Concern and Programme Evaluation

connell foley,
*TCD-TIME, March 4, 2015*
Mustafa Kibibi Balizila
Mwajuma Ramadhani Kachira
70 years old
Bee keepers and farmers
with new land certificates
Concern Strategic Plan (2006-2010)

- “The 3i’s”...... not 3ie!
Community Management of Acute Malnutrition (CMAM)

- Concern and Valid International
- New way to treat severely acutely malnourished children
- Published in The Lancet
- Now UN protocol for SAM treatment
- “Once in a lifetime innovation?”
“Perfection consists not in doing extraordinary things but in doing ordinary things extraordinarily well”

- La Mère Angelique
Concern’s Evaluation Standard in 2010

CTC CRAM, Grad., RAIN

Land Reform, Tz

International Initiative for Impact Evaluation (3ie)

Desired Evaluation Standard

€10,000 – 50,000

€200,000 – 500,000

Most Evaluations

CSP

= baseline – endline comparison
2010 and 2011 nutrition surveys were conducted between April and June. Data from these surveys was used to construct maps.

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<th>Area</th>
<th>GAM 2010</th>
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<th>SAM 2010</th>
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Community Resilience to Acute Malnutrition (CRAM)
Linking Humanitarian and Development Programming

- Improved health, nutrition and livelihood security for rural population as well as improved resilience to shocks

- Effective Emergency response means outcome indicators still achieved

- In normal year(s) with no shocks

- Package to Build Community Resilience

- Early Warning System

- If thresholds passed

- In all years
Community Resilience to Acute Malnutrition (CRAM)
In an Integrated Programme

1. Conservation Agriculture
2. Soil Fertility (including trees)
3. Integrated Pest Management
4. Extension Messages
5. Decreasing post harvest losses
6. Homestead Gardening
7. Support small scale irrigation
8. Support IGAs
9. Support the development of the PS

1. Increased access to safe water
   - Borehole drilling
   - Water conveyancing
2. Promoting improved sanitation
   - CLTS and PHAST
   - Community Latrines
3. Community Water Management Groups

1. Improved Community Health Outreach
   - Community Case Management and Care Groups
   - Effective MAM
2. Health System Strengthening
   - Management of the health system
   - Mobile clinics

1. Change Feeding Practices
   - Increased access to safe water
   - Promoting improved sanitation
2. Community Conversations
3. Targeting Community Leaders for attitude and behaviour change

Social and Behaviour Change

Concern worldwide
Graduation Model (Rwanda, Burundi) with IDS, Sussex
(Getting the ultra-poor onto the production ladder)
Haiti – 96% Better Off Now than at Programme Start

Score on Household Asset Index

- 2012
- 2009
- 2007
1. Realigning Agriculture to Improve Nutrition (RAIN) (Zambia)

5 year project: 2011-2015

Partnership between Concern, IFPRI, Gov Ministries, partner NGOs

Working with 3500 households that have pregnant/lactating women and children under 2 yrs.

Research design to produce and share robust evidence:

• 1 control area

• 2 intervention areas:
  • Agriculture activities only
  • Agriculture and nutrition/health activities
Mumbwa District: 6 wards

4 intervention wards
26 Clusters

2 comparison wards
15 Clusters

Cross-sectional baseline survey (2011)

13 Clusters (n=1000 HHs)
Agriculture Only

13 Clusters (n=1000 HHs)
Agriculture + Health

15 Clusters (n=1000 HHs)
Comparison

Process evaluation (2012 – 2014)

Cross-sectional impact evaluation survey (2015)

13 Clusters (n=1000 HHs)
Agriculture Only

13 Clusters (n=1000 HHs)
Agriculture + Health

15 Clusters (n=1000 HHs)
Comparison
Project Objectives

1. To reduce chronic malnutrition in children <2 years and improve nutritional status of pregnant/lactating women.

2. To develop a sustainable model that integrates & realigns agricultural and nutrition/health interventions and that can be replicated and brought to scale.

3. To realign and integrate activities and mechanisms:
   - Agriculture and Health Ministries
   - Sectoral Coordination & Alignment
   - Research
   - Monitoring, Learning & Evaluation
   - Nutrition and Health
   - Behaviour Change Communication
   - Gender
   - HIV & AIDS
     - PMTCT, mainstreaming

To develop a sustainable model that integrates & realigns agricultural and nutrition/health interventions in order to improve nutritional status of pregnant/lactating women.

Evidence to influence local, national and international policy agenda to prevent stunting.
Formative and other initial assessments

- International
- National
- Province
- District
- Sub-district, ward
- Household

Country Scoping & District Assessment

Dialogue with Stakeholders and Experts

Formative Research & Contextual Analysis

Baseline Survey

BA, VCA* (cont’d formative)

- 2010
- Late 2010, early 2011
- Mid 2011
- 2012-14

* BA: Barrier Analysis surveys (from ‘Designing for Behaviour Change’
* VCA: Value Chain Analysis
Formative research elements in RAIN

- **2010: IFPRI led formative research:** examined health, nutrition and agriculture through three instruments:
  1. A general survey with eighty mothers (twenty in each group);
  2. Semi-structured interviews with twenty mothers (five in each group), five fathers and five grandmothers; and
  3. Key informant interviews with five community leaders, five agriculture workers and five health workers

- **2012: Barrier analysis:** 6 behaviours (breastfeeding, handwashing, group attendance by women, etc.)

- **2014: Value Chain Analysis:** interviewed 80 of project farmers to see what they were selling, where they were selling it, what the barriers to growing diverse nutritious foods were and what the barriers were to selling nutritious foods.
Observation → Focus groups

Observation → Surveys

Observation → Interviews

Observation → Monitoring data

Process Evaluation
Summary of methods

• Process evaluation helps us explain impact results, and can help guide implementation along the way.

• PIPs articulate the program theory in a way that leads logically to research questions.

• Everything from articulating the PIP to determining research questions requires thought and input from multiple people.

• Not all research has to cover the entire program from inputs to impact- there are lots of other interesting topics we need to understand!
### Sustainability indicators

**Kagera, Tanzania**

**Water point infrastructure quality sustainability indicators**

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**TST** – do the community trust / value the water source [no(0), few (2-5), most (6-9), all (10)]

**YLD** – pump yield (l/min) [<5 (0), 5-10 (1), 10-15 (2), 15-20 (3), 20-25 (4) >25 (5)]

**DRY** – yield / recharge reduces in dry season [completely (0) to no difference (5)]

**SLB** – condition of slab & drain [damaged (0) to perfect (5)]
Early Grade Reading Assessment (EGRA)
The results were shocking: 94% of students scored zero in all of the 10 subtests in Hausa and French while the remaining 6% had extremely low scores. In Grade 2 (CP) only one student succeeded in identifying a single word in French and Hausa; in Grade 3 (CE1) the highest score in both languages was five Correct Words Per Minute (CWPM).

As the test was designed, conducted and analysed together with Ministry of Education staff at senior levels, there was a joint sense of shock following the results. Immediate supports to teachers, students and school management have been designed and a phonics-based Hausa intervention is being implemented in partnership with SIL Niger and the Unit for Mother-Tongue Education in the Ministry of Education.
New Programme Development & Innovation:
“pushing boundaries; contributing to evidence”

Focus Area:
- Conservation Ag
- Community Resilience
- Graduation Model
- Urban Hunger
- Prevention of Stunting
- ...

Context & Targeting:
- Poor-Vulnerable Areas
- Extremely Poor People

HCUEP:
- Focus on Gender
- Focus on Risk Proofing

Focus on Gender
Focus on Risk Proofing
How much does the research cost?
Only RCT level research!

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SAL Meeting / December 2012
The cost to carry out data collection for all 169 post-MDG targets has been estimated at US$254 billion or more; twice the global Official Developmental Assistance budget in 2012.

Jarven, M., Benefits and Costs of the Data for Development Targets for the Post-2015 Development Agenda, Simon Fraser University, for Copenhagen Consensus Centre, September 2014.
Managing interventions... enabling change

Do not underestimate challenge of management!!

Fragile states – ground challenges of staffing and capacity

Gates Foundation Innovations in Maternal, Newborn and Child Health Grant of $43 million over six years.
Innovation – iterative, short testing cycles and then rigorous evaluation
Closing Remarks

- Big change in Concern – baselines and endlines consistent
- RBM requires *active monitoring*.
- Use of annual surveys against Results Frameworks
- We do not use data effectively nor efficiently
- Many surveys, too much info, not enough use of analysis

- Engagement with researchers – issue of timing – prog. design;
- Irish Aid – need to align research with NGO timing – mid-2016
- Advance identification of researchers for thematic grants
- Realistic balance of costs for various pieces of research

- Challenge to get global evidence into programme design!
“Perfection consists not in doing extraordinary things but in doing ordinary things extraordinarily well”

- La Mère Angelique