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MERCY CORPS

REACH 3

Insights from a Rapid Evaluation

June 2019

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Causal Design
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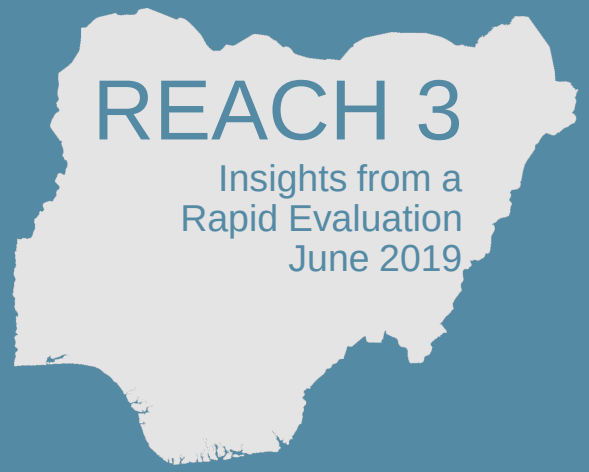
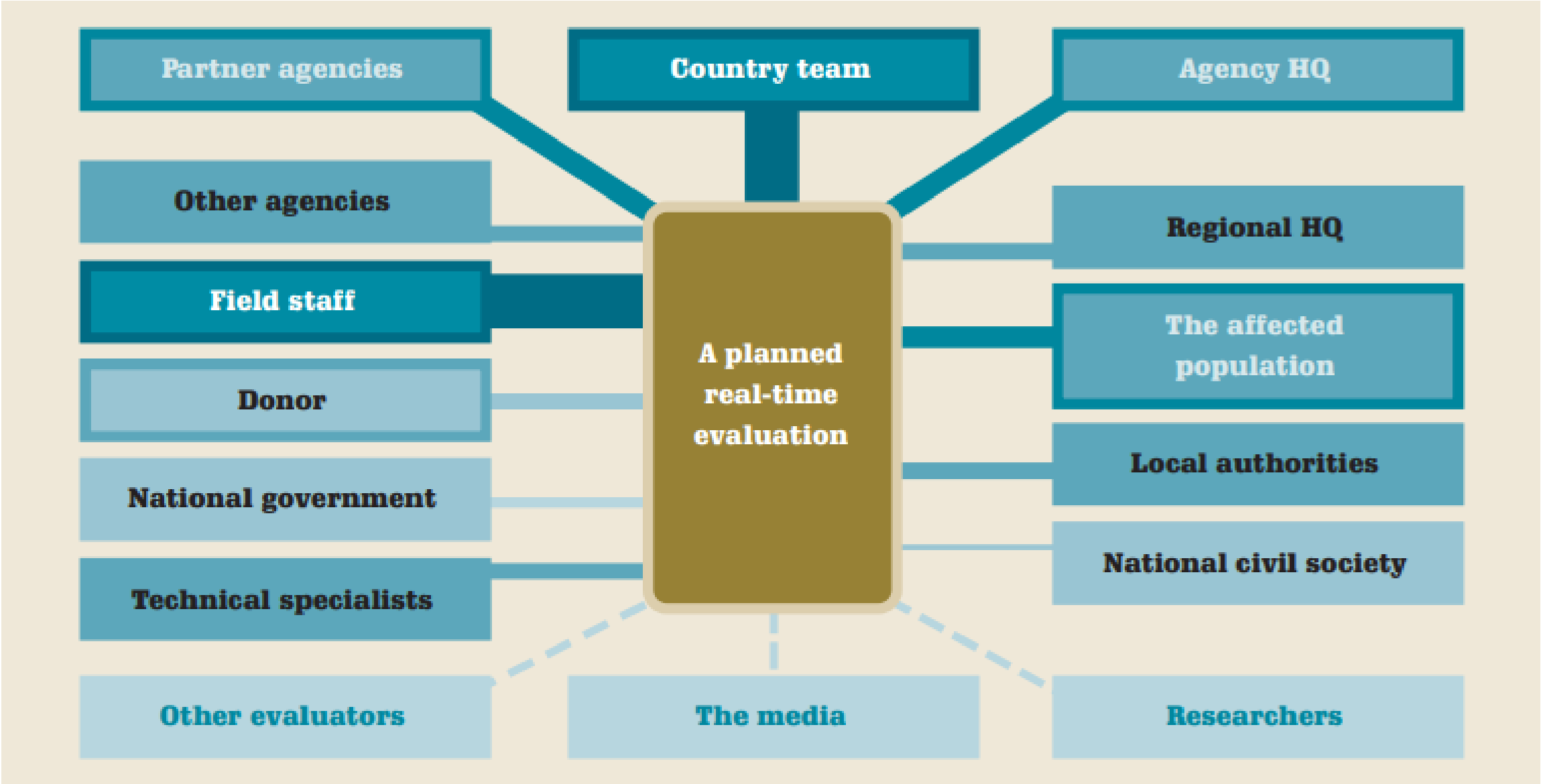


The intended use and focus of RTEs distinguishes them from other evaluations:

- Ex-post evaluations are retrospective: they look at the past to learn from it
- Mid-term evaluations look at the first phase to influence programming in the second phase
- RTEs look at today to influence this week's programming

- The Terms of Reference
  - Who is the Client?
  - What are the Questions?
  - What is the Product?
- Our Approach
  - En Route
  - In Country
  - Our Deliverables

ToR: Who is the client?



ALNAP RTE Guide 2009

The Terms of Reference:

- What are the questions?
- What are the objectives?
  - Food Security > Sustainable Multi-sectoral / Resilience
  - Phase III to incorporate nutrition & longer-term FS

ToR: What are the Questions

***Appropriateness**: tailoring of humanitarian activities to local needs, increasing ownership, accountability and cost-effectiveness*

***Effectiveness**: measuring the extent to which an activity achieves its purpose, or whether this can be expected to happen on the basis of the outputs*

***Connectedness**: assess whether activities of a short-term emergency nature are carried out in a context that takes longer-term and interconnected problems into account*

***Coverage**: is the need to reach major population groups facing life-threatening suffering, wherever they are. Coverage should also include the cross-cutting themes of gender, social*

***Coordination**: the systematic use of policy instruments to deliver humanitarian assistance in a cohesive and effective manner*

Appropriateness: tailoring of humanitarian activities to local needs, increasing ownership, accountability and cost-effectiveness

a. Has the assistance provided by Mercy Corps met the needs of the population?
b. Which parts of the assistance have been the most appropriate and why?
c. Which were least appropriate and why?
d. To what extent have disaster-affected populations been involved in the design or implementation of the assistance program?

Effectiveness: measuring the extent to which an activity achieves its purpose, or whether this can be expected to happen on the basis of the outputs

a. Are the agency's interventions broadly on course to achieve the goal of REACH 3?
b. Are we effective in ensuring the quality/safety of the food households are consuming as a result of our intervention?
c. Which activities are the most effective or least effective and why?
d. What are the biggest obstacles to the achievement of the goal?
e. What, if any, changes could we make to the program to make it more effective?

Connectedness: assess whether activities of a short-term emergency nature are carried out in a context that takes longer-term and interconnected problems into account

a. Are the program's outcomes effectively measured in terms of impact on food security?
b. What types of longer-term development issues are most affected by the response and how?
c. How has the response affected longer-term coping mechanisms?
d. What, if any, longer-term impacts is the present program likely to have?
e. What, if any, changes could make the program of short-term assistance a better fit with longer-term needs?

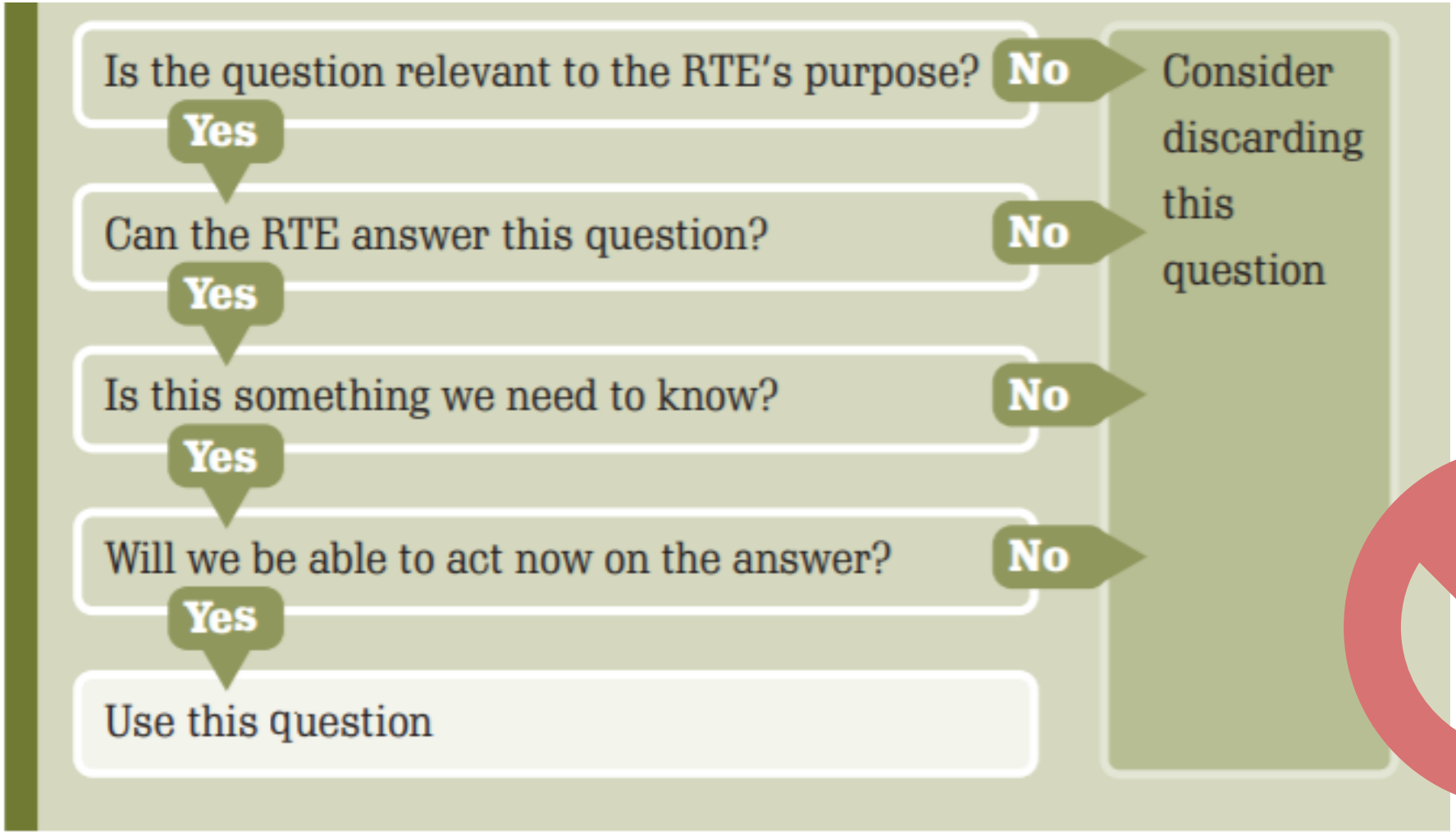
Coverage is the need to reach major population groups facing life-threatening suffering, wherever they are. Coverage should also include the cross-cutting themes of gender, social

a. Which group has benefited most from our assistance, how and why?
b. How has our assistance been allocated geographically?
c. Has the emergency response affected men and women, youth, poor and non-poor differently?
d. Has our program considered the differing needs of men and women, children, adults, the elderly, the able and the disabled, the comfortable and the very poor?

Coordination: the systematic use of policy instruments to deliver humanitarian assistance in a cohesive and effective manner.

a. To what extent has our response been coordinated with the efforts of the broader humanitarian community?
b. To what extent has our response been coordinated with the efforts of the government?
c. What internal coordination problems have we faced and how have they been addressed?
d. What have been the biggest successes in coordination? What were the biggest gaps?
e. Do management practices ensure space for program learning and adaptation?
f. What, if any, changes could we make to improve learning and coordination of the overall response?

ToR: What WERE the Questions



ALNAP RTE Guide 2009

The Terms of Reference

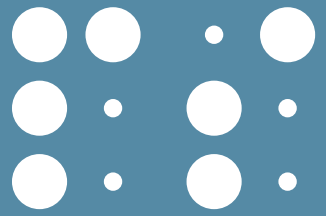
- What is the product?
  - Debrief
  - Report / Brief (10 Pages Max)
    - ✓ Recommendations vs Observations
    - ✓ Post Evaluation Action Plan

Our Approach:

- En Route
  - Desk Review – Proposal, PDM, Qtr. Reports, Budgets, Rapid Needs Assessment, Etc..
  - KII – HQ MEL & Sector, Country Leadership (M&E), & Context

Our Approach

- In Country
  - Data Matrix Organization (themes by LogFrame)
  - KII – Staff (stratify and iterate), Local Leaders, Vendors
  - FGDs
  - Observation



Our Approach

- Our Deliverables
  - Debrief – used to confirm, sensitize, and champion findings
  - Report – 9 Observations with succinct descriptions
  - Slide Deck with presentation notes to provide multiple modes of dissemination

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Current Organizational Structures May Inhibit Collaboration, Learning, And Adaptation

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The Program Does Not Include A Strategy For Encouraging Self-Reliance Or Facilitating Sustainability

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Monitoring And Evaluation of Key Outcome Indicators Could Be Improved

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The Program Could Better Leverage E-Voucher And PDM Data

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Nutrition Activities Are Sensitizing Participants But Don't Appear To Be Shifting Behaviors

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Households' Purchasing Preferences May Be Undermining The Program's Targeted Outcomes

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Vouchers May Be More Efficient If Value Is Tied To Household Size

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A More Dynamic Assessment Of Food Security Needs Of The Shifting Population Should Be Considered

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Agricultural Trainers Are Not Being Leveraged In Ongoing Activities

Our Approach

- Our Deliverables
  - Post Evaluation Action Plan

Post Evaluation Action Plan

No.	Evaluation Observation	Management and Program Actions Needed	Reason for Action	Individual Responsible for Completing Action	Budget Allocated (if applicable)	Date for Completion of Action	Status of Actions (as of date)
1	Current organizational structures may inhibit collaboration, learning, and adaptation						
2	The program does not include a strategy for encouraging self-reliance or facilitating sustainability						
3	Monitoring and evaluation of key outcome indicators could be improved						
4	The program could better leverage e-voucher and PDM data						
5	Nutrition activities are sensitizing participants but don't appear to be shifting behaviors						
6	Households' purchasing preferences may be undermining the program's targeted outcomes						
7	Vouchers may be more efficient if value is tied to household size						
8	A more dynamic assessment of food security needs of the shifting population should be considered						
9	Agricultural trainers are not being leveraged in ongoing activities						

Questions?