

RISE Evaluation Manual

Lutheran Social Services Disaster Response

September 2009



Introduction

This manual explains the monitoring and evaluation procedures and processes to the RISE Partner Agency Directors for the RISE Disaster Case Management Program.

Formal monitoring and evaluation of RISE Partner Agencies is a contractual obligation of LSSDR, HHSC, and FEMA. It is the mission of the LSSDR Monitoring and Evaluation Team to evaluate the principal components and activities of RISE Partner Agencies as accurately, thoroughly, objectively and unobtrusively as possible.

Evaluation applies the lessons of experience to decisions about current and future programs. Good evaluation presents alternatives for decision-makers to consider. Evaluation is an excellent learning tool and a means to improve program performance and demonstrate accountability. A comprehensive monitoring and evaluation program will assist the RISE Partner agencies as they move forward in serving the unmet needs of Ike survivors.

Definitions

Monitoring is the periodic oversight of the implementation of an activity which seeks to establish the extent to which input deliveries, work schedules, other required actions and targeted outputs are proceeding according to plan, so that timely action can be taken to correct deficiencies detected. Monitoring is also useful for the systematic checking on a condition or set of conditions (UNICEF 1991).

Evaluation is a process which attempts to determine as systematically and objectively as possible the relevance, effectiveness, efficiency and impact of activities in the light of specified objectives. It is a learning and action-oriented management tool and organizational process for improving current activities, future planning, programming, and decision-making (UNICEF 1991).

Both monitoring and evaluation are management tools can be useful to RISE Partner Agencies for improving program implementation, and advocacy in order to better serve clients and obtain greater support from governments, private organizations, and the general public to secure resources and services for Ike survivors.

Objectives of monitoring and evaluation in LSSDR RISE

The monitoring and evaluation component of the RISE Disaster Case Management Program will ensure the most professional, ethical, comprehensive and compassionate disaster case management services by meeting the following objectives.

- a. to improve management of programs, projects and supporting activities of the RISE Disaster Case Management Project by conducting monitoring and evaluation throughout the program cycle;
- b. to learn from experience so as to improve the relevance, methods and outcomes of RISE Partner Agency collaborative programs;
- c. to disseminate findings to decision-makers for use for corrective action;
- d. to strengthen the capacity of RISE Partner Agencies to monitor and evaluate their programs by working with the Directors, Agency officials, and staff to support and strengthen agency programs and components;
- e. to meet the requirements of the funding and reporting agencies for effective resource use in agreement with the goals and objectives of the RISE project plan;
- f. to provide information to enhance policies, programs, advocacy efforts, and resources of RISE Partner Agencies.

Monitoring Guidelines for LSSDR Site Visits

The RISE Partner Agency Observation Form to be used for Evaluation site visits is found in Appendix A.

Evaluation site visits will be based on the following:

- elements from the work plan;
- CAN data review
- Monthly and quarterly reports and statistics
- issues identified during previous visits which require follow-up;
- noting unforeseen developments or unexpected observations;
- visits may be conducted jointly with other LSSDR RISE staff as appropriate.

RISE M & E site visits are to be used for observation and interviewing a broad range of individuals and may include the following:

1. Interviews with RISE Partner Agency staff, volunteers, and/or clients.
2. Observing the process of various areas of disaster case management, such as Intake, CAN data entry, reporting, etc.
3. Examining records and/or case files on site.
4. Preparing written site visit reports, which will be sent to RISE Partner agency directors within two weeks of the last day of the site visit.

Evaluations will examine changes and their significance in relation to effectiveness, efficiency, relevance, impact and sustainability of RISE Partner project implementation. Any single RISE evaluation may not be able to examine each of these comprehensively, but they should be taken into consideration. It is important to differentiate broad questions relating to effectiveness, efficiency, relevance and impact from more specific survey questions.

a. *Effectiveness.* Is the program achieving satisfactory progress toward its stated objectives? Accomplishments on this level are sometimes referred to as project outputs (what was done), and are assumed to be linked to provision of inputs (human, financial and material resources contributed to achieve the objectives).

b. *Efficiency.* Are the effects being achieved at an acceptable cost, compared with alternative approaches to accomplishing the same objectives?

c. *Relevance.* Are the objectives relevant? What is the value in relation to other priority needs and efforts? Are the activities germane to the development strategy and plausibly linked to attainment of the intended goals of the RISE Disaster Case Management Program?

d. *Impact.* What are the results of the activities? What are the social, economic, technical, environmental, and other effects on individuals, communities, and institutions? Impacts can be immediate and long-range, intended and unintended, positive and negative, macro (sector) and micro (household).

e. *Sustainability.* Is the activity likely to continue after the RISE project ends? Is the RISE Partner Agency developing the capacity and motivation to administer it? Can the activity become partially self-sustaining post project?

Monitoring and evaluation site visits of RISE Partner agencies will assist those agencies and LSSDR in identifying key actions important to the success of the RISE Disaster Case Management Project. Evaluation site visits provide valuable information that will be used to monitor project processes, results and participation in the project.