

CAFOD Management Response to DEC Ebola Response Program Phase 1 and 2 Evaluation (November 2016).

Overview

CAFOD is committed to improving the quality and accountability of its humanitarian programmes. As part of its accountability to the DEC, CAFOD conducted an external evaluation of its Phase 1 and 2 DEC funded Ebola response work. The purpose of this evaluation was to:

- Assess the extent to which the programme objectives were achieved.
- Facilitate self-analysis of overarching lessons learned.
- Make recommendations that will influence future interventions of CAFOD and our partners in Sierra Leone as well as other countries, and guide future humanitarian strategy.

This was an external evaluation that went through a competitive bidding process. The intended users of this evaluation are: CAFOD, CAFOD's implementing partners (Trócaire - AJLC/KADDRO, Caritas Kenema, and Street Child), DEC and the Humanitarian community in Sierra Leone.

As CAFOD is a partnership agency, the evaluation primarily focussed on the work of CAFOD's implementing partners Street Child, Trocaire – AJLC/KADDRO and Caritas Kenema. The evaluation lasted for a period of thirty days and included travel to project areas (Kailahun, Kenema and Kambia).

Overall response

CAFOD was generally pleased with the evaluation and believes it reflects the strong work conducted by our implementing partners. The findings complement an earlier piece of research work on the role of faith leaders¹.

It was disappointing to read that one of our partners was not forthcoming in providing information to the evaluators. This was brought to CAFOD's attention at the time and we engaged the partner to ensure the relevant information was made available. In future, we will ensure all implementing partners are clear on their responsibility to provide relevant information to evaluators in a timely manner.

Whilst CAFOD agrees with the key evaluation recommendations, we would have liked some more concrete suggestions. Many of the recommendations endorse our programmatic approach and suggest we continue in this way. Whilst this is welcomed, we would have liked to have seen some more constructive recommendations which we could use to improve our programming or operational support in future responses. We would have also like to have seen some specific recommendations for each of our implementing partners but appreciate that this would have required additional time and length of report.

Details of how CAFOD will action the recommendations can be found in the table below.

¹ Keeping the Faith: the role of Faith Leaders in the Ebola Response.

Response to specific evaluation recommendations – (this can be adapted as appropriate e.g. priority level might not be necessary, nor the distinction between CAFOD and partner)

	Evaluation recommendations	Do we accept, partially accept or reject the recommendation?	Reasons for response	Priority level	Actions to be taken	Who is responsible for doing it	Who is accountable for ensuring action takes place	Timeframe
CAFOD specific	CAFOD and its partner organizations should continue the coordination, harmonization and cross-fertilization of ideas which have resulted in building of relationship and understanding among partner organizations. This had served as the platform for sharing useful information, knowledge and skills on project planning, implementation and monitoring. Open communication between CAFOD and partner's on project activities and the monitoring of the project has the potential to foster	We accept this recommendation	This approach brought a lot of value to the programme as it created the platform for peer reflection and learning. This initiative should be sustain to foster better coordination and integration	High priority	CAFOD will ensure that partner quarterly review meetings and partnership review platforms are established to discuss key programme achievements, challenges, recommendations and lessons learnt. This will encourage participation, ownership and sustainability.	Programme Officers	Programme Manager	By end of 2017

	<p>accountability and transparency in programmatic activities much required for development results</p>							
	<p>The evaluation recommends that CAFOD and partners continue to utilize the structures established (FBL, CWCs, Women's Groups) in the communities during program implementation. The advantage is that these structures are very familiar with CAFOD principles and values and are in a better position to deliver on future related programs</p>	<p>We accept this recommendation</p>	<p>CAFOD will continue to engage with the same partners who implemented the DEC project specifically in Kambia and Kenema districts and in some cases in the same communities making sure that there is ongoing engagement with the community structures that have already formed</p>	<p>High</p>	<p>CAFOD will be more focused in its community selection making sure that present operational communities and beneficiaries' are targeted over a long period of time to enhance sustainability and impact</p>	<p>Programme Manager</p>	<p>Country Representative</p>	<p>Dec 2017</p>
	<p>There is need for the recruitment of an M&E Specialist/Officer charged with the responsibility of undertaking periodic</p>	<p>We partially accept</p>	<p>Monitoring and Evaluation is embedded into the responsibility of all Programme Officers. CAFOD</p>	<p>High</p>	<p>Tools are going to be developed by the Programme Manager with support from the Country Representative.</p>	<p>Programme Officers</p>	<p>Programme Manager</p>	<p>Ongoing</p>

	<p>and regular on the spot check on program activities and sites in the field. The evaluation found that the aspect of monitoring was weak and the burden was all on the Emergency Program Manager at CAFOD who had other responsibilities to carry out. This led to monitoring challenges and addressing emerging issues from the field late.</p>		<p>is also investing into M & E by setting up the appropriate systems for data collection, analysis, and documentation. There will be periodic reviews of the ME&E systems to make sure it is relevant to the needs of ongoing programmes. Staff will be trained in the use of designed M&E tools and systems to ensure that we have an effective monitoring and evaluation system in place</p>		<p>Trainings will be conducted for both staff and partners in M & E. CAFOD will periodically review its M&E functions/systems to ensure that they remain fit for purpose.</p>			
	<p>Future programs should continue to ingratiate and leverage women and empower them with the necessary tools, skills</p>	<p>We accept</p>	<p>We recognise that women are one of the most vulnerable and marginalised groups and that gender</p>	<p>High</p>	<p>Program design and intervention will focus more on women, providing the necessary skills and knowledge to them and</p>	<p>Programme Officers</p>	<p>Programme Manager</p>	<p>Ongoing</p>

	and financial wherewithal to ensure that their socio-economic status is elevated. This is crucial for engendering women empowerment, a flagship in modern development discourse		inequality accelerate poverty. As a result, it is very clear in the country strategic plan that women are one of our primary targets and we will continue to work closely with them, investing in their capacity with the aim of empowering women to be self-reliant		accompanying them to be self-reliant. All programme interventions will be engendered			
	Future programming should emphasize on agricultural productivity, agrobusiness, skills trainings, which are the mainstay of vulnerable people in rural communities	We accept	CAFOD 2016 - 2021 strategic plan has food and livelihood security as a key thematic focus intervention and CAFOD will be working on issues of value chain in the agricultural sector and the service industry.	High	There are already ongoing programme with key focus on micro-enterprises development, food security and Livelihoods. This efforts will be consolidated with greater community participation to ensure ownership	Programme Manager	Country Representative	Ongoing