).
- ◆ **Support to decentralized evaluations.** OIO will ensure that the inputs and views of OSCE executive structures will be reflected in its evaluation guidance materials and tools, as well as in the final version of the OIO Sustainability Guidance Note, with a view to offering targeted support to those managing decentralized evaluations.
- ◆ **Evaluation Network.** OIO will continue organizing activities to raise awareness of evaluation for a wider audience. The next events will include a Coffee Briefing on its ‘Covid Lessons Learned Review’ (in November 2021).

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