

PPA Independent Progress Review of DFID PPA with



Final Report
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Table of Contents

Acronyms	iii
Executive Summary	v
1. Introduction	10
1.1 Background	10
1.2 Methodology	13
1.3 Utility	18
2. Findings: CHSJ PPA	18
2.1 Outcome: Partnerships equipped to address risk	18
2.2 Output 1: Communities better prepared to respond to disasters	20
2.3 Output 2: Communities participate in Hyogo framework discussions	22
2.4 Output 3: Communities develop resilient livelihoods.....	24
2.5 Output 4: Consolidated framework put into place, tested and evaluated.....	26
3. Findings: General PPA	28
3.1 Outcome: Improvements in health status and livelihoods of poor and marginalised people	28
3.2 Output 1: Support to develop profitable and resilient livelihoods	30
3.3 Output 2: Support to adapt livelihood strategies to climate trends and risks	31
3.4 Output 3: Policy influence in support of profitable and resilient livelihoods	33
3.5 Output 4: Improved health for women, children and people with HIV	36
4. Impact and Value for Money of PPA funding	40
4.1. Attributable impacts of PPA funding.....	40
4.2. Value for money assessment	45
5. Conclusions	48
5.1 Summary of achievements against evaluation criteria	48
5.2 Summary of achievements against rationale for PPA funding	51
5.3 Summary of problems and issues encountered	52
5.4 Overall impact and value for money of PPA funding.....	52
6. Lessons learned.....	53
6.1. Resilient Livelihoods.....	53
6.2. Community health.....	55
6.3. Performance	56
6.4. Broader policy environment.....	58
7. Recommendations	59

Acronyms

ABC	Abstinence, be faithful, use a condom
APR	Annual Progress Review
ARV	Antiretroviral
BDRC	Building Disaster Resilient Communities
BEP	Bond Effectiveness Programme
CCA	Climate Change Adaptation
CHSJ	Conflict, Security & Justice, and Humanitarian
CSO	Civil Society Organisation
DFID	Department for International Development
DRR	Disaster Risk Reduction
EMTR	Early Mid-term Review
FBO	Faith Based Organisation
GPAF	Global Poverty Action Fund
HAP	Humanitarian Accountability Partnership
HIV	Human Immunodeficiency Virus
IPR	Independent Progress Review
LLITN	Long-Lasting Insecticide-Treated Net
NGO	Non Governmental Organisation
PDPA	Programme Development and Performance Agreement
PMTCT	Preventing Mother-to-child transmission in HIV
PPA	Programme Partnership Agreement
PVCA	Participatory Vulnerability & Capacity Assessments
SAVE	Safer practices, Access to treatment, Voluntary counselling and testing and Empowerment
SCR	Strengthening Climate Resilience
VfM	Value for Money

Acknowledgment

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Executive Summary

1. This Independent Process Review (IPR) has found that Christian Aid has used PPA funds strategically and transparently to deliver results in its first year in terms of changes to the lives of poor and marginalised people and civil society. The rapid roll out of Participatory Vulnerability & Capacity Assessments (PVCAs) under the CHSJ PPA has enabled it to meet or exceed most targets with regard to support to local organisations and communities to develop resilient livelihoods and better prepare to respond to disasters. Under the General PPA Christian Aid has met or exceeded all its targets in terms of improvements in the health status and livelihoods of poor and marginalised people. Most spectacularly Christian Aid partners have reached 3,734,444 people through their health prevention activities. PPA investment has supported learning and innovation in and beyond Christian Aid; and help to drive a culture of performance management that is fostering strengthened, more effective partnerships and showing early signs of having wider organisational impact. The IPR concludes that Christian Aid has demonstrated impact and value for money (VfM) in its use of PPA funds in the period under review.

Background

2. Christian Aid has two Programme Partnership Agreements (PPAs) with DFID for the period 2011-2014 - a General PPA, with an annual value of £5,995,867 and the Conflict, Humanitarian Security & Justice (CHSJ) PPA, with an annual value of £1,260,060. PPA funds support Christian Aid programmes in resilience livelihoods and community health in 23 countries. The annual value of both PPAs - £7,255,927 - represented 7.6% of Christian Aid's total income in 2011/12.
3. Christian Aid commissioned INTRAC in June 2012 to conduct an Independent Progress Review (IPR) of the two PPAs. The purpose of the Review is to independently evaluate the impact and value for money of DFID PPA funding; verify and supplement where necessary Christian Aid's Annual Progress Review (APR) reports; and assess the extent to which comments provided by DFID as part of the APR have been acted upon.

Methodology

4. Data was gathered from documentary review; semi-structured interviews; meeting with partners and communities in Nigeria, Bangladesh and Kenya, and the early-mid-term reviewed conducted in six countries by Christian Aid. Interviews with 26 Christian Aid Head Office staff; 21 internationally-based staff; and 14 key respondents from the sector. A survey was conducted among 74 partner organisations in 13 PPA countries to ensure that partner perspectives were incorporated into the review. An 81% response rate ensured that a wealth of quantitative and qualitative information from partners was available to the IPR in the development of its analysis.

Verification of data sources

5. The IPR team sampled data sources in all of the logframe indicators and considers there is sufficient evidence to conclude that the achievements, as reported by the APR, are plausible. The IPR notes that rapid progress in rolling out 140 PVCAs in 140 communities in 10 countries provides the basis of the reported achievements in several Outputs and one Outcome.

CHSJ PPA results

Outcome: Multi-stakeholder partnerships equipped to address risk

6. The PVCA process has been critical to the identification and formation of partnerships and alliances on DRR at country level. Christian Aid reports 39 such partnerships being established in nine countries at local level and seven national level partnerships at national level. 140 communities received training and information on DRR through the PVCA process, slightly exceeded the Y1 target. This is the first step in a process which leads in Y2 to the development of advocacy plans and in Y3 to informing national/local policy and practice on DRR.

Output 1: Communities better prepared to respond to disasters

7. The successful use of the PVCA methodology to provide training in disaster risk management has also contributed to Christian Aid exceeding its Y1 target for training and support people to understand and develop DRR/CCA plans. Christian Aid considerably exceeded the Y1 milestone for training of people from both communities (140 compared to a target of 70) and local organisations (140 compared to a target of 10). The PVCA methodology has been adopted rapidly by staff and partners and the roll-out of training at community level has been much faster than anticipated.

Output 2: Communities participate in Hyogo framework discussions

8. This is the only Output where Christian Aid reported under-achieving its Y1 targets. 13 representatives of local communities (in contrast to 50 as per target) benefited from training and supporting in disaster-related policies and practice and 13 rather than 20 local communities participated in the development of advocacy plans for improved resilience. This is attributed to the delay in the start of the programme due to the delayed signing of contracts and the challenges in recruiting programme staff with the right portfolio of skills.

Output 3: Communities develop resilient livelihoods

9. Christian Aid dramatically exceeded its Y1 target for supporting the implementation of PVCAs - 140 compared to the target of 10. Prior knowledge of similar approaches has enabled partners to roll them out quickly; some partners have decided to accelerate their implementation in Y1 to follow up on action plans in Y2 and Y3; and some countries have incorporated the PCVA as a standard way of working. Partners and staff are very positive about the benefits of the PCVA process but the consistency and quality of PVCAs and follow-up work by partners will be critical in helping action plans translate into improved resilient livelihoods for the poor and marginalised.

Output 4: Consolidated resilience approach put into place, tested and evaluated.

10. Christian Aid reports meeting the Y1 target by implementing a resilient livelihoods approach in Kenya. The IPR agrees that a resilient livelihoods approach is being followed in Kenya and that useful learning is being generated about how to integrate different aspects of humanitarian and development work. However, the Y1 milestone refers to 'a consolidated approach put in practice, tested and evaluated' in one country. Christian Aid acknowledges that the launch of an agreed Resilience Livelihood Framework has been delayed. The IPR considers work to this milestone ongoing but incomplete as a consolidated approach has yet to be tested and evaluated. Christian Aid has met its Y1 milestone by rolling out HAP standard in Kenya and Burkina Faso and exceeded its own expectations by conducting introductory accountability training in eight countries.

General PPA results

Outcome: Sustainable improvements in health and livelihoods in marginalised communities.

11. Christian Aid reported early improvements in the livelihoods and health status of poor and marginalised people although though no targets were set for the first year. Most significantly it was reported that 16,000 people (25% of those participating in PVCA and other participatory processes) had improved livelihood status e.g. through improved access to markets, adoption of new production methods etc. The adoption of preventive health practices through the distribution and use of LLITNs in Nigeria and Uganda was also reported as an early outcome (see Output 4).

Output 1: Support to develop profitable and resilient livelihoods

12. Christian Aid exceeded its target by 43%, supporting 64,419 marginalised producers and landless labourers to develop more resilient livelihoods e.g. through improved market access, access to water, and animal health. This figure is calculated by the aggregating the numbers recorded in country office reports and country level PPA logframes. Kenya and Mali account for nearly half of the people supported.

Output 2: Support to adapt livelihood strategies to climate trends and risks

13. Christian Aid exceeded its Y1 target by supporting 207 rather than 50 communities to conduct participatory analyses of livelihoods risks and opportunities, and reported 18,000 people benefiting as a result. Once again this achievement is based on the number of communities conducting PVCAs and other forms of participatory assessments. It is not always clear how reported livelihood benefits relating to climate risks differ from improvements reported in other Outputs. Christian Aid also exceeded its target for building links between vulnerable communities and climate science actors by supporting 144 rather than 30 communities. This is largely due to 58 communities in Tajikistan accessing SMS weather services and 44 communities in Bangladesh accessing climate science actors through a farmers' conference.

Output 3: Support to influence policy/practice to promote profitable and resilient livelihoods

14. Christian Aid exceeded the Y1 milestone by supporting 20 rather than four partners/communities in advocacy work on livelihoods, risk and resilience and, as a consequence, in the number of groups participating in policy processes. This over-achievement is explained by Christian Aid identifying more advocacy work, particularly at local level, being supported than previously assumed rather than as a result of increased activity.

Output 4: Improved health for women, children and people with HIV.

15. Christian Aid exceeded all Y1 milestones in its community health work i.e. in health prevention; reduction of HIV-related stigma and discrimination; and advocacy on health issues. It massively over-achieved its target in health prevention work reaching 3,734,444 people rather than the 600,000 envisaged. This was largely due to the mass distribution and/or follow up to the distribution of malaria nets in Uganda and Nigeria.

Relevance

16. The selection of PPA portfolio countries was explicitly based on targeting the poor and marginalised and, in the case of CSJH PPA, countries known to be most vulnerable to disasters. PPA-funded performance advisors have circulated a variety of tools to assist in

identifying the poorest, most marginalised communities and members of communities - for example, baseline surveys, PVCAs, gender and power analysis. Targeting within communities may be improved by repeated use of PVCA exercises to review power and gender analyses. The roll out of the HAP Standard is well-received at country level and is expected to contribute to the responsiveness and accountability of partners to the communities in which they work.

Effectiveness

17. PPA funds have promoted learning and innovation across PPA countries and beyond. PPA funds have been used to establish a Learning, Development and Innovation Fund focused on the PPA themes, and to promote improvement through learning through improved internal communications including a number of web-based applications. Christian Aid is described as playing an outstanding role in the PPA Learning Partnership, making a strong leadership and technical contribution to the work of the PPA Learning Groups, and a leading role in other learning initiatives in the sector such as the Bond Effectiveness Programme (BEP).
18. Christian Aid has strategically invested PPA funds in developing the systems and ways of working necessary to drive a results-oriented culture of performance within and beyond the countries participating in the PPA. PPA logframe targets cascade down to PDPA agreements at country level and project funding agreements with partners. A team of generic and specialist PPA performance advisors have been deployed at Head Office and regional level to support and guide a results-based approach. Guidance and training has been provided to staff and partners at country level on the M&E systems and approaches required to deliver the approach
19. This introduction of a results-based culture of performance management in PPA programmes has involved an 'evolutionary leap' in the concept and implementation of partnership in Christian Aid. This has strengthened the quality and effectiveness of Christian Aid partnerships. The partner survey revealed approximately 85-90% of partners report that their partnership with Christian Aid had improved or much improved across a variety of dimensions in the last two years as have their own ways of working in key areas such as their capacity to measure and communicate results.

Impact and value for money of DFID funding

20. The internal restriction of PPA funds facilitates an analysis of the additionality of DFID funding. For example, 83% of the CSHJ PPA expenditure and 36% of the General PPA expenditure during FY2011/12 was 'special' expenditure i.e. designated as new activities that would not have been implemented without PPA funding. There is evidence that, in addition to new activities directly funded by the PPA, Christian Aid would not have achieved the scale and impact of the programme achievements without PPA funding.
21. There is evidence in support of Christian Aid's economy, efficiency, effectiveness and equity in the use of PPA funds although some of these indicators are organisational rather than specific to the PPAs. Christian Aid's emphasis on effectiveness and equity tends to focus on the VfM of programme targeting and results rather than the whole value chain. Christian Aid systems provide evidence of a diligent approach to economy and efficiency but clearer financial management information on Christian Aid's own cost base in relation to the PPAs and a value chain analysis of all links in the results chain would help to better monitor and manage its own cost effectiveness.

Conclusion

22. Christian Aid is making strategic and effective use of PPA funds and made a strategic decision to use PPA funding as a 'bridge to the future in a changing world'. It set out three clear objectives for PPA funding - to deliver significant changes in the lives of poor people; to strengthen the effectiveness of its programmes; and to position itself for future strategic funding from DFID. The first year of PPA implementation has begun to demonstrate early results in terms of changes to the lives of poor and marginalised people and civil society. An investment in driving a culture of performance management has resulted in strengthened, more effective partnerships and shows early signs of having wider organisational impact. This is likely to increase its potential to leverage increased funding from other donors and achieve greater programme impact.
23. PPA Output achievements in the first year have largely been at activity level and within the control of Christian Aid and partners. The delivery of PPA programme outcomes in the remaining PPA period will be critically dependent on follow up on two fronts:
- First, the effective follow up to the PVCA and other participatory processes that have contributed to Y1 achievements. Christian Aid planning a Mid-term Review in the next few months which will require country offices to formally review and follow up on the quality of these processes
 - Second, how Christian Aid follows up on Y1 investments in training and support to monitor, evaluate and support partner organisations' capacity to deliver programme outcomes in the context of an 'enabling and accompanying' approach to partnership.

1. Introduction

1.1 Background

1.1.1 Purpose, scope and focus of the evaluation

Christian Aid is an agency of 41 sponsoring Christian Churches in England and Ireland that is mandated to work on relief, development and advocacy for poverty eradication. Christian Aid's work is founded on Christian values. Its new strategic framework, Partnership for Change: the Power to End Poverty" highlights social inequality and injustice as being at the heart of poverty and the importance of working in partnership to achieve an end to poverty. Its total income for FY 2011/12 was £95,300 million.

Christian Aid has two Programme Partnership Agreements (PPAs) with DFID for the period 2011-2014 - a General PPA, with an annual value of £5,995,867 and the Conflict, Security & Justice, & Humanitarian (CHSJ) PPA, with an annual value of £1,260,060. The combined annual value of both PPAs is £7,255,927 per annum which represented 7.6% of Christian Aid's annual income for FY2011/12.

The Evaluation Strategy developed for DFID PPA and GPAF funding requires an Independent Progress Review (IPR) to take place following the APR reporting process. Christian Aid, along with other PPA grant holders, submitted its first Annual Progress Review (APR) reports to DFID on each of the PPAs in June 2012. DFID provided comments on these reports in July 2012. The Evaluation Strategy¹ states the purpose of the IPR to be to:

1. Assess the extent to which comments provided as part of the Annual Review Process have been acted upon by the organisation.
2. Verify, and supplement where necessary, the organisation's reporting through the Annual Review Process, changing lives case study and additionality report.
3. Independently evaluate the impact that DFID funding has had on the organisation and its projects, and to assess the value for money (VfM) of the funding. The evaluation should answer the questions:
 - *What has happened because of DFID funding that wouldn't have otherwise happened?*
 - *To what extent does the use of funding represent good value for money?*

Christian Aid commissioned INTRAC in June 2012 to independently review the progress made in implementing its two 2011-14 PPAs in line with the TOR for an IPR (see Annex 1). INTRAC was requested to "assess the emerging impacts, positive and negative, both in terms of development results and on Christian Aid's organisational capacity, development and performance" and to offer recommendations to enable Christian Aid to improve programme delivery and management processes for the remainder of the PPA programme.

Christian Aid also identified three areas where it hopes to develop its organisational learning and capacity through the IPR. These were:

- *Resilient livelihoods* e.g. its work on integrating disaster risk reduction with climate resilience and long-term livelihoods.

- *Community health* e.g. its strengthening of integrated approach to community health.
- *Performance* e.g. its reforms to programme cycle management.

1.1.2 Logic and assumptions supporting DFID PPA funding

Christian Aid's application for PPA funding coincided with the development of a new corporate strategy and careful consideration was given as to how PPA funds could best be used strategically. Christian Aid identified three objectives² for PPA funding:

- To position Christian Aid strongly for future strategic funding from DFID;
- To strengthen Christian Aid's programme effectiveness in resilient livelihoods and community health;
- To deliver significant changes for large numbers of poor people.

A number of key decisions were taken at the design stage of the PPA which it is important to highlight i.e. to:

- 'Earmark' PPA funds for programme outcomes and Outputs to facilitate transparency and reporting rather, for example, than allocate to general funds.
- Allocate PPA funds relatively equally to both 'offset' and consolidate on-going work and to fund innovative, new activities.
- Address poverty *depth* by targeting the particularly vulnerable and marginalised in its work on resilience while achieving *scale* of impact through a population-based, targeting strategy for its work on community health.
- Drive innovation and learning across the organisation by investing PPA funds in the people, systems and ways of working necessary to embed a culture of performance management at all levels of the organisation. Key to this was to establish a results-oriented, evidence-based reporting system.

In this way Christian Aid sought to use PPA funds as '*a bridge to the future in a changing environment*', as described by one senior manager³. The strategic choices made in association with the PPAs have been further elaborated in a number of corporate documents, most notably the Strategy 2102+ Performance Framework and the Christian Aid Capability Framework; complemented by the implementation of a new programme management system, PROMISE; and reinforced by a clear commitment to work within the sector to support similar cultural and systemic changes.

Having decided to focus the PPAs around its strategic priorities in health and resilient livelihoods, Christian Aid's working principles were that General PPA income would be treated primarily as 'core' or offset funding while the CHSJ PPA would be treated as 'special' funding for additional new activities. Up to 15% would focus on monitoring and evaluation. Countries were then invited to submit programme 'bids' for core and special funds within the parameters set out for resilient livelihoods and community health. The number of countries involved in the final PPA proposals was limited in order to ensure significant levels of resourcing and management attention for each country.

Christian Aid has used PPA funds to invest significantly in new staff posts to ensure the effective delivery of the PPAs and to support a culture of performance management across the International Department. 27 new posts⁴ were created with PPA funding – 15 in country programmes, three in geographic divisions and nine in 'central' support teams. The new posts provide thematic, advisory support e.g. in resilient livelihoods and community health, and

technical and methodological support to staff on monitoring and reporting on the PPAs. All but two posts combine broader departmental responsibilities with specific responsibilities for a PPA.

1.1.3 Overview of PPA funded activities

Christian Aid allocates PPA funds to global programmes focusing on resilient livelihoods and community health in 23 countries. The CHSJ PPA works in 11 countries while the general PPA works in 19 countries. Both PPAs overlap in five countries.

Christian Aid treats PPA funds as two types of funding. “Core” restricted income is used to ‘offset’ budgeted expenditure in PPA countries. “Special” restricted income is used to fund new activities in PPA countries. Table 1 illustrates how Core and Special funds have been spent in FY2011/12 by grants, staff salaries and “other team costs”, which covers all other expenditures that are neither grants nor salaries

Table 1: Core and Special actual expenditure by PPA FY2011/12

2011/12	General - Actual				CHSJ - Actual					
	Core	Special	Total	%	Core	Special	Total	%	Total	%
Grants	2,419,411	1,294,298	3,713,708	71	120,000	384,157	504,157	57	4,217,865	69
Salaries	547,215	269,273	816,488	16	21,380	223,606	244,986	28	1,061,474	17
OTC	389,074	321,609	710,684	14	8,620	122,435	131,055	15	841,739	14
Total	3,355,700	1,885,180	5,240,880	100	150,000	730,198	880,198	100	6,121,078	100
%	64%	36%	100%		17%	83%	100%		100%	

It should be noted that CHSJ PPA grant expenditure in FY11/12 is significantly less as a percentage of total expenditure (57%) than the General PPA (71%), and that CHSJ salary costs are 28% in comparison to 16% in the General PPA. This may be attributable to the smaller financial value of the CHSJ PPA and the delay in the transfer of funds and in some programme activities. CHSJ PPA funds were not received by Christian Aid until November 2011. This accounts for only 70% of CHSJ funds budgeted for FY2011 being spent, as illustrated in Table 2.

Table 2: CHSJ PPA budgeted and actual expenditure FY2011/12

CHSJ	Core		Special		Total		%
	Budget	Actual	Budget	Actual	Budget	Actual	
Grants	120,000	120,000	529,534	384,157	649,534	504,157	78%
Salaries	21,380	21,380	301,038	223,606	322,418	244,986	76%
OTC	8,620	8,620	279,428	122,435	288,048	131,055	45%
Total	150,000	150,000	1,110,000	730,198	1,260,000	880,198	70%
%		100%		66%		70%	

In contrast, 87% of General PPA funds were spent in FY2011/12, including 91% of the grants budget, as illustrated in Table 3.

Table 3: General PPA budgeted and actual expenditure FY2011/12

General	Core		Special		Total		%
	Budget	Actual	Budget	Actual	Budget	Actual	
Grants	2,419,500	2,419,411	1,683,403	1,294,298	4,102,903	3,713,708	91%
Salaries	519,900	547,215	414,262	269,273	934,162	816,488	87%
OTC	416,300	389,074	541,916	321,609	958,216	710,684	74%
Total	3,355,700	3,355,700	2,639,581	1,885,180	5,995,281	5,240,880	87%
%		100%		71%		87%	

£ 3,902,988 (66%) of total expenditure was on resilient livelihoods and £1,337,892 (34%) on health. Grants accounted for 72% of expenditure on health; salaries 13% and OTC 15%. Grants accounted for 70% of expenditure on resilient livelihoods; salaries 16%; and OTC 13.2%.

While financial allocations can be accounted for by resilient livelihoods and health programmes, it is less straightforward to assign financial values to logframe outcomes and Outputs. Christian Aid financial systems can account for grants made to partners and partners' contribution to PPA outcomes and Outputs can be mapped. However, partners often work on more than one Output and it would be a complex and somewhat arbitrary procedure to reallocate partner grant funds to specific Outputs. However, such a level of detail on the funding of logframe Outputs would have provided an additional dimension to a VfM analysis at Output level.

1.1.4. Relationship of PPA to other programme activities.

PPA funds accounted for 7.6% of Christian Aid total income in FY2011/12, and are projected to remain at approximately at that level for the remainder of the PPA period. Christian Aid receives a wide range of block and project grant funding from DFID, as detailed in the APR reports. Combined income from DFID accounted for 14.9% of total income in FY2011/12 and is projected to increase to 23.9% of total income in 2103/14, as illustrated in the table below.

Table 4: Relative importance of PPA and DFID funding to total organisational income

	2010/11		2011/12		2012/13		2013/14	
	Income	%	Income	%	Income	%	Income	%
PPA	5,200	5.5	7,256	7.6	7,256	7.5	7,256	7.3
Other DFID	8,897	9.4	10,375	10.9	16,453	17.0	16,453	16.6
Total	95,001	100	95,300	100	96,701	100	99,000	100

While Christian Aid has internally restricted PPA funds to specific programmes, personnel and activities, it is important to point out that Christian Aid has intentionally sought not to 'ring-fence' PPA work from the rest of the International Division. For example, many PPA advisory and support staff have broader responsibilities within the International Division, and PPA initiated learning and communications platforms are open to all staff; and the PPA Learning and Innovation fund is open to programmes. This is explicitly to encourage learning and innovation to move across the programme boundaries within the organisation as a whole.

1.2 Methodology

The ToR require the IPR team to review both the CHSJ and General PPAs. The general PPA has an orthodox structure consisting of an outcome and four Outputs. The Outputs are activity-based and at an early stage the intervention logic of the logic frame e.g. 'numbers of people reached'. The CHSJ PPA has quite a different structure with an outcome; three Intermediate outcomes, each with an associated Output; and a fourth Output with a set of diverse indicators. The three Intermediate Outcomes were drafted as Outputs in the original logframe but Christian Aid was encouraged to redefine them as Intermediate Outcomes and to include activity-based Outputs⁵. The APR reporting format did not require Christian Aid to report against Intermediate Outcomes so Christian Aid reports are at Output level and outcome level, although there were no outcome milestones for Y1 for the General PPA.

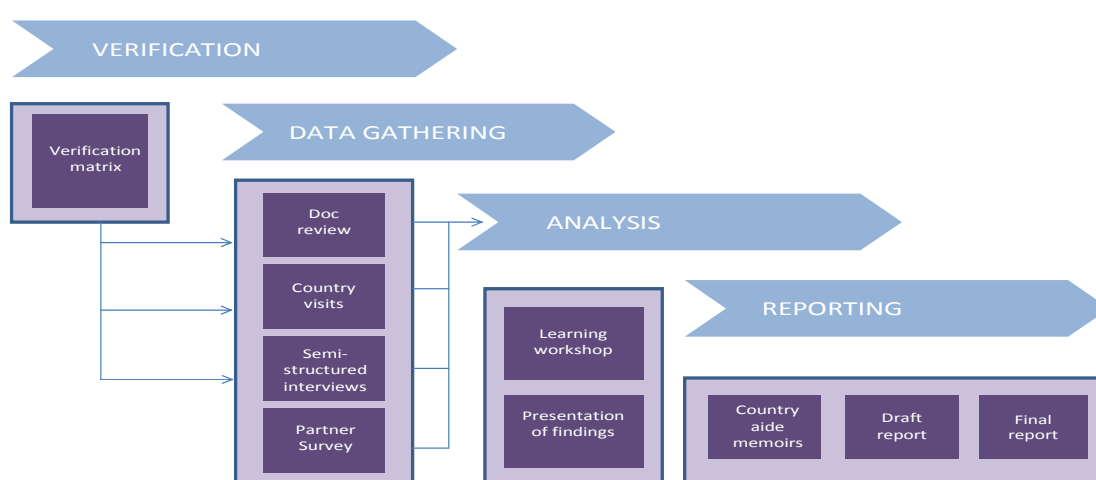
Reviewing two PPAs with quite different logframes in one report presents a degree of challenge. For reasons of utility (see Section 1.3.), therefore, the structure of this report differs slightly from the template provided by the Evaluation Manager.

1.2.1. Evaluation Plan

The key elements to IPR design, as illustrated in the diagram below; were to;

- Verify Christian Aid APR reporting by reviewing primary sources for a sample of achievements.
- Gather data independently from key stakeholders through a variety of methods in order to triangulate findings
- Develop a joint analysis from the data; discuss and distil preliminary learning with PPA staff; and share initial findings with the Christian Aid PPA Board.
- Draft country visit aide memoires; deliver and present draft report for comment; finalise report.

Figure 1 : IPR Evaluation Design



- **Verification of reported achievements**

Christian Aid APR reports are detailed summaries derived from an extensive data gathering exercise from country office and partner reports. APR reports indicated that Christian Aid had achieved or exceeded Y1 milestones in nearly all PPA Outputs. DFID comments were generally of a positive nature though a number of requests for further evidence or explanation were made.⁶ An important element of the IPR, therefore, was to test the credibility of early achievements in the two PPAs by a thorough verification of the accuracy of the data supplied in APR reporting.

The verification exercise required selectivity and focus, given the number and range of indicators and primary sources of data involved in the two APR reports, It was agreed with Christian Aid⁷ to adopt a 'narrow and deep' rather than 'broad and wide' approach to sampling. Where possible, the choice of countries from which to gather data e.g. through country visits and partner surveys, converged with the verification exercise. The team produced a verification matrix which identified under each Output which baseline studies, reporting and methods samples were to be reviewed. A summary of this matrix can be found in Annex 11. The results of the verification exercise is summarised in under each Output. Each reviewer also provided a shorter verification matrix to country offices requesting supplementary evidence of the achievements reported from that country in the APR report. Data sources included country office and partner reports; press

cuttings; baseline and early mid-term reviews; interviews and direct observation during country visits.

The IPR conducted a similar exercise with regard to VfM. The team drew upon the two APR reports to 'map' Christian Aid claims on VfM. The VfM sections in both APR reports are the same. A matrix was constructed with the four 'E's⁸ and the dimensions of the BOND approach to VfM - managing, demonstrating and comparing - and populated with extracts from the two reports. The team then reviewed relevant documentation; requested further verification of a sample of VfM claims; and discussed these with a group of key stakeholders in the Head Office.

- **Data gathering**

Annex 12 provides a matrix outlining which data gathering tools used to provide an analysis according to the DAC criteria. Christian Aid provided full disclosure to all documentary information on Dropbox - from corporate strategy to partner reports. This was invaluable to the verification exercise. This section provides more detail on four of these data gathering tools:

- Semi-structured interviews with key stakeholders
- Survey of a sample of Christian Aid partner organisations.
- Country visits
- Early mid-term reviews

- *Semi-structured interviews*

The IPR held individual or group interviews with key stakeholders and respondents in the course of the review. These included 26 Christian Aid Head Office staff; 21 internationally-based staff; and 14 key respondents from the sector. Each interview was based on a semi structured format based on the DAC criteria and customised to the type of stakeholder. A full list of those consulted can be found in Annex 4.

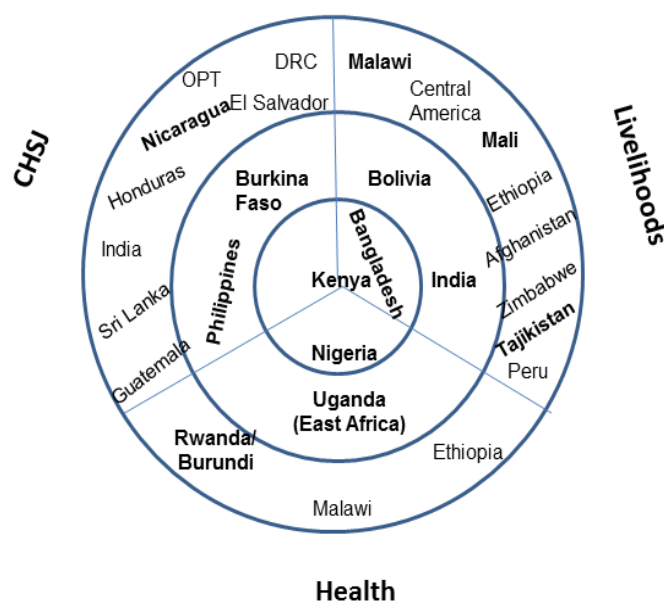
Key respondents from sector were chosen from the three key learning areas - resilient livelihoods, community health and performance and accountability - and other faith-based agencies. Christian Aid was asked to provide details of colleagues in the sector with whom they have working relationships through networks or in association with the PPA themes. This helped the team to form an analysis of the perceived added value of Christian Aid to the sector.

- *Partner survey*

Since Christian Aid works through exclusively through partner organisations the IPR team used survey methods to ensure partner perceptions fed into IPR. A multi-stage cluster sampling approach was taken to identify 74 partners in 13 countries from a sampling frame of 120 PPA partner organisations in 23 countries. Figure 2 provides an overview of the countries/programme areas within the sampling framework:

- the inner circle includes countries identified for field visits for the three programme areas;
- the middle circle includes countries identified for 'verification',
- the outer circle includes other countries in each programme area that were selected in order to give a representative sample for each programme area.

Figure 2: Partner survey sampling framework



Special effort was made to ensure a high rate of response from partners. The survey was translated into four languages and made available to partners on-line and through electronic versions. Country offices were asked to send out the survey using texts and instructions provided by the IPR team and partners asked to complete the survey on line or return an electronic version via email directly to the IPR team to ensure confidentiality. This resulted in an 81% response rate to the survey and provided a wealth of quantitative and qualitative data on partner perceptions on their relationship with Christian Aid during the PPA period. A detailed account of the survey methodology can be found in Annex 3. The survey results and analysis has been provided to Christian Aid separately.

- *Country visits*

The IPR team made country visits to Kenya, Bangladesh and Nigeria. Countries were selected to provide an overview of PPA work in resilient livelihoods and community health. All three countries participated in the Early Mid-term Review. Each country was provided with an outline of the suggested component elements for the visit and specific verification requests. Each visit involved interviews with PPA staff, key respondents, a partner workshop and visits to beneficiary communities. A detailed aide memoire was produced from each visit after a presentation of initial findings in situ (see Annexes 8, 9 and 10).

- *“Early Mid-term Review”*

In preparation for the IPR Christian Aid identified a representative sample of six countries to undertake further data collection with communities to provide a more up-to-date set of results from a wider range of communities than the independent reviewers would be able to obtain through their own efforts. Three countries gathered data from both control and intervention groups, two of which were visited by a member of the review team.

The review team were asked to assess the quality of the early mid-term reports as the basis for a comparison between start and mid-point data; identify any improvements in the quality of data collection and analysis since the initial baseline reports late 2011; and, if relevant, identify any factors that might have undermined the integrity of the early-mid-term data. Data gathered from this exercise was used in three ways:

- To validate, at community level, the findings from the surveys in Bangladesh, Kenya and Nigeria.
- To support a counter-factual argument in the case of Nigeria where control groups are involved will be used
- To provide an update on results reported in the APR reports, where relevant.

Christian Aid also requested the team to summarise the lessons learned from the 'early mid-term review' exercise with regard to the costs involved, the additional benefits to monitoring and reporting; the practicalities and ethics of such an exercise; and its contribution to improved practice. These are summarised in Section 7.

- **Analysis**

Data gathered by the survey was analysed by geography, type of partner organisations, and length of partnership with Christian Aid. No significant variations in scoring were recorded. Material from all data gathering instruments was analysed by the team and a presentation made to PPA staff on key conclusions for discussion and revision at a Learning Workshop on 20th September 2012.

- **Reporting**

A presentation on the initial findings of the IPR was made to the Christian Aid PPA Board on 21st September 2012 and on the draft report to Christian Aid senior managers on 1st October 2012. Comments on the draft were received on 5th October 2012 and the final report presented to Christian Aid on 14th October 2012.

1.2.2 Research problems encountered

No significant problems were encountered in the data gathering process. Some practical considerations affecting the design and implementation of the survey were:

- The additional burden on country offices and partners of taking part
- The need to translate the survey and responses into relevant languages.
- The need to provide electronic versions of the survey to partners and the consequent additional data-inputting
- The difficulties associated with additional demands on staff and partners during a holiday period.

1.2.3 Strengths and weaknesses of evaluation design and research methods

The evaluation design enabled the IPR team to draw upon a wide range of data from staff, partners and key respondents using a variety of methods. The partner survey provided quantitative and qualitative data on a key link in the implicit PPA results chain - the effectiveness of Christian Aid partners in delivering programme outcomes. The process of working through the country offices was both a strength and a weakness - a weakness because the independence could have been compromised and partners might have felt under pressure to respond positively; and a strength because it enabled a high response rate as partners were more likely to respond to requests from country offices rather than to unknown consultants. The independence of the survey was assured by more than one reviewer being involved in all stages of the survey (sampling, design, data input and analysis, and quality assurance). Responses were all returned on-line or by email to the reviewers protecting confidentiality.

The risk of error or bias was controlled. There were robust quality assurance processes during the input of email responses and during data analysis. The survey was sent to more than 60% of Christian Aid PPA partners and the high response rate allows us to be confident in the evidence gathered. The researcher impact was minimal as the survey was completed remotely.

1.3 Utility

The report has been structured and written with the twin objectives of learning and accountability in mind i.e.

- To review Christian Aids delivery of PPA Outputs to date according to the guidance offered by the Evaluation Manual in order to meet DFID's expectations;
- To identify some key lessons learned in the PPA to date in the priority learning areas of resilient livelihoods, community health and performance management highlighted in the Terms of Reference. To ensure that the key lessons and recommendations in this report are the product of a shared analysis, key learning identified in the data gathering process was shared with Christian Aid at a learning workshop prior to the presentation of initial findings.

Christian Aid is one of a small number of agencies in receipt of both a General and CHSJ PPA each of which is structured differently, as has been described previously. The team gave careful consideration as to how best to review both PPAs within the same report while respecting the guidance offered by the Evaluation Manual. In particular, careful consideration was given to the level of analysis most appropriate to reviewing both PPAs. The report broadly follows the guidance provided with the following revisions:

- Utility is introduced in the Background as Section 1.3. so that revisions to the report structure can be introduced at the outset.
- The results of each PPA are reviewed Outcome and Output level in Sections 2 and 3.
- This IPR reviews the performance of two PPAs in one report. The design and implementation of both PPAs have been closely linked in Christian Aid and there is considerable overlap in the work. To avoid the repetition that characterised these sections in the APR reports Section 3.5 in the Guidelines appears as Section 4 in the report. This assesses the attributable impact of DFID funding for both PPAs by the DAC criteria and provides a VfM assessment at organisational level.

2. Findings: CHSJ PPA

2.1 Outcome: Partnerships equipped to address risk

The CHSJ outcome statement is *"Robust multi-stakeholder partnerships developed in seven countries (including fragile states and high disaster risk countries), empowered and equipped to address risk, through transparent integrated development/DRR/disaster plans."* The outcome has three indicators. There are also three Intermediate Outcomes, each with a corresponding Output. The first three Outputs largely map onto the three Intermediate Outcomes. The Fourth Output refers to the development, testing and evaluation of a consolidated disaster reduction framework.

Christian Aid has not reported in the APR to the Intermediate Outcomes, understanding that this was not required by DFID⁹, although the first two have Y1 milestones in the logframe. It has

subsequently included them in the six-monthly logframe reporting template which has gone out to country programmes in September 2012.

Outcome Indicator 1: Number of local/provincial multi-stakeholder partnerships acting collaboratively to anticipate, prepare for, reduce risks and respond successfully to disaster and conflict risk.

Baseline	Milestone Y1	Achievement	Target Y3	Revised target Y3
Country by country baseline to be collated	Number of local/provincial multi-stakeholder partnerships identified or established in 7 countries	39 multi-stakeholder partnerships identified or established in 9 countries.	30 Christian Aid partners working in 135 multi-stakeholder partnerships that have implemented action plans in 7 countries	No change

39 multi-stakeholder partnerships have been identified or established in association with the PVCA process. Stakeholder mapping is an important element of the PVCA is very important and a stage that is often neglected in project planning. It is clear from the IPR reading of the PVCA reports that many of them refer to the need to engage with other agencies and this is an important strength of the process which obliges participants to identify other stakeholders.

A recent review of advocacy work across seven countries¹⁰ looked at how well the PVCA process identified external structures, private sector agencies and existing platforms; and how well PVCAs have explored people's knowledge of relevant laws and policies. A number contain very good analyses of existing platforms and agencies but is also clear that forming alliances is more difficult in conflict-affected states. Only a minority of the PVCA reports include plans for clear advocacy activities to be followed. However, during country visits the IPR was able to confirm a number of examples of local partnerships acting collaboratively to engage with local government, as described under the Output sections.

Outcome Indicator 2: A multi-sectoral platform for DRR/risk management is functioning effectively at provincial or national level in seven countries.

Baseline	Milestone Y1	Achievement	Target Y3	Revised target Y3
Country by country baseline to be collated	Multi-stakeholder partnerships identified or established in 7 countries.	7 multi-stakeholder partnerships identified or established in 5 countries	7 functioning platforms with participation from Christian Aid and partners	No change

The APR reports seven multi-stakeholder partnerships being identified at provincial or national level. The IPR did not find it easy to separate the identification of alliances at local, provincial and national level, as much of this work overlaps. The distinction between outcome indicators 1 and 2 is not always clear and the work done in support of the achievements is often similar.

The APR reports a multi-stakeholder CSO partnership in the Philippines supporting the participation of local organisations in the development of the National Climate Change Action Plan. This has led to the development of national level guidance to accredit CSO participation in Disaster Risk Reduction and Management (DRMM) committees.

The IPR was able to verify that Christian Aid-supported partnerships are directly involved in relevant national-level initiatives in the Philippines:

- Akyson Klima members are involved in National Climate Change Action Plan clusters such as food security and water sufficiency, and working with the Climate Change Commission to find ways to translate the National Climate Change Action Plan (NCAAP) into local Climate Change Adaptation plans involving local communities.

- DRR-Net is listed as one of the members of the National Disaster Risk Reduction Management (NDRRM) Task Force and coordinating with the NDRRM Committee to influence guidelines that will facilitate the implementation of the DRRM law.
- The advocacy review highlighted the linking of partners and communities in Kenya to the National Drought Management Authority (NDMA). The NDMA is a relatively new structure but has important roles in linking other actors and has representatives at local and national levels. The country visit to Kenya also confirmed with one partner in Northern Kenya that PPA staff had helped them to identify and form links with the national water coordination body, the national meteorological agency; a UN agency and the national agricultural research institute.

Outcome Indicator 3: Number of cases where partners/communities have informed national/local policy, plans and/or budgets related to risk reduction and/or resilience.

Baseline	Milestone Y1	Achievement	Target Y3	Revised target Y3
Working with communities where budgets do not recognise DRR	135 communities received training, information, awareness raising about DRR/CCA across 7 countries	140 communities received training etc. across 10 countries.	135 local plans contain DRR/CCA and associated budget across 7 countries	No change

Christian Aid reports 140 communities being informed or receiving training on DRR and/or resilience. The milestones for this indicator identify a three stage process - communities receive training in Y1; make plans to lobby for changes in Y2; which are reflected in the plans of local and central government in Y3. The assumptions are different for each step in the process. Achievements in relation to training in DRR and resilience are described in more detail under Output indicator 1.1 which is very similar to the Y1 milestone of this Outcome indicator.

2.2 Output 1: Communities better prepared to respond to disasters

This Output refers to “*Communities in seven disaster/conflict/ climate change risk areas, including fragile states, are better prepared to anticipate, reduce risks and respond to disasters through training and information sharing*”. The Output ‘nests’ under Intermediate Outcome 1 which covers support to communities and local governments to develop risk management plans and take up risk management activities, whereas the Output indicator refers to the number of local organisations and communities that have received training and/or support.

- **Results**

Output indicator 1.1: Number of people trained or supported to understand and to be able to develop DRR/CCA plans

Baseline	Milestone Y1	Achievement	Target Y3	Revised target Y3
Philippines 14 communities, 12 NGOs, 20 trainers; Sahel 9 communities 10 co-operatives; Honduras 40 communities + 20 local committees; El Salvador 31 communities	People from 10 local orgs & 70 communities trained	People from 30 local orgs & 140 communities trained	People from 50 local orgs & 275 communities trained	No change

Christian Aid considerably exceeded the Y1 milestone for training of people from both communities and local organisations, the training of community representatives being reported on also under Outcome Indicator 3. The overachievement in training representatives from local

organisations is explained by Christian Aid as being due to the need to train more than had been anticipated in order to reach the numbers of communities. There has been no revision to the Y3 target despite rapid progress in the first year.

Key to this over-achievement has been the successful use of the PVCA methodology to provide training in disaster risk management. PVCAs have been adopted rapidly by staff and partners and the roll-out of training at community level has been much faster than anticipated.

- **Verification of data sources**

Formation of DRR action plans and committees in Kenya. The APR mentions that action plans addressing risk have been developed in eight communities in Kenya and that partners have helped communities to form DRR committees. The IPR visited two of the communities concerned where local people confirmed the content of these reports.

Creation of earth dams in Kenya. The APR describes the creation of two earth dams in Kenya as evidence of action on risk reduction. The IPR visited the dams which people met confirmed as functioning. The primary function of the dams is to make water available to the communities during the dry season which can be considered part of disaster risk reduction. The water is also used for irrigation and is described in more detail in Section 6 'Lessons Learned'.

The creation of the dams was assisted by machinery provided by the Ministry of Agriculture and provides evidence of effective collaboration with local government and authorities. Local chiefs and administrators and staff from the national office of the National Drought Management Authority were able to confirm links with Christian Aid partners. A Christian Aid partner¹¹ in northern Kenya also confirmed that Christian Aid had facilitated linkages with local and national government and that the PVCA had helped to identify which parts of local government should be contacted in the development of risk management plans.

DFID in Kenya¹² raised the important implications for work with local governments of the radical changes due to take place with the enactment of a new constitution in Kenya in 2013 that will increase budgetary powers at County level.

- **Progress in addressing DFID feedback**

DFID suggested that there needs to be a "*deeper analysis of the data*" and asked for an explanation of the difference in the degree of overachievement at organisation level and at community level¹³. Christian Aid has explained the differences in terms of needing to train more partners in order to reach the planned numbers of communities since there is a time-lag between the training of partners and the partners training people at community level¹⁴.

DFID also asked for data to be better disaggregated. The baseline information mentions the numbers of beneficiaries and the milestone mentions representatives. Christian Aid replied that it will be "*striving to ensure that all data is disaggregated in our year 2 report*"¹⁵. See Section 5 on Conclusions for more information on the steps Christian Aid is taking in this regard.

DFID asked for some reflection on the significance of achievements being based on only a few countries in relation to Outputs 1 and 2. It also asked about the justification of the "high risk" rating for Output 1 since it did not seem to be "*so different to 2, 3 and 4 which are considered medium risk*". There is no reference to either of these issues in the letter from Christian Aid on feedback to the annual report, though Christian Aid explains the former by the fact that ex-BDRC countries were able to roll out the PVCA process more rapidly than anticipated.

- **Key barriers or enablers to change in peoples' lives or civil society**

As noted, the key enabler to Y1 progress has been the successful use of the PVCA methodology in providing training in disaster risk management. The PVCA appears to be a relatively easy approach to adopt and has contributed to a wide range of results under the CHSJ PPA. The PVCA process pushes participants to consider other stakeholders and who else should be involved and this facilitates the creation of links which form the basis of the work with local authorities under the Intermediate Outcome.

Reporting to the Intermediate Outcome will require evidence of local communities and governments adopting risk management plans. The low capacity of local government offices in areas like northern Kenya, subject to staff mobility and reorganisation, represents a potential barrier to local governments contributing to risk reduction activities.

2.3 Output 2: Communities participate in Hyogo framework discussions

This Output covers Christian Aid's work in supporting local organisations, authorities and communities to participate in policy discussions related to the Hyogo Framework for Action¹⁶. The text of Intermediate Outcome and Output is the same: *"Local organisations, local authorities and communities actively participate in policy discussions related to the Hyogo Framework for Action, advocating for and influencing an improved enabling environment for resilience."* However, the Intermediate Outcome indicator refers to the number of local organisations and communities that have developed and implemented plans; the Output indicator refers to their receiving relevant training.

- **Results**

This is the only Output that failed to meet its milestones in the CHSJ PPA. In relation to the first milestone, while 14 organisational representatives were trained in national disaster policy and practice in comparison to a milestone of 10, only 13 of the anticipated 50 community representatives were trained. In relation to the second indicator, three rather than five partners and 13 rather than 20 communities participated in the development of advocacy plans for improved resilience. Christian Aid's APR explains this underachievement as being due to:

- the delay in the start of the programme due to the delayed signing of contracts and funding transfers, reducing the implementation phase to 8 months;
- the challenges in recruiting programme staff with both the programmatic experience as well as strong advocacy experience required to deliver the targets.

The Y3 targets remain unchanged on the assumption that difficulty in recruiting suitable staff are being/will be addressed to enable the organisation to catch up at the second milestone.

Output Indicator 2.1.: Number of local organisations/communities which have received training or information about National/Local Disaster (and related issues) policies and practice, current/pertinent disaster issues/debates.

Baseline	Milestone Y1	Achievement	Target Y3	Revised target Y3
104 communities, 92 local organisations and 14 schools from Philippines, Sahel, Honduras & El Salvador.	Representatives from 10 organisations & 50 communities & respective local authorities received training	Representatives from 14 local organisations and 13 communities received training.	Representatives from 50 organisations & 200 communities & local authorities received training	No change.

- **Verification of data sources**

PVCA action plans in place in Burkina Faso. The APR reported that ‘all PVCA that have been completed have action plans in place, identifying local level advocacy targets’. The IPR can verify from the documentation that PVCAs have been undertaken for villages served by two Burkina Faso partners ATAD and ODE. Action plans in a common format are built into the report of each PVCA. It is evident that considerable investment has been made in the capacity development of partners in preparation for the PVCAs.

Output Indicator 2.2. Number of local organisations/communities supported to develop advocacy plans for improved resilience.

Baseline	Milestone Y1	Achievement	Target Y3	Revised target Y3
38 communities and 21 local organisations and 30 staff from local organisations	Representatives from 5 partners /20 communities have participated in the development of plans.	3 partners and 13 communities have participated in the development of advocacy plans.	Representatives from 30 partners and 100 communities have participated in the development of plans	No change

- **Verification of data sources**

Advocacy training in the Philippines. The APR reported that ‘community advocacy training was incorporated into the DRR and PVCA trainings of 13 villages by partner Phil-Net in Romblon, resulting in the development of community level advocacy plans... Outcomes of community advocacy planning workshops in four barangays in which local government officials participated, have yielded positive results’. The IPR can verify from documentary sources that Phil-Net, from Sept. 2010 to Dec. 2011, has reached 725 people within 13 villages through the PVCA process, just over half being women, 423 of whom were reached in the PPA-funded period.

- **Christian Aid progress in addressing DFID feedback.**

In its feedback letter of 5th July 2012 DFID accepted as valid the reasons for the delay in fully implementing Output 2 and considers the work to be ‘on track’ and not of concern this year. DFID also showed interest in the national level scoping studies for Occupied Territory of Palestine, Democratic Republic of Congo and Kenya. In its response letter of 31st July 5th 2012, Christian Aid agreed to share these scoping studies with DFID and also responded to DFID’s comment about the need for deeper analysis of the data e.g. why the over-achievement of milestones in Outputs 1 and 3 is greater for organisations than for communities. This also applies to Output 2. DFID also queried where the Strengthening Climate Resilience (SCR) programme ‘ends and the new programme starts’. Christian Aid responded that while the current programme builds upon previously funded work - such as the BDRC and SCR programmes - the activities described in the report are all funded by the current PPA, at a scale that would not be possible without the PPA funding. The verification exercise confirms how achievements reported in APR reports may be the result of activities or investments made prior to the PPA but at a greater scale.

- **Key barriers or enablers to change in peoples’ lives or civil society**

Previous investment in participatory approaches e.g. SCR and BDRC, facilitated the quick adoption of the PVCA processes. The development of advocacy plans through PVCA processes has enabled Christian Aid and its partners to establish more direct engagement with government at the local level, and to scope national networks and government policies for future activities. An important logframe assumption for this output is that government agencies have the capacity and/or willingness to respond to civil society plans and demands. This will be critical to the achievement of an “improved enabling environment for resilience”.

2.4 Output 3: Communities develop resilient livelihoods

Output 3 'nests' under Intermediate Outcome 3 which refers to "households/ communities/ beneficiaries develop resilient livelihoods and safety nets, with demonstrated reduced vulnerability to shocks and hazards, across seven countries". The wording of Output 3 is almost identical to the Intermediate Outcome but the indicators are very different, referring to the number of trainings in PVCA methods and PVCAs carried out.

- **Results**

Since Output indicator 3.2 is dependent on Output indicator 3.1 the same data on PVCAs constitutes the evidence for achievement in relation to both indicators..

Output Indicator 3.1. : Number of vulnerable communities trained to conduct participatory analysis of livelihoods risks and opportunities (PVCA) and implement measures in response.

Baseline	Milestone Y1	Achievement	Target Y3	Revised target Y3
Philippines: 19 communities + 1 local org. Sahel: 9 communities Honduras: 20 communities El Salvador: 1 PVCA.	Reps from 10 local orgs and 70 communities receive training in PVCA	Reps from 30 local organisations and 140 communities received training in PVCA	Reps from 50 local orgs and 275 communities receive training in PVCA	No change

Christian Aid mistakenly reported 70 PVCA community trainings in the APR report when in fact 140 community trainings took place. It, therefore, exceeded its milestone targets for training both local organisations and communities. Partners reported to the IPR during country visits that the PVCA training contained many tools that they had used before but added some new tools which made the process better, including those that focus on risks and on separating different categories of people. The Leaky Bucket, for example, was praised as a simple tool that people could use to go to detailed analyses of their situation.

Output Indicator 3.2 Number of Participatory Vulnerability Capacity Assessments (PVCA) carried out.

Baseline	Milestone Y1	Achievement	Target Y3	Revised target Y3
Philippines: 14 PVCAs Sahel: 9 PVCAs El Salvador: 1 PVCA.	10 PVCAs carried out and findings recorded	140 PVCAs are carried out and findings recorded	100 PVCAs carried out and findings recorded	No Change

The APR records a massive overachievement in terms of the number of PVCAs carried out in Y1 - 140 rather than the 10 anticipated, exceeding the Y3 target in the process. Christian Aid suggests three contributory factors help to explain this:

- The Y1 milestones was based on previous experience of the setting up the BDRC programme which required a lot of central support before each country rolled out PVCAs with partners. In Y1, however, some country programmes - particularly BDRC continuation countries - were able to accelerate the implementation of PVCAs with little central support.
- Some programmes e.g. Central America and Burkina Faso, rolled out PVCAs as a standard way of working with partners so that the take up of PVCAs was far greater than originally estimated.

- Some partners also decided in Y1 to implement the majority of their total planned PVCAs to increase the length of time in which they had to implement the resulting resilience projects with communities.

In addition the IPR notes that the approach is relatively simple to understand¹⁷ and work can begin quickly if the partner already has contact with the community. The PVCA approach includes a wide range of components but each component can be addressed relatively easily. It also appears to be the case that Christian Aid chose relatively modest targets in anticipation of the new approaches to the management of the PPA.

There has been no revision to the Y3 target despite rapid progress in the first year. One reason for not revising the target has been the fact that DFID did not raise the issue in their feedback to the APR¹⁸. Given the centrality of the PVCA process to Christian Aid's work under the CHSJ PPA it might be reasonable to expect the number of PVCAs carried out to correspond, for example, to the number PVCA community trainings.

The speed of carrying out the PVCAs - some were completed in only two days – raises the issue of how the quality of the process is assessed and assured. Christian Aid has systems in place to assess the quality of the PVCA process and of the plans produced. Country-based The Resilience Officers and special advisors in the Head Office are able to provide support for queries raised. They also carry out their own quality control and can ask for further information from country offices. All PVCA work under CSHJ PPA and a sample under the General PPA will be reviewed during the Mid-Term Reviews due to take place from October 2012 onwards. This is likely to lead to recommendations on specific PVCA work and to guidelines on improving the process.

- ***Progress in addressing DFID feedback***

There were no specific questions relating to the Output 3 in the feedback letter from DFID that required addressing.

- ***Verification of data sources***

The verification is essentially the same for both indicators since the people trained to do PVCAs in Output 1 generally went on to carry out the PVCAs in Output 2. The IPR has been able to see PVCA reports and the action plans and interview people who managed and participated in the PVCA activities and consider that the sample confirming the APR results makes the reporting on these Outputs entirely plausible.

- ***Key barriers and enablers to change in peoples' lives or civil society***

A key enabling factor in progress at this stage is the familiarity of staff, partners and communities with the components of the PVCA approach. The work of partners in communities where they have already engaged local people in work on BDRC and SCR programmes makes it possible to build on previous work and make rapid progress on new initiatives. No barriers were identified in the delivery of training in PVCA approach and methods. A potential barrier to the delivery of a high quality PVCA process would be if the approach were not genuinely participatory or not followed up with quality control and on-going learning at community level. Christian Aid is aware of this and the importance of follow up to the PVCA process is further addressed in Section 6.

2.5 Output 4: Consolidated framework put into place, tested and evaluated

- **Results**

Output 4 refers to putting into practice, testing and evaluating a consolidated multi-hazard, multi-context policy, framework and guidelines for disaster risk reduction. It also includes the establishment of M&E systems and the roll out of the HAP Quality and Accountability standard.

Output Indicator 4.1. Consolidated resilience approach developed, applied and documented in different political settings including fragile states

Baseline	Milestone Y1	Achievement	Target Y3	Revised target Y3
Existing separate methodologies e.g. BDRC, HFA, SCR etc.	Consolidated approach put into practice, tested and evaluated in one country	Resilient livelihood approach being implemented in Kenya	Consolidated approach put into practice, tested and evaluated in 7 countries (at least 2 fragile states)	No change

Christian Aid reports that it has met the Y1 milestone for this indicator - to put into practice, test and evaluate a consolidated resilience approach in one country - since it is implementing a resilient livelihoods approach in Kenya. The APR in Part A does not elaborate on the implementation of the resilient livelihoods approach in Kenya. Part B provides more detail under the Outcome Indicators, referring to initial discussions with government District Steering Groups for Arid and Semi-Arid districts. It is not clear how this work differs from the work, for example, from the work of multi-stakeholder platforms in other countries where a 'consolidated approach' is not being tested. A short summary of key messages on Resilient Livelihoods was circulated to countries at the outset of the PPA. Christian Aid planned to produce a Resilient Livelihoods Framework earlier this year but acknowledged in the APR that this had been delayed. A draft final framework was made available to the IPR team in September 2012 and has yet to be widely disseminated.

A resilient livelihoods approach is being followed in Kenya and useful learning is being generated on how to integrate different aspects of humanitarian and development work. The IPR considers, however, that the Y1 milestone has been only partially achieved. The IPR understands this milestone to refer to an organisational framework i.e. the Resilient Livelihoods Framework being tested and evaluated, for example, with key findings shared. This will no doubt happen in the course of the PPA but did not occur in Y1.

Indicator 4.2.: Robust systems for monitoring and evaluating the impact of the work are established, adhered to and produce evidence of impact.

Baseline	Milestone Y1	Achievement	Target Y3	Revised target Y3
Each country programme has developed an M&E plan.	None.	Not applicable.	Partner and country final evaluations analysed and consolidated into case studies, shared with DFID & across the sector. 8 case study reports produced.	Target unchanged.

There is no milestone for Year 1 and, therefore, no reported achievement. The M&E plan referred to in the baseline is Part 3 of the PDPA where each country participating in the PPA commits to delivering its contribution to the PPA logframe. Christian Aid did not have a milestone to meet for Year 1. Part 3, the Programme Delivery Agenda, sets out the country milestones and target for

each relevant outcome or Output indicator. All PPA countries have PDPAs and, therefore, a Programme Delivery Agenda. This does constitute an M&E plan by itself; it establishes country milestones but does not specify how progress to these will be monitored at a country level.

The Year 2 milestone is that country mid-term evaluations will be consolidated into four good practice case studies and shared with DFID and across the sector; the Year 3 target is for eight case studies in total to have been produced. The need for closer monitoring of partner organisation's delivery of PPA outcomes is further discussed in Section 6.

Indicator 4.3. HAP Quality and Accountability standards rolled out in 8 country programmes, to strengthen and ensure accountable relationships between Christian Aid, our partners and the communities that we work with.

Baseline	Milestone Y1	Achievement	Target Y3	Revised target Y3
Certified by HAP in 2009. Accountability documents in place. Guidelines for roll out trialled in 5 countries.	Communities empowered to influence partners, other stakeholders in risk reduction and emergency response in 2 countries.	HAP rolled out in Burkina Faso and Kenya, with HAP work initiated in a further 5 countries.	Communities empowered to influence partners, other stakeholders in risk reduction and emergency response in 8 countries.	No change

Christian Aid has met its Y1 milestone by rolling out HAP in Kenya and Burkina Faso. It has exceeded its own expectations by conducting introductory accountability training on the HAP Standard in eight countries, of which five also completed accountability self-assessments and improvement plans. The target of rolling out HAP in eight countries is unchanged.

Country visits to Kenya and Bangladesh confirmed that there is a generally positive attitude by partners to the introduction of HAP, even at this early stage. *'All partners...interviewed mentioned the impact of working towards HAP standards and attribute the positive effects to their partnership with CA who introduced them to the standards and the benefits of achieving and maintaining conformity status.'*¹⁹

The most challenging element of the roll out appears to be dealing with complaints at community level. Where this has been achieved e.g. in Ethiopia, there have been some reported benefits for Christian Aid's advocacy work with government.²⁰ Increased transparency towards the community is reported to benefit the partner relationships in Kenya. *'Confidence is improved and local partners appear to believe that 'these people are genuine.'*²¹ Similar positive examples were also related in Bangladesh where partner enthusiasm for implementing the HAP standard appears to be yielding some early results. Beneficiary groups were able to be precise about the budget allocated to their project and the financial and non-monetary value of inputs which they received through the project²² which suggests that accountability is being fostered in practice even if full improvement plans are not yet in place.

- **Verification of data sources**

The East Africa HAP Self Assessment report (January 2012) and the Christian Aid East Africa Partners HAP Training Report (March 2012) provided evidence of the seriousness with which the exercise has been undertaken in the region. The self-assessment forms of two partners in the Philippines (ATM and PHIL-Net) were also sampled.

- **Assessment of Christian Aid progress in addressing DFID feedback.**

DFID offered positive feedback on Christian Aid’s investment in M&E, learning and quality assurance. It identified the ‘*holistic resilience approach, integrating different policy areas*’ as an area that DFID can learn from. DFID comments on the fact that there is no mention of follow-up to the training in this section. DFID also *commends ‘extensive use of HAP standard and benchmarks such as complaints’* alongside other methodologies such as PVCA. In its response letter, Christian Aid welcomed the opportunity to meet with DFID to discuss issues of measuring performance, accountability, the CA resilience approach and PVCA methodology, especially in relation to resilience in fragile states.

- **Key barriers or enablers to change in people’s lives or civil society**

The roll out of the HAP standard is being greeted with enthusiasm at country office and partner level, even before being fully implemented. There is early evidence of it helping to generate a culture of accountability in civil society although it will be important for the roll out to remain a ‘living’ process.

3. Findings: General PPA

3.1 Outcome: Improvements in health status and livelihoods of poor and marginalised people

The outcome statement of the General PPA logframe is to “*achieve major, measurable and sustainable improvements in livelihoods for the most marginalised communities in countries of extreme vulnerability to climate change*”.

There were no milestones at outcome level for Y1 but Christian Aid was able to report progress on the first three of the four indicators - the achievement of more resilient livelihoods by marginalised producers or landless labourers; some cases of successful advocacy on resilient livelihoods and health with local governments; and increased uptake of safe health practices and/or access to health services.

Outcome Indicator 0.1: % of marginalised producers & landless labourers supported by partners who achieve more profitable and resilient livelihoods and/or management of key livelihood resources/risk.

Baseline	Milestone Y1	Achievement	Target Y3	Revised target Y3
0%	0%	25%	60%	No change

The APR calculates that 25% of the total of 64,000 people reached through PVCA and other participatory processes i.e.16,000 people, have converted their involvement into real livelihoods improvements. This is a significant proportion of those reached and nearly half of the end of project target. The Y2 target has been revised from 15% to 30% but the Y3 target remains the same.

There are a number of ways in which this has happened including improved access to markets, more diverse livelihoods; better adaptation to changing conditions and the introduction of new production methods. Christian Aid reported increases in household and food consumption in Bangladesh, Nicaragua, Tajikistan, and India.

The IPR visit to Kenya was able to examine some examples of these initiatives. The APR refers to herders who have been able to benefit from improved access to extension services and the IPR interviews with partners support the reported results without providing complete verification of the numbers - 5,000 - involved.

Outcome Indicator 0.2: Number and description of cases of partners/marginalised communities informing national/local policy, plans and/or budgets related to resilient livelihoods or health.

Baseline	Milestone Y1	Achievement	Target Y3	Revised target Y3
0	0	16	8	26

Christian Aid not only reported outcome achievements with this indicator when there was no Y1 target; it reported doubling in the first year the end of project target of instances of partner or community influence on policy, plans and budgets. The APR does not provide a breakdown of all 16 cases though examples from Kenya, Mali, Bolivia, Peru, Nicaragua, India and Malawi were highlighted.

The overachievement is in part because the PPA has enabled Christian Aid to report on advocacy work at a global level for the first time. As a result, many of the achievements reported in Year 1 have been as a result of on-going work. Christian Aid anticipates that this work will continue and set a revised target which it believes to be challenging as it takes time for an advocacy initiative to yield outcome level results.

The IPR sampled two examples of advocacy achievements in Bolivia reported in the APR:

- 'CIPCA has successfully advocated for two local governments, four municipalities and one departmental government in the Amazon to incorporate aspects of their Economic Productive Model' (Part A)
- 'In Bolivia, seven local government actors in the Amazon...have incorporated aspects of our partner's Economic Productive Model into their programmes and budget as a result of successful advocacy'. (Part B)

The Christian Aid Bolivia Annual Report highlights the CIPCA Economic Productive Model which is reported to have led to a 10% increase in the income of 1,447 marginalised families in San Ignacio de Moxos. 78% of this increase is reported to be attributable to the areas of production supported by the CIPCA model to build resilience to the effects of climate change and other external shocks. It was not possible to confirm how this assessment of household income has been done and attributed to CIPCA's work. However, the reviewed: the CIPCA Strategic Plan 2011-14 which tracks changes through an accountability framework adapted from a logframe. This is derived from a very thorough Baseline Survey developed in August 2011 by CIPCA, Christian Aid Bolivia and another partner. The thoroughness of the partner documentation of engagement with government suggests the reported results are reliable, though it was not possible to verify this from documentation provided from the seven local government actors.

Outcome Indicator 0.3: % of people supported by partners who report increased adoption of safe preventive practices &/or uptake of health services.

Baseline	Milestone Y1	Achievement	Target Y3	Revised target Y3
0%	0%	19%	50%	No change

Y2 milestone revised from 10% to 20% but target remains the same.

Christian Aid reported 19% of people supported by partners reporting the uptake of safe preventive practices although no milestone was established at outcome level for Y1. The result is calculated from the malaria prevention work in Nigeria and Uganda described under Output 4. 268,510 free LLITNs were distributed in Nigeria in 2011 and 440,000 distributed in Uganda, albeit in 2010. Village health workers in Uganda reported 90% of households now sleeping under distributed nets. Nigeria partners reported 250,000 children under 5 sleeping under the LLITNs who previously did not. The IPR received confirmation from the Ministry of Health in Nigeria of the number of nets distributed by Christian Aid partners. The IPR was able to observe the appropriate use of LLITNs at village level on a number of occasions.

Outcome Indicator 0.4: % of people reporting that a reduction in stigma and discrimination associated with HIV has improved their health outcomes.

Baseline	Milestone Y1	Achievement	Target Y3	Revised target Y3
0%	0%	0%	50%	No change

No achievements were reported for Y1 in line with the milestone. Y2 milestone has been revised from 10% to 20% but the Y3 target remains the same.

3.2 Output 1: Support to develop profitable and resilient livelihoods

This Output refers to “work through partners to support marginalised small-scale producers and landless labourers, primarily women, to develop increasingly profitable and resilient livelihoods”. The indicator refers to the number of small-scale producers and landless labourers who have been supported.

- **Results**

Output Indicator 1: Number of marginalised producers & landless labourers (m/f) supported by partners to develop more resilient livelihoods.

Baseline	Milestone Y1	Achievement	Target Y3	Revised target Y3
38,728	45,000	64,419	195,000	No change

The APR reported exceeding the Y1 target of supporting 45,000 people to develop more resilient livelihoods by nearly 20,000. The figure of 64,419 is the sum of “28,568 female, 12,585 male and 25,266 households” as reported in the APR. The figures are included in a narrative section which covers a wide range of activities including access to markets; animal health; access to water; land tenure; access to credit; improved energy sources; social protection and “diversifying livelihood options”. The two largest country contributions to the number of people supported come from Kenya (21,335) and Mali (11,775). The APR reports the number of beneficiaries in Mali as an over-achievement but the Mali report cites a target of 1470 cikedas - approximately 22,050 people - leaving this an under-achievement. The most likely explanation for the over-achievement is cautious target-setting.

Christian Aid acknowledges that the figures are not ideal as they are not aggregating the same units. The IPR attempted to reconcile the figures in this section of the APR reached a sum of just over 63,000. This kind of reporting can be fraught and it is made more difficult when the source material from partners is in different formats. The IPR had several exchanges with Christian Aid on the sources of the figures, and is satisfied that they are accurate, being based on country office reporting which has been discussed and checked with country staff. It is worth noting that

the variety of reporting sources and the format of APR reporting do not make it an easy task to follow and assess how the achievement was calculated.

The IPR interviewed staff and beneficiaries in Bangladesh to assess the evidence for the report (APR p12) that 2,305 individuals have been supported in collective selling of produce in order to obtain better prices, and considers these figures to be plausible. This population is also referred to in the same paragraph when 2,000 people are described as having increased food consumption and in p4 of the APR where 2,305 individuals, including 1,600 women, are reported to be benefiting from a revolving savings fund system.

The IPR visit to Kenya verifies the report 400 farmers growing vegetables in Kenya following direct observation of some horticulture production in two projects. The APR report of 300 farmers starting to keep bees seems plausible on the basis of discussions held with partner staff. The IPR was not able to verify the report of 5,000 herders increasing productivity²³ but the evidence certainly suggests that many herders have “*better linkages to extension services*”²⁴.

- **Assessment of Christian Aid progress in addressing DFID feedback.**

DFID commented on the confusion resulting from the inclusion of “female” “male” and “households” in reporting numbers in the APR. Each “household” is treated as a single addition to the total, as if it were a single person. This situation came about because of the differences in reporting received from different partners. Christian Aid acknowledged inconsistency in disaggregation and committed to addressing this before the next round of reporting. Further details on their planned approach are provided in Section 5 on Conclusions.

- **Key barriers or enablers to change in people’s lives or civil society**

The enabling effect of the PVCA approach is pivotal in this Output as in others, to the community identifying initiatives and mobilising to follow them through. The quality of the PVCA and other analyses, and the follow up by partners and Christian Aid support, if not ensured, might present a potential barrier to achievement at outcome level in later years. This is illustrated in the limitations in power, gender and market analyses described in the Kenya dams project which is further discussed in Section 6 on Lessons Learned.

3.3 Output 2: Support to adapt livelihood strategies to climate trends and risks

The Output refers to support to “*marginalised and vulnerable communities in ten countries to manage resources/adapt livelihoods strategies to respond to climate trends and other risks*”. The indicator is the completion of activities i.e. the number of communities supported to work on PVCAs and develop and implement action plans.

- **Results**

Output indicator 2.1: Number of marginalised / vulnerable communities supported to conduct participatory analysis of livelihoods risks and opportunities, and implement measures in response.

Baseline	Milestone Y1	Achievement	Target Y3	Revised target Y3
0	50	207	300	No change

Christian Aid significantly over-achieved its target of support to communities in participatory analysis of livelihood risks and opportunities. Key to this has been the rapid and extensive roll out

of PVCA and other participatory processes that has been described and explained elsewhere in this report. There has been no revision of the Y3 target.

- **Verification of data sources**

The IPR considers the achievement to be accurate on the basis of the method of calculation which refers to support. The IPR visited two communities in Kenya whose had identified drought as a major threat and were assisted in building two dams, one in each community. The APR reports 18,000 people benefiting although the indicator requires the counting of communities. The IPR confirms the benefits accruing from the availability of surface water during the dry season. There are also livelihood benefits in terms of increased production. The production methods being promoted in the communities include the use of greenhouses, drip-irrigation, and some conservation farming techniques like mixed cropping in double-dug pits do not seem sufficiently extensive to support large numbers of households although the APR claims 560 households across both communities benefit. The APR also refers 4,267 households benefiting from linkages to markets. However, growers of French beans for export in the two communities visited complained about the prices they were being offered and asked for help in improving their situation.

This Output seeks to promote more resilient livelihoods in respect of the risks posed by climate change and other sources of risk. The IPR, and we think the APR, has found it difficult to separate the changes to livelihoods relating to climate risks from other improvements to livelihoods. For example, new production and marketing opportunities are reported on in different Outputs.

- **Key barriers and enablers to change in peoples' lives or civil society**

The effective use of the PVCA may enable poor people to identify and better respond to the challenges presented to their livelihoods through climate uncertainty. A barrier to the effective application of the PVCA is if the participatory nature is compromised or repeated follow up is not forthcoming to allow continued modification and improvement to the work being undertaken.

Output indicator 2.2 : Number of vulnerable communities supported to build links with climate science actors to enhance understanding of short- and long-term climate trends / risks.

Baseline	Milestone Y1	Achievement	Target Y3	Revised target Y3
0	30	144	90	300

This Y1 milestone was also overachieved. This is largely because, as the APR states, some countries have enabled communities to access SMS weather services (58 in Tajikistan) and to support communities to work with climate science actors through advocacy engagement with government (44 communities in Bangladesh).

- **Verification of data sources**

The PPA annex to the Tajikistan country annual report refers to 105 communities being helped to register for a newspaper which provides short and long-term weather forecasts and agricultural prices. The APR confirms that 58 communities have registered for SMS services. The Tajikistan country report seen by the IPR does not provide additional information.

The 44 communities in Bangladesh refers to the participation of 1,200 from 44 communities in a Farmers' Conference which submitted demands to local government to improve linkages with private research institutions and share information on climate smart agriculture. The IPR visit to Bangladesh visit was able to support but not completely verify this claim.

The APR also reports on the work in Kenya of the Sustainable Agricultural Livelihoods Innovation (SALI) Project working with farmers groups to develop partnerships with the national meteorological agency. The project is not funded by the PPA but relies on PPA-funded staff for its development and reports are submitted in the PPA M&E framework since the project is part of the livelihoods work of the Kenya programme. This accounts for only 12 of the communities recorded in the milestone achievement.

The APR (p5) refers to *“the empowering nature of Christian Aid’s participatory analysis process substantially increasing community awareness of climate threats”* as a main contributory factor to the high demand for access to climate information services. It is true that many of the PVCAs reports include the identification of climate change as a source of risk, although there are relatively few mentions of climate information in the action plans. For example, only two of the eight PVCAs carried out in Kenya contain reference to climate or early warning information. The PVCA Baseline Review Day Report that consolidates the findings to date from the PVCAs concludes that *“climate change risks are identified to some degree.”*²⁵ The report (p3) includes examples of use of climate information in three countries that emerge from PVCA reports. The over-achievement to this indicator, therefore, is more likely attributable to the specific circumstances reported in Tajikistan and Bangladesh than the PVCA process per se.

The revision of the Y3 target from 90 to 300 should be seen in this light. This partly hinges on how Christian Aid interprets ‘links’ which currently ranges from access to a SMS service to more innovative partnerships such as SAVI. The revised target makes sense if impacts like those in Tajikistan are considered valuable and can be replicated. The work in Kenya involves staff and advisors building links with a number of different organisations in the UK and in Kenya. It covers assessments of different means of communication between stakeholders and within communities. The project plan is to reach an additional 12 communities every year for three years making a total of 36 which would be more in line with the initial target of 90.

- **Progress in addressing DFID feedback**

DFID observe that many examples in the APR come from Bolivia and Peru and that it would be useful to provide more examples from DFID focal countries might have been countered with the observation that much good learning could be got on adaptation to glacier melt caused by climate change in Bolivia²⁶.

3.4 Output 3: Policy influence in support of profitable and resilient livelihoods

- **Results**

This Output covers Christian Aid’s work *“supporting partners to influence national and sub-national policy and practice to promote profitable and resilient livelihoods for marginalised small-scale producers and landless households, especially women”*.

Output Indicator 3.1.: Number of cases of partners/communities supported to develop and conduct advocacy on issues of livelihoods, risk and resilience.

Baseline	Milestone Y1	Achievement	Target Y3	Revised target Y3
0(revised to 5 ²⁷)	4	20	9	33

Christian Aid notes in the APR that it has exceeded the Y1 milestone as improved tracking of its advocacy work has shown that it is supporting more advocacy than previously assumed, especially at the local level. The baseline and Y2 and Y3 targets have been revised in the revised Logframe prepared in July 2012.

The main achievement has been that the organisation has developed a way of tracking advocacy and is now able to build on what appears to be a much wider appetite for advocacy than was originally envisaged. The APR notes that this includes existing work, mainly in Latin America, which PPA funds are now building on. Christian Aid observes that communities move rapidly from identifying problems to making demands to local government, especially where partners have already established key relationships with government actors.

Output Indicator 3.2.: Number and description of cases of women producers labourers or other excluded groups supported to participate in policy process related to livelihoods, risk and resilience.

Baseline	Milestone Y1	Achievement	Target Y3	Revised target Y3
0 (revised 4)	4	6	6	12

Christian Aid's has been able to moderately exceed its target for support to participation in policy processes as a result of identifying more ongoing advocacy work. Christian Aid explains in its notes to the revised logframe in August 2012 that baseline and target figures for both 3.1 and 3.2 were changed based on 're-estimates of advocacy initiatives, and in recognition of on-going relationships with advocacy partners enabling faster advocacy engagement, particularly in Peru and Bolivia'. Targets for indicator 3.2 are lower than 3.1 to reflect the difficulty in supporting particularly marginalised groups to engage in advocacy campaigns and policy engagement.

- **Verification of data sources**

On the basis of sample achievements from each Output indicator below and evidence from the country visits to Kenya and Bangladesh, the IPR consider the reporting of achievements under this Output plausible and reliable.

3.1. Follow up to PVCA process in Bangladesh. The APR reported that three villages in Bangladesh followed up the PVCA process by forming adaptation groups linked with the local government. The relevant partner, the Bangladesh Centre for Advanced Studies (BCAS) provided more detail in a focus group discussion with partners during the IPR country visit. BCAS confirmed that four adaptation groups comprising of 10 -15 members from vulnerable communities including women had been formed in the three villages with a beneficiary population of approximately 300; and that communities have identified specific demands e.g. flood-proof tube wells, and now have greater access to local government. The IPR is confident that the adaptation groups have been formed and that plans have been developed, although local government response to advocacy initiatives will be key to sustaining such groups. The IPR country visit found an example of this in Ujal Danga, where a women's advocacy group could point to specific, early benefits from their new engagement with government such as improved access to access to health services and the market place.

3.2. Political will in India. DFID expressed interest in the reported achievement in West Bengal where partner pressure contributed to the implementation of a National Rural Employment Guarantee Scheme (MGNREGS) in their area. Christian Aid reported that it supported approximately 1,000 workers (30-40% women) to meet with the local administration and that 100

village representatives participated in meetings in July 2011 between wage labour groups and Andhra Pradesh state level officials. As a result, a set of official instructions were issued on time-scheduling, reducing delayed payments, worksite facilities, systematic measurement etc. An *ad hoc* state level committee of representatives of registered MGNREGS workers has been formed.

The IPR reviewed the documentation relevant to the development of watersheds using National Rural Employment Guarantee Agency (NREGA) funds. This work started before PPA funding provided a platform for the collaboration which resulted in the instruction to implement parts of the employment guarantee scheme. While it has not been possible to establish a complete picture of this initiative, it is clear that a productive relationship is in place with local authorities; that vulnerable groups are represented in the process; and that tangible benefits are accruing to the poorest people. For example, 101 workers have now secured unemployment allowance, the first such case in Andhra Pradesh.

The APR mistakenly states that 'six cases of advocacy with women's groups and/or particularly marginalised groups, was achieved *in* nine countries. This was corrected during the IPR to read *across* nine countries'

- **Progress in addressing DFID feedback.**

DFID made a number of comments on Output 3 in its feedback letter of 4th July 2012 i.e.

- Concern was expressed that the focus of Output 3 indicators is on 'support' for advocacy rather than the Outputs of livelihoods promoted and suggested that the indicators could be made clearer and more focused.
- More information was requested on how Christian Aid has improved its approach to tracking advocacy. Requests more explanation about what actual policy changes have happened when Christian Aid reports that '*building on DFID's LAPP programme in the region (2006-2011) resilient livelihoods partners in Nicaragua, Bolivia and Peru have all contributed to local policy change*', or that '*positive results in Kenya, Mali and Zimbabwe*' are linked with the commencement of '*training and participatory planning processes*'. DFID also expressed interest in learning more about the West Bengal example (see above)
- In general DFID asked for more detail in the recommendation that appears in both APR reporting to Outputs 2 and 3: '*Enhance guidelines for integrating advocacy and supporting partners particularly in resilience*'. DFID also made a more general point about the need to provide more detail and nuance when positive change is claimed.

In response, Christian Aid has revised baseline and targets but decided not to revise the Output indicators. In its explanatory note to the revised Logframe, it states that the indicators are '*in harmony with other Output indicators in terms of ambition, and that Outcome Indicator 2 captures higher level change sufficiently*.' The IPR concurs with this view as the focus of Output is on the quality and effectiveness of Christian Aid's *support* to partners to influence policy and practice, not on the actual changes which take place. Christian Aid states in the explanatory note that Year 2 reporting on the Outcome indicator will be further nuanced through the use of the Transparency International Scale for Advocacy by country programmes to monitor and measure the effectiveness of its advocacy.

Rather than respond in detail to DFID's specific requests, Christian Aid provides general acknowledgement of the need to provide more detailed and nuanced reporting, notwithstanding the limitations of the APR reporting format. There is no explanation of the process by which

Christian Aid has been able to improve its tracking of advocacy work although this was due to the reporting of advocacy activity at a global level for the first time through the APR reporting process. Advocacy activity is now more nuanced in the Y2 reporting templates.

3.5 Output 4: Improved health for women, children and people with HIV

- **Results**

Output 4 covers all Christian Aid's health work funded by the General PPA and represents 29% of its annual expenditure in FY2011/12. Christian Aid has exceeded all its milestones for this Output i.e. in health prevention; reduction of HIV-related stigma and discrimination; and advocacy on health issues. Christian Aid overachieved most spectacularly in its health prevention work reaching 3,734,444 people in Y1 rather than the target of 600,000, largely due to the mass distribution of LLITNs Nigeria in 2011 and follow up to the distribution of LLITNs in Uganda in 2010.

Indicator 4.1. Number of people reached through health prevention programmes and/or supported to access health services.

Baseline	Milestone Y1	Achievement	Target Y3	Revised target Y3
228,524	600,000	3,763,444	2,500,000	4,650,000

Christian Aid dramatically exceeded in its first year both its first milestone and three year target for its health prevention programmes, reaching 3,763,444 people instead of the target of 600,000 across five countries - Burundi, Kenya, Malawi, Nigeria and Uganda. The revised target population to be reached by March 2014 has been nearly doubled and is now 4,650,000. Disaggregated data on those reached was available for only 50% of the population.

Christian Aid's work on health prevention includes malaria prevention, HIV, maternal and child health and tuberculosis programmes. Key achievements reported include:

- *Malaria prevention.* Christian Aid partners reached 1,909,964 people in Uganda in 2011 through health outreach activities on malaria, HIV and MCH. These activities were integrated with the monitoring by 2,340 village health workers of over 477,000 households who had received malaria nets in 2010 (not in 2011 as originally reported). These health workers report that over 90 per cent of households are now sleeping under the distributed nets. 368,510 malaria nets from the Global Fund were distributed in Nigeria, mostly to pregnant women and children under five, reaching 921,257 people. 250,000 children under five reported to be now sleeping under the nets distributed.
- *HIV prevention.* 236,350 people in Kenya reached through the health promotion activities of village health workers, religious and community leaders. Christian Aid reports an subsequent increase in condom education and distribution e.g. in teacher training colleges in Malawi, and Christian Aid partners reported an increase in voluntary HIV testing e.g. a 46% increase in the uptake in HIV testing and counselling in Malawi from July and October 2011.
- *Tuberculosis.* In alliance with TB Action Group and Tackle Africa, Christian Aid reached 4,628 people living with HIV in Kenya (3,702 women and 926 men) through community health workers and home-based care providers trained to carry out TB prevention and screening. 105 people who tested positive for the disease were referred for specialised treatment and follow up.

In *Maternal and Child Health* Christian Aid activities reported an increase in men escorting their spouses to antenatal clinics to acquire PMTCT services in Malawi and Burundi and the increased access of pregnant and lactating mothers to antenatal and postnatal services in remote areas of Nigeria and Kenya, quoting an innovative Rural Transport Network project in the latter. However the only hard data reported was in relation to family planning in Nigeria where 1,830 women were reached with information on the female condom.

While not reported in the numbers above Christian Aid has supported radio programmes in Malawi, Burundi and Nigeria to reach large numbers of people. In Malawi, radio broadcasts on HIV, gender and sexual rights targeting youth through schools have been shared as a model of good practice by the Ministry of Education.

Christian Aid's work on malaria prevention has contributed most significantly to is achieving and exceeding its milestone. This was due to it being able to leverage larger numbers of LLTINs nets than originally anticipated, particularly in the case of Nigeria. Other health prevention activities were in line with forecasts

While the revised target for March 2014 has been nearly doubled it represents only a 24% increase on the population reached to date through health prevention activities, making it a realistic target for the 16 months. Christian Aid has also stated it wants now to focus on the quality of health prevention activities. Uganda will not be receiving further PPA funding although the uptake of health prevention measures will continue to be monitored. Work on health in Ethiopia will be included in the PPA portfolio from 2012.

Indicator 4.2. Number of people with HIV reached through activities aimed at reducing stigma and discrimination.

Baseline	Milestone Y1	Achievement	Target Y3	Revised target Y3
12,172	40,000	58,763	300,000	215,000

Christian Aid exceeded its milestone target of 40,000 for reducing stigma and discrimination, reaching 58,763 people with HIV reached through peer support groups and/or faith-based/other activities. Disaggregated data was available for 84% of the population reached - 38,385 were female, an increase of 18,763 on 2011-12 milestone and 10,831 were male.

A key element of the Christian Aid approach to reducing HIV-related stigma is its work with religious leaders. Some of the work quoted in the APR reports illustrates Christian Aid's value-added as a faith-based organisation. For example, the review examined in more depth Christian Aid's support for BUNERELA+ in Burundi, a network of religious leaders living with HIV or personally affected by HIV as part of its verification exercise. Christian Aid reported BUNERELA+ reaching large numbers of people through its various activities. More specifically the narrative reports of BUNERELA+ cites:

- the organisation having 92 members (62 men and 30 women);
- reaching 6171 people through AIDS prayer days, Sunday Church and Friday Muslim services;
- having awareness raising sessions with 1078 religious leaders, both Christian and Muslim; and
- reaching out to 106,200 people through 12 radio and four television programmes;

The target was exceeded as Christian Aid was more effective than anticipated in helping set up BUNERELA and in training religious leaders to spread messages in their communities. At the same time the Year 1 milestone was a conservative estimate.

Christian Aid has reduced the Y3 target in line with the projected reduction of programme activity in Northern Nigeria due to worsening security situation. This is subject to ongoing review and the final target could be revised if the situation improves. The inclusion of Ethiopia as a PPA country will contribute to Y2 and Y3 targets. Other programmes working on the reduction of stigma retain their targets.

Indicator 4.3. Number of partners/communities supported to conduct advocacy on health issues, rights of women, children and/or people with HIV.

Baseline	Milestone Y1	Achievement	Target Y3	Revised target Y3
5	3	14	6	20

Christian Aid partners have been more active than anticipated in advocacy, supporting 14 advocacy initiatives on health issues rather than the three anticipated. Nine of these are at a national level in Burundi, Kenya and Nigeria and four at local level in Burundi and Malawi. Five of these cases were pre-existing so the baseline has been revised accordingly.

The target was exceeded as Christian Aid started work earlier than anticipated with partners who have proved to be enthusiastic about taking advocacy work forward.

The Y3 target has been revised upwards from six to 20 in light of the increasing momentum among partner organisations on advocacy issues.

Baseline reports indicated a low level of knowledge among rights holders about the mandate of duty bearers. Christian Aid's work on health advocacy has been more expansive than anticipated although it is still in its initial stages. Christian Aid expects to report outcome results in Year3.

- *National level advocacy.* Christian Aid partners contributed to a high-profile advocacy campaign on HIV and health funding in Kenya following a decision of the Global Fund to cut HIV funding. Protests were led by Christian Aid partner National Empowerment Network of People Living with AIDS (NEPHAK) and involved lobbying of embassies of governments supporting the Fund. This was followed by government assurances that funding will continue to be available for HIV programmes through the AIDS Trust Fund. In Malawi, high-level government offices have spoken in support of SAVE, the Christian Aid approach to HIV work and the Seventh Day Adventist Church has adopted SAVE as its HIV policy. SAVE has been adopted as the national HIV prevention policy in Kenya.
- *Local level advocacy.* In Malawi, two ARV distribution points were opened at district level as result of advocacy initiatives. Local chiefs also introduced by-laws discouraging early marriages for girls. Christian Aid reports that community-level advocacy in Kenya has contributed towards increased access and uptake of services, quoting the example of a partnership with a NCKK church leader leading to an increase in access to medical supplies at the Ikinu-Kiababu community health centre.

Christian Aid is aware of the challenges in monitoring and measuring the impact of its advocacy work. It has provided guidance to staff and asked them to review the progress of their advocacy work every 3-6 months using the Transparency International policy scale of development, adoption, implementation, enforcement and cultural change.

- **Verification of data sources**

The IPR sampled a key achievement from each indicator i.e.

4.1. *Distribution of malaria nets in Uganda*: The APR reported 1.2 million nets being distributed in Uganda. In fact the nets were distributed in six Dioceses through Global Fund support in 2010 prior to the PPA. This has since been corrected and communicated to DFID. The IPR reviewed the information provided by the Church of Uganda. The Church reported the nets being distributed to 542,499 households but the calculation of 1,909,964 people being reached was based on a reduced figure of 477,491 households (since the data from all households had been fully analysed) with an average occupancy of four people. Christian Aid subsequently clarified that the PPA achievement referred to the follow work with this population by village health workers with integrated health prevention messages.

4.2. *The work of religious leaders in reducing stigma in Burundi*: The APR reported on Christian Aid's support for the establishment of BUNERELA+, a network of religious leaders living with HIV. The achievements of this group are reported on in a little more detail having verified the partner's annual report.

4.3. *A campaign on health financing in Kenya*: The APR reported that Christian Aid had "facilitated and led a high-profile campaign to ensure health financing and HIV funding allocation was sustained" and that "The Ministry of Health subsequently made a u-turn on supporting the AIDS Trust Fund". DFID urged caution with regard to implied causality in their comments on the report and Christian Aid clarified that it had not made a direct causal link in the report and that it had contributed to the policy change through the work of its partner NEPHAK. President Kibaki confirmed in a press report dated 15th August that despite a scarcity of resources in Kenya the government had allocated additional funding to the national AIDS response.

The verification exercise on this Output illustrates how achievements reported in APR reports may be the result of activities or investments made prior to the PPA. It is possible there are other examples of this in the Christian Aid and other agency APR reports. The Kenya health campaign illustrates the difficulty of attribution in advocacy work especially and the need for this to be recognised in reporting.

- ***Progress in addressing DFID feedback***

DFID made a number of comments on Christian Aid reporting to this Output which included the need for greater nuance and detail in reporting achievements; inconsistency with regard to gender disaggregated data on populations reached; potential ambiguity regarding attribution and advocacy on health financing in Kenya; and interest in further information on the role of religious leaders in the health programme.

These issues were addressed in general terms in Christian Aid's response to DFID on 6th August 2012 and this report offers more detail on, for example, the reported change in Kenya government health financing policy and the role of religious leaders in Christian Aid's health work. Section 5 describes how Christian Aid intends to or should respond to for DFID's comments on disaggregated data and evidence-based reporting.

- ***Key barriers or enablers to change in people's lives or civil society***

Christian Aid's greatest achievement in this Output was to reach 3,734,444 people through its health prevention activities. The scale of the achievement is largely due to the follow up activities of village health teams to the distribution in 2010 of 1,200,000 LLITNs in Uganda and the leveraging in 2011 of 368,510 free LLITNs through the State Government from the Global Fund in

Nigeria. An income generating fund provided through PPA has been key to the success of the village health teams.

Christian Aid's positive engagement with faith leaders has been key to both its health prevention programmes and programmes to reduce HIV-related stigma. This has not been without its challenges. Christian Aid has been working with the SAVE model of reducing stigma since 2005. The SAVE model was developed by the Africa Network of Religious Leaders Living with HIV and AIDS (ANERELA+) as a more comprehensive alternative to the ABC approach. The ABC approach is the dominant model of HIV prevention programmes in Africa but which can be seen as stigmatising to people living with HIV. Christian Aid has had some success in having the SAVE approach formally adopted as a policy framework in Kenya, Nigeria and Malawi as described above. However, baseline data gathered for the PPA has highlighted some reluctance among stakeholders to move beyond the ABC approach. Christian Aid is, therefore, commissioning an evaluation of the SAVE approach which will assess the extent to which it has succeeded in changing attitudes and behaviour; influenced government approaches to HIV; and the value of working with faith leaders. A global workshop is planned for January 2013 to discuss how to take the evaluation findings forward.

4. Impact and Value for Money of PPA funding

4.1. Attributable impacts of PPA funding

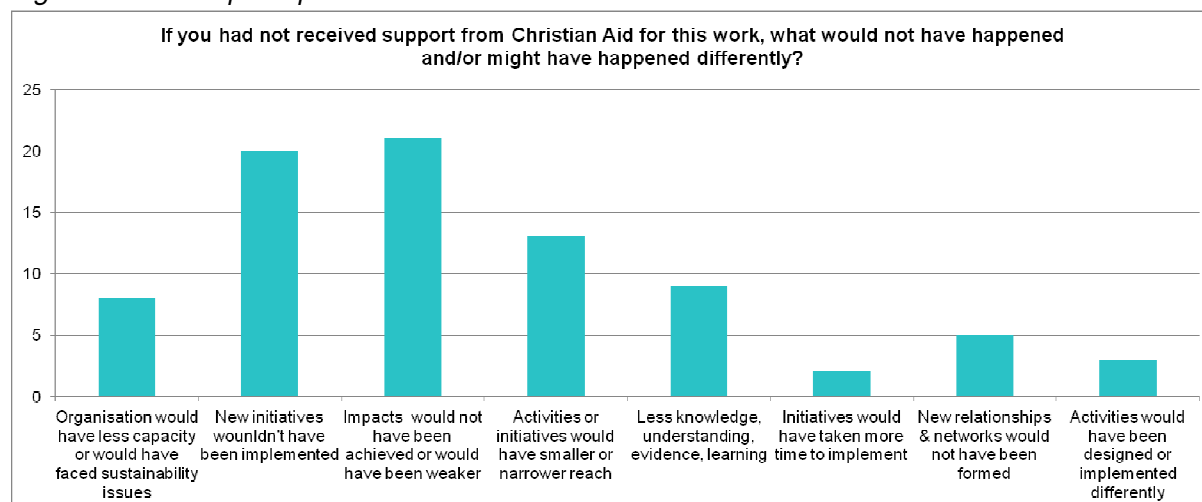
The attributable impacts of PPA funding on the programme findings above are best assessed at the level of the organisation rather than at level of each PPA for a number of reasons:

- The design and implementation of the two PPAs have been closely linked within Christian Aid and the closer integration of work across the PPAs was one of the guiding principles to support the implementation of the PPAs²⁸.
- The logframe activities in each PPA are closely associated - perhaps with the exception of the work on community health under Output 4 - and reporting across some Outputs can refer to the same set of activities.
- Christian Aid has invested in corporate resources to ensure the relevance, effectiveness and efficiency of the two PPAs. Largely the same investments have been made in the implementation of both PPAs and reporting on these separately would involve considerable repetition (as in the APR reporting.)

4.1.1. Results

As we have noted, PPA funds are internally restricted and separately accounted for in Christian Aid. This is not to say that, as a consequence, all achievements reported in the APR reports are directly attributable to PPA funds. In some cases, funding prior to the PPA and/or Christian Aid's own unrestricted funding may have contributed to the activities. However, 83% of the CSHJ PPA expenditure and 36% of the General PPA expenditure during FY2011/12 was 'special' expenditure i.e. designated as new activities that would not have been implemented without PPA funding. Evidence gathered from staff interviews and the partner survey confirms that, in addition to new activities directly funded by the PPA, Christian Aid would not have achieved the scale and impact of the programme achievements without PPA funding. The following diagram, derived from coding the qualitative data from the partner survey, provides a partner perspective on a counterfactual scenario. Partners most frequently responded that without PPA support the impact of the work in terms of changes in people's lives and/or civil society would not have been achieved or have been weaker, and that new initiatives would not have been implemented.

Figure 3: Partner perceptions of the counterfactual



4.1.2. Relevance

The targeting of Christian Aid's PPA portfolio can be assessed at three levels - the choice of countries in the PPA portfolio; the PPA target populations for PPA work at country level; and the targeting of need at community level. There is a clear statement of country selection in the Christian Aid General PPA proposal on the basis of targeting the poor and marginalised and the CSJH PPA targets countries and areas vulnerable to disasters. PPA-funded performance advisors have circulated a variety of tools to assist in identifying the poorest, most marginalised communities and members of communities - for example, baseline surveys, PVCAs, family level livelihoods plans and power mapping. Country staff commented favourably in interviews on the use of these tools - for example, in the current strategy process at country level.

The PVCA process, when genuinely participatory, ensures that the communities themselves define their areas of greatest need which are reflected in action plans. The PVCA approach can be adapted in different contexts in response to local priorities and experience which should increase its relevance. As a result not all PVCAs equally address the same issues. For example, the relevance of access to climate information for the communities involved in the PVCAs so far seems to be low compared with more urgent needs. This may change as people become aware of the usefulness of climate information. A varied picture emerged from country visits as to how far targeting is reaching the poorest and the more marginalised. The Bangladesh country programme has a strong focus on the most excluded. In Kenya, it was noted that from household surveys done for the baseline and early mid term reviews that the level of absolute poverty in Makueni is significantly lower than in other areas where Christian Aid works²⁹.

The PVCA approach seems designed to involve only a one-off planning phase. The IPR considers it important that an 'improving through learning' approach is incorporated in the approach so that issues that arise after implementation can be identified and addressed and activities remain relevant and well-targeted as the situation or the needs of beneficiaries change. This is being addressed in the forthcoming mid-term review (see Section 6)

Christian Aid's work on HIV-related stigma and advocacy on HIV/AIDS clearly targets a specific, vulnerable population. More generally its health programmes target women and vulnerable children. The work on the distribution of LLITNs has been part of systems of universal provision in poor communities but the preparatory and follow up work of partners has ensured a higher uptake of safe preventive practices benefiting the target population.

PPA support to roll out of the HAP standard (though still in its early stages) will encourage bottom-up feedback from beneficiary communities to partner organisations and their accountability to their constituencies.

4.1.3. Effectiveness

The additionality of PPA funding to Christian Aid's organisational effectiveness is particularly apparent in relationship to its contribution to enhanced learning and innovation; stronger, more effective local partnerships; and the development of a results-based, M&E system.

- *Learning and innovation*

2011/12 has been a year rich in learning for PPA staff and partners. The widespread application of baseline surveys and, more recently early-mid-term reviews, and the increased application of the PVCA process has meant that staff and partners have been on a steep 'learning curve' during the PPA period to date, many acquiring new skills and expertise in the process. These methods have also provided staff and partners with rich and extensive body of learning about the communities with which they work, which will be invaluable to delivering and communicating demonstrable changes in peoples' lives and/or civil society.

The intensity of programme learning emerging out of the PPA programmes can be illustrated by some examples from the work on community health during the period. For example:

- Christian Aid staff report that programmes have been able to scale up a more integrated approach to community health work in HIV/AIDs, malaria and other communicable diseases as a result of PPA funding - for example, the 'fruit bowl' approach in Nigeria uses malaria as an entry point to broader health and family issues.
- Christian Aid has commissioned a review of the value for money of the Kenya health programme. The review will collect data through household surveys and focus group discussions on key indicators which will be used to assess the VfM of the programme by comparing the social and economic value created for partners and communities with the level of resources invested.
- Christian Aid is commissioning a review of the effectiveness of the SAVE approach and value of working with faith leaders in health prevention work. A Community Health and HIV Global Workshop will be held in January 2013, supported by its Learning and Innovation Fund (see below), based on the commissioned research, and to strengthen an integrated approach to its health work.
- Christian Aid is increasingly adopting an advocacy approach to its health work to address the structural causes of health inequality. A workshop on health advocacy was held in Burundi in June 2012 in which staff from Kenya, Malawi, Ethiopia, Burundi, and Nigeria attended. This training will be replicated with partners.

More generally, PPA funds have been used in a variety of ways to promote learning and innovation across the PPA portfolio of countries and more broadly across the countries in which Christian Aid works. Christian Aid has used a significant proportion of PPA funds - £ 400,000 - to establish in May 2012 a Learning, Development and Innovation Fund focused on the PPA themes. The PPA funds a Donor Communications Advisor who supports a number of web-based applications including blogs and 'coffee shop' webinars with the aim of improving the quality of evidence; and to maximise impact by improving through learning.

Christian Aid made a choice³⁰ in association with PPA funding to invest heavily in sectoral learning initiatives. Christian Aid's generosity, in terms of people, resources and preparedness to

share its own learning, is highly valued by key respondents in the sector³¹. It is described as playing an 'outstanding' role in the Steering Committee for the PPA Learning Partnership since its inception till the current date³². Both Bond and DFID comment³³ that Christian Aid has made a strong leadership and technical contribution to the work of the PPA Learning Groups and has been instrumental in ensuring a close liaison between them and the Bond Effectiveness Programme (BEP). Christian Aid has played an important role in three of the four learning groups i.e.

- *Measuring Results in Empowerment & Accountability PPA Learning Group*

Christian Aid has played a major role in this learning group - for example, it initiated a process, jointly involving the PPA Learning Group, the Bond Effectiveness Programme and DFID's Evaluation Department, to draft the initial criteria for robust evidence of development results. Christian Aid also presented evidence from its programmes to the DFID Results for Change seminar organised by the group in January 2012.

- *Inclusion PPA Learning Group*

Christian Aid has contributed to this group to learn more about measuring empowerment and participation of excluded groups; promoting an enabling environment for inclusion: addressing structural barriers, social norms and ideologies; and gender and inclusion. This learning has fed into the development of its new corporate strategy *Partnership for Change* whose Strategic Objective 4, *Equality for All*, aims to promote gender equality and a more inclusive world.

- *Resilience PPA Learning Group*

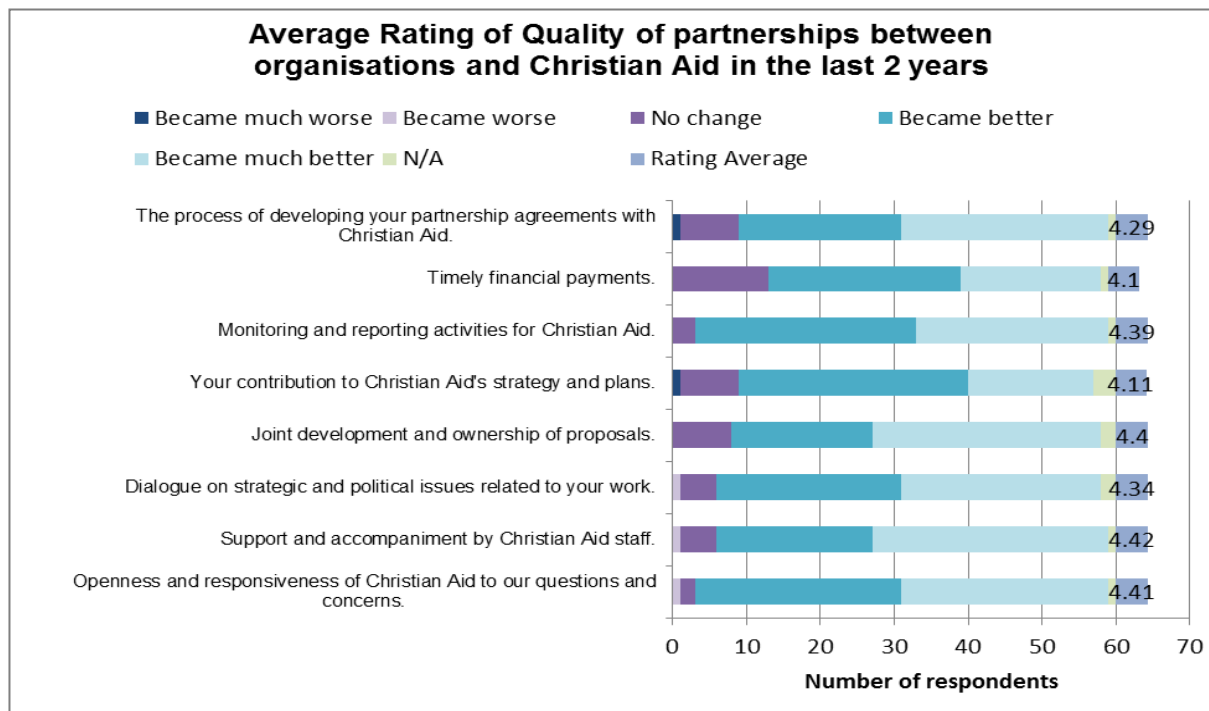
Christian Aid provided inputs into the first Output of this learning group - a good practice paper on what is new in the Resilience-building approach aiming inform DFID guidance to country programmes on how to mainstream Resilience in their portfolios.

Christian Aid has also been active in other sectoral learning networks - for example, the Bond Effectiveness Programme (BEP) and the UK Consortium on AIDS and International Development working groups, to select but two. Christian Aid was described as having a formative influence of the work of the BEP and being recognised for its generosity in sharing its own knowledge and thinking³⁴. Christian Aid is described as a leading member of the UK Consortium on AIDS that has been active and influential in its working groups and advocacy efforts³⁵. The quality of its staff participating in the Consortium was singled out for praise. Christian Aid's contribution to the Faith working group was thought to be especially valuable and its work on HIV/AIDS described as "trailblazing in the faith community"³⁶.

• *Partnership*

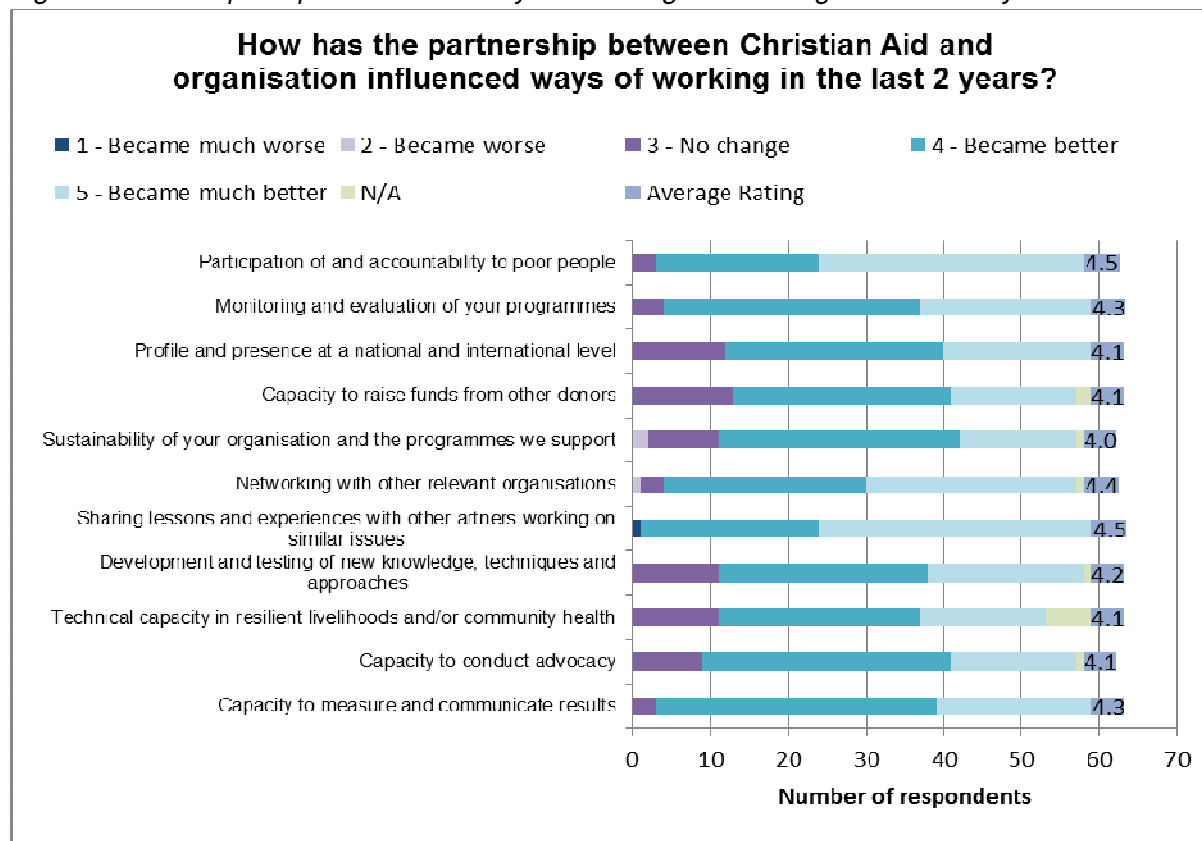
The IPR survey on partnership reveals that Christian Aid investments in partner capacity have contributed stronger, more effective partnerships. This is critically important since Christian Aid works exclusively through partners and the delivery of PPA outcomes is dependent on the effectiveness of partner organisations. Nearly 90% of respondents report that the relationship of the partner organisation with Christian Aid has become 'better' or 'much better' in key dimensions of partnership in the last two years, This was confirmed in partner workshops during country visits.

Figure 4: Partner perceptions on quality of partnership



Between 85-90% of partner organisations report also that their partnership with Christian Aid over this period has influenced their organisations' ways of working for the better or much better in several dimensions of organisational performance, as illustrated in the diagram below:

Figure 5: Partner perceptions on how ways of working have changed in last two years



Partners clearly perceive that their skills and capacity to deliver effective programmes has improved very significantly during the last two years as a result of PPA investments while seeing the quality of their partnership with Christian Aid improve.

- *M&E*

Christian Aid has strategically invested PPA funds in developing the systems and ways of working necessary to drive a results-oriented culture of performance within and beyond the countries participating in the PPA. PPA logframe targets cascade down to PDPA agreements at country level and project funding agreements with partners. A team of seven generic and specialist performance advisors have been deployed at Head Office and regional level to support and guide a results-based approach. Guidance and training has been provided to staff and partners at country level on the M&E systems and approaches required to deliver the approach.

4.1.4. Efficiency

There is evidence in support of Christian Aid's economy, efficiency, effectiveness and equity in the use of PPA funds (see Section 4.5.) although some of these indicators are organisational rather than specific to the PPAs. Christian Aid has sought to embed a VfM approach in its performance and project cycle management of PPA and other programmes.

4.2. Value for money assessment

There is prima facie evidence that Christian Aid's approach to VfM is respected within the sector. The evaluation of the previous DFID/Christian Aid PPA concluded Christian Aid provides "extremely good value for money"³⁷. DFID fed back that on the General PPA APR report that "The VfM section demonstrates that Christian Aid has a clear grasp of the concepts and where there are gaps there are plans and processes to implement and fill them."³⁸ BOND confirms that Christian Aid's thought leadership in the preparation of the BOND paper on VfM was widely appreciated in the sector³⁹. In this section we will outline the Christian Aid approach to VfM; assess the approach in terms of the four 'E's; and briefly illustrate a value chain analysis of a Christian Aid country programme.

The Christian Aid approach

Christian Aid published a position paper⁴⁰ on its approach to VfM in July 2012 which defines VfM as achieving the best results possible with the resources it has. Results can be understood as *scale* of change, *depth* of change and the extent of *inclusion*. Thus, VfM is seen as scale multiplied by depth multiplied by inclusivity, all divided by the cost in terms of money. In relation to the four Es framework, therefore, Christian Aid's approach to VfM is weighted towards *effectiveness* i.e. the results achieved for a given investment and *equity* i.e. who is included in/benefits from these results.

Christian Aid has sought to embed a VfM approach to PPA and other programmes in its performance and project cycle management. This is illustrated by the way VfM is incorporated into PROMISE, the programme management system introduced at the beginning of 2012. PROMISE requires programme staff to assess the VfM of completed projects/programmes by ascribing their degree of 'leverage' of change by using a standardised scoring mechanism. Christian Aid hopes, as the system becomes populated with data, to be able to produce comparative assessments of the VfM of projects e.g. by size and theme, prompting reflection on why differences occur. Further, by programming PROMISE to trigger responses to VfM questions Christian Aid hopes to promote cultural and behaviour change among programme staff, country

managers and senior managers in the International Division. The system is dependent on programme staff having the *ability* and *skills* to assess the relationship between cost and results and to be honest about that judgment. There will need to be a strategy for verifying and testing the accuracy of judgments made by programme staff and for discouraging people from entering inaccurate data.

Christian Aid is trying out a number of approaches to ensure the robustness of data about results and costs. These include a proposed VfM pilot study on community health in Kenya and a VfM assessment through impact assessment in Burkina Faso, although it is too early to know which of these approaches might be incorporated into a broader framework for managing VfM.

Christian Aid believes that its partnership approach presents a strong case for VfM e.g.

- Local contextual knowledge and community engagement represent value in terms of *effectiveness* and *equity* respectively
- Working with partners supports *economy* by enabling it to maintain a lighter organisational footprint and operate at lower cost by drawing upon partner expertise rather than buying its own.
- Promoting greater transparency and accountability as a HAP certified organisation helps to promote *efficiency* by ensuring the communities it works with participate in monitoring the expenditure and quality of its programmes to control costs, avoid corruption and to ensure that resources are used in the right way.

There may well be some plausibility in this line of argument. There is as yet, however, little evidence to support it though Christian Aid quotes the DEC Report on Christian Aid's efficient response through partners to the Burma Nargis emergency in support of VfM⁴¹. The evidence that exist for the VfM of Christian Aid's use of PPA funds can best be demonstrated through by an examination of the four 'E's at an organisational level.

- *Effectiveness: doing the right activities, at the right time*

Key to Christian Aid's approach to using PPA funds effectively, in addition to the incorporation of VfM in project cycle management systems, is the drive to establish results-oriented performance management of PPA programmes through a variety of systems and methods (see Section x) introduced directly as a result of PPA funding. This has redefined relationships between Head Office and country office and country office and partner organisations around measurable changes in peoples' lives and/or civil society. Christian Aid project funding agreements with partners now link resources to results.

- *Equity: doing the right activities for the right people*

In association with the PPAs Christian Aid has provided support to staff to ensure that programmes target the most marginalised communities e.g. by incorporating power and gender analyses in the development of country strategies; the use of PCVAs in community targeting; and participatory poverty analysis with local communities. This requires ongoing monitoring (see Section 6 Lessons Learned) .

- *Economy: buying at the right price*

Christian Aid project funding agreements with partners also address economy and efficiency e.g. by offering guidance on procurement standards and processes. There is evidence that Christian Aid manages economy effectively in its programme management guidance - for example:

- Providing guidance to partners on procurement rules through the Partnership Agreements e.g. thresholds for quotations and tenders and guidance on budget variances.

- Providing guidance to staff on budget preparations with partners prior to project approval
- Providing guidance and support to partners on procurement standards and rules.
- Conducting an internal audit of each country office on average every 3 years and interim audits on externally funded project e.g. by USAID or EC, with follow-up action plans.
- Requiring an independent, external audit for any partner grant over £50,000 in one financial year.
- Completing and updating the annual Risk Matrix for each project including financial risks.
- Providing guidance to staff on assessing 'big ticket' issues in partner audits.

- *Efficiency: doing activities at the right cost*

Christian Aid's approach to managing the efficiency of its PPA programmes is based on its programme management systems, supported by PROMISE. Christian Aid claims that PROMISE will simplify and streamline tasks; integrate programme and financial information; and generate monthly financial reports that will be used to track efficiency and manage risk. Senior managers will review trends across countries and assess where judgements may need to be challenged.

However, some caution should be exercised with claims for PROMISE which is still at an early stage of implementation. It has not yet been fully used to monitor the cost effectiveness of Christian Aid PPA programmes. The system has potential to help drive culture and behaviour that links results to costs but will need to be developed and monitored carefully as efficiency gains for staff are unlikely to be achieved quickly.

VfM and the value chain

Value chain analysis can be a useful tool for checking whether an organisation is achieving VfM although it is not always possible to be precise about costs and values at each step of the chain.

Box 1: A value chain analysis in Bangladesh⁴²

A brief value chain analysis was made during the Bangladesh field visit by analysing each step in the process of disbursing funds towards a set of intended results, the value of which was assessed by beneficiaries. Beneficiaries could clearly identify both the monetary and non-monetary value of the investments made by the Christian Aid partner. This was verified through focus group discussions undertaken with an independent interpreter and without partner or Christian Aid staff present. PPA funds appeared to represent good value for money in terms of effectiveness and equity. 47% of the overall PPA expenditure for that sample was targeted at some of the most marginalised people in the country at local level. Project components with monetary value included assets such as cows, improved and/or portable stoves and vegetable seeds, and specific adaptation measures such as raised plinths and compost pits using local labour. Non-monetary values of reduced anxiety, more equal households, more regular and nutritious meals and improved access to government offices were also rated highly - by women in particular. The direct and indirect support of the partner accounted for 5% and 17% respectively of overall PPA expenditure for that sample. It was less straightforward to gauge the efficiency and economy of the remaining 31% of PPA funds used by Christian Aid. Christian Aid country office capacity represented 8% of PPA expenditure, the remaining 23% representing regional or Head Office costs in support of country programmes.

The brief case study above illustrate the usefulness of a more thorough analysis of the *full* value chain, including cost centres at Head Office, Regional Offices and Country Offices, rather than only that part of the chain which focusses on how partners spend grant money. The three key questions - What was achieved? What did it cost? Was it worth it? - are as valid for Christian Aid's costs as they are for grant and partner expenditure.

Christian Aid's emphasis on effectiveness and equity tends to focus on the VfM of programme targeting and results rather than the whole value chain. While economy measures do not necessarily lead to increased effectiveness, economy and efficiency need to be looked at discretely in the value chain. Grants to partners represented 69% of total PPA expenditure in FY2011/12; the remaining 31% are largely Christian Aid costs. Christian Aid should continue to improve the quality of financial management information to provide easy-to-analyse data about Christian Aid's PPA investments in staff at Head, Regional and Country Offices and their contribution to the programme results,

5. Conclusions

5.1 Summary of achievements against evaluation criteria

- **Results**

Christian Aid has made good progress against Year 1 milestones in both PPAs, meeting or exceeding targets in most cases. The IPR confirms the plausibility of reported achievements in both PPAs although the assumptions underpinning the calculation of quantitative achievements could sometimes be made more explicit. The rolling out of 140 PVCAs (fourteen times more than anticipated) in as many communities covering a population of 491,157 in ten countries has played a pivotal role in the achievements reported in both PPAs, but particularly the CHSJ PPA.

CSHJ PPA

Christian Aid largely met or exceeded its CHSJ PPA Y1 Outcome milestones in relation to the identification of multi-stakeholder partnerships to reduce risk and respond to disaster; the identification or establishment of multi-stakeholder partnerships for DRR/Risk Management; and the training or awareness raising about DRR/CCA.

It has also largely exceeded its Y1 Output milestones in relation to the training and support to local organisations and communities in the development of DRR/CA plans; the training on and implementation of PVCAs; and the roll out of the HAP Quality and Accountability standard.

Christian Aid did not meet the Y1 milestones with regard to the number of local communities trained and informed about national disaster policies and practices and supported to develop advocacy plans for improved resilience. It attributes the underachievement in these indicators to the delay in disbursement of funds and start of programme activities. The IPR considers that the Y1 milestone for Output 4 - putting into practice, testing and evaluating a consolidated resilient livelihoods approach in one country - was not completely met by the reported achievement.

General PPA

While no outcome-level results were expected in Y1 Christian Aid reported progress in the number of marginalised producers achieving more profitable livelihoods; marginalised communities informing local/national policy on resilience or health; and the percentage of people reporting increased adoption of safe preventive health practices.

Christian Aid exceeded all Y1 Output milestones of the General PPA in relation to resilience i.e. support to marginalised producers to develop more resilient livelihoods; vulnerable communities to conduct participatory analysis of risks and to build links with climate science actors; partners/communities to conduct advocacy on resilience; and marginal and excluded groups to participate in policy processes on resilience. It also exceeded all health-related milestones i.e. people reached with health prevention programmes; people living with HIV reached through peer support groups or faith-based interventions; and partners/communities supported to conduct advocacy on health issues and rights of women, children, people living with HIV.

The most significant numeric achievement was to reach 3,763,444 people with health prevention programmes key to which was the distribution of LLITNs in Nigeria and follow up work to the distribution of nets in Uganda.

- **Relevance**

Christian Aid has provided staff with appropriate tools during the period under review to ensure that country programmes target particularly poor and marginalised populations. The IPR found the selection of countries and communities participating in PPA programmes to be generally targeted on poorer, more vulnerable populations though partner organisation choices of communities needs to be actively monitored. The responsiveness and accountability of partner organisations to the communities in which they work will be enhanced through the roll out of the HAP standard as part of the PPA..

- **Effectiveness**

The **additionality** of PPA funding to Christian Aid is more readily attributable since PPA funds are internally restricted to specific programmes. PPA funding has enable Christian Aid to scale up its activities; strengthen performance; drive learning and innovation across its programmes; and leverage additional resources.

Christian Aid has invested PPA funds to promote **learning and innovation** across and beyond the PPA portfolio of countries by, for example, establishing a Learning, Development and Innovation Fund focused on the PPA themes; and investing in improved communications, including web-based applications, to improve the quality of evidence and support improvement through learning. It is acknowledged to have made a leading contribution to PPA and sectoral learning initiatives, including the PPA Learning Partnership and Groups and the BOND Effectiveness Programme.

Christian Aid has made a major investment of PPA funds in driving a results-based approach to performance management across and beyond PPA programmes. A team of PPA generic and specialist performance advisors have developed a variety of methodological innovations in support of an improved approach to **M&E** and performance management across PPA programmes and have provided guidance and training to staff and partners on the systems and methods required to deliver the approach.

Christian Aid is responding to DFID requests for more consistent disaggregated data on reported achievements. Clear guidance was issued to country offices at the outset of the PPA on how to measure performance to Outputs and indicators, highlighting a requirement for disaggregated data in PPA reports. Christian Aid is following up on this initial guidance by introducing a detailed 'indicator tracking table' this year to help country offices measure performance to indicators. This requires all data to be disaggregated by gender and other groups of exclusion. The new system

will be trialled this year and it is hoped that it will help to ensure that all PPA reports in 2012/13 will contain comprehensive disaggregated data. Christian Aid is ultimately reliant on partner reporting in this regard and this may present some challenges for partners - for example, where the unit of analysis is the household and not the individual.

Christian Aid does not specify in its letter to DFID the steps it will take to ensure that DFID receives an appropriate level of detail to substantiate reported achievements. Programme staff have the opportunity to discuss the quality of reporting at quarterly meetings with partners. There is a tendency for PPA reports to be 'written by committee' and some 'loose' reporting might be avoided by assigning complete editorial responsibility for the reports to one person. This might also contribute to a clearer narrative emerging from a plethora of reported activities.

The introduction of a results-based performance culture in PPA programmes has involved an 'evolutionary leap' in the concept and practice of **partnership** in Christian Aid. There is evidence that this has strengthened the quality and effectiveness of Christian Aid partnerships. The partner survey revealed approximately 85-90% of partners report that their partnership with Christian Aid had improved or much improved across a variety of dimensions in the last two years as have their own ways of working in key areas such as their capacity to measure and communicate results. However, there is also some evidence from country visits that the demands of PPA requirements on staff and partners have been time consuming and may also involve some opportunity costs.

- **Efficiency**

At an organisational level there is evidence in support of Christian Aid's economy, efficiency, effectiveness and equity in the use of PPA funds. The incorporation of VfM in its programme management system offers the potential to link results to costs in relation to its programmes. The emphasis on effectiveness and equity in the Christian Aid VfM policy paper tends to focus on the VfM of programme targeting and results rather than the whole value chain although the essential elements of safeguarding economy and efficiency of its programmes are in place. Managers should review VfM at each link in the programme results chain. Clearer financial management information on Christian Aid's own cost base in relation to the PPAs may help them to monitor and manage the overall cost effectiveness of the PPAs.

At a programme level the use of the PVCA approach, which is based on previous approaches and familiar to partners, has contributed to rapid progress to the Outputs in Y1 - probably more so than, for example, the introduction of a new approach with new partners. Christian Aid has been able also to successfully leverage additional programme resources with PPA funds - for example, LLITN nets from the Global Fund in Nigeria that enabled it to scale up its health prevention activities; and the leveraging of match funding from the Belgian government through Solidarite Protestante in Burundi has enabled it to fund a further five partners.

The IPR concludes that PPA support to Christian Aid provides evidence of contributing to the outcomes of the DFID business case theory of change, as summarised below:

Table 5 : Christian Aid 'fit' with DFID business case theory of change

	Outcome	Assessment
Results	Enhanced delivery of results which provide VfM	Met or exceeded nearly all targets in first year at Output level and at outcome level in CHSJ PPA. General PPA APR reports early achievements at outcome level although no milestones set for Y1. Corporate policy paper on VfM recently published. VfM approach being embedded into performance management systems should provide evidence of

		VfM in relation to PPA results during funding period.
Learning	Enhanced generation and use of evidence to improve programming	Partners involved in PPA programme design in-country. Major investment of PPA funds in support of improved performance management and M&E methods and approaches. Partners (see survey) and staff report improved monitoring and communication of results as a result of capacity building in first year. Investment in improved internal communications to 'improve through learning'.
Leadership	Mainstreaming sector best policy and practice e.g. tools, gender, disability.	Christian Aid contribution to PPA learning groups and sectoral initiatives such as BOND Effectiveness Programme highly regarded by key respondents in sector. Leading role in promoting new thinking in the sector on measuring results, value for money and accountability. Use of PPA funds to drive results-oriented performance management in and beyond PPA programmes.
Shaping the Sector	DFID funding has multiple effect on grantee targeting and geography	PPA funds expanded scope and scale of activities e.g. massive over-achievement of target in reaching 3.8 million people through health prevention programmes. APR reports 17 cases of PPA funds leveraging £1.25 million additional donor funds 20% leverage on annual value of PPA. For example, the Church of Uganda (COUPDR) has raised £1,000,000 from the Global Fund for its malaria control programme.

The IPR considers the CHSJ and General PPA logframe assumptions to be plausible though PPA programmes are at an early stage of a results chain. Future reporting will move from activity-based reporting to reporting on outcome-related indicators further along the results chain.

5.2 Summary of achievements against rationale for PPA funding

- **Attributable impact of DFID funding**

The early results of both PPAs are directly attributable to DFID funding. The internal restriction of PPA funds and designation of 83% of CHSJ funds as 'special' funds for new activity - in particular, the roll out of PVCA processes which have contributed to several Output achievements - enable DFID funds to be linked directly to changes in the lives of poor and marginalised people and/or civil society.

In addition, Christian Aid has used PPA funds to embed a results-based approach to performance management across PPA programmes from Head Office to country office e.g. through results-based programme agreements between Head office and Country office and country office and partner organisations, and training and guidance on the measurement of results. There is evidence from country staff and partners that this has strengthened the effectiveness of partners i.e. CSOs, in meeting the needs of local communities and that learning and innovation generated through PPA funds e.g. PDPAs, PCVA, and HAP standard is being 'exported' across the organisation to potentially leverage impact beyond PPA programmes.

- **Validity of assumptions re. rationale for use of PPA funds**

CHSJ assumptions can be summarised as follows:

Table 7: CHSJ PPA assumptions

Outcome	Outputs
Multi-sectoral partnerships will lead to improved collaboration and more timely, effective emergency response,	Providing training to partners about PVCA; DRR/CA; and national local disaster policy and advocacy planning will enable local communities to better understand the causes of disasters, advocate for a more enabling environment to reduce risk, and to better prepare for and respond to disasters
This is dependent on government policy and practice being more responsive to civil society demands.	Monitoring the impact and integrating accountability into its resilience approach will enable Christian Aid monitor and report on progress and contribute to reducing disaster losses.
Alternative solutions may have to be sought in fragile states e.g. at local level.	

The assumptions of the General PPA similarly can be summarised as follows

Table 8: General PPA assumptions

Outcome	Outputs
Livelihood and health gains can be sustained through collective action and changes in government policy and practice	Household improvements are complemented by community action to reduce risk.
If risk remain within the limits of community and national adaptive capacity e.g. viz climate change global economic crises.	Support to exclude groups does not create backlash.
	Communities are motivated to respond collectively to risk and to manage resource conflict risks effectively.
	Barriers to health-seeking behaviour can be addressed .
	Local governments respond to community advocacy.

These assumptions are plausible and represent the elements of a theory of change. While there is early evidence of positive engagement with local government the responsiveness of government policy and practice to civil society advocacy may present a challenge and is less within Christian Aid's direct control.

5.3 Summary of problems and issues encountered

Christian Aid offered the IPR full cooperation and no significant problems were encountered during the review. The IPR challenges in conducting the partner survey, outlined in Section 1.2. were successfully overcome. The main problem encountered by the IPR was how best to adapt the Guidelines for the Final Report Structure to incorporate an appropriate level of analysis in a review of two PPAs in one report, avoiding unnecessary repetition.

5.4 Overall impact and value for money of PPA funding

Christian Aid has used PPA funding strategically, transparently and effectively to deliver results to logframe targets in both PPAs in its first year. It has met or exceeded almost all Y1 Output targets and reported on early evidence of outcome achievements. It has successfully rolled out a range of training and support activities to promote resilient livelihoods, disaster preparedness and advocacy and reported on 16,000 people achieving more profitable and resilient livelihoods as a result. It has massively over-achieved its target in health prevention work reaching 3.8 million in

Y1, mostly due to the distribution and follow up to LLITNs in malaria control work in Nigeria and Uganda.

Christian Aid had clear internal objectives for the use of PPA funds, key among which was to drive a results-oriented performance management culture more broadly across the organisation. There is early evidence of PPA innovations e.g. the results-oriented PDPAs with country offices, being extended beyond PPA programmes. The methods and approaches to results-based management of programmes and to measuring and communicating results provide Christian Aid with organisational assets from which to leverage additional donor funding. Furthermore, the successful adoption by Christian Aid of a robust performance management culture would enable PPA-funded innovation to leverage the impact of an organisation with a £95 million annual income rather than £7.25 million programme.

The IPR considers Christian Aid's use of PPA funds in the period under review to constitute VfM. Christian Aid demonstrates a sound approach to effectiveness, equity, efficiency and economy. Investment in embedding VfM in performance management systems should enable Christian Aid to provide evidence of VfM in relation to PPA results during the funding period. In the meantime, good quality financial management information on its own cost base in the PPA value chain would contribute to overall cost-effectiveness.

6. Lessons learned

This section summarises key learning at PPA level, as specified in the TOR, in relation to the two priority programme areas - resilient livelihoods and community health - and performance as an organisational systems priority. Lastly it considers some broader lessons for the policy environment in which Christian Aid operates and the sector as a whole.

6.1. Resilient Livelihoods

The Resilient Livelihoods Framework has almost been completed and work has started in the Kenya programme that has the potential to produce more integrated responses in support of people's livelihoods in high risk situations.

- *The Resilient Livelihoods Framework*

The development of the Resilient Livelihoods Framework (RLF) has taken longer than expected and is not finally signed off at the time of the IPR. The RLF is more than a framework defining resilience. It describes a participatory way of working with a range of stakeholders across a broad set of activities. The process has been rich and involved a great deal of work in getting people from different backgrounds to agree that the framework is valuable and to share an appreciation of the approach. All organisations are struggling with the divide between humanitarian and development work and Christian Aid has invested heavily in helping staff to see their work as fitting together under a single approach which includes an appreciation of risk. This development of the framework has probably been effective at engaging staff and a more centrally-driven approach might not have been so successful.

The RLF approach has been applied in the Kenya programme as the RLF is being finalised. This is having an impact in two ways. First, the organisation of staff work and funding flows can become more integrated and reduce the unhelpful divide between humanitarian and development work. Second, it can lead to more integrated planning and design of initiatives at community level.

- *The quality of participation in PVCA*

The main mechanism, under the CHSJ PPA in particular, for developing programme work is the PVCA. When this process is done well, in a participatory way, it leads to different types of conversation between the beneficiaries and the partner agencies. This can lead to the development of better community work and to a change in relationship between partners and people at community level. Christian Aid does not prescribe ways of working on partners and, as is to be expected, the quality of the PVCAs is variable. The skills and attitude of the facilitator rather than the tools themselves may be critical to the quality of participation in the process. The IPR was not able to observe a PVCA in action but the reports of the use of representatives raises questions about the quality of the approach in some cases. The use of representatives may be the only way of managing large numbers of participants but should normally be accompanied by exercises cross-checking with those who are being represented.

- *The importance of follow up to the PVCA process*

The training materials for the PVCA process do not include iterative revisions of plans and projects by partners and communities as standard practice. Repeated cycles of learning are typical of good participatory processes and contrast with the one-off planning event of much development project work.

The importance of repeated analyses and re-assessments of the initial PVCA process was illustrated during the IPR visit to the two communities involved in the building of dams in Makueni, Kenya. The APR and the CHSJ Changing Lives suggest that the entire population below the dam benefits from its use. This is true in that there is prolonged access to water throughout the dry season and better access to services and markets allowed by vehicles being able to reach the village. However, a Well-Being Groups exercise was conducted with members in both communities and in both cases the same basic pattern emerged. People described a small elite minority, a slightly larger middle class and a large category of poor people. The people who benefit most from the dam irrigation were said to be in the elite and small middle classes because they own and manage land below the dam. The poorest group contains people who pick beans for those in the richest category. This pattern of inequitable ownership of land and inequitable distribution of benefits is largely unsurprising. The issue of inequitable access may also apply to high-input production methods - such as the use of greenhouses and drip-irrigation - mentioned in the APR. The partner recognises the issue to be addressed and intends to work to improve the situation.

The key lesson to emerge from these observations is the need for some kind of quality assurance and follow up to PCVA processes to ensure, for example, that project initiatives continue to target and benefit the poor and marginalised. Christian Aid is aware of this and is planning a mid-term review of both PPAs between now and March 2013 to identify outcome-level changes in health status and livelihoods. Country offices will be asked to formally follow up and review the quality of the PVCA processes to ensure, for example, that market, power and conflict analyses are fully explored and gender disaggregated data available.

- *Challenges in future reporting*

The APR reports to indicators using terms such as communities, households and people e.g. “producers” or “landless”. The use of the word “community” is useful shorthand but raises the question about important disparities within communities. It can also lead to difficulties in monitoring change if not accompanied by gender and power analyses. For example, milestones such as “communities have received training” or “communities have participated in development

of plans” require data on who had received training and participated in the planning to be meaningful.

Reporting on Outputs, particularly in the CHSJ PPA, relies heavily on the completion of the PVCAs as the milestones. The integrated nature of work on resilient livelihoods means that a set of activities emerging from the PVCA process at community level may contribute to different output indicators. For example, partner activities on disaster mitigation activities, advocacy plans, and risk reduction activities associated a PVCA process with one community can be reported under CHSJ Output 1 (training on DRR/CAA plans); Output 2 (training in national/local disaster policies and practice, and training on advocacy plans to improve resilience); and Output 3 (training on participatory analyses of livelihood risks and opportunities). In these circumstances it is important that reporting to Outputs makes it clear how results are being calculated and how they relate to results elsewhere in the logframe.

6.2. Community health

- *Following through on an integrated approach*

Christian Aid’s health work is in a period of transition as it evolves from stand-alone HIV programmes towards a more integrated approach to community health programming and a fresh approach to engagement with government at all levels. This is clearly a move in the right direction and is supported by staff and partners. There remain, however, a number of challenges to Christian Aid achieving its vision of integrated community health programming.

For example, from the Nigeria country visit there is evidence of significant gender imbalance among community agents that may restrict the ability of community agents to elicit and address the health information needs of poor rural women. There is also some evidence from visits to communities that community agents’ engagement with communities on health issues remains quite segmented e.g. on malaria control or HIV awareness, and more thought is needed as to how to operationalise a demand-led, integrated approach to community health. This raises the question how partners and community agents adapt their approach as their understanding the community health needs evolves. Christian Aid should continue to closely monitor and support the work of partners and community agents to ensure that new way of working are embedded.

Christian Aid’s approach to community health is focused primarily on the demand side i.e. supporting poor and marginalised communities to identify and communicate their health priorities to service providers, and assert their right to health services. A review of the literature confirms that work on the demand side is likely to lead to frustration on all sides if not accompanied by work on the supply side. The challenge remains for Christian Aid on how to work with local health service providers in order to improve the availability of basic health services that meet the needs of poor communities.

The above highlights the usefulness of a ‘theory of change’ for its work in the health sector to help both Christian Aid and partners clarify the ‘intervention logic’ of their programmes - for example, in relation to community engagement with local government or national -level advocacy on health issues e.g. the Anti-Discrimination Bill in Nigeria. Work on this is currently being undertaken in Nigeria in line with the strategy development process (see Section 6.3).

- *Working with religious leaders to influence behaviour and change*

Christian Aid’s work with religious leaders in challenging HIV stigma is innovative. It has considerable potential to influence public attitudes and behaviour towards people living with HIV

particularly in the Africa continent. Working through religious leaders is potentially a distinctive competence of Christian Aid although this approach has not been without its challenges. The research that Christian Aid has commissioned into the effectiveness of its SAVE approach and work with religious leaders is welcome.

It was frequently commented that the potential influence of the Church in raising awareness of and influencing change in health issues is potentially very great but that there is still work to be done to convert the Church in Africa to a 'development agenda'. Christian Aid might benefit from a more explicit strategy of engagement with the Anglican Church at all levels in Africa on health issues

6.3. Performance

Christian Aid has strategically invested PPA funds in developing the systems and ways of working necessary to drive a results-oriented culture of performance within and beyond the countries participating in the PPA. PPA logframe targets cascade down to PDPA agreements at country level and project funding agreements with partners. A team of seven generic and specialist performance advisors have been deployed at Head Office and regional level to support and guide a results-based approach. Guidance and training has been provided to staff and partners at country level on the M&E systems and approaches required to deliver the approach.

- *Partnership and performance management*

Partners and staff almost universally welcome Christian Aid's capacity building investments in their ability to monitor and report on the results of their interventions more effectively. The more 'tough minded' approach of Christian Aid to partnership seems to have increased rather than decreased the value in which partners hold their relationship to Christian Aid. The partner survey revealed that partners feel that their skills and capacity to deliver effective programmes have improved very significantly during the last two years while seeing the quality of their partnership with Christian Aid improve also. This was confirmed in partner workshops during country visits. This is a very encouraging picture for Christian Aid since it operates exclusively through partners and is only as effective as are its partners. It is worth noting that the development of a partnership policy and partnership strategy with metrics is part of the draft Operational Plan (2103-16) of the International Department.

- *Partner effectiveness: a key link in the results chain*

A potential risk of a results-based focus is that Christian Aid's M&E systems become exclusively focused with programme outcomes at the expense of the organisational effectiveness of partners. Christian Aid through the PPAs has introduced a new set of expectations regarding partner performance but believes "*an enabling, accompanying approach, albeit with a firm focus on results, is more appropriate, legitimate and effective than imposing templates etc.*"⁴³ with regard to the M&E of partner activities. The effectiveness of partners is a critical link in the programme results chain and the partner survey (see p43) provides clear evidence of partners perceiving their ways of working in key areas e.g. measuring and communicating results, to have significantly improved during the PPA period. However, as PPA programme activities develop further along the results chain, it raises the issue of how Christian Aid will systematically monitor and support partners' capacity to deliver programme outcomes.

- *PROMISE: potential yet unfulfilled*

Christian Aid reports refer to the recent introduction of a new management information system, PROMISE, as an important contribution to embedding a culture of performance management.

PROMISE has the capability to improve the M&E of PPA programmes in a number of ways. It may make information storage, retrieval and analysis quicker. Data can be aggregated and compared across fields since information and reports are stored in fields; and a filtering system enables information to be viewed in different ways e.g. by strategic objectives; and ranking/rating scales in some datasets.

However, some caution should be exercised in over-claiming the potential of PROMISE. It is still in its early stages and has yet to translate into improved performance. The user interface is less than friendly and may discourage the uptake of the system. Less than full compliance with data entry will undermine the integrity of data. There are some data gaps due to problems in the migration of data between different systems. Subjective rating systems e.g. on project leverage of VfM, run the risk of bias and require both experienced staff and peer review systems to work effectively. It would be useful to test and communicate the use of key dashboard data that contribute to enhanced performance and communicate to managers and programme staff to encourage the uptake and use of the system across the International Department.

- *From Output to Outcome indicators*

The Output indicators of the logframes of both PPAs are activity indicators in the first step of a results chain. Interestingly some country programmes retain logframes with indicators that are further along a results chain. As PPA programmes develop, activity indicators alone will no longer reflect what Christian Aid would choose as a measure of its programme achievements. For example, the measure of achievement in malaria prevention will evolve from distribution of nets; to percentage of women and children sleeping under nets; and reduction in the prevalence of malaria. Revisions of logframe indicators are not appropriate but country programmes would benefit in the remainder of the PPA period from having clear theories of change underpinning their programme interventions in order to monitor and report to appropriate indicators. This will be assisted by country offices, as part of their strategy development process, currently developing theories of change in relation to the corporate strategic change objectives relevant to their context.

- *An evolving role for PPA advisors*

The contribution of generic and specialist PPA advisors in supporting the development of a performance-based approach to managing the PPAs has been very significant. PPA advisors have been instrumental in developing methods and guidelines, and in training staff in a new culture of performance management. However, their role is beginning to change as PPA activities are implemented and the focus moves from activity-based to outcome-related management.

There is some evidence to suggest from country visits⁴⁴ that staff would benefit from and appreciate closer 'accompaniment' and more 'face to face' support from PPA advisory staff in implementing new approaches and in monitoring and communicating results. Christian Aid country management and support structures are complex to 'navigate' and may not facilitate demand-driven use of the advisory support available. The question was raised during country visits that their role could be more effective were they deployed closer to the point of delivery at country level. A systematic value-chain analysis of Christian Aids inward investments in performance management would provide a better assessment of their cost-effectiveness.

- *The early-mid-term review: implications for the future*

All countries receiving PPA funds were required to conduct baseline surveys. Although Christian Aid supplied some technical guidance there was not a formalised methodological framework or research strategy to guide each country's efforts. As a result each country was able to adapt its

approach to its own context although countries in receipt of CHSJ funds generally deployed the PCVA approach to gather baseline data.

Christian Aid also identified a representative sample of six countries in receipt of General PPA funding to update baseline data at an “early mid-term” stage in mid 2012. The original intention was that all six countries would attempt data collection from comparison groups providing a more robust, up-to-date body of evidence for the IPR. Christian Aid ‘requested’ the use of comparison groups in the early mid-term exercise but, in the absence of more formalised, methodological guidance, only three of the six countries gathered data from both comparison and intervention groups.

The IPR team reviewed the baseline studies and ‘Early Mid-term Reviews’ (EMTR) of three of these countries during country visits - Bangladesh, Kenya and Nigeria - the last two of which included data from comparison groups. The aim was to assess the quality of the reports as the basis for a comparison between start and mid-point data and to identify any lessons learned in the process with regard to improved practice; costs involved; monitoring and evaluation benefits; and the practicalities and ethics of such an exercise.

Country staff report that the establishment of baseline data for their programmes as one of the most important direct benefits for their programmes, being a necessary and important first step to delivering a commitment to focusing on impact in terms results and changes in the lives of the poor and marginalised. While the EMTRs provides some interesting data, the IPR team is doubtful that the quasi-experimental approach of the EMTR, involving comparison groups, was appropriate at such an early stage in the programme cycle e.g.

- Data was gathered less than 12 months after the baseline - too soon for any outcome results to be expected.
- Much of the literature suggests that such an approach is necessary only at baseline and end-of-project.
- It is doubtful whether the exercise represents value for money in terms of costs (a minimum of £30,000 for baseline and EMTR in Nigeria) and opportunity costs.
- Methodological limitations e.g. re. the selection of control groups and use of high level indicators, enables the reviews to demonstrate indicative effects rather than proof.

Christian Aid should update baseline exercises at the end of the programme only in those countries where the initial baseline survey has been conducted with sufficient quality. Alternative methodologies might be considered e.g. PLA techniques, scorecards, most significant change, outcome mapping etc. in which contribution analysis might also be considered. Sampling could still be used at country level to arrive at an estimate of how many people have benefited from PPA support, thereby feeding into aggregate figures for the PPAs.

Similarly, an initial analysis suggests that comparison group methodologies were not implemented with sufficient consistency of quality at the baseline to justify the expense of replication. The use of comparison groups is not required for reporting to PPA logframes. Christian Aid has already generated much learning around the use of comparison groups through this exercise which should feed into wider debates around the use of such methodologies.

6.4. Broader policy environment

Christian Aid provides an example of strategic use of PPA funds to leverage broader organisational change and to scale up impact of resulting change from an annual PPA budget of £7.5 million to Christian Aid’s overall budget of £95 million. It shows how a results-based agenda

can be embraced rather than resisted by country staff and partners, if seen as enhancing their effectiveness. This further contributes to sustainability by embedding monitoring and reporting systems in partners that are attractive to other donors. Christian Aid also demonstrates how the inclusion of contribution to learning in the sector in the Evaluation strategy encourages active and generous engagement with PPA Learning Groups and sectoral initiatives such as BEP.

7. Recommendations

Resilient Livelihoods

1. Examine a sample of the PVCAs carried out in PPA countries as part of the Mid-Term Review to assess how well they conform to the RL Framework and to good participatory processes.
2. Explore with partners ways of using simple participatory methods e.g. well-being exercises, to monitor changes in livelihoods and to appreciate risks.
3. Use locally valid theories of change to help with more accurate observations of impact that can be transferred to the PPA reporting.

Community health

4. Provide close monitoring and support to partners in the operationalization of the transition to a more integrated approach to community health - in particular, focus of the gender balance of community agents and their capacity to identify and respond to health needs outside of malaria control and HIV awareness.
5. Apply a theory of change approach to help to clarify partner engagement with local, state and national government in support of both national-level advocacy work and community health work.
6. Review how the governance programme links to the community health programme to ensure that work with 'duty bearers' and the supply side of health services are incorporated into community health work.
7. Reappraise the approach to working with religious leaders in light of the research on the SAVE approach and role of religious leaders in the reduction of stigma, and subsequent conference in January 2013.
8. Consider how best to strengthen alliances at all levels of the Anglican and other Christian Churches to promote an agenda for social development within the Church in Africa.

Performance

9. Assign complete editorial responsibility for PPA reports to one person.
10. Monitor and report on the recruitment and retention of key programme staff in recognition of their key role in helping to deliver programme outcomes.
11. Test and communicate the use of key dashboard data from PROMISE that contribute to enhanced performance and communicate to managers and programme staff to encourage the uptake and use of the system across the International Department.

12. Consider how partner capacity to deliver programme outcomes can be more systematically monitored through e.g. organisational assessment methodologies, partner review meetings, or partner surveys.
13. Review processes, protocols, and possibly deployment, of performance advisors in consultation with country offices to ensure maximum use and usefulness of support staff to the implementation of the PPAs.
14. Use targeted pieces of quantitative and qualitative research, rather than quasi-experimental reviews, to monitor progress and identify lessons with a view to improving performance in the course of PPA.

Value for Money

15. Consider introducing a system of peer review of programmes that score themselves as high VfM - for the purposes both of learning and verification.
16. Consider how to provide evidence in support of the VfM of a partnership approach.
17. Expand the role of Programme Finance Officer in all country offices to support partners financial management processes and ensure that the financial information received by Christian Aid is correct and is analysed in relation to the for 'E's.
18. Adopt an approach to VfM analysis and reporting across the whole value chain. In association with this:
 - Continue to improve the quality of financial management information available to managers on PPA staff and OTC costs.
 - Investigate whether there is a cost-efficient way that PPA expenditures can be linked to logframe Outputs.

¹ Evaluation Manager PPA and GPAF : Evaluation Strategy February 2012

² Global arrangements for managing the PPA to maximise value for Christian Aid, October 2011

³ Interview with senior manager at ICH , July 2012

⁴ Global arrangements for managing the PPA to maximise value for Christian Aid, October 2011

⁵ Interviews with Christian Aid senior managers

⁶ DFID feedback letters on Christian Aid APR reports on 5th July 2012 (CSHJ) and 4th July 2012(General)

⁷ Inception meeting 12 July 2012

⁸ Economy, Efficiency, Effectiveness and Equity as set out in the Independent Commission on Aid Impact report '*Approach to Effectiveness and Value for Money*', November 2011.

⁹ Correspondence with Christian Aid staff

¹⁰ Sally Golding, Review of Advocacy Components of PVCA Reports, June 2012.

¹¹ Interview with staff of CSSMKE.

¹² Interview with DFID climate change advisor, Nairobi, 24 August, 2012.

¹³ Letter from DFID, 5 July 2012, paragraph 5.

¹⁴ Letter from Christian Aid, 31 July 2012

¹⁵ (*ibid.*)

¹⁶ The Hyogo Framework for Action (HFA) sets out to coordinate the actions of governments and international agencies to reduce substantially disaster losses by 2015 by building the resilience of nations and communities to disasters. It outlines five priorities for action and offers guiding principles and practical means for achieving disaster resilience.

¹⁷ Telephone interview with Christian Aid staff , 17/9/12.

¹⁸ Email from Christian Aid, 24/9/12.

¹⁹ Kenya aide memoire

²⁰ Interview with Ethiopia Country Manager who noted that a local government official approved of NGOs being seen as accountable and that this helps introduce a discussion about government accountability

²¹ IPR Kenya Aide Memoire, paragraph 36.

²² IPR Bangladesh Aide Memoire, paras 40 and 64.

²³ The Kenya aide-memoire records a discussion with Christian Aid staff on the difference between production and productivity.

²⁴ General PPA APR report p3

²⁵ PVCA Baseline Review Day report, April 2012.

²⁶ <http://phys.org/news/2011-08-glaciers-climate-bolivia.html>

²⁷ In the Revised logframe July 2012, the revised baseline figure is 5; in the explanatory note the revised baseline figure is 6.

²⁸ Global arrangements for managing the PPA to maximise value for Christian Aid, October 2011

²⁹ For example: in the Mid-Term Review survey 70% of respondents in Makueni said they had had three meals on the previous day in contrast to 26% in Moyale.

³⁰ Global arrangements for managing the PPA to maximise value for Christian Aid, October 2011

³¹ Interviews with BOND and Mango

³² Interview with DFID PPA Learning and Knowledge Advisor, DFID

³³ *ibid*

³⁴ Interview with Project Manager, BEP

³⁵ Interview with HIV/AIDS Alliance

³⁶ Interview with HIV/AIDS Alliance

³⁷ *Evaluation of DFID-Christian PPA: Final Report* p2 IODPARC November 2010

³⁸ DFID letter to Christian Aid July 2012

³⁹ Interview with Project Manager of BEP

⁴⁰ *'How Christian Aid assesses value for money in its programmes'*,

⁴¹ *'How Christian Aid assesses value for money in its programmes'*, p3

⁴² See Bangladesh Aide Memoire

⁴³ Staff comment on first draft report, October 2012

⁴⁴ See Bangladesh Aide Memoire p10