

## Real Time Evaluation: Project HHELP & SAVE2 Benin



### RTE Team Co-Leads:

Heather Dolphin, West Africa Regional Technical Advisor for M&E

Graziella Lokoun, M&E Officer, Project HHELP, CRS-Benin

### CRS-Benin and Caritas Data Collection Team:

Thomas Carrena

Raphael Bessan

Qawiyy Ahounde

Hilda Quenom

Fabrice Hermus Madode

Special thanks to Emily Wei, LRP Consultant who contributed to tool development, data collection and field level analysis and all photos in this report.

## Table of Contents

Executive Summary	i
Background	1
Objectives	1
Status of the Program the Week of the RTE	2
Methodology	2
Findings	3
<i>I. Relevance/Appropriateness</i>	3
<i>II. Program and Management Effectiveness</i>	4
<i>III. Connectedness and Sustainability</i>	14
<i>IV. Coverage</i>	15
Conclusions	16
Recommendations	17
Annex A. Photo Gallery	24
Annex B. Participant Selection and List of persons interviewed	38
Annex C. Terms of Reference for RTE	40
Annex D. Itinerary	45
Annex E. Data Collection Tools	47
Annex F. Methodology for Reflection Workshop	81

## Table of Figures

Table 1: Data Collection Methods	2
Table 2: CRS Staffing Increases	5
Table 3: Challenges/Good Practices	8
Table 4: Scenario 1: Staff Reductions in weekly markets for monthly distribution	10
Table 5: Scenario 2: Staff Reductions in the case of monthly markets	10
Table 6: Advantages and Disadvantages of Weekly Markets	12
Table 7: Printing Savings	13
Table 8 Printing Costs in terms of Overall Project Budget	13
Table 9: Action Plan	19

## Acronyms

CFA	Communauté Financière d’Afrique
CLCAM	Caisse Locale de Crédit Agricole Mutuel
CRS	Catholic Relief Services
NGO	Non Governmental Organization
OCHA	Office for the Coordination of Humanitarian Affairs
OFDA	Office of U.S. Foreign Disaster Assistance
Project HHELP	Helping Households in Emergencies with Local Purchase
RTE	Real Time Evaluation
Save2	Saving Assets With Vouchers In Emergencies 2
WARO	West Africa Regional Office
WFP	World Food Program

## Executive Summary

CRS-Benin and partner Caritas Benin are currently intervening in Mono department via Project HHELP (*Helping Households in Emergencies with Local Purchase*) and SAVE2 (*Saving Assets with Vouchers in Emergencies*) to provide assistance to households in the form of vouchers for food and agricultural tools and seeds. The interventions of Project HHELP began in June and will continue until October 2011, while Project SAVE2 began in May and will continue until January 2012. This real time evaluation examines the relevance, appropriateness, effectiveness, management, sustainability and scope of the response with a particular focus on Project HHELP in an effort to provide information quickly that will benefit the final 10 weeks of that project.

### Relevance/ Appropriateness

Temporary food assistance from Project HHELP has provided a relevant and appropriate response to the urgent needs of 10,025 households in Mono Department following the floods of 2010. Thanks to the food assistance, families are once again eating 3-4 times per day. With the income they receive from supplementary income generating activities, they can now better afford health care for themselves and their children, they can manage unforeseen expenses and can pay debts. Some are able to invest in agriculture and livestock activities for the future.

Although there has not been a change in gender roles as a result of this brief intervention, both men and women report more peace and less conflict within the household because of the reduction in stress over financial issues and the confidence that all family members are receiving regular meals. Vendors (almost exclusively women) more frequently mentioned having autonomy in the household to make purchases. Because they bring home larger profits since the project began, they can take on more responsibility for household expenses, reducing stress for the men. Men also are benefiting from the increased business in the markets as push cart operators, zem (motorcycle taxis) and taxis.

### Effectiveness

The response was effective in reducing the impact of the floods and started 7 months after the flooding. A large part of this delay was due to the final agreement from Food for Peace which was received March 21, 2011. Nonetheless, CRS-Benin has identified ways to accelerate their future emergency responses. (See Action Plan, Table 9) The decision to use vouchers was appreciated because of the choice and transparency it offers and because of the benefits it brings to indirect beneficiaries (vendors) in the markets. Furthermore, the vouchers allowed beneficiaries to have instant access to locally available products without experiencing the typical procurement delays associated with food distribution using imported products. Beneficiaries reported that different categories of vouchers helped improve the diversity of their diet. The data collection team did notice a few occasions of vendors and beneficiaries exchanging vouchers for food that didn't correspond to the coupon. Because beans are not the preferred source of protein, these particular exchanges were made using the beans vouchers for more corn for example. Had fish been available, it would have likely been the preferred to beans since fish has traditionally served as the main source of protein for the beneficiaries in this region.

To address the question of cost effectiveness, different cost savings measures were analyzed including providing monthly rather than weekly food distributions and limiting the categories and denominations of vouchers provided. Although significant cost savings are possible if rations are distributed on a monthly rather than weekly basis, during the evaluation, there was a strong preference for weekly distribution because of the reasons detailed in this report. A possible cost saving measure is limiting the

number of vouchers of multiple denominations provided in each food category reducing counting time and printing costs.

## **Program Management**

Project HHELP operates effectively in the weekly markets due to Caritas' the well-organized operations. They have also demonstrated they can learn and make adjustments to their process as they implement. Managing 500 vendors who on almost a daily basis are finding new ways to take advantage of the system requires a large team to enforce rules, supervise and mediate conflicts in the markets. Caritas has demonstrated they have the staff to monitor, enforce rules and set up new systems to thwart vendors' efforts to take advantage. Areas for improvement include additional tools and training for CRS' administrative and finance staff to accelerate processes in the case of short term and emergency programming; continue to find additional improvements to the CLCAM's payment system, to ensure payment is available to vendors who arrive a day later than expected and reduce wait times further where possible. In terms of the M&E System, Caritas' timely submission of data has recently improved. The area CRS and Caritas will begin addressing is the accuracy and overall quality of the data collected. To tackle this, a working group will be established to review the system, define a process for improving data quality and for resolving problems encountered.

Fortunately, the communication problems CRS and Caritas faced at the beginning of the project are now largely resolved. Both teams report they now understand one another better and have changed how they operate in order to work together more harmoniously. CRS continues to work with staff internally to encourage relationship building and effective communication with partner.

## **Connectedness and Sustainability**

Project HHELP is well integrated into the weekly market rhythm of the department. Although it was planned to end when the normal harvest period begins when people would be able to support themselves, the start of the rainy season has kept fields underwater. Many focus group participants expect little if any harvest. The project's greatest impact has been the food security as well as a more diversified diet for beneficiary families. Vendors report that they and their children also eat better, they can afford children's health costs, school fees, there is less stress, and they can pay off debts. They have re-invested in the inventories of their shops. The most sustainable aspects of the project are the educational messages related to nutrition, hygiene and water storage. Beneficiaries can recall and explain these messages and they report diversifying their diet and increasing the frequency with which they wash their hands (Attributable to information sessions conducted by both Projects HHELP and SAVE2).

## **Coverage**

CRS/Caritas used a precise and comprehensive method to identify beneficiary households that included consultation with OCHA reports, other NGOs, local authorities and finally a door to door survey of 14,300 households in the Department of Mono. However a gap in coordination at the national level permitted various NGOs to conduct multiple assessments in the same communities which after a few assessments were conducted, created resistance and hostility on the part of community residents. As a result, some residents and some entire communities refused to participate in the Caritas door to door survey which made them ineligible to participate in the project and may have later been the source of inter-community conflict. An additional challenge for interviewers was the difficulty in isolating and

identifying the conditions that made households eligible for assistance 5 months earlier when conditions had likely changed since then, for better or for worse.

## Conclusion

Together, SAVE 2 and Project HHELP provide recovery assistance to 13,019 households as well as indirect beneficiary households of 500 small vendors almost all women. Households are more food secure and can now afford to cover their additional health care costs and school fees as well as invest some resources into restoring lost livestock and saving for future agricultural investments. Although there have not been major changes in gender roles, there is generally less conflict in the household. Vendors however experience more autonomy to make household purchases now that they can afford to. Men experience less stress over household finances.

Some of the early project implementation difficulties were a slower than necessary start-up process; poor coordination at the national level which impacted the Caritas assessment activities; and communication challenges with partner, Caritas. With those challenges behind them, the more pressing challenges relate to improving the display of food in the market, reducing wait times further for vendors, systematizing the monitoring and evaluation, and the possibility of cutting printing costs by limiting denominations (but not categories) of vouchers provided.

The change that will be most lasting for CRS is the relationship forged with Caritas. For beneficiaries, educational messages related to nutrition (done through Project HHELP) and hygiene and water storage (related to SAVE2) seem to have taken hold both in terms of knowledge as well as new practices.

## Recommendations

The most time sensitive recommendations include:

- Reinforce good hygiene and nutrition messages using village chiefs who are already linked to the project
- Reinforce messages to both vendors and beneficiaries regarding the end of the project so that they prepare financially
- Improve the sanitary display of food in the markets
- Further reduce wait times for vendors in the CLCAMs and ensure late payment to vendors who arrive after their scheduled pay-out date.
- Systematize the monitoring and evaluation
- Continue to improve coordination with partner, Caritas/CRS through reflection sessions and strategic planning sessions.

Recommendations that are important before project close out and in preparation for the next phase are to:

- Put in place mechanisms to support finance and administration staff's capacity to respond quickly during emergencies
- Document and upload to CRS Global all the finance, administration and monitoring and evaluation tools/templates to assist other country programs in the future
- Document challenges faced to maintain an equitable yet still market-based system with small vendors who on a daily basis are devising new ways to take advantage of the system.
- Reinforce the community level network by developing leadership among youth

- In the long term, budget for additional costs of weekly markets and printing costs that permit beneficiaries to buy quantities that best suit their household needs.
- Where cost savings can be made if necessary is limiting the denominations (but not the categories) of vouchers provided as beneficiaries tend to buy all of a given item (rice, corn, beans or oil) at a single vendor if not the rest of their weekly purchase as well.
- Document the cyclical flooding experienced by residents of the Mono River basin in order to advocate for longer-term solutions.

## Background

During the last two weeks of September, 2010 heavy rains resulted in flash flooding in northern Benin and widespread flooding in the southern departments of the country. CRS-Benin with partner Caritas has put in place 2 projects to respond to the needs identified through a multi-step assessment process.

Project HHELP (Helping Households in Emergencies with Local Purchase) targeted households in four communes in Mono department in the south western corner of Benin: Athieme, Bopa, Come and Grand Popo. Every week for 5 months from June to October 2011, 10,025 vulnerable households are given vouchers to purchase food (maize, rice, beans and oil). During the first 4 months of the project beneficiaries receive vouchers worth 6100 fcfa or US \$13 per week, while in the fifth (last) month of the project they will receive 3050 fcfa or US \$6.50 per week. They also receive nutritional information in the markets which are reinforced in the villages.

To assist the affected population reestablish their livelihoods, Saving Assets with Vouchers in Emergencies (SAVE2) provides vouchers for agriculture, fishing and livestock to 3,000 households. Also this project provides water kits and WASH education to 7,000 households. Project SAVE2 serves three communes in the Mono department: Athieme, Bopa, and Grand Popo. Five thousand of these households are also HHELP participants. While this evaluation looks primarily at the mechanisms of Project HHELP, some important questions were addressed regarding SAVE2, primarily the effectiveness of the WASH education efforts in terms of changing beneficiary hygiene and water treatment practices.

The Project HHELP proposal to Food for Peace was submitted in November, the Pre-Authorization Letter was received in January 26<sup>th</sup> 2011 and the agreement with FFP was signed March 21<sup>st</sup>. The project got underway on June 5<sup>th</sup>. The country program was not prepared to pre-finance the project as early as January, not knowing for sure whether they would be re-imbursed so the intervention has been more of a rehabilitative rather than an emergency response.

Project HHELP vouchers are redeemable in six local weekly markets of varying size. The largest market serves 3,631 beneficiaries. The smallest serves 360 beneficiaries. These are regular weekly markets that existed before Project HHELP began. They were chosen after a market analysis was conducted to determine which markets could most easily accommodate the influx of inventories and beneficiaries on a weekly basis.

For both Project HHELP and SAVE2, CRS works in collaboration with implementing partner Caritas-Benin. In the case of HHELP, Caritas performs the beneficiary selection, voucher distribution, market monitoring and voucher collection. Project HHELP works with a microfinance institution CLCAM to pay the vendors based on a payment system they themselves chose during consultation through focus group discussions in each of the 6 markets.

## Objectives

This evaluation has 5 objectives:

1. To review the response against the established four criteria and recommend immediate changes that can improve the emergency program.
2. Respond to concerns identified by Food for Peace in a recent donor visit.
3. To identify good practices and lessons learned in this response to use more widely.
4. Promote a learning approach within CRS by reporting and communicating the outcome of the RTE beyond CRS Benin to the agency worldwide and to partners.

- To identify persistent weaknesses in the operations of Project HHELP for organizational learning and recommend how they can be addressed.

## Status of the Program the Week of the RTE

At the time of this evaluation, Project HHELP was in the 10<sup>th</sup> week of a 20 week project. Project HHELP management plans to use the results of this evaluation for the remaining distributions.

## Methodology

The RTE is designed to provide rapid feedback to the program implementers, permitting learning and improvements to take place in the response operations. This RTE was planned and carried out based on questions presented in the terms of reference. The main areas of inquiry were: Relevance/Appropriateness, Program Management/Effectiveness, Coverage and Connectedness and Sustainability. Tools were developed to answer these questions and a sampling method was developed for the various data sources. The RTE team collected qualitative data from beneficiaries, non-beneficiaries, market vendors who participated and who didn't participate in Project HHELP, traditional and elected local authorities, the Program Manager of Project HHELP, CRS' Head of Programs, Caritas' Coordinator of Emergency Responses and Caritas' Team Field Leaders. Following data collection, RTE members shared preliminary data with CRS and partner staff in a half day workshop at which time the recommendations were agreed upon and an action plan was generated.

In addition to addressing the questions posed in the Terms of Reference, the RTE also responded to additional questions posed by the recent Food for Peace visitors such as cost effectiveness of weekly versus monthly distributions, other possible cost saving measures; the effectiveness of current delivery of nutritional messages and what might be done to improve them; whether ration sizes are too large given the upcoming harvest, and finally, an assessment of the M&E system including an assessment of price data collected. The results of that review are integrated into this evaluation report.

**Table 1: Data Collection Methods**

Method	Respondents	#
Focus Group Discussions	Women Beneficiaries	4 groups
	Men Beneficiaries	4 groups
	Non- Bénéficiaires (Men and Women)	3 groups
	Caritas Field Agents	1 group
Direct Observation	Large Markets	2 markets
	Small Market	1 market
Key Interviews	Vendors	16 vendors
	Vendors who don't participate in Project HHELP	2 vendors
	Traditional Authorities (Village and Arrondissement Chiefs)	4 authorities
	Elected Officials	1 official
Staff Interviews	CRS Staff	2 staff
	Caritas Staff	1 staff

## Sample Selection Methods

Villages and Village chiefs were chosen based on an initial random selection of Project HHELP villages in each commune. The 4 villages identified were next screened to ensure there were enough eligible beneficiaries to make up the focus groups, and if so, the CRS/Caritas team assessed the accessibility of the villages. The accessible villages were chosen. Due to time constraints, one village per commune was visited. Men and women were randomly selected from the list of eligible households. Since the eligible households were identified by the man's name, to create the list of women beneficiaries, a random selection of households was conducted and the woman of the household was invited to join the focus group. (For a complete list of selection procedures see Annex B.)

## **Findings**

### **Relevance/Appropriateness**

#### **Effectively Meeting Needs**

Following the floods of October 2010, the principle needs of the affected population were related to: food, housing, support for agriculture, livestock and health. Project HHELP beneficiaries were unanimous in saying that the project has provided a response to their greatest needs which is enough food to feed themselves and their families every day.

#### **Food Security**

Prior to the floods, people consumed 3-4 meals per day. During the flooding, they ate on average 1 meal per day. Since the project started, they have returned to a 3-4 meal a day regimen. According to beneficiaries, Project HHELP has improved the quantity and quality and diversity of food they eat now compared with what they ate during the floods. In a normal year, however, they would buy larger quantities than Project HHELP provides. Project HHELP provides a full ration size consistent with the nutritional value of the ration used by WFP. According to beneficiaries, in the case of large families, the food rations do not last the entire week. Others share rations with their neighbors so they may also run out before the week ends.

#### **Use of Other Resources**

The money that recipients earn from their daily livelihood activities allows them to meet their other food needs such as fish and condiments. It also provides money for health care especially for children, for unforeseen expenses and has allowed some to pay debts. Half of the men's focus groups said they used their other income to invest in agriculture and livestock activities for the future. They also mentioned using it for fuel. This money usually comes from selling other products like coconut, collecting and selling firewood, making and selling brooms and mats; sharecropping in other locations or in fields that are not flooded. Some are planting on termite mounds or other small plots of land that are higher than the submerged fields and suitable for limited planting.

#### **Gender impact: Beneficiaries and Vendors**

There has not been a change in gender roles as a result of women making purchases in the market. Although women beneficiaries are encouraged by the project to make the household purchases with the vouchers, it is traditionally their role to do so. Male heads of household are the named Project HHELP beneficiaries. For the men, it is a source of pride that they are named the beneficiaries because they do

not need to worry about feeding their families and they have the means to “send” their wives to the market.

Because there is enough to eat, there is more peace in the household. Women no longer complain that the men are not good providers or that they drink away their money. Women agree that men are more at ease and there is less conflict in the household.

For women, because they receive the vouchers, they are confident that the benefits are shared within the household. They report having more autonomy to go to the market because they no longer have to wait for their husbands to give them money. The food vouchers have given them more time to take better care of their household and small income generating activities because they no longer have to worry about the daily meal. In the case of women heads of households, they are better able to feed their children and assume their other responsibilities.

The project had a positive impact on the vendors (almost exclusively women), the indirect beneficiaries. In nearly all cases, customers, competition, and profits have increased. As a result, some vendors have started selling new products, increased their inventories and increased their sales space.

The vendors have all asserted that their living conditions have improved; they independently take better care of themselves and their families. They more frequently mentioned having autonomy from their husbands to make needed household purchases. Because they bring home larger profits, they can take on more responsibility for household expenses. This reduces stress for the men as they are no longer blamed for not providing more adequately for the household. Men also are benefiting from the increased business in the markets as push cart operators, zem (moto taxis) and taxis.

## **Program and Management Effectiveness**

### **Factors Contributing to Success**

Caritas-Benin has a large, well trained and organized team that has greatly facilitated effective operations in the markets. The work starts early. Buses arrive to pick staff up around 5am so that preparations begin at 6am. There are 7 teams that plan and carry out each market: Logistics/ Security (20-25 people); Facilitators (+ than 110); Data Collection (15); Welcome/Registration (30); Voucher Distribution, Awareness Raising and Orientation (20-25). Eight animators reinforce the messaging and support market planning at the community level. Three Focal Points coordinate the work between the markets and the villages and between Project HHELP and SAVE 2.

Caritas has found a number of ways to improve their operations in the short time the project has been underway. Initially they found that there was a large disparity in the profits from one vendor to the next. A related problem was the chaos that was created as vendors moved closer and closer to the registration table to attract beneficiaries’ attention. In order to create a more orderly market and provide a more even distribution of the profits, Caritas began orienting the beneficiaries into different zones and distributing 5 beneficiaries at a time to each vendor in each zone. This has reduced congestion around the registration table and has helped to distribute profits more equitably. However it is not a perfect system. One vendor in the Come market during the week of August 15<sup>th</sup> earned almost a million fcfa while the rest (95%) earned between 40,000-200,000 fcfa. Also a number of beneficiaries would prefer to make purchases with vendors they know and complain that they are not permitted to measure the quantities themselves. Although Caritas sensitizes beneficiaries that they should choose vendors based on quality of the products, vendors often will take a beneficiary’s entire sheet of vouchers in order to prevent them from buying elsewhere. Caritas’ facilitators in the market

are critical for moderating these kinds of conflicts, enforcing the rules and devising new systems sometimes on a daily basis to thwart attempts by vendors to cheat.

Caritas also realized they could reduce the number of staff who register beneficiaries and distribute vouchers. Rather than 2 people performing these functions, as a team, now one person does both, allowing the additional person to either register more beneficiaries, reducing the wait time or to serve as facilitators in the market—an important task for ensuring customer /vendor satisfaction.

Both CRS and Caritas have found creative solutions to challenges they have faced. The Resource Management Coordinator helped the team follow the correct administrative procedures that would permit the project to have the cash needed to pay vendors without resulting in an audit finding. In order to prevent fraud, CRS looked into using holograms and water printing on vouchers but found a more cost effective solution using casual laborers to stamp the weeks' vouchers with a new design no one else can anticipate.

CRS ensures the payments to vendors and is continuously learning from and improving this process. CRS has continued to increase the number of temporary staff to hasten the process of counting vouchers after each market day so that vendors in most markets can be paid either 2 days later or twice a week, depending on the choice they made during consultation focus groups at the beginning of project implementation.

**Table 2:**

<b>CRS Staffing Increases</b>			
<b>Start Date</b>	<b>Accountants</b>	<b>Accounting Aids</b>	<b>Total</b>
June 10	4	11	15
June 15		9	24
August 10	1	37	38

On June 10<sup>th</sup>, 4 accountants and 11 accounting aids began working in the markets. Nine more accounting aids joined the project on June 15<sup>th</sup>. Beginning August 10<sup>th</sup>, CRS reduced the number of accountants to 1 and increased the number of accountant aids from 20 to 37. The CRS team will continue to monitor the time it takes to count vouchers to assess whether 37 temporary staff is sufficient.

Village chiefs have also played an invaluable role in the mobilization of beneficiaries, especially those living in villages located far from the markets. The Village Chiefs have taken charge of ensuring beneficiaries are informed about the upcoming market activities.

### **Factors Preventing a Faster Response**

CRS signed the project agreement with FFP 5 months after the flooding happened. In addition to this delay, when project start-up began in Benin, program staff were just learning how to operate in the context of an emergency or short-term project. Although staff performed well in a development context, there are certain measures CRS can take to hasten the start-up time from signing to beginning project activities. All the finance, administration and monitoring and evaluation tools used by other countries when implementing food assistance programming would have been useful had these been accessible on CRS Global. This would have permitted the team to have more easily anticipated and quickly worked around a number of challenges they encountered. To assist other country programs in the future, CRS-Benin will make the forms and procedures they used available on CRS Global. CRS' Senior Management Team in Benin will reinforce support to Benin staff by providing training and supervisory support regarding how to document and quickly implement finance and administration

procedures during emergencies. CRS-Benin should also take advantage of expertise in other CRS WARO country programs that have done this successfully through TDY assignments. Assistance from WARO's 2 emergency RTAs is also recommended. The decision about whether to sub-contract with partners will continue to be a time savings option in the future but should be evaluated on a case by case basis. A number of factors will influence the decision including CRS' available funding and the level of urgency of the response.

Although CRS is still working to improve, significant progress has been made in speeding up the payment of vendors. Before CRS contracted the CLCAMs (the micro-finance institutions that operate in the 4 communes where Project HHELP takes place) to facilitate payments to vendors in a timely fashion, CRS hired an accountant who paid vendors in the mayors' offices of the other two larger communes at the project's start. Since then, the wait times have been significantly reduced. Currently, CRS is working with the CLCAMs to ensure payment is available to vendors who arrive a day later than expected and is discussing how CLCAM's limited liquidity can be better anticipated so vendors don't have to wait as long for the CLCAM to request additional cash when they have run short while paying vendors.

Some local authorities are not cooperative in informing beneficiaries of market days or facilitating communication with Village Chiefs for sensitization activities. To address this, Caritas will strengthen its network of Village Chiefs who are actively collaborating and for future programming will consider working with youth rather than more established leaders in order to promote community and personal leadership and have a higher return from their participation.

There is also a lack of coordination at the national level. The Ministry of the Interior, charged with national level emergency response, does not provide the kind of leadership that ensures coordination among the various actors. Although Caritas has a role as Emergency Response Coordinator of National NGOs, 2010 was the first time they served in this capacity. This experience will prove useful in the future as they are already working closely with CRS to develop common strategies including building a strong community network to ensure a more integrated emergency response at all levels. With this consortium of actors, Caritas/CRS will have even greater opportunity to more effectively influence the Ministry of the Interior when needed.

Finally, data aggregation for reporting has not been timely or consistent. The plan for collecting monitoring data as described in the document conjoint between CRS and Caritas had not been followed until the week of the RTE and data quality processes are not documented. The solution to this is discussed in the information sharing section below on p. 9.

### **Timing**

The timing of the response was effective in reducing the impact of the flooding for the affected people starting at 7 months after the flooding. This was partially a result of a slow response from FFP however, CRS has already identified how it will also improve with additional training and support to the finance and administration departments with tools and procedures that can facilitate a faster start-up. In that time, prices of rice and oil also rose which meant that quantities of those items were reduced so beneficiaries (and vendors) received less than the project had planned.

In spite of the time delay, the HHELP project is quite cutting edge in the way that it offers voucher distribution and redemption on a weekly basis within existing markets and among small women business owners. No other CRS program has learned how to pay more than 500 small business women

on a weekly basis. Now that this is being achieved and improved on in each successive market, CRS-Benin will have a great deal to teach others.

The benefits of starting later allowed the project to last until the expected harvest. This seemed like an advantage compared with the WFP whose intervention ended much earlier. Unfortunately most of the beneficiaries in the focus groups said they would have little if any harvest as the rainy season has kept fields flooded. Even though the project team hoped for a sustainable recovery, due to factors beyond the projects's control (the coming of a potentially poor harvest) beneficiaries may still be in need of assistance in the near future.. The final evaluation will examine the extent of this among HHELP participants.

### **Choice of Response**

Beneficiaries, CRS and Caritas staff analyzed the food voucher compared with direct food distribution and cash distribution and all parties agreed that the vouchers were the best option in this context. As markets were functioning, the project was able to support the local economy providing indirect benefits to multiple market actors like vendors, stockers, handlers, taxi drivers, etc.

Given the cultural disparity between the sexes in Benin, vouchers also help ensure that women and their children receive the amount of food intended for them by the program. Both beneficiaries and project staff appreciate that the vouchers control what people can buy. Beneficiaries liked that the different categories of vouchers had the effect of increasing the variety of food they ate. One focus group of men said it was good that they couldn't buy beer with it. Two women's focus groups appreciated that the vouchers weren't given to men because they expected the men would not have spent the money on food for the family. In the case of polygamous families, however the issue of how food is shared among the wives was reported to have been a source of inter-family conflict.

Beneficiaries appreciate the choice of products they have and the choice they have to buy where they wish. They cited less waste and a reduction in thefts compared with both cash and direct distribution. They appreciate the transparency vouchers provide which allows everyone to know the amount beneficiaries receive and in the market, there is someone to go to if people have any problems or questions. Due to wide-spread mis-trust of government, even local authorities said they much prefer the vouchers to direct or cash distribution because of the conflict it prevents.

Cash poses security risks and possible losses and waste. Even if the project would have used the latest technology to credit celphones rather than deal in cash, the beneficiaries would need a particular kind of phone; additionally, there are not enough MTN (cash payment company) offices where beneficiaries live to make it a viable solution.

### **Vendor Choice**

Caritas has been sensitizing beneficiaries and continues to do so to encourage them to make their purchasing choices based on the type and quality of the products, not based on who is closest to the registration table or who they know. Most beneficiaries who were asked understood they should choose the vendor with the highest quality or the kinds of rice or beans that they prefer after being escorted to a zone. There are some cases where beneficiaries have the impression that they have no choice where to buy since they are escorted to specific vendors. Continued sensitization is ongoing in this respect. The need to escort beneficiaries to different zones is due to the desire to distribute the benefit as much as possible to all the vendors with eligible products in the market. Beneficiaries were found to only use vendors from their villages, thereby penalizing vendors who did not happen to be

from beneficiary villages. Caritas also found that if beneficiaries were not distributed throughout the market, the normal functioning of the market was disrupted, with vendors moving as close as possible to beneficiary registration points.

It was also observed that some vendors would take the beneficiaries' entire sheet of vouchers to prevent them from buying from another vendor. These particular vendors have the impression that beneficiaries must buy from them since they were escorted to their stand, especially if they have all the products provided through the project. Approximately 120 facilitators are placed throughout the larger markets to help beneficiaries make the kinds of purchases they wish and moderate conflicts with vendors. They have to keep vendors from taking beneficiaries' sheet of vouchers, not returning vouchers beneficiaries want to spend elsewhere, sneaking in poor quality products and pre-measuring smaller insufficient quantities among other tricks that change on a daily basis. Caritas has recently increased the number of agents assigned to vendors with the goal of one agent per vendor to help to address and mitigate these kinds of issues.

### **Time & Designated Allowed Purchases**

The markets happen in a single day so although the project intended to provide beneficiaries 3 days to make their purchases, since payment to vendors needs to be processed immediately after the close of the market, and because markets in a given location only happen once per week, beneficiaries only have 1 day to make their purchases.

In terms of the different categories of food they receive (corn, rice, beans and oil), both men and women value the greater variety of foods and the greater nutritional value as a result. They welcome the different kinds of rice, corn and beans available in each category and complained that sometimes the vendor to whom they were escorted for their purchases did not have the kind of rice or beans she preferred. Here again, continued sensitization is needed by Project HHELP to ensure that beneficiaries know they can purchase their products from vendors who provide the products they prefer.

The data collection team members noticed a few vendors and beneficiaries exchanging coupons for goods that didn't correspond with the coupon. All vendors interviewed (17) knew this was not allowed but observers of the RTE saw this happen on several occasions between vendors and beneficiaries. Corn appeared to be the most desired product while beans are the least. Although corn is a major staple in Mono Department, beans, as a protein source, are not. Fish is preferred. Because the categories of vouchers intend to ensure a balanced diet for beneficiaries, dried fish may have been a better choice in this particular context.

### **Challenges / Good Practices**

**Table 3**

<b>Challenges &amp; Good Practices</b>	
<b>Managing 10,025 beneficiaries every week in the market as well as in the villages.</b>	
<b>Good Practices</b>	<ol style="list-style-type: none"> <li>1) Excellent organizational structure</li> <li>2) Clear channels of communication</li> </ol>
<b>Ensuring the behavior change at the household level.</b>	
<b>Good Practices</b>	<ol style="list-style-type: none"> <li>1) Conduct household visits in addition to community forums when possible to reinforce messages;</li> <li>2) Reinforce project messages through households who have already adopted that behavior. When it comes to behavior change related to water purification (SAVE 2),</li> </ol>

	ensure that the appropriate inputs (Aquatabs) are available for beneficiaries to use on a regular basis.
<b>Communicating behavior change messages to low-literacy populations</b>	
<b>Good Practices</b>	<ol style="list-style-type: none"> <li>1) Provide a pamphlet designed for a low-literacy population</li> <li>2) Explain the contents of the pamphlet to the beneficiary</li> <li>3) Repetition of the message is important!</li> </ol>
<b>Vendors constantly try to take advantage of the system; and beneficiaries don't inform Caritas when they are aware of it</b>	
<b>Good Practices</b>	<p>Control Measures:</p> <ol style="list-style-type: none"> <li>1) When testing product quality, DPQC (state product quality testing agency) should be sure to take samples from the bottom of the display bowls.</li> <li>2) Penalize vendors who pre-measure quantities without beneficiaries present to monitor the amounts they purchase. Continue to monitor vendors' activities using plain-clothed Caritas staff</li> <li>3) In order to prevent select vendors from disproportionately profiting in the markets, Caritas doesn't permit the top 10% of vendors from the previous market to sell on the next market day. When 10% of vendors become ineligible, Caritas can invite a new cohort of vendors into the market. Some of these vendors are new, but most are vendors who had become ineligible in earlier weeks. They participate in a lottery in order to return and sell in the market. In the past, they have successfully cheated the system by indicating they were eligible when they were not. Now Caritas' lottery system uses codes vendors cannot know to indicate the lottery winners who will sell that day.</li> </ol>

### **Information Sharing and Communication between CRS and Caritas**

Both Caritas and CRS have made important changes in their respective organizations to establish more effective relationships between the two teams. Each organization has held all-staff meetings to change the perceptions and attitudes of staff especially in relationship with each other. As a result, the communication problems from earlier in the year have been largely resolved. Communication now happens frequently at the senior management level and it is a more open and honest exchange than before. The lessons learned include the perseverance, honesty, and courage to make internal change. One hopes that with the increased trust among senior management, working together on future projects will be more straightforward with fewer conflicts.

Now both organizations are working toward building a future partnership based on common strategies so that as a team, they become the go-to agency for development projects in Benin. This will mean much closer collaboration during project design to guarantee a smoother implementation process.

Internally, CRS has also identified ways they would like to be more punctual and respectful of partners' schedules. This effort to continually seek to improve has been evident in both CRS' and Caritas' efforts to achieve excellence through these interventions. Recommendations for how they can approach this are offered in the action plan below.

### **M&E**

Data Caritas collects to inform Food for Peace indicators has not arrived to CRS regularly to permit timely reporting to FFP. This started to change the week of the RTE when late data was delivered. Price data collected is not precise as the quantities converted from otoka to kilogram are rounded up to 2

units when the correct conversion is actually 1.25. Oil quantities are provided in liters but they are actually sold in  $\frac{3}{4}$  liters. This data will be compared to prices and quantities outside the Project HHELP markets and need to be accurate because quantities sold in HHELP markets are particular to the value of the voucher (The voucher for oil is only sufficient for  $\frac{3}{4}$  liter). Regular and precise data on the prices and quantities sold are critical for CRS/Caritas to meet its reporting obligations to FFP.

Caritas is carrying out vendor and beneficiary surveys in the markets, which is very important for learning and improving its work (a recommendation in last RTE in Niger). Caritas is also following 600 families (100 per market) throughout the life of the project to be able to document changes brought about by the project. This is useful but more than necessary and has created a lot of backlogs in terms of the more immediate data that needs to be reported to FFP in a timely fashion.

In order to address this, CRS will begin following a new system of obtaining the data by having CRS facilitators transport the data forms collected by Caritas agents at the end of each market day rather than waiting for Caritas to synthesize and send summary reports. An M&E Working Group will be established between Caritas and CRS that meets each month to review the system, clarify any gaps or inconsistencies that currently exist in data flows and resolve any problems. The group will improve the process for ensuring data quality, including establishing a process for data verification. The M&E system will be reviewed together by the CRS/Caritas team at the end of the project.

### **Vendors Satisfaction with Payment**

The majority of vendors say they are satisfied with the payment method. After initially struggling to pay more than 300 vendors by the next business day, CRS held focus groups in each of the 6 markets to determine a mutually workable solution that would meet vendors' needs and be feasible administratively for CRS to put into practice. In 5 out of 6 markets, the vendors agreed to receive payment within a week, on either a Tuesday or a Friday. In the 6<sup>th</sup> market, vendors requested they be paid within 2 business days. CRS has honored these requests. CRS continues to improve the payment method by discussing with the CLCAMs how to reduce the wait times on payment days and ensure they have the additional cash on hand to pay vendors who miss a payment day and come on a later day.

### **Cost-effectiveness of Weekly Versus Monthly Distribution**

In response to questions posed by Food for Peace representatives, we analyzed the financial cost of weekly compared to monthly markets in 2 possible scenarios (See Cost-Savings Table 4 below, p. 11). Either one is estimated to offer generally a 50% cost savings in terms of personnel.

#### **Scenario 1**

The first is the case in which the number of markets each week stays the same (1 per week) but the number of beneficiaries decreases in each market which allows the number of CRS/Caritas staff to also decrease.

CRS maintains roughly 10 accountant-aids for each vendor in the markets. If we divide the number of beneficiaries and vendors in each market to 25% their current amount, the personnel costs would also decrease, while maintaining the same ratio of 10 accountant aids for each vendor. Rather than needing 38 staff to count vouchers, 10 would suffice, representing a savings of 73% (US\$3,700/ mo.).

Caritas has estimated that reducing the number of beneficiaries by 75% would only reduce their staffing needs 30% (approx. \$6,666/month, from \$20,000 to \$13,334) because much of their work depends on the logistical demands of setting up the markets, regardless of the number of beneficiaries who are

there. They find it is more cost effective to use their staff for more hours in the day so they can serve more beneficiaries without raising their staffing costs by a measure of beneficiaries present.

**Table 4****Scenario 1: Staff Reductions in Weekly Markets for Monthly Distribution**

<b>Scenario 1: Staff Reductions in Weekly Markets for Monthly Distribution</b>	<b>Current cost/ month</b>	<b>Reduced cost/month</b>	<b>Savings/ month</b>	<b>Savings of CRS/Caritas budgets/Project life</b>	<b>Savings possible last 2 months of Project HHELP</b>
<b>Scenario 1</b>					
<b>Reduce staffing in weekly markets (CRS)</b>	US \$5072.84	US \$1372.36	US \$3,700 (73%)	\$18,500/\$30,000 (61%)	\$7,400/\$3000 0 (25%)
<b>Reduce staffing in weekly markets (Caritas)</b>	US \$20,000	US \$13,334	US \$6,666 (33.33%)	\$33,330/\$100,000 (33.33%)	\$13,332/100, 000 (13%)
<b>Total Cost of Scenario 1/ Total Current Cost</b>	<b>US \$73,530/130,000 (56%)</b>				

**Scenario 2**

The second scenario would be to only hold markets on a monthly basis and distribute monthly rations of food (See Cost-Savings Table 4 below, p. 11). If the same number of CRS temporary staff were retained but only came once per month rather than every week, there would be a savings of \$1894.63/month or 37%. This is not as cost effective because the temporary staffing agency applies a flat monthly fee for staff regardless of the number of hours they work in a month. It is therefore more cost effective, if they work more often than once per month.

It is estimated that Caritas' costs would be reduced by half. Their costs would decrease by more than the 33% in the case of monthly distributions for weekly markets because the costs of setting up the other weekly markets wouldn't apply. However because Caritas will not use staff's time as effectively since they pay the same salary for fewer hours worked, the savings is estimated at 50%.

If there were a monthly distribution, the printing costs would match the current budget. Since the decision to hold markets weekly was made after the budget was approved, printing costs have surpassed the allocated budget. At the current rate, the printing budget will be 250% overspent. This solution would reduce the overspending by 75% from 250% to 175%.

**Table 5****Scenario 2: Staff Reductions in the case of Monthly Markets**

<b>Scenario 2 Staff Reductions in the case of Monthly Markets</b>	<b>Current cost/ month</b>	<b>Reduced cost/month</b>	<b>Savings/ month</b>	<b>Savings of CRS/Caritas budgets/Project life</b>	<b>Savings possible last 2 months of Project HHELP</b>
<b>Staffing for monthly rather than weekly markets (CRS)</b>	US \$5072.84	US \$3178.63	US \$1894.63 (63%)	US \$9473/30,000 (32%)	3,789/30,000 (13%)

<b>Staff monthly rather than weekly markets (Caritas)</b>	US \$20,000	US \$10,000	US \$10,000 (50%)	\$50,000/\$100,000 (50%)	20,000/100,000 (20%)
<b>Total Cost of Scenario 2/ Total Current Cost</b>	<b>US \$65,890/130,000 (51%)</b>				

In addition to providing the monthly savings, the table above shows the savings had the scenario in question been implemented since the project began and the final column shows the savings that is still possible in the final 2 months of the project. In either case, this analysis estimates a monthly distribution would provide a 50% cost savings over the life of project.

These scenarios do not take into account all of the additional, non-financial advantages and disadvantages of weekly and monthly markets. Therefore the figure below presents the project stakeholders analysis of the advantages and disadvantages of weekly markets.

**Table 6: Advantages and Disadvantages of Weekly Markets**

<b>Advantages of Weekly Markets</b>	
1) 2) 3) 4) 5) 6) 7) 8) 9)	<p>The intervention benefited smaller vendors, nearly exclusively women who also represent a vulnerable population. A monthly distribution would require bigger wholesalers and would not effectively benefit the smaller vendors and their families.</p> <p>A weekly distribution moderates the flow of commodities into markets to reduce potentially negative effects on price</p> <p>Weekly markets are the norm in the communities where Project HHELP is taking place, it does not disrupt their regular weekly/monthly activities</p> <p>Monthly distribution could mean that women would not be able to transport the larger rations back home (the preferred method of transport is a shared motorcycle) which could prevent them from being the beneficiary members who come to the market and make the purchasing decisions. Men might replace the women buyers if women can't transport the food home themselves.</p> <p>A weekly distribution helps beneficiaries better plan their food management throughout the month</p> <p>Food is fresher</p> <p>Beneficiaries may not have facilities to conserve and stock large amounts of food if they receive it monthly</p> <p>There is an incentive to</p> <ol style="list-style-type: none"> <li>a. sell part of it for other things</li> <li>b. poorly manage /waste it</li> </ol> <p>More cost effective use of staff who work more per month but can provide weekly rather than monthly distribution.</p>
<b>Disadvantages of Weekly Markets</b>	
1) 2) 3)	<p>For beneficiaries who live far away, weekly markets are more difficult</p> <p>Higher cost</p> <p>More work for CRS and Caritas</p>

Based on the disproportionately positive to negative responses regarding weekly distribution, stakeholders clearly prefer weekly food distribution. The cost factor is significant (50% of personnel costs) but must be balanced against the advantages weekly markets offer to the direct as well as the indirect beneficiaries in terms of equitable distribution of benefits and effective consumption of commodities by the target population.

### Cost Effectiveness of Limiting Available Denominations

There could be a marginal cost savings if fewer vouchers were needed. This could be accomplished by limiting denominations. Currently, beneficiaries receive 16 vouchers for the 3 categories of purchases: cereals (including corn and rice), beans and oil, each with varying denominations. The cost to CRS of producing these 16 vouchers is 350 fcfa or US\$0.78 per page. If the beneficiaries are given 8 vouchers rather than 16, this reduces the cost by half (175 fcfa or US\$0.39). This would mean that instead of having 4 denominations for each category (1000, 500, 100, 50 for example), they would have 2 (1000, 500). If the vouchers are divided into a single denomination for each category, the price would be 87.5 fcfa or US\$0.19, offering a savings of 75%. The budget for printing costs anticipated a monthly rather than weekly distribution so printing costs have greatly exceeded the allocated budget. By the end of the project, the printing budget will be 250% overspent. The first solution would reduce the deficit from 250 to 200%. The second would reduce the deficit from 250% to 175%.

**Table 7: Printing Savings**

The printing budget will be overspent by more than 250%						
Printing Savings	Current cost/month	Reduced cost/month	Savings/month	Total possible/actual cost	Potential Savings over the life of the project	Possible Savings in last 2 months of project HHELP
Issue 8 coupons weekly instead of 16	US \$37,872	US \$18,936	US \$18,936 (50%)	US 94,680/82,500 (115%)	US \$94,680/82,500 (115%)	37,872/82,500 (46%)
Issue 4 coupons weekly instead of 16	US \$37,872	US \$ 9,468	US \$28,404 (75%)	US 47,340/82,500 (57%)	\$142,020/82,500 (172%)	56,808/82,500 (69%)
Issue same denominations of coupons monthly instead of weekly	US \$37,872	US \$ 9,468	US \$28,404 (75%)	US 47,340/82,500 (57%)	\$142,020/82,500 (172%)	56,808/82,500 (69%)

Most market-goers (11/17) in 3 markets say that they make their purchases with different vendors which makes more denominations useful. Although people generally buy all of a single item from the same vendor, the quantities of oil and beans are more or less fixed by the vendors so that the quantities correspond with the value of the voucher. Quantities of rice and corn that people buy vary more because the 8 vouchers permit different combinations of denominations and thus different quantities. So in the case of rice and corn, beneficiaries take advantage of the different variations of vouchers available, while in the case of beans and oil, they don't have the same option. Although choice is preferred, the breadth of choice is not a project necessity and could present a possible cost savings.

On the other hand, although the savings this would offer is significant in terms of the printing costs category, in terms of the overall budget, printing represents 2.0% (US \$82,500). To preserve choices for beneficiaries, the printing costs as a proportion of the budget would only increase to 4.6% (US \$189,360)

**Table 8: Printing Costs in terms of Overall Project Budget**

	% of Total Project Budget (US \$4,093,125)	
Current Printing Budget	US \$82,500	2.0%
Actual Printing Costs	US \$189,360	4.6%

## **Connectedness and Sustainability**

According to beneficiaries, their needs have not changed since the project began even though the harvest season theoretically begins in October. Most of their fields have never drained and have only become more saturated since the rainy season has started again. Therefore they do not expect to harvest much if anything from their fields. Instead of 3-4 months of food security, they report they will be lucky if their supplies last a single month. Although it is difficult to know through focus groups how true this is for all households, photo documentation from Gadome Village in Come Commune is presented in the annex of this report. A more thorough investigation is planned for the final evaluation.

The beneficiaries have not defined a real recovery strategy to support their needs; they plan to simply resume the activities that give them few resources: manufacture of mats, firewood sales, farming in other localities, motorcycle taxi, transporting merchandise for re-sale, buying on credit, and/or continuing to farm what they can. The project duration is limited and targeted to respond to the effects the floods 2010 and was not designed to provide support for developing lasting assets. Although beneficiaries do not identify any coping strategies, they are all aware that the project is coming to a close and that they must be prepared. This message will be reinforced by the 6 Heads of Markets, the 3 Focal Points, the 8 animators and the Village Chiefs.

## **Water Treatment and Hand Washing: SAVE 2**

Three municipalities received the WASH KIT as part of SAVE2. The beneficiaries said that they use it to decant and purify water they drink. They also attended educational sessions. One focus group of three could give a detailed description of the water purification methods received during sensitization (How to use the cans, buckets, funnel, woven fabric, alum and aquatabs, the waiting time, the use of filtered water, and methods to protect containers). Prior to the SAVE2 project, beneficiaries said they rarely if ever washed their hands but since they started attending the educational sessions, they said they now wash their hands when returning from the field, toileting, before eating, cooking, drinking, and before feeding children. Some also taught their children to always wash hands before eating. The project SAVE2 instilled in people good hygiene practices and the beneficiaries have put into practice what they have learned.

## **Effectiveness of Nutritional Messages**

Women are the primary target audience for these messages and when asked what messages they remember, they successfully identified all of the topics introduced so far, although some groups discussed them in more detail than others. For example, all women's focus groups mentioned the importance of diversifying their diet. The message however should be reinforced to emphasize that a diversified diet for pregnant women and lactating mothers is particularly important. Half of the focus groups mentioned exclusive breastfeeding for the first 6 months and all mentioned the importance of providing complementary feeding for children. This message needs to be reinforced to specify that this is an important issue for children beginning at 6 months old.

In terms of putting the messages into practice, all the focus groups of women report that they have diversified their diets; they now choose higher quality products and wash them well before preparing a meal.

Men also were receiving the messages through their wives. They reported learning the importance of a diversified diet, how to choose quality products and complementary feeding for children. They also testify that their wives are indeed putting into practice a diversified diet.

One way to reinforce these messages agreed by the team was to work with Village Chiefs to spread the messages. They are already working closely with Caritas staff to coordinate activities in the village so this would be an easy expansion of their role.

### **Impacts on Beneficiaries and Vendors**

For beneficiaries, because women are responsible for redeeming the vouchers, the greatest impact has been that their entire family is assured food security. Additional benefits include a diversified diet, the ability to cover medical costs for sick children, parents report that children cry less often and learn better because they eat better, families can address unexpected costs and with the exception of some polygamous families, there is less conflict and more peace in the household.

Vendors report that they and their children eat better, they can afford children's health costs, school fees, there is less stress, and they can pay off debts. They don't have to spend as much time in the market and dedicate more time to other income generating activities or to child care. They have more freedom to buy what they wish and they do not depend on their husbands to finance their household needs. They have re-invested in the inventories of their shops; one woman is using the profits to invest in a new house and a well from which she will generate income by selling water (See success story by E. Wei in her upcoming report.)

### **Coverage**

#### **Project Targeting & Reach**

The intervention zones were selected based on 1) the OCHA 2010 West Africa Humanitarian Action Plan of the affected zones; 2) areas where other NGOs were already responding; 3) confirmation and up to date information by the local authorities on the actual affected zones (When the OCHA consultants had come 5 months earlier, water was still high and didn't permit them access to certain zones.); 4) a door to door survey of 14,300 households in the Department of Mono.

The approach used to identify intervention zones and target the beneficiaries was a thorough way to evaluate the needs in the given context. The fact that representatives from the arrondissements were team members helped ensure that the teams were familiar with the areas where they were conducting the census so that all the households would have a chance to participate. Partnering with Caritas helps ensure that arrondissement representatives do not favor certain community members. This also allows Caritas the chance to reinforce its network and its relationships with local authorities.

The lack of national coordination of the NGOs created misinterpretations at the community level. Various NGOs conducted multiple assessments in the same communities which created expectations by community members that emergency interventions would be providing assistance soon. When no assistance came in spite of multiple assessment visits, some community residents refused to participate when Caritas agents conducted their survey 5 months later. As a result, these community members were not eligible to participate in the project. This seems to have been the source of inter-community conflict later as the RTE team heard cases of people who were very needy but were not included in the census.

The team discussed the possibility of increasing the amount of time teams spend doing the census to allow more time to re-visit households who were not home during the first visit or to allow households another opportunity to participate if they refused during the first visit. However the team felt that because most people including non-beneficiaries agreed that the people who were the neediest were

the ones who received aid, the CRS/Caritas team in Benin is prepared to accept that not all households can be censused. In fact both beneficiaries and non-beneficiaries alike have said that everyone taken into account by the project was truly in need of assistance even though there are others who are also in need. It is important to note that of the 14,300 households censused, 10,025 households are benefiting from the HHELP project. All households with the exception of 1281 were taken into account by either Project HHELP or SAVE2.

In terms of documentation, Caritas has documented the process of carrying out the census and the selection criteria that was ultimately applied to the households census-ed but CRS had not received the final version. These documents were sent by the Coordinator of Caritas to the Head of Programs at CRS on Friday, August 26<sup>th</sup>, the day of the evaluation's restitution.

## Conclusions

Together SAVE2 and Project HHELP have provided an innovative, effective and inclusive humanitarian response that has benefited 13,019 households not including the households of 500 vendors and uncounted push cart operators, zem (motor) and regular taxis on a weekly basis. Rather than sourcing the market using large wholesalers, the benefits of this local purchase project are extended to the women who are the small-business owners. Although weekly markets create a lot of work and are more expensive, project staff say that the benefits in terms of equity are worth the extra effort and cost. Both beneficiaries and vendors report more cohesion and less stress within the household. Gender roles have not changed substantially although vendors experience more freedom to make needed household purchases with their increased revenues. All stakeholders agree vouchers were the best choice compared with direct or cash distribution. All are satisfied with the quality and diversity of the food although beans is not their preferred source of protein and likely contributed to the trading of beans vouchers for other items. Had fish been available, it would have reduced the exchange of bean vouchers for other items.

Households are more food secure now than before the project and they have also been able to afford health care and school fees since they no longer have to worry about their daily meal. Some are also investing their resources into their livestock and agriculture activities. Other expenditures include complimentary foods like fish and condiments, .

Managing 500 vendors who on almost a daily basis are finding new ways to take advantage of the system requires a large team to enforce rules, supervise and mediate conflicts in the markets. Caritas' large team has demonstrated their responsiveness to thwart vendors' daily efforts to trick the system.

The intervention's positive impacts were multiple but would have been better had they arrived sooner after the flooding. The household identification efforts were less effective because of the difficulty in identifying vulnerabilities that resulted from an event 5 months prior among an already vulnerable population. The lack of coordination at the national level also affected the initial assessment. However as CRS/Caritas coordinate strategies to become the go-to agency for emergency response in Benin and they strengthen their network at the community level, CRS/Caritas will likely have more influence on national coordination efforts.

Areas that need strengthening include fostering quicker response times by finance and administration staff by orienting them on CRS emergency procedures and providing them the necessary tools and

templates; improving sanitary display of food in the markets, ensuring payment to late-arriving vendors and further reducing their wait times in the CLCAMs where possible, systematizing the monitoring and evaluation and continuing to improve coordination with partner, Caritas/CRS. Possible cost saving measures are presented such as 1) limiting distributions to monthly thereby reducing staffing and 2) limiting the denominations (but not the categories) of vouchers provided as beneficiaries tend to buy all of a given item (rice, corn, beans or oil) at a single vendor if not the rest of their weekly purchase.

Weekly markets' cost is significantly higher in terms of personnel costs (~50%) however the cost savings of monthly markets must be balanced against the advantages weekly markets offer to the direct as well as the indirect beneficiaries in terms of equitable distribution of benefits and effective consumption of commodities by the target population. Limiting the denominations of the vouchers could also provide a marginal measure of cost savings in terms of printing costs that would not substantially impact beneficiary choice. However if higher printing costs are budgeted from the beginning, beneficiaries would have more versatility in the quantities of goods they buy.

Project HHELP has achieved food security for 10,025 direct beneficiary and 500 indirect beneficiary households, provided more autonomy to women and more peace in the households. Extra income saved because beneficiaries received food assistance was generally used for fish, their preferred source of protein and other necessary expenses like health care and school fees. Given the apparent cyclical nature of the flooding, one suggestion below is to document these persistent challenges in order to advocate for longer-lasting livelihood solutions in a follow-on project. Beneficiaries did mention in the focus groups that they expect a poor harvest this year. As this was an emergency flood response project, long term needs of the beneficiaries could not be addressed at this time. However, the impact of the project and the remaining needs of the beneficiaries will be captured in the final evaluation. Most importantly, educational messages which generate behavior changes have been very successful. Beneficiaries remember the importance of a diversified diet, exclusive breastfeeding, and complimentary feeding for children. Some are being put into practice such as eating a more diversified diet, washing hands more frequently and teaching children to do so. These messages are likely the most enduring aspect of the project.

## Recommendations

(See also Table 9 Action Plan below.)

The most time sensitive recommendations include:

- Reinforce good hygiene and nutrition messages using village chiefs who are already linked to the project
- Reinforce messages to both vendors and beneficiaries regarding the end of the project so that they prepare financially
- Improve the sanitary display of food in the markets
- Further reduce wait times for vendors in the CLCAMs and ensure late payment to vendors who arrive after their scheduled pay-out date.
- Systematize the monitoring and evaluation
- Continue to improve coordination with partner, Caritas/CRS through reflection sessions and strategic planning sessions.

Recommendations that are important before project close out and in preparation for the next phase are to:

- Put in place mechanisms to support finance and administration staff's capacity to respond quickly during emergencies
- Document and upload to CRS Global all the finance, administration and monitoring and evaluation tools/templates to assist other country programs in the future
- Document challenges faced to maintain an equitable yet still market-based system with small vendors who on a daily basis are devising new ways to take advantage of the system.
- Reinforce the community level network by developing leadership among youth
- In the long term, budget for additional costs of weekly markets and printing costs that permit beneficiaries to buy quantities that best suit their household needs.
- Where cost savings can be made if necessary is limiting the denominations (but not the categories) of vouchers provided as beneficiaries tend to buy all of a given item (rice, corn, beans or oil) at a single vendor if not the rest of their weekly purchase as well.
- Document the cyclical flooding experienced by residents of the Mono River basin in order to advocate for longer-term solutions.

<b>Table 9: Action Plan</b>	<b>Person Responsible</b>	<b>Date Due</b>
<b>1. Relevance/Appropriateness</b>		
Consider including in the project other options that would allow the population to satisfy other needs (health, shelter, etc.)	CRS/Caritas	End of project (November)
Sensitize vendors on how to better place and protect their products from the dirt and sand of passing traffic for overall better presentation of their products.	Chefs des marches (6)	3 September 2011
<p>Re-double efforts to manage vendors who try to restrict choices of beneficiaries and otherwise trick the system</p> <p>Continue to sensitize beneficiaries on the importance of making their own choices of vendor selection based on available selection and quality, not on affinity or location.</p> <p>Document the continuous effort required to manage vendors and to ensure messages to beneficiaries are effectively received.</p>	Caritas/CRS + Loretta Ishida CRS-HQ ?	End of project (November)
Continue the sensitization to beneficiaries on the importance of diversified diets in order to maintain the good habits acquired thanks to the project. (Identify someone who will reinforce the messages)	Animateurs (8) & Chefs des Villages	26 septembre 2011
<p>Sensitize vendors that the project will be ending soon so that they begin to prepare.</p> <p>Sensitize beneficiaries that the project will be ending soon so that they begin to prepare.</p>	<p>Chefs des marches (6) &amp; Pt. Focaux (3)</p> <p>Animateurs (8) &amp; Chefs des Villages</p>	<p>3 Septembre 2011</p> <p>3 Septembre 2011</p>
<p>Use OFDA project to address gaps left by Project HHELP</p> <p>Because these populations seem to be vulnerable to annual flooding, in the final evaluation, document the number of people who have lost their harvests and use this information to advocate</p>	Gabriel avec Qawiyy (CRS & Caritas Program Managers, SAVE2)	Now End of project (November)

with FFP	Consultant Eval final /PM Charge de Programs Benin	After evaluation
<b><u>Program and Management Effectiveness</u></b> Provide documentation regarding the quick start up for an emergency food voucher program including processes, tools, templates and make it available on CRS Global.	CRS Benin PM HHELP (Yikee Chu) / Caritas Coordinator (Imeldus Turibis Nvekounou) / Loretta Ishida CRS- HQ	End of project (November)
Provide support and training to administrative and finance staff regarding procedures for the rapid project start-up during emergencies. Identify the next training for admin/finance personnel coordinate with the organizer to add emergency project start up on the list of priority themes.	CRS-Benin Senior Management	Now
Re-evaluate the time it takes to count vouchers since 10 new temporary staff started August 10 <sup>th</sup> to determine if additional staff are needed.	CRS Head of Programs (Jocelyn Farrington)with Mounirou	3 Septembre 2011
In order to limit the effects of corruption at the community level, consider working with youth rather than older generations of leaders for a more effective community organization, leadership and development.	CRS/Caritas	Next project
CRS and Caritas should consolidate a strategy to become the go-to emergency response organization in Benin. As the National leader of NGOs during Emergencies, with CRS' partnership, Caritas, will have greater influence on the Ministry of the Interior when needed.	CRS Head of Programs (Jocelyn Farrington)/ Caritas Coordinator (Imeldus Turibis Nvekounou)	No
Challenges/Best Practices: 1. Ensure the reinforcement of behavior change efforts at the village level. (through household visits, search for ways households can learn from others, ensure the availability of necessary inputs to make targeted changes (Aquatabs, SAVE2)	Animateurs	Septembre 2011

2. Control measures are needed such as quality checks for product quality that take samples from the bottom of the display bowls	DPQC	In process
3. Penalize those who pre-measure products into bags which doesn't permit beneficiaries from verifying the quantities	Chef de Marches	Done
4. Mobilize the facilitators and the undercover agents to constantly and closely monitor market activities	Chef de Marchés	In process
5. Create a lottery system that vendors cannot trick by using and changing codes that only CRS/Caritas agents know.	Chef de Marches	In process
6. Use fliers for the promotion of good nutrition		Done
Follow the new system of obtaining data collected by Caritas (Enregistrement des Bénéficiaires et Recapitulation de Distribution des Bons) by sending the forms with CRS facilitators after each market rather than waiting for Caritas to synthesize and send. For any problems, communicate with Jocelyn.	Caritas & CRS M&E Mgrs Fabrice Hermus Madode / Graziella Lokoun/Facilitateurs CRS	No
Establish an M&E Working Group between Caritas and CRS that meets each month to review the system, the data and resolve any problems	Caritas & CRS M&E Mgrs Fabrice Hermus Madode / Graziella Lokoun	Septembre 2011
Improve the process for ensuring data quality, establish a process on the steps for data verification	Caritas & CRS M&E Mgrs Fabrice Hermus Madode / Graziella Lokoun	Septembre 2011
Review the M&E system together at the end of the project	All project staff	End of project (November)

<p>Use various tools to re-orient staff toward the rewards of meeting project objectives rather than believing there is some reward in simply being a part of the donor organization (CRS) Reinforce the value of working as a team</p> <ol style="list-style-type: none"> <li>1. Organize reflection exercise on value of being a better partner in order to have a more effective partnership</li> <li>2. Incorporate additional team building exercises</li> <li>3. Create an incentive system for achieving objectives. (focus on achievements, not roles)</li> <li>4. At the next staff meeting, do a role play of different scenarios that have different outcomes for the project, the beneficiaries, and the partner when CRS arrives late for meeting with stakeholders.</li> <li>5. Ask them to put in place a system of rewards with consequences for those that don't arrive on time and enforce it themselves</li> </ol>	<p>CRS Head of Programs (Jocelyn Farrington)</p>	<p>Septembre 2011</p>
<p>CRS and Caritas carry out a reflection exercise together to find a common strategy</p>	<p>CRS Head of Programs (Jocelyn Farrington)/ Caritas Coordinator (Imeldus Turibis Nvekounou)</p>	<p>In process</p>
<p>CRS/Caritas will better explain to vendors our constraints with the CLCAMs regarding their limited liquidity</p> <p>CRS/Caritas will open a dialogue with CLCAM in order to have enough funds on-hand to cover the payments of both: 1) the vendors scheduled for re-imburement that day and 2) the vendors who missed previous pay-out opportunities.</p>	<p>CRS Head of Programs (Jocelyn Farrington)</p>	<p>September 3 2011</p>
<p><b>3. Connectedness / Sustainability</b></p>		
<p>Continue to reinforce messages on good hygiene practices with beneficiaries</p>	<p>Animateurs</p>	<p>In process</p>
<p>In the final evaluation explore the extent of flooding in beneficiary fields.</p>		
<p><b>4. Coverage</b></p>		
<p>Document and send to Jocelyn the process of carrying out the census of populations in disaster</p>	<p>Caritas Coordinator</p>	<p>August 26</p>

zones including the selection criteria of beneficiaries	(Imeldus Turibis Nvekounou)	
<b>5. Extras</b>		
Work with community members who are already linked to the project (Village Chiefs) to reinforce nutrition messages	Animateurs	In process



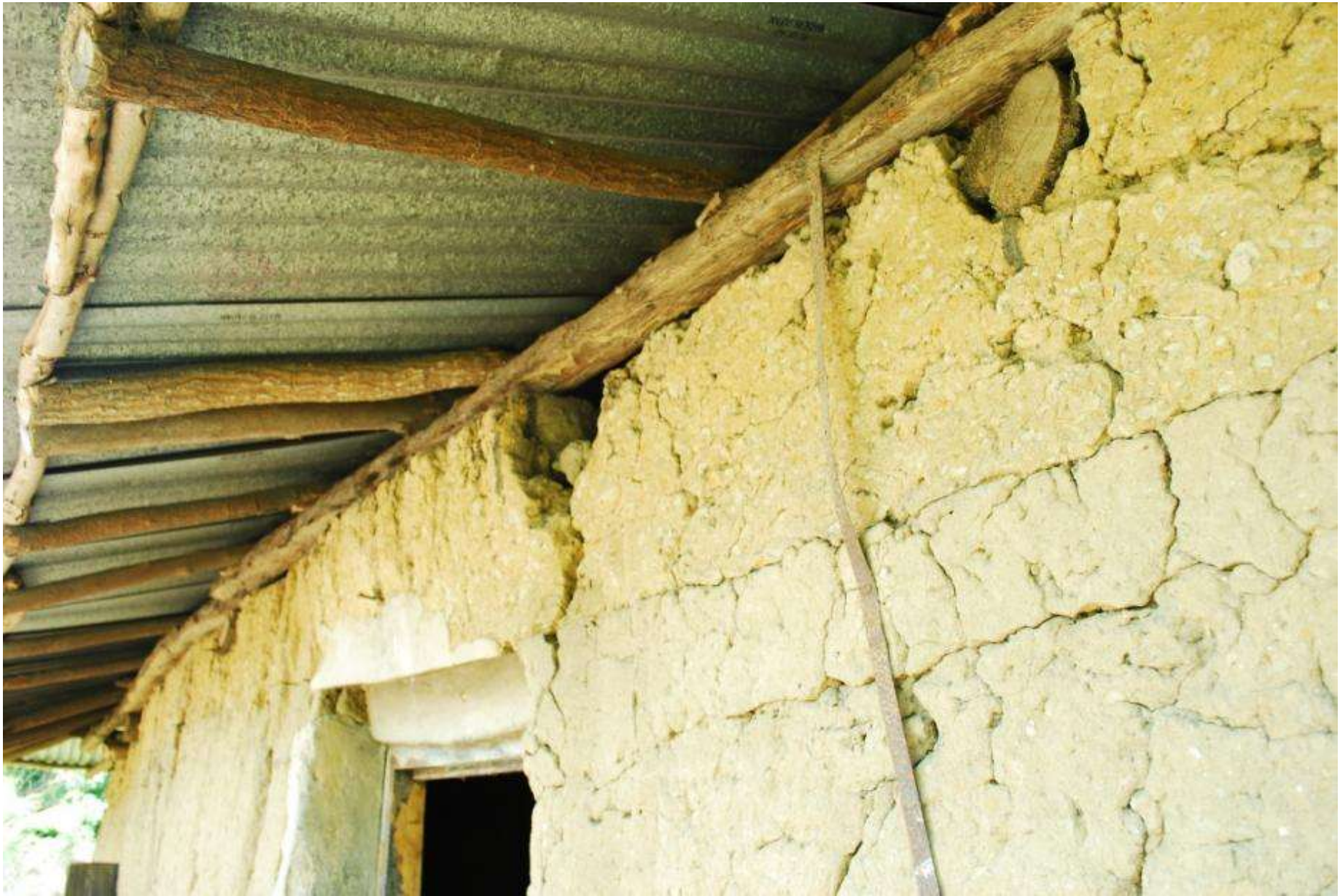
Flooded area where lily pads have begun to grow and hippopotamus and crocodiles have become residents.



Flooding in a household compound



Damage to a house after the 2010 flood



Damage to house caused by 2010 flood



Fields available for planting



Man's flooded field Gadome Village, Come Commune



Limited planting on high ground (termite mounds)



Saturated field Gadome Village, Come Commune



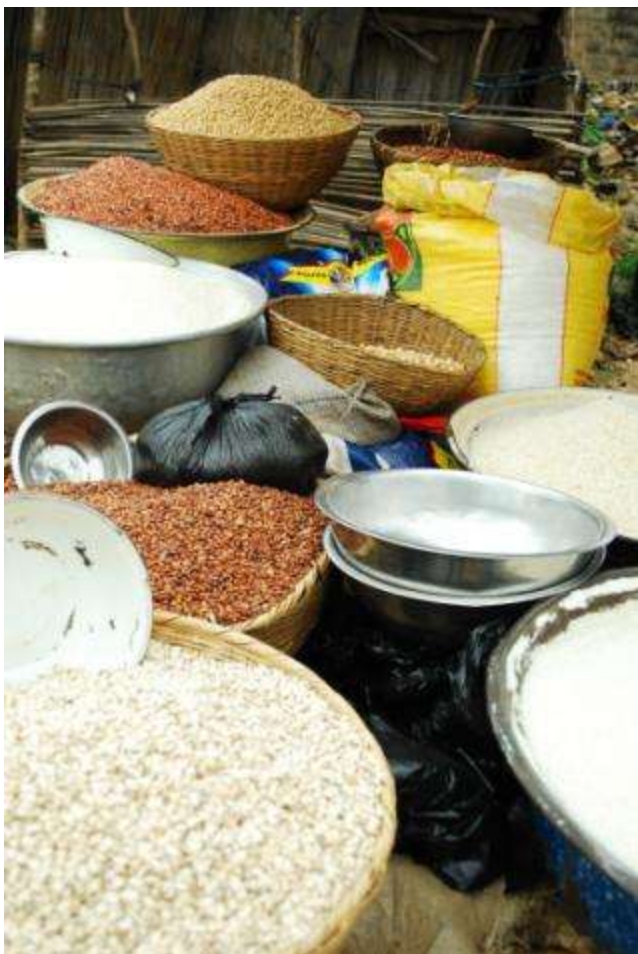
Gadome Village, Come Commune



Lobogo Market, Bopa Commune



Come Market, Come Commune



Djanglamey Market, Grand Popo



Djanglamey Market, Grand Popo



Vendors Lokossa Market, Bopa Commune



Djanglamey Market, Bopa Commune

### Participant Selection for Evaluation Activities

Number	Activity	Selection method
NA	Document review	Relevant documents
3	Direct Observation in 3 markets on designated days for purchases	Chosen based on the day the market took place and the other data collection destinations of the RTE team
16	Interviews with venders at the 3 markets	Venders were chosen based on who was available on the day of the market
3	Interviews with vendors who don't participate in Project HHELP	Availability in Come market
4	Group Interviews with men (4 villages)	Men were randomly selected from the list of eligible households
4	Group Interviews with women (4 villages)	Women were randomly selected from the list of eligible households. Since the eligible households were identified by the man's name, the wives of selected men were invited to join the focus group.
3	Group interviews with men and women who did not benefit from Project HHELP	An equal number of men and women were selected from the 4 zones of the last 3 villages visited.
4	Individual Interviews with village chiefs	There is only one village chief per village.
1	Group interview with Caritas Field Staff	All Team leaders and Focal Points available in Come Market
1	Key interview with Caritas Coordinator of Emergency Projects	Key informants purposively selected
2	Individual interviews with CRS Program Manager and Head of Programs	

#### CRS

- Yikee Chu, Emergency Program Manager
- Graziella Lokoun, Monitoring and Evaluation Officer, Project HHELP
- Jocelyn Farrington, Head of Programs Benin

#### Caritas-Benin

Imeldus Turibis Nvekounou, Coordinator Emergency Programs Caritas Benin

- Qawiyy Ajounde: Project Manager Agriculture Sector SAVE 2
- Hilda Quenom, Project Manager WASH
- Fabrice Hermus Madode, Monitoring and Evaluation Officer Project HHELP

Annex B:

Participant Selection & List of Persons Interviewed

Real Time Evaluation: CRS Project HHELP

- Romarie Mensanh, Collecte des Donnes
- Kokou Amoeni, Superviseur Chef d'Equipe Facilitateurs et Polyvalents
- A. David Hotegni, Superviseur Chef d'Equipe Securite et Logistique
- Emile Eteka, Point Focal Come-Bopa
- Sianath Aderomou, Superviseur chef d'équipe enregistrement
- Loudmilda R. Agueh, Animatrice Caritas Come
- M. Star Hounete, Superviseur Chef d'Equipe Collecte e Donnes
- R. Ehotina Itibril, Superviseur Chef d'Equipe Distribution (de bons, sensibilisation, orientation)

***Terms of Reference for the Real Time Evaluation***

***CRS Benin Emergency Response in 2011***

***Project HHELP***

**1. Introduction**

During the last two weeks of September 2010, heavy rains resulted in flash flooding in northern Benin and widespread flooding in the southern departments of the country. On October 19, 2010 OCHA reported that that 679,578 people were affected, 43 people had died, 93,153 people had been left homeless, 53,613 homes had been destroyed, and 235 schools had been flooded or destroyed. Significant socio-economic effects include the destruction and collapse of homes, community infrastructure (schools, health centers, markets, and water and sanitation facilities), rural road and communication channels, as well as losses of livestock, and agricultural production. Those losses are compounded by health threats such as lack of potable drinking water and water contamination due to the lack of proper sanitation and hygiene facilities.

The Mono department is situated in the south western corner of Benin on the border of Togo. It is comprised of four districts (communes), including Athieme, Bopa, Come, and Grand Popo. According to CHA, these four communes were particularly affected by the severe flooding that impacted all of Benin in late 2010. Agriculture and fishing are considered the primary sources of revenue among the population in the Mono. The flooding destroyed many hectares of agricultural fields, and thus households reliant upon this year's harvest lost their source of livelihood for the coming year.

Through Project HHELP, CRS Benin and implementing partner Caritas supports a population of approximately 60,000 beneficiaries in villages in the communes of Athieme, Bopa, Come, and Grand Popo in the Mono department. The program targets 10,025 of households of the most vulnerable households with monthly food voucher distributions. Each household receives a food voucher worth approximately \$54.50 (24,400 XOF)

Through Project SAVE2, CRS Benin and implementing partners will support a population of about 7,000 beneficiaries in the communes of Athieme, Bopa, and Grand Popo. The project targets households to be given water purification kits. This project promotes improved hygiene behavior (washing hands) and water treatment amongst the targeted beneficiaries.

**2. Purpose and objectives of the Real Time Evaluation**

RTEs are a particular approach to evaluation which attempts to monitor the performance of a response at an early stage, thus providing the opportunity to correct shortcomings in 'real-time'. By aspiring to directly influence the current intervention, the approach is particularly relevant to humanitarian assistance, since it contrasts sharply with traditional

Real Time Evaluation: CRS Project HHELP

ex-post evaluations, where findings can only influence a future program cycle. Despite the evaluation moniker, an RTE focuses its attention on management processes rather than assessing impact.

With this in mind, the **overall purpose of this RTE** is to enable those involved in the CRS Benin response to learn from implementing the program to date and to make improvements so that the program is effective in meeting the needs of disaster affected people.

**The objectives for this RTE are:**

6. To review the response against the established four criteria and recommend immediate changes that can improve the emergency program.
7. To identify good practices to use more widely and lessons learned in this response.
8. Promote a learning approach within CRS by reporting and communicating the outcome of the RTE beyond CRS Benin to the agency worldwide and to partners.
9. To identify persistent weaknesses in the operations of Project HHELP for organizational learning and recommend how they can be addressed.

**3. Methodology**

The assignment will be led by Heather Dolphin, who are responsible for assessing a range of program performance and management issues and for producing the report. All partners may wish to be represented on the evaluation team but RTE team members will be selected based on appropriate qualifications.

The Emergency Project Manager will confirm the other members of the RTE team and agree with the team leader whether translators, and or data collectors, need to be hired. Logistic arrangements will also be verified. Such arrangements will then be completed prior to the arrival of the team leaders.

The RTE team will carry out the exercise as follows:

- Hold an initial discussion with the Emergency Project Manager and available members of the country team to ensure that all are clear on RTE expectations and outcomes. If time allows, the evaluation questions and methods and the emergency plan they are carrying out (verifying the activities being done and the objectives they are trying to achieve) will be discussed.
- Hold a short planning meeting with all members of the RTE team including translators and data collectors, and if possible the Emergency Project Manager, to review and, as needed, amend the questions, methods, any data collection tools, the stakeholders to be interviewed, logistic arrangements and the daily schedule for each member of the team. Draw on existing RTE reports (if, and when available) to maximize incremental learning from RTEs across the organization.
- Use the four criteria with sub-headings as set out below to structure the data collection and reflection sessions.
- Have discussions with relevant staff at various levels of CRS (within the country program, region and HQ), partners, and other stakeholders to reach conclusions against the criteria.

## Annex C: Terms of Reference

### Real Time Evaluation: CRS Project HHELP

- Consult with the affected population, using participatory tools as far as possible when engaging with disaster affected people, and attempt to triangulate information.
- Consult with staff at various levels – management and field - to understand what enables them to achieve results as planned and what barriers are stopping them from achieving results
- Present and discuss findings with the emergency response team, partner staff and management in a reflection workshop before departure to discuss findings and give opportunities for the team(s) to further develop the findings and generate lessons learned and recommendations for this and future projects.
- Create an action plan, complete with the names of the person responsible and a timeline, for the project to start implementing immediately after the reflection session.

The RTE will be conducted to analyze initial results and reflect on the appropriateness and effectiveness of activities, delivery mechanisms and targeting, and community participation and accountability. The RTE will be conducted with food voucher distribution activities, so that the team can adjust implementation strategies as needed for greatest impact and accountability in the next round of voucher distributions. Also the RTE will be conducted alongside the ongoing monitoring and evaluation for Project SAVE2 to evaluate critically the water sanitation and hygiene component and adjust implementation strategies accordingly to promote behavior change.

The four broad criteria listed below, with associated questions, will be examined to judge the emergency response.

#### Relevance/appropriateness

1. How well is the project meeting the needs of the affected population?
2. How has this project affected food security for the targeted population?
3. How are beneficiaries using the food and the resources they would normally use to buy food?
4. How do beneficiaries and vendors view the project's focus on having women receive the vouchers and mainly women vendors? Has this affected traditional gender roles?

#### Program and management effectiveness

1. What internal and external factors affected the speed of our response at country level?
2. In what ways did the timing and choice of response reduce the impact of the flooding for the affected people?
3. To what extent did the voucher system permit sufficient opportunity (time, designated allowed purchases) for beneficiaries to cover their most urgent needs?
4. What particular challenges or good practices have arisen in working with vulnerable groups of people?
5. How effective is the information sharing and communication between CRS and Caritas?
6. How satisfied were vendors and staff from CRS/Caritas about the payment method?

#### Connectedness and sustainability

1. In what ways are program participant needs changing? How is the program adapting to these changes? (Major change coming up is the harvest season, how will need change then?)
2. Specific to Project SAVE2: Have participants adopted improved hand-washing and water treatment techniques? Whether yes or no, explain why?
3. What impacts is the project having on beneficiaries and vendors to date?

#### Coverage

1. To what extent did the project target & reach the right people?

**4. Presentation and documentation of findings and recommendations**

The RTE team will debrief with the field teams and senior representatives of the affiliates on its main findings at a Day of Reflection workshop, and the team leader will complete a draft report for comments upon return to their base. A final report should be produced ideally within the following week. The report should be brief, not exceeding 15 pages plus some short annexes containing the Terms of Reference and a timeline of the response. The final report will be signed off by the Emergency Project Manager noting her agreement or not with the action plan and posted on CRS Global. The country program office and partner agencies will be responsible for taking forward the action points and recommendations relevant to them. *[Include provisions for debriefing meeting with the regional office, and/or HQ emergency operations to share learning, if feasible.]*

**5. Ownership, resourcing and timing**

The X is the RTE commissioning manager, though this task may be delegated to another individual. The evaluation team will be accountable to the commissioning manager. The following is the list of key players in the RTE:

Name	Title	Role	Email	Phone
Yikee Chu	Emergency Program Manager		Yikee.chu@crs.org	
Jocelyn Farrington	Head of Programs	Commissioning Manager	Jocelyn.farrington@crs.org	
Heather Dolphin	RTA M&E	RTE team co-lead	Heather.dolphin@waro.crs.org	
Francois Cokou	M&E Specialist Benin	RTE team co-lead	Francois.cokou@crs.org	
Caritas rep/team member				
Caritas rep/team member				

**6. Assumptions and requirements**

- Evaluators will have access to all documentation and can take part in relevant meetings and field trips.
- Evaluators will have access to key staff in the responding in-country CRS office and/or, partner offices for conducting interviews.
- All members of the evaluation team will have access to members of the affected population for conducting interviews.
- Evaluators will take confidentiality and objectivity into consideration during the process.

**7. Timeline for key activities and deliverables**

<b>Date</b>	<b>Activity</b>	<b>Locale</b>	<b>Responsible</b>	<b>Deliverables</b>
28 July	RTE team arrives	Cotonou	n/a	
1 August	RTE team preliminary meeting, coordinate with/train Caritas interviewers document review, confirm interview questions, sampling plan etc.	CRS Benin Office Cotonou	Commissioning Manager	
2-4 August	RTE team conducts evaluation	Athieme, Bopa, Come, and Grand Popo	Heather Dolphin & Francois Cokou	
9 August	Reflection workshop and final meetings	CRS Benin Office- Cotonou	Heather Dolphin & Francois Cokou	
18 August	Complete RTE report	CRS Benin Office- Cotonou	Heather Dolphin & Francois Cokou	RTE report

**8. Bibliography**

- CRS\_RTE\_GUIDANCE

- ALNAP RTE GUIDE PILOT

- EFSP FFP SUBMISSION BENIN

- Project Documents :

1. Etude de marche for Project HHELP

2. (Draft) Document conjoint CRS & Caritas sur la mise en œuvre de projet HHELP et SAVE2

3. Forms for HHELP (fiche d'autorisation de paiement, fiche d'enregistrement de vendeurs, fiche de distribution des bons)

4. Baseline study from Project SAVE2 (has a food security indicator)

## Annex D: Itinerary

## Real Time Evaluation: CRS Project HHELP

<b>Date</b>	<b>Activité</b>	<b>Qui</b>	<b>Outils</b>
<b>Aug 14</b>	Heather arrives to Benin		
<b>Aug 15</b>	Préparation pour l'évaluation	Heather, Graziella	
<b>Aug 16</b>	Séance de planning pour l'enquête (Méthodologie, outils, fiches, etc.)	Heather, Graziella, Imeldus, Yikee, Jocelyn, Caritas enquêteurs, CRS enquêteurs	
<b>Aug 17</b>	Marche Lobogo (grand marche Bopa) ;  Faire groupes focus dans Athieme ;	Heather, Graziella, Caritas et CRS enquêteurs (Dormir a Lokossa)	Observation Directe  Vendors  Benef- H&F  Aut. Local
<b>Aug 18</b>	Marche Djanglanme (Petit Marche) ;  Faire groupes focus dans 1) Come 2) Bopa  Lokossa- Marche Djanglanme	Heather, Graziella, Caritas et CRS enquêteurs (Dormir a GPP)	Observation Directe  Vendors  Benef- H&F/ Non-Benef  Aut. Local
<b>Aug 19</b>	Faire groupes focus dans Grand Popo ; Marche Come (Grand marche) ; focus group d'agents Caritas et entretien des personnes clés de Caritas dans Come	Heather, Graziella, Caritas et CRS enquêteurs	Observation Directe  Vendors/Non-Partic Vendors  Benef- H&F/ Non-Benef  Aut. Local  CRS/Caritas
<b>Aug 22</b>	Entretien des personnes clés de CRS	Heather, Graziella (Caritas et CRS enquêteurs optionnel dépende de disponibilité)	CRS/Caritas
<b>Aug 23-24</b>	Analyse des données	Heather, Graziella, Caritas and CRS enquêteurs	

Annex D: Itinerary

Real Time Evaluation: CRS Project HHELP

<b>Aug 25</b>	Séance de reflexion	Heather and Graziella.	
<b>Aug 26</b>	Final Workshop	Heather, Graziella, Caritas emergency director, Yikee, Jocelyn, Caritas and CRS key project HHELP staff	
<b>Sept 6</b>	Rapport Final	Heather, Graziella	

**DIRECT OBSERVATION**

1. Quels sont les produits éligibles dans le cadre du projet HHELP qui sont disponibles sur la marche?
  
  2. Sur l'ensemble des vendeurs quelle est la proportion des femmes ?
- 
1. Observe les méthodes de stockage et de manutention des vendeurs :
    - a. INSPECTION DE LA PROPRETE: Vérifier si les contenants des denrées sont propres et bien entretenus ; voir si le vendeur à accorder du soin à l'exposition et à la protection des denrées ou si les contenants sont sales, poussiéreux ou rouillés.
  
    - b. INSPECTION DE LA PURETE: Vérifier s'il y a de la poussière ou des corps étrangers aux produits eux-mêmes, si les denrées ne portent pas des moisissures ou s'ils ne sont pas détruits. Voir s'il y a des fourmis ou des vers ou d'autres insectes dans les denrées.
  
    - c. INSPECTION DE LA MATURITE : Voir si les denrées sont assez mûres pour être vendues et par là il faut vérifier leur forme et leur couleur.
  
    - d. INSPECTION DE LA FORME : Vérifier si les grains de Niébé de haricot de riz ou de maïs sont bien formés et sont entiers, repérez aussi si il y a des grains cassés ou ratatinés ou recroquevillés. Voir aussi si les grains ne sont pas troués.

- e. INSPECTION DE LA COULEUR : En ce qui concerne les céréales et les haricots et niébé, apprécier si les grains ont la couleur normale ou si elles ont une couleur noire ou grise de moisissure et pour l'huile si elle n'est pas un peu blanchie en raison d'une éventuelle exposition à la lumière
  
  - f. INSPECTION DE L'HUMIDITE : Voir si les grains de céréales et de haricot sont entreposés dans un endroit sec et à l'abri de la lumière. En plongeant la main dans les céréales, appréciez l'humidité des grains. Il ne faut pas que les grains soient collés les uns contre les autres en raison de l'humidité.
  
  - g. INSPECTION DE L'ODEUR : Vérifier si les denrées ne dégagent pas une odeur différente de celle qu'elles devaient avoir, voir si elles ont une odeur nauséabonde, de moisissures ou d'humidité.
- 
- 2. Y a-t-il de difficultés dans la distribution de voucher?
    - a. Si, oui, expliquez
  - 3. Qu'est-ce qui marche bien dans la marche?
  - 4. Qu'est-ce qui ne marche pas bien dans la marche?
  - 5. Questions à poser à 3 bénéficiaires:

Présenter soi-même et l'objectif des questions. Je voudrais vous demander son avis sur les questions posées. C'est très important de savoir vos impressions sur le travail de Caritas et CRS parce que les informations que nous allons recevoir de vous vont nous aider à améliorer notre projets pour les parties prenantes qui aussi expérimentent l'urgence. Est-ce que je peux commencer maintenant la discussion?

	<i>Bénéficiaire 1</i>	<i>Bénéficiaire 2</i>	<i>Bénéficiaire 3</i>
Sexe			
Etes Vous satisfaits des vivres (type, quantité, qualité) disponibles sur la marché ?			

Qu'est-ce que vous avez acheté ?	Dénrée	Quantité	Prix/unité	Dénrée	Quantité	Prix/unité	Dénrée	Quantité	Prix/unité

Puis-je connaître la quantité et les prix									

Etes Vous aussi satisfait des prix ?			
Comment avez-vous choisi les vendeurs auprès de qui vous avez opère vos achats ?			
Achetez vous habituellement tous les produits auprès du même vendeur pour?			

<p>Est-ce que les catégories des coupons vous limitent dans l'achat des denrées importantes pour votre ménage ?</p>			
<p>Avez-vous change la quantité des produits que vous achetez par rapport à la situation avant le projet?</p>			
<p>Etes-vous satisfait des quantités disponibles des denrées</p>			
<p>Comment jugez-vous la qualité des denrées</p>			

<p>alimentaires          achetées par          rapport à ceux          que vous          consommez          avant le          démarrage du          projet ?</p>			
<p>Quelles sont les          difficultés que          vous rencontre          lors de vos          achats dans          le marché ?</p>			
<p>Y at-il des          suggestions pour          des changements          dans le projet ?</p>			

**MERCI POUR VOTRE PARTICIPATION !**

## Real Time Evaluation du Projet HHELP : **VENDEURS**

Présenter soi-même et l'objectif de l'interview. Vous êtes libre de donner son avis sur les questions posées. C'est très important de savoir vos impressions sur le travaille de Caritas et CRS parce que les informations que nous allons recevoir de vous vont nous aider à améliorer notre projets pour les parties prenantes qui aussi expérimentent l'urgence. Est-ce que nous pouvons commencer maintenant la discussion?

Commune	Arrondissement	Village

Nom de vendeur:

Sexe:

Âge :

1. Quel type de boutique avez-vous dans le marché (stand, magasin etc.)?
2. Comment avez- vous été sélectionné pour le projet?
3. Citez les produits que vous avez vendez dans le marche
4. Depuis quand avez-vous commencé par vendre pour les bénéficiaires du projet ?
5. Aviez-vous l'habitude de vendre ces produits dans le marché avant le démarrage du projet ?
6. Qu'est-ce que les gens achètent avec leurs bons?

7. Cette tendance a-t-elle changé depuis le début du projet?
- a. Si oui, comment? (En termes de types de produits achetés, les quantités ou la qualité des articles achetés?)

8. Quel prix pratiquez-vous actuellement pour le riz, le maïs, les haricots, huile?

9. **A combien vous revient l'unité de produit ?** This was a really challenging task as the quantities vendors buy their products was not the same quantities for which they sell. The conversion from Kilo to otoka is not accurate, making the assessment of profits for corn and beans most unreliable.

Produits	Quantité/Unité	Prix d'achat	Transport	Prix de vente
Maïs				
Riz				
Niébé				
Huile				

10. Avez-vous changé ces prix depuis le démarrage du projet ?

Si oui pourquoi ?

11. Faites vous une distinction entre les bénéficiaires du projet et les autres clients réguliers en termes de prix, de traitement, etc.? Si oui, comment ?



17. Habitez-vous dans le même communauté que les bénéficiaires ?
  
18. Quels changements avez-vous observés dans la communauté grâce au projet?
  - a. Positifs?
  - b. Négatifs? Expliquez.
  
19. Avez-vous vu des changements dans le marché depuis le début du projet (de nouveaux fournisseurs, de clients différents, etc.)? Expliquez
  
20. Y a-t-il, selon vous d'autres vendeurs qui doivent être inclus dans le projet mais qui n'ont pas été pris en compte?
  
21. Qu'est-ce que le projet a change pour les femmes ? Est-ce qu'elles jouent des rôles différents ou ont des responsabilités différentes dans le ménage, depuis le démarrage du projet
  
22. Qu'est-ce que le projet a change pour les hommes ?

23. Quel sont les problèmes résolu par le projet dans la cohésion de la famille ?
24. Quel sont les problèmes crée par le projet dans la cohésion de la famille ?
25. Y a-t-il eu dans votre communauté, des changements\_dus au fait que ce sont les femmes qui sont encouragées à venir prendre les bons du projet ?
26. Y a-t-il eu des changements dans votre foyer ou dans la communauté dus au fait que les vendeurs soient principalement des femmes ?
27. Etes-vous satisfait de la méthode de paiement? Expliquez.
28. Que ferez-vous lorsque le programme sera terminé?
29. Avez-vous des suggestions pour Caritas / CRS afin d'améliorer la mise en œuvre du projet?



## Remerciez les participants pour leur participation!

### 30. Real Time Evaluation du Projet HHELP : **Non-HHELP** **VENDEURS**

31. Présenter soi-même et l'objectif de l'interview. Vous êtes libre de donner son avis sur les questions posées. C'est très important de savoir vos impressions sur le travail de Caritas et CRS parce que les informations que nous allons recevoir de vous vont nous aider à améliorer notre projets pour les parties prenantes qui aussi expérimentent l'urgence. Est-ce que nous pouvons commencer maintenant la discussion?

Commune	Arrondissement	Village

32. Nom de vendeur:

33. Sexe:

Âge :

34. **A combien vous revient l'unité de produit ?** This was a really challenging task as the quantities vendors buy their products was not the same quantities for which they sell. The conversion from Kilo to otoka is not accurate, making the assessment of profits for corn and beans most unreliable.

Produits	Quantité/Unité	Prix d'achat	Transport	Prix de vente
Maïs				
Riz				
Niébé				
Huile				

35. Changement du nombre de clients

36. Les prix ont-ils changé ?

**37. Que pensez-vous du projet.**Autres observations

SEXE	Homes		FEMMES	
CATEGORIE	JEUNES <18	Adultes ≥ 18 ans	JEUNES <18	Adultes ≥ 18 ans
NOMBRE PAR CATÉGORIE				

**Real Time Evaluation du Projet HHELP : BÉNÉFICIAIRES**

Présenter l'équipe, l'objectif de la rencontre et les rôles de chaque membre de l'équipe. Nous avons 2 heures pour faire cette discussion. Chaque personne est libre de donner son avis sur les questions posées. C'est très important de savoir vos impressions sur le travail de Caritas et CRS parce que les informations que nous allons recevoir de vous vont nous aider à améliorer notre projet pour les parties prenantes qui aussi expérimentent l'urgence. Est-ce que nous pouvons commencer maintenant la discussion?

**GUIDE CONDUITE DES RÉUNIONS DE LA COLLECTE DE DONNÉES [GROUPE DE DISCUSSION]**

Commune	Arrondissement	Village

**COMPOSITION DU GROUPE DE DISCUSSION DES PARTICIPANTS**



5. La quantité et la qualité des aliments que vous achetez maintenant sont elles différentes de celles des aliments que vous achetiez avant le programme?

6. Combien de temps dure les denrées que vous avez achetez avec les bons?

7. Vous arrive t il de donner une partie de vos vivres achetes avec les bons a des personnes qui ne sont pas dans votre votre menage?

Si oui ? dans quelle proportion ?

8. Comment choisissez-vous le vendeur chez qui vous achetez? Changez-vous votre vendeur chaque semaine?

9. Avant le projet combien de fois aviez vous l'habitude d'aller au marche par mois ?

Dans le marche aviez-vous l'habitude d'acheter chez un seul vendeur ?

10. Etes-vous satisfait du moment, où le projet a commencé?

Si oui ou non, pourquoi?

11. Etes-vous satisfait de la distribution hebdomadaire des bons? Si oui ou non, pourquoi?

12. Etes-vous satisfait avec les différentes catégories d'aliments que vous achetez avec les vendeurs? Pourquoi ou pourquoi pas?

13. Quels sont les avantages des approches de :

a. la distribution directe ?

b. bons ?

c. d'espèces ?

d. autre?

14. Quels sont les inconvénients des approches de :

a. la distribution directe

b. bons

c. d'espèces

d. autre?

15. Qu'est-ce que vous préférez parmi la distribution direct de vivres ou la distribution à traves les bons ou les espèces?

Comment/Pourquoi ?

### **Sécurité alimentaire et impact**

15. Combien de repas votre famille prend-t-elle chaque jour?

- a) juste avant les inondations (Aout 2010) ?
- b) Pendant les inondations ?
- c) Depuis le démarrage du projet?

16. La qualite de votre alimentation a-t-elle change depuis le demarrage du projet ?

Si oui ? Comment ?

17. Depuis que vous avez été retenu pour le programme HHELP, a quoi vous sert maintenant l'argent que vous devez utiliser pour les vivres ?

18. Avez-vous participé aux séances de sensibilisation chaque jour de marché?

- a. Si Oui quels sont les messages dont vous vous souvenez?
  - a) Sur la nutrition ?

b) Sur la qualite des vivres ?

b. Comment les avez-vous mis en pratique ?

c. Si non, pourquoi n'avez-vous pas participe ?

19. Y a-t-il d'autres changements dans votre foyer grâce au programme HHELP? (Éducation, santé, économie) ?

a. Positifs ?

b. Négatifs ?

20. Avez vous reçu les Kit d'hygiène distribué par le Projet SAVE2 ?

a. A quoi vous ont il servi?

21. Avez-vous suivi des seances de sensibilisation sur l'utilisation de kit?

22. Quels sont les messages cles dont vous vous souvenez ?

23. Avez-vous changé la fréquence avec laquelle vous vous lavez vos mains?

a. Si oui, comment ?

### **Genre**

25. Qu'est-ce que le projet a change pour les hommes ?

26. Les femmes ? Est-ce qu'elles jouent des rôles différents ou ont des responsabilités différentes dans le ménage, depuis le démarrage du projet ?
27. Quel sont les problèmes résolu par le projet dans la cohésion de la famille ?
28. Quel sont les problèmes crée par le projet dans la cohésion de la famille ?
29. Y a-t-il eu dans votre communauté, des changements dus au fait que ce sont les femmes qui sont encouragées à venir prendre les bons du projet ?
30. Y a-t-il eu des changements dans votre foyer ou dans votre communauté dus au fait que les vendeurs qui participent au projet sont principalement des femmes?

### **La connectivité et la durabilité**

29. Est-ce que le récolte attendu va permettre de couvrir tout vos besoins ?
1. Si non, quel porportion des besoins la recolte d'Octobre couvrira ?



## Real Time Evaluation du Projet HHELP : **NON-BÉNÉFICIAIRES**

Présenter l'équipe, l'objectif de la rencontre et les rôles de chaque membre de l'équipe. Nous avons 2 heures pour faire cette discussion. Chaque personne est libre de donner son avis sur les questions posées. C'est très important de savoir vos impressions sur le travail de Caritas et CRS parce que les informations que nous allons recevoir de vous vont nous aider à améliorer notre projet pour les parties prenantes qui aussi expérimentent l'urgence. Est-ce que nous pouvons commencer maintenant la discussion?

SEXE	Homes		FEMMES	
CATEGORIE	JEUNES <18	Adultes ≥ 18 ans	JEUNES <18	Adultes ≥ 18 ans
NOMBRE PAR CATÉGORIE				
TOTAL				

### GUIDE CONDUITE DES RÉUNIONS DE LA COLLECTE DE DONNÉES [GROUPE DE DISCUSSION]

Commune	Arrondissement	Village

### COMPOSITION DU GROUPE DE DISCUSSION DES PARTICIPANTS

1. Comment faites-vous pour satisfaire vos besoins alimentaires quotidiens depuis les inondations ?
  - a. Les bénéficiaires partagent-ils avec vous une partie des denrées qu'ils achètent ?
    - i. Si oui, pourquoi ?
    - ii. Quelle quantité ?
2. Connaissez-vous les critères qui ont été utilisés pour sélectionner les bénéficiaires ?
  - a. Si oui, quels sont-ils ? Si non, va à Q3.
  - b. Ces critères sont-ils appropriés ?
    - i. Si non, quels critères proposez-vous ?
3. Combien des repas preniez-vous : **(Unclear whether this is trust worthy information. In the future, choose another way of posing the question and then at least verify the response with a follow-up question or more.)**
  - a. Avant les inondations ?
  - b. Pendant les inondations ?
  - c. Et maintenant ?
4. Comment le projet a-t-il affecté la cohésion de la communauté ?
5. Est-ce que la récolte attendue va permettre de couvrir tout vos besoins ?

- a. Si non, combien des mois durera votre récolte ?
  - b. Quelle stratégie pensez-vous développer pour couvrir ce manque ?
6. Avez-vous recense ?
7. Est-ce que les personnes choisies sont les personnes plus nécessiteuses ?

## Real Time Evaluation du Projet HHELP

## GUIDE DE CONDUITE DES ENTREVUES DES INFORMATEURS CLES

## B. LOCAL AND TRADITIONAL OFFICIALS

## IDENTIFIANT DU VILLAGE

Département :	Commune :	Arrondissement	Village :

Nom d'informateur Clé :

Rôle dans le village/arrondissement/commune/département :

Homme / Femme

Age :

**Relevance/appropriateness**

Comment le projet répond-il aux besoins de la population touchée?

- 1) Qu'est-ce qui étaient les besoins immédiate de votre communauté après l'inondation de 2010?
  
- 2) Avant le program HHELP, comment la communauté a-t-il subvenir leurs besoins le plus urgents ?
  - a. Autres programmes humanitaires ?
  - b. Ventes des biens ?
  - c. Achat avec du crédit ?
  - d. Reçoivent aide des autres dans la communauté ?
  - e. Autres ?
  
- 3) Maintenant avec le program HHELP, comment la communauté a-t-il subvenir leurs besoins le plus urgents ?

- 4) Quels seront les besoins communautaires après la période de récolte ?
  
- 5) Comment le projet peut répondre ?
  
  
  
- 6) Quelles suggestions formuleriez-vous pour améliorer la réponse de Caritas/CRS ?

### **Sécurité Alimentaire**

- 1) Comment le projet a change les habitudes de manger de la communauté ? Quel est la tendance de nombre de repas des membres de la communauté juste avant les inondations (Aout 2010) ? Pendant les inondations ? Depuis le démarrage du projet?
  
  
  
  
  
  
  
  
  
  
- 2) Êtes-vous satisfait du moment où le projet a commencé? Pourquoi/ pourquoi pas?
  
  
  
  
  
  
  
  
  
  
- 3) Qu'est-ce que le projet a change pour les hommes ? Les femmes ?
  
  
  
  
  
  
  
  
  
  
- 4) Quel sont les problèmes résolu par le projet dans la cohésion de la famille ?

5) Quel sont les problèmes crée par le projet dans la cohésion de la famille ?

### Program Effectiveness

1) Êtes-vous satisfait de l'approche du projet qui est de distribuer denrées alimentaires à traves le bon ?

a. Quels sont les avantages des approches de :

- i. la distribution directe
- ii. bons et
- iii. d'espèces
- iv. autre? (Specifiez.)

b. Quels sont les inconvénients des approches de :

- i. la distribution directe
- ii. bons
- iii. d'espèces
- iv. autre? (Specifiez.)

c. Dans une crise dans l'avenir, est-ce que vous préféreriez la distribution directe ou les bons ?

d. Est-ce que vous préféreriez la distribution à traves des bons ou les espèces?  
Comment/Pourquoi ?

### **Connectedness/Sustainability**

- 1) Comment vous avez vu votre implication dans le projet ?
  
- 2) Quelles sont les dispositions au niveau local pour continuer les atouts du projet ?

Elected Official : (MAYOR Come)

- a. Quel était votre connaissance et votre implication dans le projet ?
- b. Quel était votre rôle/implication dans le choix des zones d'intervention ?
- c. Existe-il un stratégie au niveau du commune pour faire face aux urgences? Ou Agriculture ? ou sante etc. ?
- d. Quelles sont les dispositions au niveau local pour continuer les atouts du projet ?

### **Coverage**

- 1) Sur quel base les différent bénéficiaires du projet ont été sélectionnes ?
  
- 2) Quel était votre rôle dans la sélection des bénéficiaires ?
  
- 3) Est-ce que les personnes choisi sont les personnes plus nécessite ?
  
- 4) Est-ce qu'ils ont de meilleure critère a apporté ?
  
- 5) Avez-vous des suggestions pour améliorer la mise en œuvre du projet ?

**Remercier les participants pour leur participation !**

## Real Time Evaluation du Projet HHELPS

## GUIDE DE CONDUITE DES SEANCES DE COLLECTE DES DONNEES [ENTRETIEN INDIVIDUEL]

STAFF : CRS  CARITAS 

These questions represent all the questions asked of either CRS or Caritas. Because CRS is not as informed about what is happening at the field level, the questions about community perceptions, the initial community assessment and prospects for sustainability were not relevant for all interviewees. Présenter l'équipe, l'objectif de la rencontre et les rôles de chaque membre de l'équipe. Nous avons 2 heures pour faire cette discussion. Vous êtes libre de donner son avis sur les questions posées. C'est très important de savoir vos impressions sur le travaille de Caritas et CRS parce que les informations que nous allons recevoir de vous vont nous aider à améliorer notre projets pour les parties prenantes qui aussi expérimentent l'urgence. Est-ce que nous pouvons commencer maintenant la discussion?

Nom et Prénom de l'interviewé : .....

Fonction Occupée : .....

**Relevance/appropriateness**

Comment le projet répond-il aux besoins de la population touchée?

- 7) A votre connaissance quels étaient les besoins immédiats des communautés après l'inondation de 2010 ?
  
- 8) Avant le projet program HHELP, comment l les communautés subvenaient elles à leurs besoins le plus urgents ?
  - a. Autres programmes humanitaires ?
  - b. Vente des biens
  - c. Achat à crédit
  - d. Reçoivent elles de l' aide des autres dans la communauté ?
  - e. Autres ?

9) Maintenant avec le projet HHELP, comment la communauté subvient-elle aux besoins les plus urgents ?

10) A votre avis, quels seront les besoins communautaires après la période de récolte ?

11) Comment le projet peut-il répondre à ces besoins ?

12) Quelles suggestions formulerez-vous pour améliorer la réponse de Caritas/CRS ?

**Veillez commenter le processus de sélection des bénéficiaires**

- Quels aspects du processus de sélection des bénéficiaires (ciblage), selon vous, ont bien fonctionné ?
  
- Quelles modifications et quelles recommandations suggèreriez-vous pour faire plus efficacement ou de manière plus appropriée la sélection des bénéficiaires ciblés ?

**Veillez commenter les activités du projet**

- Quels sont les aspects des activités qui fonctionnent bien ?



- les vivres reçus
- les ressources qu'ils auraient utilisées s'ils n'avaient pas reçu cet appui?

### Genre

- Qu'est-ce que vous pensez du fait que se soit les femmes qui prennent le bon pour faire le marché?
  
- Qu'est-ce que le projet a changé pour les hommes ?
  - Les femmes ? Est-ce qu'elles jouent des rôles différents ou ont des responsabilités différentes dans le ménage, depuis le démarrage du projet ?
  
- Quel sont les problèmes résolus par le projet dans la cohésion de la famille ?
  
- Quel sont les problèmes créés par le projet dans la cohésion de la famille ?

### Program and Management Effectiveness

1. Identifier les facteurs internes qui ont affecté positivement la vitesse de la réponse (y compris la finance, RH, les logistiques, media et communications, suivi et evaluation et documentation des projets similaires) aux inondations de 2010
  
2. Identifier les facteurs internes qui ont empêché une réponse rapide.
  
3. Quelles recommandations feriez-vous?

4. Quels facteurs externes ont affecté la vitesse de notre réponse au niveau du pays (partenaires et autorités locales) ?
5. Identifier les facteurs externes qui ont empêché une réponse rapide.
6. Quelles recommandations feriez-vous?
7. Êtes-vous satisfait de la période où le projet a commencé?
  - a. Si l'aide apportée par Caritas/CRS avait été donnée plus tôt, par rapport à la date de début du projet cela aurait-il changé quelque chose pour le village/ arrondissement/ commune/ département? Pourquoi/ pourquoi pas?
  - b. Si l'aide apportée par Caritas/CRS avait été donnée 1 mois plus tard, cela aurait-il changé quelque chose pour le village/ arrondissement/ commune/ département ? Pourquoi/ pourquoi pas?
8. Quelles sont les avantages de distribution hebdomadaire ? Quelles sont les désavantages de distribution hebdomadaire ?
9. Êtes-vous satisfait de la fréquence de distribution des coupons des marchés ?
10. Compte tenu de votre connaissance de la communauté, est-ce que les quantités de chaque type de nourritures achetées grâce aux coupons fournis permettent aux bénéficiaires de subvenir à leurs besoins les plus urgents ?

11. Compte tenu de votre connaissance de la communauté, est-ce que les coupons pour la nourriture réduisent l'impact de l'inondation sur les ménages?
12. Êtes-vous satisfait de l'approche du projet qui est de distribuer denrées alimentaires à travers le bon ?
- a. Quels sont les avantages des approches de :
    - i. la distribution directe
    - ii. bons
    - iii. d'espèces
    - iv. autre? (Spécifier.)
  - b. Quels sont les inconvénients des approches de
    - i. la distribution directe
    - ii. bons
    - iii. d'espèces
    - iv. autre? (Spécifier.)
13. Dans une crise à l'avenir, est-ce que vous préféreriez la distribution directe ou les bons ?
14. Est-ce que vous préféreriez la distribution à travers des bons ou les espèces? Comment/Pourquoi ?
15. Lister tous les défis dans le travail avec les personnes vulnérables. Quelles leçons avez-vous apprises d'elles ? Quelles sont les bonnes pratiques que vous voudrez suggérer aux autres ?

13. Comment évaluez-vous l'échange d'information et de communication entre Caritas et CRS?

14. Êtes-vous satisfait avec la méthode de paiement des vendeurs ?

### **Connectedness/Stability**

1. Compte tenu de votre connaissance de la communauté, quels sont
  - a. les changements positifs induits par les services reçus du projet ?
  - b. les changements négatifs induits par les services reçus du projet ?
2. Pour ces changements quel est le plus significatif pour vous ?
3. Pourquoi est-il le plus significatif pour vous ?

### **Coverage**

1. Compte tenu de votre connaissance de la communauté, pensez-vous que le ciblage de la population a été bien fait ? Justifiez votre réponse.
2. Selon vous, Ya-t-il d'autres personnes qui devraient être pris en compte comme bénéficiaires mais n'ont pas été inclus?

**Remercier les participants pour leur participation !!!**

## Data Reflection Workshop

A reflection workshop was conducted on Friday August 26<sup>th</sup> in order to share the preliminary evaluation results.

Workshop participants included CRS' Head of Programs, Project Manager SAVE 2 CRS, Caritas' Emergency Program Coordinator, Project Manager Agriculture Sector SAVE 2, Project Manager HHELP Caritas, Project Manager WASH, Monitoring and Evaluation Officer. CRS' Project HHELP M&E Officer was also present, serving as co-facilitator of the RTE with CRS' RTA for M&E. The evaluation results were organized into the tables below which showed clearly the evaluation question, the findings from the evaluation to address the question, the conclusions that were drawn based on the findings and any recommendations. The format for the information presented was an adapted version of a matrix from the ALNAP Real Time Evaluation Guide. (See below.) Each evaluation question was presented to the small group. Conversation followed any evaluation question, finding, conclusion or recommendation that warranted further discussion.

<i><b>Evaluation Question</b></i>	<i><b>Finding</b></i>	<i><b>Data Source</b></i>	<i><b>Conclusion</b></i>	<i><b>Recommendation</b></i>

John Cosgrave, Ben Ramalingam, and Tony Beck. "Real-time evaluations of humanitarian action: An ALNAP Guide Pilot Version"

The final activity was the generation of the Action Plan. The plan was formatted into a table summarizing the proposed recommendations with an empty column for the responsible party and the date when the action would be completed. The group discussed the need and feasibility of each recommendation before agreeing on the people responsible and deadlines of the final Action Plan.

<b>Action</b>	<b>Person Responsible</b>	<b>Date Due</b>
1. Sensitize vendors on how to better place and protect their products from the dirt and sand of passing traffic for overall better presentation of their products.	Caritas/CRS	