



# Evaluation of the Christian Aid - DFID Partnership Programme Agreement

## Final Report

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Prepared for //Christian Aid

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# Acronyms

CSO	Civil Society Organisation
DFID	Department for International Development
EAA	Ecumenical Advocacy Alliance
EBRD	European Bank for Reconstruction and Development
FBO	Faith Based Organisation
HIV	Human Immunodeficiency Virus
HR	Human Resources
LAC	Latin America and Caribbean
LIME	Longitudinal Approaches to Impact Assessment
NGO	Non Governmental Organisation
OVC	Orphans and Vulnerable children
PLWHIV	People Living with Human Immunodeficiency Virus
PPA	Partnership Programme Agreement
PRU	Planning & Reporting Unit
SAVE	Safer practices, Access to Treatment, Voluntary Counselling and Testing and Empowerment
SO	Strategic Objectives
WB	World Bank
WIGs	Wildly Important Goals

# Section 1 - Summary of Findings

The objective of this evaluation is to evaluate how far Christian Aid has gone towards achieving the mutually agreed outcomes in the Partnership Programme Agreement (PPA) performance framework and illustrate impact on people, policy processes or towards breaking down structural processes that result in exclusion or inequality. It aims to examine the extent to which DFID's investment in Christian Aid through the PPA Agreement has represented value for money and highlight some key points of learning.

The evaluation team have used a combination of primary and secondary data collection methods.

## Progress made against the PPA Purpose and Strategic Objectives

Christian Aid is contributing to building the movement for global justice through its advocacy and work with partners. There is also evidence that through its partners it has had some impact on the lives of poor communities. An assessment of progress against the Strategic Objectives and evidence of impact have been outlined below.

**1.1 Progress against Strategic Objective 1, 2 and 3:** Those most affected by and vulnerable to HIV have their rights understood and promoted, knowledge and understanding about HIV as a global poverty issue increased amongst church and interfaith networks and Faith leaders and networks providing evidence based, non stigmatizing leadership in HIV at global and local levels.

- The INERELA+ membership and number of HIV friendly faith communities is increasing
- Work on training faith leaders, providing advice on HIV policy and promoting the use of the SAVE approach has contributed to increasing knowledge, understanding and non stigmatizing leadership on HIV.
- The number of PLWHIV and OVCs who have receive protection and support from Christian Aid partner organisations has increased
- Evidence of influencing policy processes, and structural change

*The overall assessment is that strategic objectives 1-3 are likely to be achieved.* This is also the position given in the 2009/10 Self-Assessment by Christian Aid.

**1.2 Progress against Strategic Objective 4:** Partners in the South supported to understand, analyse and adapt their work to respond to climate change.

- Country level analysis conducted 13 countries
- Analysis has been used to inform design in over 10 countries
- Evidence of community adaptation and resilience in 13 focus countries

*The overall assessment is that this strategic objective will be achieved.* This is also the position given in the 2009/10 Self-Assessment by Christian Aid.

**1.3 Progress against Strategic Objective 5:** Advocacy undertaken for an international agreement on climate change that is capable of holding temperature increases below 2 degrees Celsius and preserves the right to sustainable and dignified levels of development for poor people

- Advocacy has been undertaken (Countdown to Copenhagen) and capacity has been increased amongst partners and NGOs. Toolkits distributed and used by APRODEV partners
- Change in discourse for 5 government ("Greenhouse Development Rights")

*The overall assessment is that this strategic objective is likely to be achieved.* This is in line with Self-Assessment expectations.

**1.4 Progress against Strategic Objective 6:** Poor people and their organisations supported to hold decision-makers to account and claim their rights to the resources and assets essential for a secure livelihood

- Examples of communities with increased access to and control over natural resources include: market access in Nicaragua, access to land in occupied Palestinian territories, access to water in Kenya

- Examples of organisations holding decision makers to account include: tax lobbying in Brazil, security access to land in Colombia, livestock vaccination in Iraq

*The overall assessment is that this strategic objective will be achieved.* This is in line with Self-Assessment expectations.

**1.5 Progress against Strategic Objective 7:** Thousands of new supporters participating in the movement for global justice

- The number of registered Christian Aid volunteer teachers increased
- Number of campaigners providing support to Christian Aid's tax campaign has increased
- Number of church partnerships has increased

*The overall assessment is that this strategic objective is likely to partially be achieved.* This is partly due to the ambitious targets set in the PPA.

*Gender and Social Exclusion*

Consideration of gender and social exclusion is implicit in the approach to tackle poverty and the systems that create it, and is evident in the corporate strategic documentations and the PPA objectives. Christian Aid has in place appropriate internal mechanisms to ensure that gender stays on the agenda. Consideration of gender is evident in planning documents, and also in some reporting. Understanding whether this translates into development outcomes for men, women and other social groups where appropriate will help give an insight into the extent to what works and for whom. In the period under review, Christian Aid did not have the management information systems in place to collate this information systematically at a corporate level.

*Organisational Development*

The PPA has provided Christian Aid with the space and financial backing to develop some of its internal systems to make it a more effective organisation; it also gives it space to innovate, reflect and focus on improving its performance. The value of this should not be underestimated.

It was hoped that PPAs would provide greater direct exchange between DFID and Christian Aid and also with other PPA partners and that might feed into policy and programme design. This hasn't materialised though the Latin America PPA has provided benefits in this area.

Christian Aid's country programmes themselves seem to be well aligned with the corporate strategy, and although they vary in capacity, broadly speaking they are on message and in line with Christian Aid's approach.

*Value for Money*

Christian Aid understands its business model well and in terms of fiduciary risk this is minimal. Christian Aid understands its cash flow and capital requirements and is quick to act if there are any challenges – this is best illustrated by the recent restructuring process at headquarters which was done quickly and in response to concerns over a drop in funding. In terms of understanding how much should be paid for people and resources Christian Aid is a model of good NGO cost management.

Christian Aid in the view evaluators does provide extremely good value for money; however this is hard to 'objectively' assess because of the difficulty in seeing the 'return' on the investment made. Christian Aid has a sophisticated business like approach to managing 'inputs' and resources and knows where its money goes and how to manage costs; the main difficulty though is in aggregating the impact of its work (so its return) in a way which reflects the powerful, coherent model of change and the value that understanding provides.

The 'returns' that DFID have received (and can expect to receive) in terms of delivery against specified objectives have been high with most being 'expected to be achieved or 'likely to be achieved'. Christian Aid have also proactively worked with DFID to adapt their outcomes and indicators in response to feedback and to focus more on impact; this also illustrates a return in 'partnership working' as well as focusing purely on a contractor supplier relationship based on 'activities delivered'.

The main area for concern though in 'value for money' does concern the time taken to implement the new PROMISE information management system. Christian Aid has put a lot of effort into developing its monitoring

and evaluation systems, however, there is as yet no comprehensive way to aggregate impact information and systems do feel as though they have been on hold for a number of years as an aggregated system is developed.

Christian Aid has a strong partnership model. As is so often the case this strength can also be a weakness unless managed effectively, as Christian Aid is dependent on the effective performance of its partners – and also ensuring that they provide value for money. In order to maximise its impact this is a key area that Christian Aid needs to better understand at all levels of the organisation. There are a number of excellent planning and management tools which flow down to a country level, but performance and reporting does seem to vary to quite a degree from country to country

### *Lessons Learned*

Our overall assessment though is that Christian Aid has become an effective learning organisation. Christian has used the lessons learned as outlined in the PPA self assessment to inform how they go about their business.

Christian Aid's approach to development demonstrates that they have considered deeply both the cause and effects of poverty and that these often lie in structural exclusion. This is clearly articulated in a 'model of change' which highlights what it is trying to do, why and how this should feed systematically into the design of its programmes; what is much harder for an external evaluator to see is how impact is recorded beyond a local level in a way that is coherent with that model. We suggest a more comprehensive impact framework which shows 'results' based on shifts in power. This would need further development if Christian Aid (and any future PPA framework) is to fully assess, and present, the impact, contribution or difference it really makes in structural and power focused change.

### *Building Support for Development*

Christian Aid's Advocacy and communication work is highly polished and professional. Its policy statements are clear and insightful and fully reflect the coherent understanding of who they are and what they do. Despite the clarity of Christian Aid's identity, attribution of impact is perhaps harder to see, though this is not surprising; however Climate Change advocacy work as an example is clearly respected and Christian Aid are seen to be playing a major role in taking in taking this forward

# Section 2: Introduction and Methodology

The objective of this evaluation is to evaluate how far Christian Aid has gone towards achieving the mutually agreed outcomes in the PPA performance framework and illustrate impact on people, policy processes or towards breaking down structural that result in exclusion or inequality. It aims to examine the extent to which DFID’s investment in Christian Aid through the PPA Agreement has represented value for money and highlight some key points of learning.

## 2.1 History of Christian Aid’s PPA

This is Christian Aid’s third PPA and runs from 2008 - 2011. The first was agreed in March 2001, and the second ran from 2005 – 2008. PPAs are core, unrestricted funding but have themselves evolved in recent years with an increased focus on identifying a clear set of outcomes which the PPA holders will deliver as evidence of their effective use of PPA funding. There have also been additional PPA funding streams and in 2008 Christian Aid was one of 13 NGOs working in Latin America awarded an additional £1.4 million, and in 2009 an extra £1 million over 2 years was allocated to work on HIV and stigma.

Table 1: the total income Christian Aid has received in this PPA funding period

	2008/9	2009/10	2010/11
PPA	4,080,000	4,240,000	4,400,000
PPA Latin America and Caribbean (from 2005)	1,100,000	1,100,000	1,100,000
PPA Latin America (from 2008)	400,000	500,000	500,000
PPA HIV (from 2008)		500,000	500,000

## 2.2 Methodology

The methodology for this evaluation is drawn from the Terms of Reference included in Annex 1. It is a ‘light touch’ evaluation which primarily involves a review of Christian Aid’s progress in delivering against the strategic objectives outlined in the PPA agreement. However, given that the PPA is core funding we have aimed to both look at the ‘results’ those objectives represent and yet also assess the whole organisation as the ‘machine’ that will deliver those results. In this way we can maintain an approach which is consistent with the funding instrument being used yet focused on the expected outputs and outcomes agreed in the PPA itself. The scope of the evaluation is limited in that we only have 30 days to undertake the work so the team have by necessity had to focus on particular activities and make sometimes rather broad generalizations. A number of our findings have by necessity based on secondary data and the team accepts that there are some areas we which have not been able to look at.

We also had to be pragmatic about the amount of detail we could go into given that we were assessing 7 strategic objectives, across a large number of countries, partnerships and projects. We therefore focused mainly in on HIV and AIDS and the Advocacy work of Christian Aid in the area of climate change.

Assessing the PPA Purpose and Strategic Objectives was challenging, as firstly the Strategic Objectives, and more specifically, the indicators don’t capture all of the activity that relates to the purpose progress. Secondly, although they “fit” under Christian Aid’s own goals, they are not aligned for reporting purposes. Finding impact data was a challenge.

The PPA reporting framework lacks both a vertical and horizontal logic which makes it difficult to assess. It is not a formal ‘log frame’ and the indicators are not precise and though related do not add up to the Strategic Objective. Furthermore the reporting on the indicators is not always rigorous, and does not leave the reviewer

with a clear indication of whether or not it will be achieved. This is perhaps more a result of the evolution and retrospective design of the framework methodology than of Christian Aid's PPA 'menu of contributing activities'.

### **2.2.1 DAC Criteria**

The evaluation team's approach has been to use the DAC evaluation criteria as an initial frame for the evaluation but then adapt it to allow us to meet the given reporting structure and to also focus on value for money.

- **Relevance** – The strategic objectives have been mutually agreed as the basis for the PPA. The main inquiry into relevance focuses on whether there is alignment between the objectives and the overall strategy of the PPA holder; and between the various activities that feed into the achievement and verification of progress towards those objectives.
- **Impact** – Evaluation of impact focuses on what results have been achieved against the objectives and indicators agreed. This has been challenging in places, due the lack of aggregated quantitative data in high level reporting and because Christian Aid often uses case study based approaches to illustrate impact and these are more difficult to pull together to give an holistic picture.
- **Effectiveness and efficiency** – Where it is pertinent we have looked at the effectiveness of activities and the efficiency of the agent of delivery. We do not have the resources in this evaluation to do this exhaustively but in the value for money section we have tried to assess what effectiveness and efficiency means given the history and evolution of Christian Aid and focused on key processes that effect the ability to deliver given Christian Aid's 'Business Model' and strategic philosophy.
- **Sustainability** – Issues of sustainability have been highlighted where pertinent, though for core funding they mainly relate to the grantees reliance on funding streams to deliver and in Christian Aids case their ability to select and manage partners who can deliver.
- **Coverage** – we have included an analysis of coverage focusing specifically on the extent to which Christian Aid considers gender and social exclusion in its programming, monitoring, internal systems and also impact on different groups.
- **Co-ordination** – we have briefly commented on Christian Aid's partnership models with its "implementing partners", other faith-based organisations and other important actors, because they have such a potentially huge bearing on the delivery of programmes.

### **2.2.2 Value for Money**

Achieving 'value for money' is an increasingly prominent issue in the UK development sector and there has been much recent discussion as to what the concept means in different contexts and what are appropriate methodologies to use in assessing it. A number of approaches focus on the relationship between inputs and outputs, or on controlling or lowering cost; our approach draws from Treasury guidelines on VfM and aims overall to assess whether the outcomes achieved are comparable to the investment made. We have to a degree retrospectively assumed that both DFID and Christian Aid (and other stakeholders) value the agreed outcomes – that is in discussions given a choice they wouldn't have valued other possible outcomes more highly – and that DFID believed the amount of funds being provided to achieve those was reasonable. We will though highlight areas where evidence suggests that those assumptions do not hold true. Given the nature of this and scope of this evaluation it is not possible to truly assess VfM at the purpose level, though we hope our judgements do provide insight into how Christian Aid 'delivers' and what organisational factors most influence this.

Given the scope of this and the other PPA evaluations we therefore need to make pragmatic VfM judgements based around an assessment of whether the investment has been efficiently used, given Christian Aid's stage of evolution, culture and history, in relation to the progress made towards achieving the agreed objectives (impact/effectiveness). We also need to assess whether this level of VfM is sustainable.

Our approach to doing this is to make a light touch assessment of relevant organisational variables such as financial management and expenditure, process and programme management (including procurement), partnerships and inter-organisational linkages, organisational/institutional structures and leadership, and HR policy and practice to see whether they are appropriate for the organisation being funded, given its evolution and place in the environment, and for the results being achieved. The aim is not to focus on just lowering cost but to assess whether the costs incurred are the 'right costs' for achieving the 'results agreed' given the type of organisation that has been 'hired' to achieve them.

### **2.2.3 Data Methods**

We have used a combination of primary and secondary data collection methods including

- Meetings and interviews with Christian Aid staff to a) review and assess the range of initiatives that can contribute to the achievement of the agreed outcomes of the PPA; and b) understand the key organisational efficiency variables for a Value for Money assessment.
- Review of relevant assessment and evaluation documentation of relevance to PPA related activities
- Interviews/survey of a range of stakeholders from Christian Aid partners and DFID.

The evaluation team accepted the approach agreed by Christian Aid and DFID to not undertake country visits. In hindsight the team feel this was a mistake and that the evaluation would have benefited if country offices and projects had been seen on the ground. The main added value would have been that the team would have had further evidence of the flow of monitoring and project data up to the centre and also seen how HQ policies and approaches filtered down. The Evaluation Team leader did manage to visit the Zimbabwe Christian Aid Office but this was not part of the formal evaluation process. The team understand and support a lot of the reasoning behind the decision not to have country visits but do feel that this has limited the veracity of some of our conclusions in particular our ability to see how the powerful Christian Aid Strategic Framework and the organisational processes associated with it have filtered down to country level.

The full list of people interviewed and key documents consulted can be found in Annexes 2 and 3.

#### ***2.2.4 Reporting Approach and Structure***

We have in general followed the report structure outlined in the Terms of Reference. The 'Results' section is structured around an assessment of strategic objectives focusing on their achievement and impact. We have used a 'traffic light' scoring approach to suggest whether we think Christian Aid is on track to deliver against each indicator by March 2011 and 'overlaid' this with DFID's PPA scoring system<sup>1</sup>.

The parameters and scope for the evaluation report are quite tight and providing clear, evidenced findings is in certain cases problematic. We have focused on being pragmatic by giving a clear overall message where we can and have tried to be explicit about when our data has been limited and we are using professional judgment to make conclusions.

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<sup>1</sup> This means that 1=objective to be achieved (green); 2 = likely to be achieved; 3= likely to be partially achieved (Amber); 4 unlikely to be achieved; 5 = not achieved (red)s

# Section 3: Results

This section presents progress made against Strategic Objectives 1 – 6. We have reported against Objective 7 in *Section 7: Building for Support for Development*, as this fits most closely what is asked for in the ToRs. The evaluation team have used the PPA self assessment as a starting point for evaluating results and have used existing documentation triangulated with interviews to make their judgements. We have reported against the 2008/9 performance framework and the revised April 2010 performance framework where the information was available and have provided a narrative overview of likely achievement against the objective, and summary of evidence on impact on policy, people and structural processes.

We have tried to be pragmatic given the limited time for reviewing a broad range of sectoral areas, and make a judgement where the indicators don't adequately indicate success of objectives.

This section reports on the:

- **Delivery** against the Strategic Objectives and Indicators as outlined in the PPA performance assessment framework
- **Impact** we have tried to look at what changes Christian Aid has contributed to in a way which is coherent with the Christian Aid model of change.
- **Relevance** to Christian Aid's strategic objectives, to country programmes and to the wider environment
- **Coverage** including gender and socially excluded groups; and
- **Co-ordination** including quality of partnerships

## 3.1 Progress and Delivery against PPA Purpose

The Christian Aid/DFID PPA Purpose is: *By 2011, with DFID's support, Christian Aid will have made a substantial contribution to building the movement for global justice and had a real and lasting impact on the lives of poor communities in 20 of the 50 countries where it works, especially in the Latin America and Caribbean (LAC) region.*

There are no specific indicators assigned to the PPA Purpose statement and the 7 PPA Strategic Objectives that were agreed with DFID were intended to be illustrative for reporting purposes. However, there *is* evidence that Christian Aid has contributed to building the movement for global justice, and there is also some evidence that it has had an impact on the lives of poor communities. Examples of impact on both the policy processes and people have been outlined below under the individual strategic objectives.

## 3.2 Progress made against Strategic Objectives

- evidence of outcomes and impact on people's lives and policy, and evidence of structural and/or institutional change

### 3.2.1 HIV and AIDS - PPA Strategic Objectives 1-3

The targets for the Strategic Objectives as outlined in the 2008 PPA framework on HIV and AIDS have either been met, or are likely to be met if they continue on the current trajectory. It is too early to report on some of the outcome and the impact indicators that are outlined in the April 2010 performance framework, and the work under the third Strategic Objectives has only just begun (2009), so it would be unusual to see impact at such an early stage. A separate evaluation of the PPA funded HIV work with faith based organisations/leaders will be conducted to address this. This is planned to be completed by February 2011, and will assess the relevance, effectiveness, impact and sustainability of Christian Aid's faith based work on HIV with a specific focus on understanding the added value of a faith-based approach to work on HIV.

The table below reports against the achievement of indicators and provides evidence where it has been found:

Table 2: Progress towards Strategic Objective Indicators 1 -3

SO 1 Those most affected by and vulnerable to HIV have their rights understood and promoted					
PPA Indicators 2008-2010	Likelihood of achieving indicator by March 2011		PPA revised indicators April 2010 – March 2011	Likelihood of revised indicators being met by March 2011	
<b>1.1:</b> By 2011, at least 50,000 PLWHIV and OVCs will have received protection and support from Christian Aid partner organisations	<i>Indicator met</i> Target surpassed- 96,000 OVCs assisted by Christian Aid programme in 12 countries	1	<b>Output</b> By March 2011, we will have increased the number of PLWHIV & OVCs who have received support from Christian Aid partner organisations from 40,000 to 100,000	<i>Indicator likely to be met</i> 96,000 OVCs have been assisted by Christian Aid programme in 12 countries	1
<b>1.2:</b> CA will have improved the capacity of at least 8 faith-based organisations in four fragile states/countries to tackle stigma and HIV.	<i>Indicator likely to be met</i> CA supports 8 FBOs working in 4 fragile states with some reported improved capacity Eg. In Rwanda and Sudan	2	<b>Outcome</b> By March 2011, examples will have been provided of at least 8 FBOs in 4 fragile states/countries more effectively tackling stigma and HIV as a result of Christian Aid's support	<i>Unclear</i> Christian Aid supports 8 FBOs working in 4 fragile states Extent to which they are more effectively tackling stigma is unclear	N/A
<b>1.3:</b> 2 in-depth country case studies will be completed annually showing the impact of HIV work in sample communities, with learning disseminated with our 190 partner organisations working on HIV and among NGO networks	<i>Indicator partially achieved</i> Some evidence of in-depth country case studies (Sudan PLHIV, GIPA Nigeria). More evidence of reports and their dissemination required	3	<b>Impact</b> By March 2011, Christian Aid will have provided evidence showing people living with HIV and OVC are fulfilling their rights to medication, healthcare and health education	<i>Not enough evidence to make a judgement</i> Some evidence of impact eg Kenya – CBCO programme has empowered people to protect themselves from HIV transmission	N/A
SO 2 Knowledge and understanding about HIV as a global poverty issue increased amongst church and interfaith networks					
PPA Indicators 2008-2010	Likelihood of achieving indicator by March 2011		PPA revised indicators April 2010 – March 2011	Likelihood of revised indicators being met by March 2011	
<b>2.1:</b> By 2011, at least 100 Bishops in the Anglican Communion worldwide will be better equipped to discuss issues related to stigma and discrimination	<i>Indicator partially achieved</i> 250 Anglican Archbishops have been reached. Extent to which they are “better equipped” (feeling the confidence and inclination to use it, and engaging in joint advocacy work) is unclear. NB Awaiting further information from the evaluation mentioned above (due February 2011)	3	<b>Output</b> By March 2011, at least 100 prominent faith leaders and their spouses (who were previously contributing to silence, stigma, denial, discrimination or misaction) will be better equipped to discuss issues related to stigma and discrimination	<i>Indicator partially achieved</i> 250 Anglican Archbishops have been reached. Extent to which they are “better equipped” is unclear. Awaiting further information from the HIV evaluation	3
<b>2.2:</b> Focus groups with Christian Aid supporters of denominational appeals in the UK reveal increased knowledge and understanding of HIV	<i>Not achieved</i> No focus groups on HIV held in 2009/10. However, this indicator has been broadened to cover other areas of work (now relates to SO 7)	5	<b>Outcome</b> By March 2011, the number of HIV friendly faith communities across countries where INERELA+ is active will have increased	Likely to be achieved INERELA+ membership increasing Work of Koinonia, INERELA+ and EHAIA and religious leaders	2

SO 3 Faith leaders and networks providing evidence based, non stigmatizing leadership on HIV at global and local levels

PPA Indicators 2008-2010	Likelihood of achieving indicator by March 2011		PPA revised indicators April 2010 – March 2011	Likelihood of revised indicators being met by March 2011
<b>3.1:</b> By 2011 three faith leaders of global standing will be championing responses to HIV, stigma and discrimination in their regions	<i>Likely to be achieved</i> 2 faith leaders are on board - one more is nearly on board	1	<b>Output</b> By the end of March 2011, the number of active members of the INERELA+ in 10 countries will have increased by 25% overall	<i>Likely to be achieved</i> Current membership had increased from 3,500-3,900 (March 2009)
<b>3.2:</b> By 2011, the number of active members of the International Network of religious leaders living with and affected by HIV (INERELA+) will have increased from 3,400 to at least 5,000	<i>Not achieved</i> Membership had increased from 3,500 to 3,900 (March 2010) NB There has been a change in focus from recruiting new members to consolidating existing networks. Indicator has been amended in current PPA performance framework	5	<b>Outcome:</b> By end of March 2011, the number of countries with active INERELA networks will have increased from 5 to 10	<i>Likely to be achieved.</i> INERELA National chapters currently in Uganda, Rwanda, Malawi, Zimbabwe, Sierra Leone, Madagascar, Mozambique Lesotho <sup>2</sup>
<b>3.3:</b> By 2011, 3,600 trained faith leaders will be providing leadership and advocating for effective, evidence based HIV prevention, treatment, care and support programmes in at least 10 countries	<i>Indicator almost achieved</i> Over 3,600 faith leaders are supported through INERELA+ and EHAIA in at least 16 countries eg Brazilian partner Koinonia have trained 200 religious leaders  Unclear the extent to which they <i>provide leadership and advocate</i> for evidence treatment, care and support	2		

Work on training faith leaders, providing advice on HIV policy and promoting the use of the SAVE approach has all contributed to increasing knowledge, understanding and non stigmatizing leadership on HIV. Evidence of impact on people as a result of Christian Aid's work on HIV and Aids includes the CBCO programme which has reported impacts on household income and crop production, a reduction in food insecurity from 59% to 35% from the baseline period and improved self-esteem of young people on people's lives. There are also reported testimonies from people living with HIV. The INERELA+ supported faith leaders have reported people being more open about their HIV status, 93,000 people living with HIV supported to uphold rights, and INERELA members have reported increased uptake of HIV related services, improved adherence to therapy. The Rwanda – Support to Local Initiatives Programme also reports that an increase in awareness of HIV prevention from 55-75%, a reduction of stigma among 80% of target community and 1,482 people empowered to advocate for rights. In the countries where INERELA+ is being funded, working with the religious leaders has increased the momentum among faith communities to address the HIV pandemic in a non stigmatizing approach. Sierra Leone provides a good example of this<sup>3</sup>.

<sup>2</sup> <http://www.inerela.org/english/>

<sup>3</sup> INERELA+ Sierra Leone Progress Report

Likewise there is some evidence of impact on, or influencing policy processes. The use of the Malawi Criminalisation report and the Christian Aid supported reports at the 2010 International AIDS Conference are both examples of where Christian Aid's funds and efforts have had an influence on policy processes. At the country level, the Inter-religious Council of Uganda formal declaration included a promise to mainstream HIV in places of worship and promote zero tolerance of gender-based violence. Some national strategies have been influenced as for example the DRC national HIV strategy makes reference to the SAVE approach and the Sierra Leone Ministry of Health has changed the tone of its HIV and AIDS messages.

Christian Aid's adoption of the SAVE approach to HIV and AIDS is both consistent with the organisation's approach to development and has evidence based positive outcomes<sup>4</sup>. For example, according to a recent study on the SAVE approach, the introduction of SAVE has facilitated discussion on HIV in groups where talk around HIV had been previously limited. Some change has already been attributed to this approach (Sierra Leone bill board messages).

However, on the whole, the ongoing outcomes and impact of this approach are not being assessed in an aggregated way which makes it difficult to test the extent to which it is leading to positive outcomes for the poor. Likewise, although there is evidence that religious leaders are being trained, more work will need to be done on assessing the extent to which this a) provide "leadership and advocate for effective, evidence based HIV" and b) the change this makes to different groups of poor people. Both of these issues will be addressed in the forthcoming HIV evaluation mentioned above.

There is some evidence of structural change. For example challenging gender norms within the Church, and challenging legislation that criminalises HIV transmission and / or homosexuality. The SAVE approach adopted by Christian Aid provides a holistic approach to work on HIV and includes an element of testing and actively challenging the denial, stigma and discrimination. Further elements of structural issues relating to HIV are analysed in reports such as the Sudan PLHIV report, which are used to form the basis of a new programme in Sudan (2010) which aims to improve the quality of life of at least 10,000 PLHIV and their families. The extent to which this has been achieved has not yet been reported on, although it is worth noting that it has not yet run for long enough to deliver all the evidence.

### **3.2.2 Climate Change - PPA Strategic Objectives 4**

It is likely that Strategic Objective 4 will be achieved. There is evidence of impact on people's lives and at the policy level. The table below outlines some of the achievements against indicators. The indicators set in 2009 and 2010 have been merged for this strategic objective as they overlap.

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<sup>4</sup> Jones, H & Chalcraft, K SAVE A Comprehensive approach to HIV prevention care and support, 2009.

Table 3: Progress against Strategic Objective 4

SO4 Partners in the South supported to understand, analyse and adapt their work to respond to climate change		
2009/10 indicator and March 2010 indicator	Likelihood of achieving indicator by March 2011	
4.1 By 2010, research integrating both community-based and meteorological analysis of climate change trends, impact and potential response completed to inform programme interventions in 10 countries	<p><i>Target likely to be met</i></p> <p>Country level analysis/evaluation of pilot adaptation and risk reduction conducted in 13 (out of 17) focus countries. This is informing partner project development and scaling up initiatives.</p> <p>In 5 countries this is combined with work on energy poverty/renewable energy access to support resilient livelihoods and promote low carbon development</p> <p>Evidence of research informing country planning</p>	1
4.2 By 2011, 10 country programmes using this climate change analysis to design and implement appropriate livelihood adaptation interventions	<p><i>Target likely to be met</i></p> <p>6 countries in Africa, 2 in Central Asia, 2 in Central America and 2 in SE Asia.</p> <p>Inclusion of approach articulated in the 2010/12 Strategic Framework</p>	1
4.3 5 of these climate change programmes will have enabled communities to adapt successfully to climate change impacts by protecting/increasing the resilience of existing livelihood strategies and/or diversifying into new livelihood strategies	<p><i>Target met</i></p> <p>Community adaptation and resilience in 13 focus countries</p> <p>9 programmes increasingly working on adaptation and / or REDD issues</p>	1

Impressive work has been carried out to ensure that country programmes conduct and use an integrated meteorological and community-based analysis of climate change trends, impact and potential responses, and there is some evidence of impact on livelihoods (eg Bangladesh and Jamaica). Christian Aid are also engaging with other players (EBRD, WB and DFID) on climate finance which would imply that this approach is being shared more widely. There is some evidence of impact on local policy (eg Bolivia municipal government's water management plan and the district level risk reduction planning in the Phalombe District, Malawi). Nationally there has been engagement with for example training MPs in Kenya and Christian Aid chair the BOND DEG group on the Bangladesh Mult-Donor Trust fund for Adaptation. Work at international fora has, for example, promoted the importance of sustainable/ecological agriculture as a more resilient approach.

Examples of successful community based adaptation of livelihoods can be found in 8 countries. Some impact can already be found. For example, in Burkina Faso, almost 7,000 people have improved understanding of climate change and its impact includes increased use of resilient crop varieties and the identification of flood-risk areas, in Tanzania there is noticeably improved climate adaptation planning at the community level and use of mitigation measures. Other examples of evidence of impact of adaptation and risk reduction work can also be found in at least 12 other countries.

The climate change adaptation work is directed towards the most vulnerable through a vulnerability mapping selection process. At the national level, for example, the work in Malawi focused on the Southern Region where poverty and vulnerability are relatively higher. At the community level, the use of PVCA includes wealth and vulnerability ranking to ensure that the most vulnerable are included and community mapping to identify specific needs for the most vulnerable. Links are also made between community and local government based adaptation planning processes, and developing civil society influence on national adaptation strategies. Furthermore, the latest Policy Document – *Poverty Over - We're all in this together*, and the *Community*

*Answers to Climate Chaos*<sup>5</sup>, makes explicit recognition that exclusion of communities have a major role to play in climate change. This area of work is relatively new for Christian Aid, and during the PPA period they have developed their thinking and understanding of how climate change fits in with their approach to development. The PPA has given them the flexibility and resources to pursue this agenda.

### 3.2.3 Climate Change and Advocacy – Strategic Objective 5

Overall our assessment is that Strategic Objective 5 is likely to be achieved. Unsurprisingly, impact relating to the Strategic Objective on advocacy is mainly found at the policy level. The campaigning for Copenhagen had an impact on a number of developing countries discourse (eg inclusion of Greenhouse Development Rights discourse), and has also influenced how other NGOs view climate change and vulnerability.

Table 5: Progress against Strategic Objective 5

SO 5 Climate Change and Advocacy		
PPA Indicators 2008-2010	Likelihood of achieving indicator	
<p>5.1 By 2009 five examples of G77 countries tabling proposals that meet climate change and development criteria</p> <p>NB These criteria have been revised in the 2010/11 Performance Framework as 'climate justice' criteria including proposals must be ambitious enough to hold temperature increases below 2 degrees and, in achieving this, do not damage the right and ability of people living in poverty to develop. For example. By undermining development goals</p>	5 governments have incorporated Greenhouse Development Rights into their discourse	N/A <sup>6</sup>
5.2 By 2011 Christian Aid partners in at least eight G77 countries will have advocated for pro-poor country and regional climate change strategies as well as pro-poor resource flows for mitigation and adaptation work.	<p>9 partners in Africa and Asia attended COP15</p> <p>Southern Campaigns Toolkit distributed to 500 APRODEV partners. Some of them advised national government delegations (eg Bangladesh and Tajikistan)</p> <p>30 partners are members of the Pan Africa Climate Justice Alliance</p>	1
5.3 European networks such as APRODEV adopting climate change and development/equity principles and supporting partners in their climate change advocacy work as a result of Christian Aid's influence	Countdown to Copenhagen campaign supported by 100+ secular and ecumenical organisations	1

The contribution to impact around this Strategic Objective relates mainly to Christian Aid's work through its partners. For example, the Countdown to Copenhagen campaign mobilised other support (eg. Indian NGOs developing "Community Charter on Climate Crisis" and the Bolivian Climate Platform) and grew into a global movement supported by over 100 secular and ecumenical organisations. That said, the more direct advocacy work has also been important, and according to a recent evaluation, Christian Aid was one of the first NGOs to look at climate change as a development issue, and they have brought the *climate justice* and *equity* to the debate. They have also had an influence on how the UK Government and other civil society view the issues in terms of awareness of the needs of vulnerable communities.

### 3.2.4 Livelihoods/Accountable Governance - PPA Strategic Objectives 6

This strategic objective is likely to be achieved. There is also some evidence of impact on livelihoods, policy and structures.

<sup>5</sup> Community Answers to Climate Chaos: Getting Climate Justice from the UNFCCC (2009).

<sup>6</sup> It is too early to make a judgement against the revised criteria

Table 6: Progress Against Strategic Objective 6

SO6 Poor people and their organisations supported to hold decision-makers to account and claim their rights to the resources and assets essential for a secure livelihood					
PPA Indicators 2008-2010	Likelihood of achieving indicator		PPA revised indicators April 2010 – March 2011	Likelihood of revised indicators being met by March 2011	
Examples of communities in 10 countries with increased access to and control over natural livelihood resources such as land and water	<i>Target likely to be met</i>	1	By March 2011, at least 3 eggs from country programmes will show how Christian Aid has created spaces or mechanisms for dialogue concerning access to resources between citizens, particularly from poorer communities, with the state	<i>Target met</i>	1
By 2011, eggs of local organisations in 10 countries who have successfully held decision makers to account in relation to accessing resources	<i>Target likely to be met</i>	1	By March 2011, at least 10 eggs from country programmes will show local organisations having successfully held decision makers to account in relation to accessing resources	<i>Target likely to be met</i>	1

Both Christian Aid’s Secure Livelihoods and Accountable Governance Strategies and the PPA Strategic Objectives relating to livelihoods and accountable governance demonstrate an understanding that access to resources is key to improved livelihoods of the poor, and the projects described in the PPA Self-Assessment report demonstrate both positive outcomes and impact on people’s livelihoods. Structural change has been achieved in places, and their partners have engaged in policy dialogue on issues relating to access to natural resources (Choco region of Colombia), and influenced policy (Brasilia City Council, and Iraq vaccination policy).

### 3.3 Relevance

Given the unrestricted nature of the PPA funds, understanding how the PPA Strategic Objectives fit within the overall organisation strategy is important. Similarly it is important to understand how relevant they are within the broader development context. We have taken the Strategic Objectives 1-3 as an example to describe the “fit”.

Strategic Objectives 1-3, relating to the HIV work fit well with Christian Aid’s own Strategic Framework (Goals 4.1 and 4.3), 2010/11 WIGS (HIV WIG 3) and HIV Strategy, and therefore Christian Aid’s ongoing work. A review of sample country strategy papers (Ethiopia, Mali, Sierra Leone, India and Zimbabwe) found that the Strategic Objectives also fit with country programme strategies.

They are also in line with other key faith based organisations working in a similar area such as INERELA, CAA and EAA. Christian Aid critically assesses the synergy between the partner’s aims and mission with Christian Aid’s corporate goals<sup>7</sup>.

The approach to development as articulated in all of the Strategic Objectives is strongly oriented and in line with Christian Aid’s *Essential Purpose – to expose the scandal of poverty, help root it out from the world and to challenge and change the systems which favour the rich and powerful over the poor and marginalised.*

<sup>7</sup> Review of example monitoring report provided by Christian Aid

In summary Strategic Objectives are, as would be expected given the unrestricted nature of the PPA funding, aligned with the corporate objectives and approach.

### **3.4 Co-ordination**

Whilst it is acknowledged that the partnerships with the ACT Alliance and APRODEV are central to Christian Aid's work, an assessment of these was outwith the scope of this review. Instead the evaluation has focused on some of the partnerships that have been developed around the HIV and AIDS work as examples of how Christian Aid works with its partners.

Since 2007, Christian Aid has reduced the number of partners it is working with and made strategic choices around alignment, capacity and track record. There is recognition that partnership with key faith based organisations such as the Ecumenical Advocacy Alliance, INERELA, CAPA and EHAIA is crucial for increasing outreach and mandate. The organisation chooses its partners strategically, and works closely with them through capacity building, support and guidance. In the case of INERELA+ there is a full-time member of staff to support them and help work towards capacity development and mutual growth. INERELA+ is an interfaith organisation, with similar vision, strategic objectives and potentially wide geographical reach. INERELA+ also has potentially large reach to individuals through existing religious structures.

What is less clear, is how Christian Aid ensures that impact and results are tracked when working through this model of partnership which are increasingly required for satisfying their own internal reporting requirements<sup>8</sup>. For example, the INERELA + strategic document outlines a performance monitoring matrix. However, the sample of country level monitoring does not seem to report against this<sup>9</sup>.

An assessment of a partner monitoring report revealed that Christian Aid critically assesses the synergy between the partners' mission with Christian Aid's Essential Purpose and Corporate Goals. Under Objective 3 a review of partners revealed that 9 partners included Christian only leaders, 7 included Christian and Muslim leaders and a further 4 included faith leaders from other religions<sup>10</sup>. The Zimbabwe Country Policy and Strategy Paper acknowledges that the portfolio should adapt to the strategy.

There is a recognition that the quality of relationships with partners is important and PROMISE includes fields that outline how partnership will contribute to Christian Aid's strategic goals and the partners' strategic/organisational goals. This will provide invaluable information to help understand the "fit" and what it all adds up to.

Annual monitoring assessments gather key information on the partners' delivery and capacity, although none of these have been reviewed by the evaluators.

### **3.5 Coverage/Gender and Social Exclusion**

Consideration of gender and social exclusion is implicit in the approach to tackle poverty and the systems that create it, and is evident in the corporate strategic documentations and the PPA objectives.

Internal mechanisms to ensure that gender stays on the agenda include a gender policy which commits to challenging structures that maintain gender inequality and internalise gender in all policy and programme work. There is also a Programme Impact Advisor – Gender Power and Exclusion, country-based gender "focal points" and a gender community of practice in Africa. Training on gender and power training is provided for staff, and there is a gender minimum standards for programme and partnership working. The extent to which these are effective was beyond the scope of this evaluation.

Consideration of different excluded groups is evident in some of Christian Aid's planning and reporting systems. For example there is some sex disaggregation in terms of beneficiaries (although this does not always translate into other groups), and they supported a conference on HIV, gender based violence and maternal health as well as regional conferences on gender in all three operational regions. A Social Exclusion Audit Tool has been rolled out across the India programme, and a partnership has been established with International Gender Training

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<sup>8</sup> INERELA+ Five Year Strategic Planning 2006-2010

<sup>9</sup> INERELA+ Sierra Leone Progress report 2009-2010

<sup>10</sup> Global Multi-Faith Positive Action Inception Note

Network. The India Country Plan is an example of a programme that has undergone extensive gender and social exclusion analysis and designed accordingly to ensure that excluded groups are supported.

However, from a sample of reports, gender and social exclusion are not always considered. For example, the Sudan PLWHIV report focused on a limited sample from Khartoum and did not include different social groups. It is also unclear whether INERELA + members are working with different groups, and what mechanisms are in place to encourage and ensure that members are focusing on them.

Gender is considered in all of the country programmes reviewed, however there was a lack of disaggregation in some of the monitoring systems and the extent to which gender and social exclusion was mainstreamed varied. There was little evidence that gender mainstreaming informed the design of the Mali Country programme (although gender mainstreaming *is* considered), and there was no disaggregation in the M&E systems. Likewise the Ethiopia country programme commits to mainstreaming gender and working in marginal areas, but there is no consideration of either gender or social exclusion in its monitoring system. The India Country programme, considers exclusion and gender at all levels of programming.

No Small Change project scoring questions (as part of PROMISE) includes specific sections on gender encompassing both structural and absolute inequality. Although it would potentially make the system more complex, and increase the number of boxes, it would be worth considering other parameters of exclusion such as caste, ethnicity, religion and HIV and AIDS status. This would not only be in keeping with Christian Aid's inclusive approach, it would contribute towards the Strategic Objective of integrating HIV and AIDS.

The 'Managing Partnerships – Fundamentals' identifies a list of issues that are considered in assessing whether and how a partner is addressing, gender inequality and minimum standards for gender in partners work. These are comprehensive and if used will be 'fit for purpose'.

# Section 4: Assessment of the Impact of the PPA on the Organisation Development of Christian Aid

The PPA represents a small proportion of Christian Aid's budget and therefore there are limits as to the attributable impact it has had on Christian Aid's organisational development. Christian Aid staff, however, were clear that this funding in particular and unrestricted funding in general, played a huge part in allowing Christian Aid to develop and to be innovative in both its thinking and programming but also in creating space to really think through what type of organisation it is and where it should go.

Having a PPA with DFID in itself has value as it provides a level of credibility and legitimacy to what Christian Aid does and is trying to do. The relationship is not without difficulties, partly due to the inherent tension of a government department supporting a CSO; one significant aspect of Civil Society is its ability to hold governments to account and though for DFID that is often hugely helpful in developing countries, it is often less comfortable on UK issues.

PPAs have been framed as both contractual agreements and signifiers of partnership. A common theme amongst those interviewed was a sense that the partnership aspect of the agreement has not really developed as far as was hoped through this and the previous PPA agreements. Interaction and policy discussions with DFID Civil Society Department has been less than expected and the PPA hasn't specifically led to much engagement with other departments and there have been few opportunities for structured discussions on lesson learning which may have fed back into what Christian Aid does. The exception to this was the Latin America PPA which has facilitated a lot of cross agency working between the relevant PPA holders and has impacted significantly in how Christian Aid works in the region. One request from Christian Aid staff would be for more discussion/meeting forums that would allow more discussion and therefore potentially lead to greater impact in terms of how Christian Aid develops its own strategies and policies and also how it relates to DFID and other PPA agencies.

In looking at what Organisational Development has happened during the period of PPA funding there are perhaps some key issues to highlight. Christian Aid has gone through some significant changes in strategic direction, organisational structure and staffing. External interviewees have felt that this has been akin to a 'professionalising' of Christian Aid involving a shift from doing a series of good things to doing to a more systematic understanding of what it should be doing and doing it well. The PPA was seen as a contributing driving force in particular stressing the need for results and impact and clear prioritisation of planning of thematic areas and activities. Some changes have been more dramatic than others, in particular the need to cut costs and restructure due to concerns over future income streams and this has led to an organisation which looks very different to how it used to. Christian Aid now has structure which provides both clear lines of control, accountability and responsibility but it is supported by a flexible set of organisational working groups which cut across the formal organogram and focus on key issues. These are a combination of internal development and policy and partnership working.

Following the trigger of work done for the Tsunami response in 2005, Christian Aid has also realised that it is able to handle far bigger humanitarian and development interventions than it previously felt able to. PPA funding has again been a flexible resource which has allowed Christian Aid to develop the confidence and systems and processes to apply for institutional funding. The contract with DFID India is a good example of how this has allowed the agency to scale up its work and manage additional resources and donor funded programmes.

Christian Aid has an Organisational Development and Performance Department whose role is to align strategy, systems and processes and people and culture. It is clear that there has been significant progress in some of these areas though some blockages still remain. The Value for Money section highlights some of the major gains in efficiency that have been attained and also outlines the increased coherence in strategic thinking. The sections below highlight areas which require continued improvement.

## 4.1 Christian Aid's Monitoring and Evaluation System

Christian Aid has come a long way in developing its reporting mechanisms - Strategic Objectives, WIGs, Strategy Reports, PRU Reports, Donor Reports have all helped summarise what Christian Aid is doing and the progress towards achievement. However, currently these do not as yet hang together, as different elements of different programmes are reported on for different donors depending on the capacity of the country programme or partner. The evaluation team acknowledge that the 'Evidencing Change' initiative being undertaken in 2010/2011 – through four key cross-organisational tasks – aims to address this, though at this stage it is difficult to make a judgement as to how successful it will be. There is though a clear workplan and the logic seems highly promising.

Christian Aid does know the proportion of funding that relates to each theme of its strategic themes. In the last annual report the breakdown was as follows:

- Secure Livelihoods – 58%
- Accountable Governance – 18%
- Economic Justice 6%
- HIV 18%

It is difficult though to get a handle of the scale of inputs, outputs, outcomes and impacts against each of these and what if any prioritisation has occurred. Clearly the PPA is core funding so results are not directly attributable; however it is difficult to assess how many partners are contributing to each objective, approximately how much funds have been used, and therefore whether the impacts reported on are “value for money”. A more in-depth review would also have mapped this and then tracked some of the partnership assessments, to gain a better picture of what had been funded and achieved against each strategic objective.

Christian Aid has improved its reporting and is shifting from this being activity based to focusing more on outcomes. However, this could be further strengthened by reporting against indicators relating to, for example WIG commitments. The PPA report also focuses more on activities than outcomes and impact, specifically SO 1, 2, 3, 4 and 5, and where evidence of impact is provided it tends to be patchy and not contextualised. Eg SO 2, 250 religious leaders were reached – but the extent to which they were “better equipped” to discuss issues related to stigma and discrimination is unclear. It is important to think about results and impact when they are working through partners, though the team recognises that when PROMISE is delivered this will become clearer and that the Evidencing Change initiative is also likely to further assist.

Reporting mechanisms seem to be set up, but not always effectively reported on. This often means an over reliance on “case studies” which leaves a reviewer wondering what has not been mentioned. This has been particularly evident in Annual Reports though the 2009/2010 report does try to explicitly account for challenges faced. Focusing on primarily anecdotal impact is powerful but for those such as DFID who focus on aggregated data it does not constitute the ‘evidence’ they are looking for. Again we understand this is being addressed and will continue to evolve as Monitoring and Evaluation systems develop further.

## 4.2 Management Information Systems

The Management Information systems are currently disjointed, and by almost all key informants' admission, need improving. AMR is very project focused, and although it includes links to the corporate objectives, it seems to be very difficult to pull off the system.

One of the reasons that the MIS has not been improved is because of the development of a new system promises to improve reporting, sharing of information, provide an effective audit trail, manage performance<sup>11</sup> and produce “one truth”<sup>12</sup> where all information is brought together. The PROMISE project has been ongoing since 2006, and is projected to be ready for launch by 2011. The slow movement of PROMISE has actively impeded

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<sup>11</sup> Ref the Promise strategy

<sup>12</sup> Key informant

Christian Aid from aggregating its systems. A lot is riding on not only on the delivery of the new system, but also its ability to support the organisations increasingly demanding reporting requirements.

## Section 5: Value for Money

Our overall assessment is that Christian Aid provides very good value for money, but that in particular a heightened understanding of impact which relates more directly to Christian Aid's 'model of change' would allow a greater sense of what 'return' DFID gets for its PPA investment. If the new Information Management System PROMISE is implemented effectively this should be realised.

Our approach to assessing value for money focuses on initially understanding how and why the Organisation works in the way it does in order to understand how it would operationally use the PPA 'investment' it is receiving. This then allows us to assess whether the results or return from that investment are worth that investment, that is whether they are good value for money. The assumption here is that all PPA holders are 'trusted partners' and considered 'organisations worth supporting' and that the aim of the PPA is to enhance and develop what they are trying to achieve in international development and to not fundamentally change the organisations themselves. What the assessment will try and point to are key organisational variables that either contribute, or not, to the achievement of results and whether they do so in a cost effective way. This does not mean that all costs should be as low as is possible, but that they should be appropriate given the objectives the organisation is trying to achieve. If costs are so low that they prevent the achievement of a return on investment then that is not good value for money.

Christian Aid is a mature, medium sized faith based INGO with a growing annual income, which in the last financial year, reached £104.6 million. In its 60 year plus history Christian Aid has evolved to address the issues of the times but also based on a strong, deeply reflective commitment to assessing the causes as well as the effects of poverty. From being a driving force in fighting apartheid to addressing 'unsexy' issues such as the role of taxation in poverty, Christian Aid has always been prepared to tackle issues which they feel are important even if they may be controversial or unpopular.

Part of assessing value for money requires an assessment of 'the machine' that transforms the resources it receives, the key processes and structures used and also the culture that binds the organisation together. To assess Christian Aid it is important to understand its faith based foundations and the impact this has on what the organisation does and how it works. A recent Christian Aid report 'Theology and International Development' highlights some key elements to understanding Christian Aid, in particular the need for coherence between addressing the real human needs of individuals and marginalised groups, yet doing so in ways which change the larger structural forces and imbalances that cause those needs. There is a search for strategic coherence to bind philosophical thinking at how our global society might function better (and why) with the practical engagement on how to make a difference. Given the nature of PPA funding being provided to 'trusted partners' to achieve their own strategic goals, 'Value for Money' for Christian Aid is perhaps best judged through an assessment of their ability to both deliver the results and maintain that strong philosophical yet practical coherence they aspire to in a cost effective manner.

A striking function of Christian Aid's own internal development over the recent PPA programme time period has been its articulation of its strategic approach and development of a model of change. The recent papers 'No Small Change', 'Poverty Over' and 'Doing Justice to Poverty' outline Christian Aid's assessment of the structural nature of poverty and its two recent strategic frameworks 'Turning Hope into Action' (2005-2010 and 2010,2012) outline what it aims to contribute too addressing this fundamental inequality. Not only do these papers outline Christian Aid's discourse they also point towards key organisational processes that are inherently important if coherence is going to be maintained.

Accountability to all stakeholders is a central function given the focus on power disparities in causing poverty. Christian Aid as in other issues needs to model its own good practice. It has clear mechanisms by which it can be held to account by stakeholders ranging from its own institutional donors and supporters through to the poor and marginalised communities it aims to help. It is externally recognised for this and was commended as a 'top performers' in the 2007 Global Accountability Report. Other external certification which illustrate that Christian Aid 'practices what it preaches' include its recent 'Investors in People' Award and People in Aid certificate which recognise its HR practice. Transparency is evident in Christian Aid's accounts and also in the reviews it makes of its own functions. A recent review of its internal audit function and risk management functions highlights the need to strengthen these functions and balance the need for top down approaches driven by senior management commitment and involvement with a more nuanced cultural shift where there is general acceptance and involvement throughout the organisation. Procurement processes are another example

by which Christian Aid aims to maximise efficiency yet do so in a way which is in line with their philosophy and their strategic aims. Processes are designed to be 'fair, transparent and conducted with integrity and proportionality... [where] suppliers are treated equally and without discrimination' yet based on clear competitive bidding. The crucial element for Christian Aid in managing this balance is their ability to communicate value based efficiency and so ensure that what they do matches what they say they do. This cultural/strategic compatibility is central to Christian Aid's success and internal credibility and their ability to sustainably deliver.

At present from the evaluation team's perspective Christian Aid is well on the way to achieving this compatibility – Christian Aid's documentation is clear and processes that have been designed do appear to be filtering down to country level. The team did not undertake explicit Country Visits, though did have an unscheduled visit to Zimbabwe. The team there clearly understood the direction Christian Aid was taking and clearly understood how to both operationalise corporate processes and also feedback if they were not working.

From the evaluation team's perspective the major challenge for Christian Aid in maintaining coherence and illustrating value for money will be their ability to show a 'return on investment'. Reporting on impact is at present patchy across the organisation, as different methods are used such as PPA reporting, 'tracking changes', Longitudinal Approaches to Impact Assessment M&E (LIME). Quantitative reporting is also required by some institutional donors, and for specific evaluations. Currently the PPA self-assessment provides the most consolidated reporting mechanism, however even this relies heavily on case studies and it is unclear the scale of the impact, and where there has been no impact. Effort is being made to bring together evidence; for example the Evidence of Change Project mapped countries linked to HIV Strategy Indicators.

Committing to structural change as outlined in No Small Change makes it even more challenging to monitor impact, but is really important if Christian Aid is going to 'close its own coherence loop'. Identifying changes at the different 'power dimension' levels and then exploring Christian Aid's contribution and added value in influencing or affecting these changes, will provide the firmest basis for assessing whether Christian Aid delivers the returns that it sets out to do with the resources it receives. The new management information system, PROMISE, will collect information on the achievement of "significant change"<sup>13</sup>, scale of change and type of change<sup>14</sup> and it is hoped that the Evidencing Change initiative will also refine and deepen Christian Aid's reporting of impact. However, this evidence is currently not available across the organisation. As all interviewees remarked we are 'waiting for PROMISE', when it arrives Christian Aid should have an excellent basis for moving forward and monitoring progress and learning lessons as to what works and why.

The current PPA though pre-dates a lot of the recent organisational development of Christian Aid. As this evaluation illustrates the 'returns' that DFID have received (and can expect to receive) in terms of delivery against specified objectives have been high with most being 'expected to be achieved or 'likely to be achieved'. Christian Aid have also proactively worked with DFID to adapt their outcomes and indicators in response to feedback and to focus more on impact; this also illustrates a return in 'partnership working' as well as focusing purely on a contractor supplier relationship based on 'activities delivered'.

Value for money is often seen on the basis of cost effectiveness, and effective financial management. Christian Aid has highly effective and transparent financial management systems as befits one of the UK's most established NGO's; its Annual Report clearly illustrates that it understands and manages key issues around cost control and fiduciary risk. The figures outlined below illustrate some of the demonstrable measures often used to assess value for money; however perhaps the best example of Christian Aid's ability to understand and adjust its own organisational functioning was its ability to restructure following the financial crisis. Needing to realign expenditure with projected income Christian Aid imposed a UK pay freeze and reengineered their cost base, ways of working and reduced their workforce. Between 2008 and 2009 costs were reduced by 12% and staffing by 7%. Reviews of internal audit and risk management were undertaken and efficiencies made in IT, HR and supporter services. This was clearly a painful process particularly for an organisation with the ethical values that Christian Aid has but the fact it has gone through the process and still delivered on most of its objectives illustrates its internal resilience and robustness.

## ***5.1. Key financial issues and Ratios/figures***

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<sup>13</sup> Changes achieved by the project in the lives of poor and marginalised women and men, and/or in systems and structures which keep them poor

<sup>14</sup> The No Small Change Project Scoring Questions (PROMISE)

These figures are from the 2009/2010 financial year unless specified

- **% spend on programme delivery** 82% (82 p out of every pound) compared to 2% governance and 16% fundraising. As a benchmark this is slightly higher/in line with other comparable NGOs (e.g. Water Aid, Oxfam)
- **Highest salary not more than 6 times the lowest salary** – CEO earns barely over £100,000. The ratio from a ‘cost control’ view is very good, given Christian Aids size, though could be some concerns that average salaries are quite low, certainly lower than you would expect in central London for the required qualifications; however Christian Aid does not appear to have staff retention issues and staff are attracted more by Christian Aid’s mission than by financial reward
- **Sophisticated HR/employment policies overseas** – Christian Aid is a partner organisation, so does not deliver programmes itself, however 43% of staff work overseas. The team did not extensively review overseas salaries but sophisticated calculation method involves combination of median weighting and adjustments to often high in-country inflation. Discussions in Zimbabwe confirmed these were seen as fair and competitive without distorting local labour markets.
- **Tight yet clear supplier procurement processes** (DFID compliant) – these in the main appear to be delivering Value for Money; the only question mark raised has been on the implementation of PROMISE which has not as yet achieved the desired returns for what has been a major financial and organisational investment. Risk management processes in place have been followed, however it might be useful for Christian Aid to review the impact of large projects and if they should make any adjustments to these processes when completion is such a high priority.
- **Fiduciary Risk** – Christian Aid is not dependent on any one source of income and manages its reserves in a responsible way. The PPA has represented between 6.4 and 7.3 % of total income and approximately 12% of all unrestricted funding. What does differentiate Christian Aid from other NGOs is the amount of income it gets from a fundraising activity which is time bound (Christian Aid Week which accounts for 12% of total income). The recent restructuring in part has been a response to concerns over the public’s ability to give; the other strategy has been to increase the levels of reserves and so working capital requirements and ensure a strong balance sheet. In 2009/2010 Christian Aid retained £8.7 million of its income (8%) to further defend against changes in general economic conditions. It also has a clear handle on cash flow and there has been a net increase in cash flow from operating activities of £7.4 million this year
- **Balance of Restricted to Unrestricted funding** – For some NGOs over reliance on restricted funding limits their ability to determine their own strategic destiny and to define their own objectives; a high proportion of unrestricted funding however often leads to higher risk levels/fluctuations based on global economic conditions. Achieving a balance is important and Christian Aid is well aware of this. At present unrestricted funding accounts for a very reasonable 60% of Christian Aid’s income and this figure has been relatively stable over the last few years.
- **Risk Management/Partnership working** – The recent assessment of risk management did suggest that there is work to be done at programme and country level in understanding risk management, though processes are in place. Christian Aid is fundamentally a partnership organisation so importantly must ensure that its partners are capable of delivering and managing funds provided by Christian Aid. Christian Aid’s AMR (Appraisal, Monitoring and Review) process for assessing partners seems clear and appropriate given the organisations it supports, though the monitoring information it produces is a bit? project focused. The creation of parallel structures is kept to a minimum as are reporting mechanisms, yet if used properly should still ensure funds are spent efficiently and on the right things. Without country visits it is difficult to verify this systematically, though from reports we have seen this appears to happen.

## Section 6: Lessons Learned (from PPA)

One of the overarching aims of the PPA mechanism is to encourage lesson learning. It is difficult to assess what is specific 'PPA' encouraged learning and what is a more general reflection of the ability of PPA holders to be learning organisations

As mentioned earlier overall the PPA funds have allowed Christian Aid the "space" to help reflective learning and to build the 'Christian Aid model' and philosophy that underpins this. The PPA reporting process has encouraged Christian Aid to think more about how it reports on impact as an organisation and recognise that they have to sharpen up their effort. The 'Evidencing Change' initiative is a good indication that they are doing this.

A good example of learning has been the development of an operational model of assessing progress given the 'No Small Change' model of change. In the development of the 'tracking changes' methodology it has become clear that systematic political analysis is needed in designing country programmes if assessments on power dimensions is going to be possible. Similarly the importance of strategic focus has been encouraged by the PPA approach. Senior staff members noted that it helped clarify that Christian Aid had been a little haphazard in what it does and that this was a key barrier to moving forward

There is also evidence that it has helped encourage flexibility in the way they work and their approach to designing interventions– as for example with the ctrl.alt.shft campaign where they realised that people engage more on issues when offered an experience of the movement within their communities; or in Climate Change advocacy where a recent evaluation has helped them focus more on playing a catalytic or movement building role and recognising that communicating climate change is a different challenge than communicating other development issues.

There are some important organisational lessons that have been learnt these include:

- The need to focus on networks and tracking influence, in particular recognition that Christian Aid has significant weight in building movements through these networks; however this needs to be balanced with caution when looking for leverage as it is important that Christian Aid has room to manoeuvre and is not driven by donors or partners. Christian Aid's value is its ability to raise issues at local, regional, national and global levels so connecting this up and ensuring messages are consistent is central
- Christian Aid needs to fully value its faith based identity as it allows them to work in ways that other NGOs cannot
- Implementing a new integrated information system such as PROMISE is a greater endeavour than perhaps originally envisaged. PROMISE is seen as the 'missing piece' which connects up strategy, programme design and monitoring and evaluation.

The PPA self assessment process asks PPA holders to identify lessons learnt. The table below provides some examples of where lessons have been highlighted and also attempts to assess whether these lessons have been taken on board. Our overall assessment though is that Christian Aid has become an effective learning organisation. This is in part due to the existence of unrestricted funding such as the PPA giving it time and space and partly through the necessity of facing a possible financial crisis and the need to be clearer as to what it does, why and how.

Table 7: A ‘light touch assessment’ of whether lessons have been learnt

“Lessons learned” in the PPA Self-Assessment form	Extent to which these have been taken on board
(2008/9 and 2009/10) Be clear and focused on CA’s niche	Christian Aid is clear about its niche as outlined in the recent Poverty Over document
(2008/9) Be more systematic in assessing outcomes and impact.	This is a lesson that Christian Aid has taken on board and is in the process of addressing (through updating of indicators, Evidencing Change for example) but are not yet fully achieving.
(2008/9) Understanding how to be more strategic and joined up in working with DFID.	Christian Aid has a good understanding of where and who is communicating with DFID and this seems to be across countries and themes <sup>15</sup> .  Occasional updates are provided on elements of the relationship to the Directorate and others who are working with DFID, and there is a “DFID team site” with the purpose of sharing general DFID information, relationship updates and links to CA/DFID programmes.
(2009/10) Evidencing and communicating added value and contribution to poverty eradication.	Christian Aid does provide evidence and communicate their added value (through supporter communications, internal reporting mechanisms, and PPA report and the 091/0 Annual Report). However the corporate reporting is still somewhat story based, and doesn’t seem to be challenging enough.
(2008/9) Using networks and alliances to challenge stigma.	The work with faith based networks to challenge stigma (as outlined in SO 1-3) demonstrate that Christian Aid has taken on board this lesson.
(2009/10) Informed development of PROMISE.	This has been done
(2009/10) understanding benefits of faith based work (SO 3).	The work through INERELA+ clearly demonstrates that Christian Aid understands the benefits of faith based working
(2008/9) Understanding how to “mainstream” climate change across all of Christian Aid’s work.	Climate change is recognised as important but there was an internal decision not to adopt a “mainstreaming” approach. It is has informed for example the livelihoods and accountable governance programme and is integrated in the refresh of THIA in 2009. It has not been integrated in the HIV and AIDS work
(2008/9) Understanding that less supporters, but with deeper commitments will more likely produce better outcomes.	The proposed change in indicators under Strategic Objective 7 demonstrate that this lesson has been learned.
(2009/10) Understanding how different groups engage with development issues.	This has informed the design of supporter campaigns, for example.
(2009/10) Combining livelihoods and governance can deliver extra impact	Clear examples of where this has been done
(2009/10) Christian Aid can play a key role in movements for change.	This has fed into POVERTY OVER

<sup>15</sup> 2009/10 PPA report

# Section 7: Building Support for Development

Given the nature of Strategic Objective 7 – ‘thousands of new supporters participating in the movement for global justice’ this section is mainly structured around progress against these indicators. Overall this strategic objective is likely to be only partly achieved, however, the targets under SO 7 were the most ambitious of the PPA in terms of numbers, and as such the numbers reached have not been as high as projected in the indicators,. Nevertheless, Christian Aid has recruited new supporters (from 10,000 to 20,000 in the Ctrl.Alt.Shift campaign) teachers (from 100 to 165) and churches (50).

The shift in approach on the Ctrl.Alt.Shift campaign demonstrates Christian Aid’s ability to learn what works well, and adapt appropriately. Likewise the use of ICTs to reach a younger audience demonstrates an understanding of what appeals to that group. The achievement of Investing in Volunteers quality standard demonstrates that Christian Aid has a highly developed understanding of working with volunteers.

There some evidence of impact on policy issues through the tax campaign and Haiti, but neither the work with the teachers or young people has demonstrated evidence of impact on policy. There is no direct evidence of impact on poor people’s lives though is unsurprising this would be too difficult to show given attribution issues.

SO 7 Thousands of new supporters participating in the movement for global justice					
PPA Indicators 2008-2010	Likelihood of achieving indicator by March 2011		PPA revised indicators April 2010 – March 2011	Likelihood of revised indicators being met by March 2011	
Number of active Christian Aid younger supporters increased from 10,000 to 50,000	<i>Unlikely to be achieved</i> 20,000 16-25 year olds signed up to ctrl.alt.shift 10,000 on ezine mailing list Change of direction means that this indicator is unlikely to be achieved	4	Number of active Christian Aid younger supporters increased from 10,000 to 30,000 (we do recognise that building a sustained base amongst young people is challenging and that Christian Aid has made progress if not to the degree planned for)	<i>Unlikely to be partly achieved</i> 20,000 16-25 year olds signed up to ctrl.alt.shift	3
Number of registered Christian Aid volunteer teachers doubled from 100 to 200 between 2008 and 2011 and ezine circulation for teachers increased from 2000 to 5000	<i>Target is likely to be achieved</i> number of teachers is 165 ezine circulation is 2,700 number of unique page views is projected to increase from 12,000 to 29,000	2	Number of activity sessions in schools increased from 150 to 200 per year	<i>not assessed</i>	n/a
At least 200 specialist campaigners providing comprehensive support to Christian Aid’s campaign on tax by 2011	<i>Target achieved</i> 300 campaigners signed up in 2009	1	Number of unique page views of school resources on Christian Aid’s website will have increased from 12,000 in 2008 to 29,000	<i>Likely to be achieved</i> Number of unique pages is projected to increase from 12,000 to 29,000	1
Number of Christian Aid campaigners registered for campaign emails increased from 21,000 to 35,000 by 2011	No longer relevant as introducing a new system so there is no longer a set list of supporters registered for campaign emails (they are now tailored)	n/a	Number of churches participating in Church Partnership Scheme will have increased from 30 to 65, with 40 new partnerships developed	<i>Likely to be achieved</i> 50 churches participating	2
Number of church partnerships increased from 30 to 60 by 2011	<i>Likely to be achieved</i> 50 churches participating	2	Specific actions will have been organised by Christian Aid 2010-11	<i>Too early to report</i>	N/A

## Section 8: Key Challenges

A number of challenges have been highlighted during the evaluation, these relate both to how Christian Aid needs to develop in the future but also the partnership with DFID, through the PPA, and with other development stakeholders. These were some of the main challenges brought up by interviewees:

- Assessing impact in a way which is coherent to both the aims and mission of Christian Aid yet also engages with the assessment approaches of other players is going to be key and a lot will hinge on the roll out of the Evidencing Change roll out. As results based management takes hold and there are greater calls from some for quantifiable impact, capturing the contextual realities of why change happens and yet pulling out generalisable information where possible is going to require clear thought and open discussions
- For Christian Aid maintaining the balance between clear structured strategic planning and flexible responsiveness is important. Although they do have sound financial management there are likely to be potential funding threats and opportunities in the future. Institutional funding may well alleviate concerns over income, however there are dangers that it could skew Christian Aid's own strategic direction or thinking. Christian Aid do feel they recognise the challenges of increased institutional funding but see this as a positive way of scaling up their work.
- In a similar vein there is likely to be a squeeze on institutional unrestricted funding (e.g. PPAs and Irish Aid's MAPS programme). This may well affect the ability of Christian Aid to be flexible and to have the space to innovate; similarly the decentralisation of funding streams from donor HQs to country offices might also create a greater burden on 'bid writing' or making funding applications. Two interviewees remarked that when applying to DFID country offices that Christian Aid often had to go through the same processes it went through at HQ level. Managing these requirements may well be resource intensive
- Christian Aid still needs to deliver on PROMISE. At present the system looks excellent and the roll out of training and support throughout the organisation has created a level of expectation that will need careful management if it is to be met. A number of those we interviewed felt that some senior management credibility rests on this happening so finalising the system and then effectively rolling it out is very important.
- It is clear PPAs are going to alter and (assuming Christian Aid is awarded one) these changes may well affect how Christian Aid engages with DFID and other partners. As there is likely to be approximately 50 PPA holders gaining any partnership working or shared learning is likely to be difficult. This is potentially a missed opportunity and the positive experience reported on in the LAPP group is unlikely to continue. Keeping and further building a coherent CSO movement in the UK which relates well with DFID and other Donors is going to be both important and a challenge.
- For DFID it was felt by some that a key challenge is going to be managing the need to support and 'influence' CSO's in their role in holding developing countries to account yet also recognising and accepting that this is also a role they play in the UK and in the North. Accepting that challenge given the likely financial constraints that DFID (and all other development actors) are going to be faced with will not be easy and it will be important to think carefully about how they communicate critical messages.

# Annex 1: Terms of Reference



## Background

Partnership Programme Arrangements (PPAs) were introduced by DFID in 2000 as direct replacements for the Block Grant and Volunteer Grants. These new models of CSO support allowed DFID to enter high level strategic partnerships with some of the most trusted and respected civil society organisations (CSOs), including Christian Aid, with whom DFID shared common goals and objectives.

PPAs provided the holders with longer term, unrestricted strategic funding in support of mutually agreed outcomes. However, the unrestricted nature of the PPA funding meant that, although high level outcomes were agreed between the two parties, the PPA holder was not required to track DFID funds through to output and outcome level.

However, over the past couple of years DFID has, following National Audit Office recommendations, undertaken a comprehensive reform of the PPA process. One of the main outcomes of this process has been the introduction of more rigorous performance frameworks for all PPAs.

Christian Aid is an agency of 41 churches in Britain and Ireland, mandated to work on relief, development and advocacy for poverty eradication. Its Essential Purpose is to expose the scandal of poverty, to help in practical ways to root it out from the world and to challenge and change the systems that favour the rich and powerful over the poor and marginalised.

Christian Aid first received DFID PPA support in 2001 and our current Programme Partnership Arrangement (PPA) with DFID is due to end on 31 March 2011.

The agreed purpose of this current PPA is: *By end March 2011, with the support of DFID, Christian Aid will have made a substantial contribution to building the movement for global justice and had a real and lasting impact on the lives of poor communities in 20 of the 50 countries where it works, especially in the Latin American and Caribbean region and through its HIV work.*

## Purpose, Objective and Scope

As part of the PPA funding arrangement with DFID, it was agreed that all PPA holders would, in the last year of funding, arrange for an independent external evaluation of the PPA for the period 2008-11. This evaluation will consider the most recent version of the Christian Aid PPA performance framework (attached), agreed with DFID in May 2010, alongside earlier versions of the framework agreed since 2008. This will help evaluators build their understanding of how Christian Aid's PPA performance framework has evolved since 2008 and where it stands at the moment.

The purpose of this evaluation is to re-confirm the common ethos and vision in recognised priority areas which exist between Christian Aid and DFID and which led to the formulation of the current PPA.

The objective of the evaluation is to evaluate how far Christian Aid has gone towards achieving the mutually agreed outcomes as stated in the PPA performance framework. The evaluation will also derive lessons which will enable Christian Aid to inform its future strategies, programmes, approaches and set-up.

The target audience and main users of the findings of the evaluation will be Christian Aid and the Civil Society Team at DFID. However, Christian Aid's key stakeholders may also benefit from the findings (this could include but is not limited to its southern partners, other donors, other parts of DFID, fellow PPA holders).

In terms of scope, the evaluation will focus only on the most recent PPA period ie 1 April 2008 to present therefore it should cover developments in Christian Aid's strategies, programming, structure and context over this time frame.

Note: Whilst the evaluation is specifically concerned with activities undertaken during the current PPA period 2008-2011, work carried out in earlier PPA periods since 2001 may be taken in to account where indicators have evolved.

Christian Aid's Latin America PPA will be evaluated separately by DFID after March 2011 so is excluded from the scope of this evaluation. However, this does not preclude assessment of performance information in Christian Aid's PPA self-assessments relating to its work in Latin America.

Christian Aid is planning a separate evaluation of its 18-month DFID-funded faith programme on HIV, to be conducted over the coming months, budgeted for from HIV PPA funds. While its scope will not include the full range of HIV work covered in Christian Aid's PPA performance framework (it will focus only on faith-based responses to HIV, including those supported by Christian Aid over the past 5-7 years), the results of this evaluation are expected to feed into the broader PPA evaluation where timing allows.

## Methodology

Using versions of the PPA performance framework agreed with DFID since 2008, and the agreed PPA baselines (both attached), the successful bidder will:

- \*review the annual PPA Self-Assessment reports which Christian Aid has submitted to DFID since 2008.
- \*undertake a review of Christian Aid's monitoring and performance information that fed into PPA self-assessment reports (include in this consideration of performance information from Christian Aid partners and country offices).
  
- \*review a range of reviews and/or evaluations of Christian Aid supported initiatives (conducted between 2008-present) that relate to objectives and indicators in the PPA performance framework.
- \*arrange and chair series of meetings/interviews with Christian Aid staff to review and assess the areas of work that were selected as a focus for PPA performance monitoring and reporting.
  
- \*undertake interviews/survey of a range of stakeholders involved in areas of work under the objectives within Christian Aid's PPA performance framework, including Christian Aid staff, DFID policy teams and country offices, other agencies or donors, etc (using tele-/video-/skype-conferencing; overseas travel is not anticipated)

\*interview/survey a selection of key partners whose work contributes towards PPA objectives using a range of means including tele-/video-/skype-conferencing with an agreed number of partners (overseas travel is not anticipated).

On the basis of all information gathered through the above methods, evaluate Christian Aid's contribution to the achievement of the agreed PPA objectives and draw out lessons learnt from this to-date.

## Skills and Qualifications

The successful bidder will be expected to have:

A strong understanding and experience of evaluation methodology, particularly the evaluation principles and standards which DFID subscribes to (see DAC Evalnet at: <http://www.oecd.org/dataoecd/12/56/41612905.pdf>.)

A comprehensive background in working with civil society organisations in the field of international development

A good understanding of partnership and faith-based approaches to international development

The bidder must also be independent of Christian Aid and DFID, ie not an employee of either DFID or the PPA holder, but it could be someone with previous experience of either organisation.

Selection process:

Prospective consultants will be invited to submit Expressions of Interest (EoI) to Christian Aid by 23 June 2010, outlining proposed approach and time schedule for implementing the ToR, fees and references we can follow up with from at least two previous similar clients. A Christian Aid selection panel will review EoIs against the above skills and qualifications and shortlist a number of consultants who will be invited to present proposals to the panel from w/c 28 June 2010. The panel will then select a consultant(s) against pre-agreed selection criteria.

## Outputs

The successful bidder will be expected to produce a report of no more than 20 pages of A4 (excluding annexes), in Plain English. This report will be written in a format which is easily accessible to all stakeholders.

This report will follow the following format:

Summary section (approx 2 pages). This summary will focus on the main findings and will specifically state how far the evaluator feels Christian Aid has gone towards achieving the mutually agreed objectives as stated in the PPA performance framework.

An Introductory section (approx 2 pages) which should include the methodology used in undertaking the evaluation.

A section on Results relating to PPA objectives (approx 6 pages) – this section should include (i) results, including any evidence of the outcomes and impact, of Christian Aid's activities 'on peoples' lives' (see glossary of terms in Annex A) including any specific outcomes or impact relating to gender relations and social exclusion issues (ii) results, including outcomes and impact, of Christian Aid's work on relevant policy issues (iii) the added value of the PPA for Christian Aid's overall organisational development. It should also comment on the overall health of Christian Aid's monitoring and evaluation systems.

A section covering Value for Money (VFM) (approx 3 pages). In this section the evaluator will provide specific evidence to show whether or not Christian Aid is able to show value for money in meeting the purpose of its PPA through its use of PPA funding (DFID's understanding of VFM is outlined in Annex B). Given the challenge of demonstrating VFM at a strategic/organisational level, where DFID

PPA funds are not tied to specific activities or outputs, VFM considerations should include: How well is Christian Aid able to demonstrate cost-efficiency and effective risk-management, including through its cost-management processes and procedures (including procurement and internal control assurances), and its overall fiduciary risk-management within its partnership-based business model? (This assessment should take into account the unprecedented economic risk that has characterised Christian Aid's operating environment during the current PPA period since the global financial crisis in 2008)

Could Christian Aid have achieved more if it had used its PPA resources differently?

Should its organisational goals or core-funding allocations have been prioritised differently to enable PPA resources to be channelled more appropriately to meet the purpose of the PPA?

Working within this broad understanding of VFM, the evaluator(s) should also explore and comment on the relevance and usefulness of VFM as a performance criterion in assessing Christian Aid's PPA.

A section covering Lesson Learning (approx 3 pages). This section will highlight lessons learned throughout the 3 year PPA period and how/whether these have been taken up across Christian Aid. This includes both learning used to incrementally improve operational practice and learning that generates new knowledge on how to address specific issues in poverty eradication (eg in specific sectors or policy themes)

A section covering Building Support for Development (approx 2 pages) showing what progress Christian Aid has made against Objective 7 in its performance framework and how this has contributed towards (i) building public knowledge and awareness of global poverty; (ii) generating public support and momentum for action to reduce global poverty, (iii) stimulating the public and/or organisations to act to reduce global poverty..

A section on Issues to be addressed (approx 2 pages). This section will highlight any specific issues which arose during the evaluation which the evaluator feels need to be addressed by Christian Aid or DFID.

In submitting the final report we would ask that you include annexes which contain:

details of the final agreed TORs

a list of people and organisations interviewed

a list of documentation reviewed

a timeline of the evaluation process

a list of material (documentary, audio, visual and web-based) demonstrating relevant evidence of Christian Aid's performance, knowledge and learning relating to its PPA purpose and objectives (with links to published material provided)

## Timetable

The successful bidder will be expected to work up to 30 days to produce an initial draft report for discussion with Christian Aid by no later than 31 October 2010 and to produce a final report, agreed with Christian Aid, by 15 November 2010. Christian Aid will submit this finalised evaluation report to DFID, together with a 4 page management response, by no later than 30 November 2010.

## Annex 2: Interviews conducted

<b>Person Interviewed</b>	<b>Role</b>
<b>Martin Kyndt</b>	<b>Christian Aid, Associate Director, Organisational Development &amp; Performance</b>
<b>Aidan Timlin</b>	<b>Christian Aid, Corporate Strategy &amp; Performance Manager</b>
<b>Daleep Mukarji</b>	<b>Ex-Director of Christian Aid</b>
<b>Jo Swiers</b>	<b>Ex-Christian Aid PPA Manager</b>
<b>Tapiwa Hoto</b>	<b>Programme Officer, Zimbabwe</b>
<b>Alison Doig</b>	<b>Christian Aid Climate Change Adviser</b>
<b>Olivia MacDonald</b>	<b>Christian Aid Governance Adviser</b>
<b>Rosie McGee</b>	<b>Research Fellow and Consultant – Institute of Development Studies</b>
<b>Martin Birch</b>	<b>Christian Aid, Associate Director, Finance and Information Management</b>
<b>Andrew Croggan</b>	<b>Christian Aid, Head of Latin America &amp; Caribbean (LAC)</b>
<b>Caroline Garcia</b>	<b>Christian Aid, LAC Monitoring Officer</b>
<b>Paul Valentin</b>	<b>Christian Aid, International Programmes Director</b>
<b>Nina O’Farrell</b>	<b>Christian Aid, Head of HIV</b>
<b>Thomas Rodriguez</b>	<b>Christian Aid, Programme Coordinator, Faith and HIV</b>
<b>Becky Weir</b>	<b>Christian Aid, Head of Funding for HIV</b>
<b>Rob Hargreaves</b>	<b>Christian Aid, PROMISE Business Manager</b>
<b>Geoff Golledge</b>	<b>Christian Aid, Management Information Manager</b>
<b>Hannah Cook</b>	<b>Christian Aid, Corporate Planning and Reporting Coordinator</b>
<b>Sally Smith</b>	<b>UNAIDS</b>
<b>Richard Ewbank</b>	<b>Christian Aid, Climate Change Programme Co-ordinator</b>
<b>Daniel Jones</b>	<b>Christian Aid, Head of Programme Innovation &amp; Learning</b>
<b>Sarah Whittington</b>	<b>Christian Aid Climate Change Campaign Manager</b>
<b>Mike Battcock</b>	<b>DFID – Adviser on Faith Based CSOs</b>
<b>Becky Claydon</b>	<b>Christian Aid, Compliance Manager</b>
<b>Ken Carlton</b>	<b>Christian Aid, Senior Financial Accountant</b>

# Annex 3: List of Documents Reviewed

Christian Aid Strategic Framework 2005-2010

Christian Aid Strategic Framework 2008-2012

Christian Aid, No Small Change

Christian Aid Strategic Framework 2010-12. Turning Hope into Action

Christian Aid, Poverty Over

Christian Aid, Poverty Over 2 – We're all in it together

Christian Aid, Doing Justice to Poverty

Christian Aid, Ethiopia Country Strategy Paper, 2005-2010

Christian Aid, Evidencing Change in the Annual Review

Christian Aid, Theology and International Development 2010

Christian Aid PPA Performance Framework 2009

Christian Aid PPA Performance Framework – revised April 2010

Christian Aid PPA Self Assessment Review 2008/9

Christian Aid PPA Self Assessment Review 2009/10

Christian Aid, India Country Strategy Paper, 2005-2010

Christian Aid, Mali Country Strategy Paper 2006-2010

Christian Aid, Evidence of Change Project – Mapping of Countries linked to HIV Strategy Indicators

Christian Aid, Zimbabwe Protracted Relief Programme (PRP) Phase 2 – 2009-2010

Christian Aid, Zimbabwe Programme Review in the Context of No Small Change and Poverty Over

Christian Aid, Zimbabwe Country Policy and Strategy Paper, July 2007-2010

Christian Aid, ToRs for Forthcoming HIV and Faith Evaluation

Christian Aid, ODP Vision and Plan 2010-11

Christian Aid, Global Multi-Faith Positive Action Inception Note, February 2010

Christian Aid Annual Report 2009/10

Christian Aid Annual Report 2008/09

Christian Aid Annual Report 2007/08

Christian Aid, PROMISE overview

Christian Aid, Managing Partnerships – Fundamentals, Managing Partnerships for Change

Christian Aid, Managing the Programme – Fundamentals – Managing the Programme for Change

Christian Aid Corporate Strategies. Wildly Important Goals (WIGS) for 2010/ 2011

Christian Aid Corporate Strategies. Wildly Important Goals (WIGS) for 2009/ 2010

Christian Aid, Evidencing Change: proposal and workplan 2010/11

Duckworth, B and J Coe, Countdown to Copenhagen – Campaign Evaluation for Christian Aid 2009

MacDonald, Neil, Feedback on PPA Review January 2010

Sudan PLHIV Report – Condemned, invisible and isolated, Stigma and Support for PLWIV in Khartoum

Jones, H & Katie Chalcraft, SAVE – A comprehensive approach to HIV prevention, care and support. An Independent evaluation of the SAVE approach, 2009

INERELA+ Positive Faith in Action, March 2010

INERELA + Five Year Strategic Planning 2006-2010

KENERELA+ Strengthening Faith Based Responses to HIV, 2009

Mundy, 2006, Strategic Focus Area Study of HIV

Public Aspect, Charity Impact Assessment 2009

Christian Aid HIV 2007: Exec Sum; Full Report; Management response

Christian Aid Economic Justice 2008

Christian Aid Strengthening the organisation Focus Area Study 2008 report and management response

Christian Aid Accountable Governance Study 2009

Christian Aid Climate change: Countdown to Copenhagen Evaluation 2010

Christian Aid Climate Change Campaign Communications Report 2007-2010.

Christian Aid Tsunami evaluation 2007

Christian Aid Evidencing Change: proposal and workplan 2010/11

Public Aspect “‘Making a difference?’ Benchmarking charities’ impact reports” 2009

Christian Aid Africa Gender Community of Practice (AGCOP) - The Gender Approach (Date unknown)

Christian Aid (Internal) A Vision for realising greater impact, 2009

Christian Aid Review of internal Audit and Risk Management functions Aug. 2010 prepared by MANGO

Christian Aid Procurement Policies and Procedures Manual.

Christian Aid Listening and Responding to our Stakeholders: Christian Aid’s accountability. 2009

Christian Aid’s Partnership Appraisal, Monitoring and Review system: Making us More Effective. (Date unknown)

Christian Aid Longitudinal Approaches to Impact Assessment Monitoring and Evaluation (LIME) (PowerPoint Presentation date unknown.)

Christian Aid Zimbabwe Programme Review in the context of No Small Change and Poverty Over (Date unknown)

## Annex 4: Timeline of activities

No	Activity	Outputs & Outcomes	Dates
1	Inception meeting with Christian Aid	ToRs and the evaluation approach proposed discussed and agreed.	July
2	Review background documentation	Key information from a range of sources reviewed (i.e. self-assessment reports, M&E information, reviews and evaluations since 2008, etc).	July/August
3	Meetings and interviews with Christian Aid staff	Areas from the focus of PPA work are reviewed and assessed, as well as the organisation's ways of working that underpin them.	July / August
4	Interviews with a range of stakeholders involved in areas of work under the objectives within Christian Aid's PPA performance framework, including Christian Aid staff, DFID policy teams and country offices, other agencies or donors, etc	PPA focus areas are reviewed and assessed from the perspective of Christian Aid's stakeholders.	July//August/ Sept
6	Analysis of data	Data analysed	August/September
7	Writing-up draft report	Initial draft report for discussion with Christian Aid	October 2010
8	Incorporate comments and feedback from Christian Aid to draft report.	Final report of no more than 20 pages of A4 (excluding annexes), in Plain English (agreed with Christian Aid)	15 November 2010
9		Christian Aid will submit the finalised evaluation report to DFID, together with a 4 page management response	by no later than 30 November 2010