EVALUATION OF CRS GHANA'S I-SHINE PROJECT

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INTRODUCTION

Genesis Analytics (Genesis) has been retained by **Helmsley Charitable Trust (HCT)** to provide monitoring and evaluation (M&E) support to Catholic Relief Services (CRS) Ghana, recipients of a HCT grant.

This report presents the findings from the implementation evaluation of the "Integrated Sanitation, Hygiene and Nutrition for Education" (I-SHINE) project.

The evaluation was guided by a comprehensive and systematic analysis framework based on the globally recognised Development Assistance Committee (DAC) evaluation criteria.

The evaluation was informed by a comprehensive desktop review, key informant interviews with project staff and management staff, focus group discussions with community members and site visits to selected schools and communities.

FINDINGS & ANALYSIS

This section presents the key evaluation findings as per the DAC criteria. These have been colour-coded according to the 'success' of each criterion.

DAC CRITERION		FINDINGS	IMPLICATION
RELEVANCE	★★★	• I-SHINE is well aligned to the Ghanaian Government's most recent Education Strategic Plan. • The project is relevant in that it has identified three barriers to school attendance and enrolment and addresses the needs of the beneficiaries with respect to these challenges. • However, there is a vast array of other barriers to school enrolment, and so the project is not a comprehensive solution to this problem.	• CRS alone is not able to address all the challenges to school enrolment facing its beneficiaries. • The additional challenges faced by these communities, which are beyond the control of I-SHINE, diminish the overall relevance of the programme.
EFFECTIVENESS	★★	• I-SHINE is on track to successfully achieve its stated objectives at the output level. • Contextual challenges weaken the links between the project's outputs and desired outcomes, and ultimately the desired impact. • The breadth of the project added complexity and created challenges for the project staff. • Project design has resulted in different sets of beneficiaries per project pillar, limiting the integrated nature of the approach.	• The I-SHINE logical framework is confounded by contextual challenges. • There is a lack of integration across project pillars, meaning that the systemic approach of the project is diminished and the desired impact is unlikely to be achieved. • The complex environment and complex project design diminishes the project's focus which also reduces the achievable impact.
EFFICIENCY	★	• I-SHINE has been subject to a number of delays which have slowed down project implementation and undermined the efficiency of the project.	• CRS will likely require a no-cost extension to conclude project activities. • There will be insufficient time to assess the impact of the project on year 3 beneficiaries.
IMPACT	★★	• Due to delays in implementation and the expected lag time between implementation and behaviour change, it is too early to draw conclusions about the impact of the project. • Tenuous links both within and across the pillars of the I-SHINE logical framework, combined with a challenging context mean that it is not possible to attribute changes in school enrolment and retention to the I-SHINE project.	• The inability to assess the impact of the programme at this point in time and to attribute quantifiable changes in school enrolment and retention to the project means that the project monitoring data may be misleading and will likely fall short of targets established at the outset of the project.
SUSTAINABILITY	★	• While the project is designed to promote sustainability, the actual sustainability of the project is dependent on the willingness of the district partners to invest their time and resources into the continuation of project activities. Unfortunately, this is unlikely given severe resource constraints at the district level.	• The likelihood of project activities continuing post-exit is diminished as a result of resource constraints at the district level.

RECOMMENDATIONS

Based on the findings of the evaluation, the following recommendations have been provided.

RECOMMENDATIONS FOR THE REMAINDER OF I-SHINE:

PAINT BEHAVIOUR CHANGE COMMUNICATION (BCC) MATERIALS ON THE WALLS.
BCC materials are often lost or ruined by the elements, painting the materials on the walls will enable them to be a permanent fixture.

ENSURE PRIVATE SERVICE PROVIDER (PSP) CERTIFICATION PROCESS TAKES PLACE.
This certification will enable field agents to establish, maintain and manage SILC groups within and outside their communities; thus it is imperative that this take place to ensure the sustainability of the SILC groups going forward.

NO-COST EXTENSION TO COMPLETE PROJECT IMPLEMENTATION.
CRS should request a no-cost extension to complete the remaining project activities beyond the end of 2016.

ADJUST IMPACT MEASUREMENT EXPECTATIONS.
Expectations of how the impact of the project will be measured should be adjusted, for example, by conducting a qualitative case studies to assess individual-level impact instead of drawing conclusions from aggregate monitoring data.
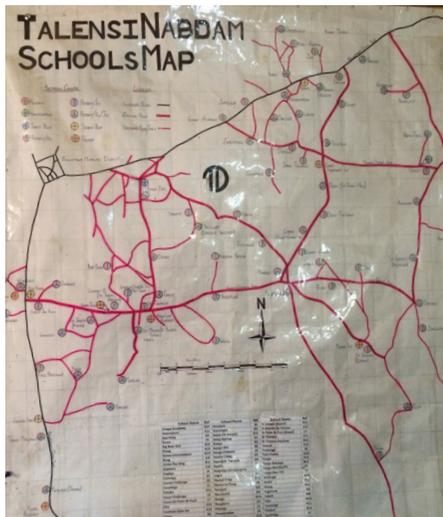
RECOMMENDATIONS FOR FUTURE PROJECTS:

FOCUS ON PROJECT DEPTH AS OPPOSED TO BREADTH.
Addressing one particular problem as opposed to many will enable a more focused project. Further to this, the implementing partner should consider implementing project activities in fewer communities.

COMMUNITY-LED TOTAL SANITATION (CLTS) IS MORE IMPACTFUL THAN SCHOOL-BASED WASH.
Should CRS or HCT implement a future project with a WASH focus, it is recommended that they employ a CLTS approach with all target communities as opposed to a school-based WASH programme.

BUDGET FOR RAMP UP AND STAFFING TIME AT THE BEGINNING OF A PROJECT.
In future projects, an inception phase should be set aside specifically for ramping up and assigning resources to the project.

DO NOT INTRODUCE NEW BENEFICIARIES IN THE FINAL YEAR OF A PROJECT.
No new beneficiaries should be intentionally introduced in the final year of a project. Not only will this ease the pressure on the implementing partner to complete the project activities in the allocated timeframe, but it will also allow sufficient time to observe changes in the beneficiaries' lives as a result of the project.

PROJECT TEAM RESPONSE

Subsequent to submitting the evaluation report, Genesis and CRS had a telephonic meeting to discuss the findings and recommendations. The CRS team is in agreement with the findings and recommendations and there is consensus that the evaluation report reflects the CRS team's understanding of the successes and challenges of the project.

CRS recently conducted an internal review of I-SHINE to document the key learnings from the project. This report and the evaluation report are highly aligned in their findings; thus, firstly, confirming the findings of the evaluation report; and secondly, validating the CRS team's understanding of the project and its performance.

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