

# Evaluation Report

## Final Evaluation of the ‘Strengthening Capacity in Agriculture, Livelihoods, and Environment’ (SCALE) Award

September 2022



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## Acronyms

AKLDP	Agriculture Knowledge, Learning, Documentation and Policy Project
ANRM	Agriculture and natural resource management
AA	Associate Award
BHA	(USAID) Bureau for Humanitarian Assistance
CDF	Community Development Funds
CRS	Catholic Relief Services
CoP	Communities of Practice
COVID	Coronavirus disease
DFAP	Development Food Assistance Program
DFSA	Development Food Security Activities (previously DFAP)
EFSP	Emergency Food Security Program
EQ	Evaluation Question
FFP	(USAID) Office of Food for Peace (now merged with OFDA to form BHA)
FGD	Focus group discussion
FSN	Food Security and Nutrition (Network)
FSSM	Food security support mechanism
IDA	International Disaster Assistance (account)
IDEAL	Implementer-Led Design, Evidence, Analysis and Learning
ISSD	Integrated Seed Sector Development
IP	Implementing Partners
KII	Key Informant Interview
MMCA	Make Me a Change Agent (Training)
MC	Mercy Corps
M&E	Monitoring and Evaluation
NRM	Natural resource management
OFDA	(USAID) Office of Foreign Disaster Assistance (now merged with FFP to form BHA)
OECD	Organisation for Economic Co-operation and Development
OECD-DAC	(OECD) Development Assistance Committee
PCS	Program Cycle Support
PMP	Performance Management Plan
PRO-WASH	Practices, Research and Operations in Water, Sanitation and Hygiene
RD	Resilience Design
RFSA	Resilience Food Security Activities (formerly DFSA)
R&I	(PCS) Refine and Implement (phase)

SC	Save the Children
SCALE	Strengthening Capacity in Agriculture, Livelihoods, and Environment
SPRING	Strengthening Partnerships Results and Innovations in Nutrition Globally
TC	Technical Committee
TOPS	Technical and Operational Performance Support Program
TOR	Terms of Reference
ToT	Training of trainers
USAID	U.S. Agency for International Development

# I. Executive Summary

To build on USAID’s Technical and Operational Performance Support (TOPS) program, the Office of Food for Peace (FFP, now merged into the Bureau for Humanitarian Assistance, BHA) funded the Strengthening Capacity in Agriculture, Livelihoods, and Environment (SCALE) Associate Award (AA). It is a five-year USD \$4.9 million capacity strengthening, knowledge sharing and learning initiative operating 2018 to 2023.

Its aim is to strengthen the impact, sustainability and scalability of BHA-funded agriculture, natural resource management (NRM), and off-farm/non-farm livelihood activities in both emergency and non-emergency contexts. Implemented by Mercy Corps in collaboration with Save the Children, SCALE partners with food security implementers to capture, generate, apply and share knowledge to foster more resilient agricultural systems and enhance income opportunities for the world’s most vulnerable.

## Purpose, Scope and Methodology

In March 2022, Bodhi Global Analysis was contracted by Mercy Corps Global to undertake a final evaluation of the SCALE Award. SCALE is completing its fifth and final year of project implementation, and as such, the purpose of the final evaluation is to assess specific aspects of the relevance, effectiveness, impact, sustainability, and performance of the SCALE Award. The evaluation also provides recommendations for future food security support mechanisms and other capacity strengthening and learning activities.

To answer these research questions, the evaluation team implemented a multi-phased evaluation. This triangulation of multiple sources of data ensures a strong level of robustness and reliability to the findings of the evaluation. The evaluation team employed:

- **Desk review** of documents, including program design documents, reports, activities documentation, training materials and program resources;
- **Key informant interviews** (KIIs) with SCALE program staff, USAID/BHA staff, implementing partners (IPs) and other stakeholders;
- **Focus group discussions** (FGDs) with SCALE program staff, Community of Practice (CoP) participants, and Technical Committee (TC) members;
- **Online survey** sent out to IP staff and other beneficiaries of SCALE’s activities, with 72 responses, including 40 from IPs

## Key Findings

**Program design:** SCALE’s adaptive model set up a strong structure for the program to respond to IP needs, through both the type of support offered and the priority focus areas. This is because programmatic decisions were made through regular consultations with IPs and the donor. This model was supported by a technically strong staff and their positive relationship with the donor. The SCALE team also had effective channels to learn about IP and donor needs, including the Technical Committee. More importantly, SCALE had discussions with the wider community through roundtables and learning events, and via informal, ad hoc channels, such as emails and mentorship discussions.

IPs found the SCALE team to be effectively managed, with the right technical skills. They found communication with the SCALE team to be frequent and appropriate to their needs. SCALE’s staffing structure consisted of a small team of permanent staff and a number of external consultants, which was appropriate given the budget and uncertain nature of SCALE’s programming. The Technical Committee provided an important mechanism for technical knowledge sharing between SCALE and IPs, but had limitations in its ability to validate SCALE focus areas and for IPs to understand BHA priorities.

Limitations related to SCALE's funding streams and approach restricted its ability to cater to BHA-funded emergency partners. Despite emergency programs being part of SCALE's mandate, SCALE's approach has generally focused on non-emergency program needs, often due to funding restrictions and, according to some respondents, a mismatch between SCALE's long-term approaches and the short-term interventions typical of emergency programs. The few responses from emergency program staff suggest that budget and time are the biggest barriers to engaging with SCALE.

**Relevance and Effectiveness:** IP respondents found the types of resources and support SCALE provided relevant and useful to the needs of their agriculture, NRM and livelihoods work, particularly the resilient agriculture and MMCA trainings. When IPs were asked what technical assistant gaps they still had, most mentioned specific topics related to climate and markets. SCALE was able to fill capacity gaps that were common among IPs overall through its main support activities, as well as a number of prioritized gaps of different IPs through ad hoc support.

IPs found SCALE's capacity strengthening activities effective, particularly the personalized coaching/mentorship. They appreciated the technical rigor and practical nature of the support. IPs receiving resilient agriculture training were able to integrate knowledge in their programming and were especially successful when they received follow-up support and coaching. For the MMCA training, many IPs were able to apply knowledge and notice immediate results.

IPs felt SCALE learning documents and tools were useful and applicable to their work. The most applied resources and tools were those used in conjunction with other SCALE support activities (such as training), particularly the SBC and resilient agriculture manuals and tools. While there were not many significant barriers, the main reasons IPs had for not accessing and applying SCALE resources were not having time to search through the Food Security and Nutrition (FSN) Network website, having sufficient experts on their teams and language barriers.

Despite knowledge sharing events providing practical knowledge and focusing on relevant technical areas, based on the online survey, IPs were only 'somewhat' able to apply this knowledge into their work. By nature, these events are not tailored to individual IPs. While events on broader practices, including COVID mitigation or social behavior change, were applicable to a wider range of IPs, events focused on more specialized topics, such as financial inclusion or migration, might not have been. Regardless, IPs found it useful to hear other perspectives, connect with others and have specific techniques and resources explained to them, even if knowledge was not directly applied. IPs would prefer in-person events, with longer sessions and more opportunities for networking.

**Engagement efficiency:** The SCALE team was able to leverage numerous channels to outreach to IPs, and ultimately engaged with IPs that were most responsive. While IPs were happy with the ways SCALE made first contact, there were a number of challenges for IPs to engage with SCALE support activities. This includes not having time and not being aware of what SCALE could provide.

SCALE successfully reached out IPs at the start of the RFSA cycle, through introductions at PCS-led Inception workshops and follow-up afterwards. SCALE was also able to engage IPs during their implementation phase by initiating collaborations on activities such as case studies and webinar presentations. This increased IP contact time with SCALE, often leading to deeper relationships, and eventually IP requests for support. IPs agree that SCALE support can be useful throughout the RFSA cycle, although early planning is most helpful.

While there is some correlation between the amount of support received and satisfaction with SCALE support, IPs are more satisfied when they are fully aware of what support activities SCALE can offer, have made intentional choices on what support suits them best, and feel that the support has been tailored to their needs.

**Sustainability:** IPs were able to replicate SCALE training, especially resilient agriculture and MMCA training. Many IPs cascaded training down many levels, primarily to fellow staff members, and eventually program beneficiaries. The key challenge was maintaining quality at each level. Some IPs provided examples of passing training to people outside

of their programs. In terms of long-term sustainability, SCALE has been producing e-learning content to ensure its materials can continue beyond the program.

Respondents are very likely to continue using SCALE resources and tools beyond the program, as they have been internalized into their practices and library of tools. Sharing of resources and tools is very widespread, particularly documents on resilient agriculture and SBC. IP staff are using resources and tools beyond their current BHA-funded program.

As SCALE is well-placed to understand the issues that country programs are facing and donor interest, SCALE has been able to provide feedback to BHA about IP needs and to influence BHA priorities.

## **Recommendations**

### **Program design:**

- Continue the current adaptive model focused on prioritizing activities to respond to IP needs
- Collect perspectives from a wider pool of IP representation
- Consider setting up a centralized platform for TC members to share feedback
- Prioritize engagement with regional consultants to be on-call
- Ensure adequate communications support
- Develop an approach to providing support to emergency programs

### **Relevance and Effectiveness:**

- Continue to focus training topics on areas that can benefit a wide range of IPs, alongside providing ad-hoc support to fill additional IP capacity gaps
- Prioritize the co-facilitation of training with local consultants to ensure material are fully adapted to the context
- Develop a directory of SCALE learning documents and tools;
- Consider adding a comment section on the FSN Network website for each learning resource
- Facilitate more in-person knowledge sharing events to facilitate more networking opportunities

### **Engagement efficiency:**

- Take a comprehensive approach to making contact with IPs (i.e., aim to reach out to all IPs)
- Provide full information of SCALE's support activities on the FSN Network page for SCALE
- Continue to explore methods of providing asynchronous support to IPs, such as through e-learning modules
- Continue making first contact with IPs at PCS-led workshops (with follow-up afterwards) and through direct contact

### **Sustainability:**

- Prioritize co-facilitations with local training centers and local consultants
- Continue investing in e-learning video modules
- Cross-post SCALE resources on other relevant learning platforms to reach more potential users and as a redundancy tactic
- Continue acting as an informal conduit for collecting IP feedback on BHA processes

## II. Introduction

The U.S. Agency for International Development’s (USAID) Bureau for Humanitarian Assistance (BHA), together with its implementing partners, has combated hunger and malnutrition among vulnerable groups for more than 60 years. Working around the world, BHA works in both emergency and development contexts to improve and sustain food and nutrition security in vulnerable populations.<sup>1</sup>

Agriculture, natural resource management (NRM), and sustainable livelihoods featured prominently in USAID’s Office of Food for Peace’s (FFP)<sup>2</sup> food assistance and security strategy. While FFP saw significant developments in these sectors, a number of evaluations highlighted deficiencies in a series of areas<sup>3</sup>:

- Inefficiencies in knowledge transfer between headquarters technical staff and field agents, and between field agents and farmers that do not optimize best technical practices and adult learning methodologies;
- Insufficient attention paid to nutrition sensitive agricultural approaches and non-farm livelihoods;
- Limitations in vulnerability targeting;
- Inadequate attention to strategies, sustainability, and scalability of interventions leading to limited systems change; and
- Limited use of multiple source data during design and implementation.

FFP funded the Technical and Operational Performance Support (TOPS) Program from 2010 to 2018, which provided capacity strengthening support in agriculture and NRM, among other key areas. Under the agriculture and NRM component (ANRM), Mercy Corps (MC) partnered with various agencies and programs such as the TOPS consortium partners, World Vision, Strengthening Partnerships Results and Innovations in Nutrition Globally (SPRING), and the Agriculture Knowledge, Learning, Documentation and Policy Project (AKLDP), to deliver a suite of knowledge and learning activities. The TOPS ANRM component provided direct field training to over 700 participants in 12 countries across a range of topics, supported 14 technical knowledge sharing events and over 30 technical sessions, facilitated networking activities and developed learning briefs, guides, toolkits, and training of trainers (ToT) materials.<sup>4</sup>

### II.a Project Background

To build on TOPS’ program outputs, FFP (now merged with the Office of Foreign Disaster Assistance [OFDA] to form BHA) funded the Strengthening Capacity in Agriculture, Livelihoods, and Environment (SCALE) Associate Award (AA), a five-year capacity strengthening, knowledge sharing and learning initiative from January 2018-2023 with a budget of USD \$4.9 million. Its aim is to strengthen the impact, sustainability and scalability of BHA-funded agriculture, natural resource management, and off-farm/non-farm livelihood activities in both emergency and non-emergency contexts. Implemented by Mercy Corps in collaboration with Save the Children (SC), SCALE partners with food security implementers to capture, generate, apply and share knowledge to foster more resilient agricultural systems and enhance income opportunities for the world’s most vulnerable.<sup>5</sup>

The SCALE Award’s strategic approach incorporates activities under four knowledge mechanisms (knowledge capture, generation, application and sharing) that together provide a cohesive and integrated long-term approach

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<sup>1</sup> SCALE Associate Award Technical Narrative (Save the Children).

<sup>2</sup> USAID’s Office of Food for Peace (FFP) merged with USAID’s Office of Foreign Disaster Assistance (OFDA) to form BHA in 2020.

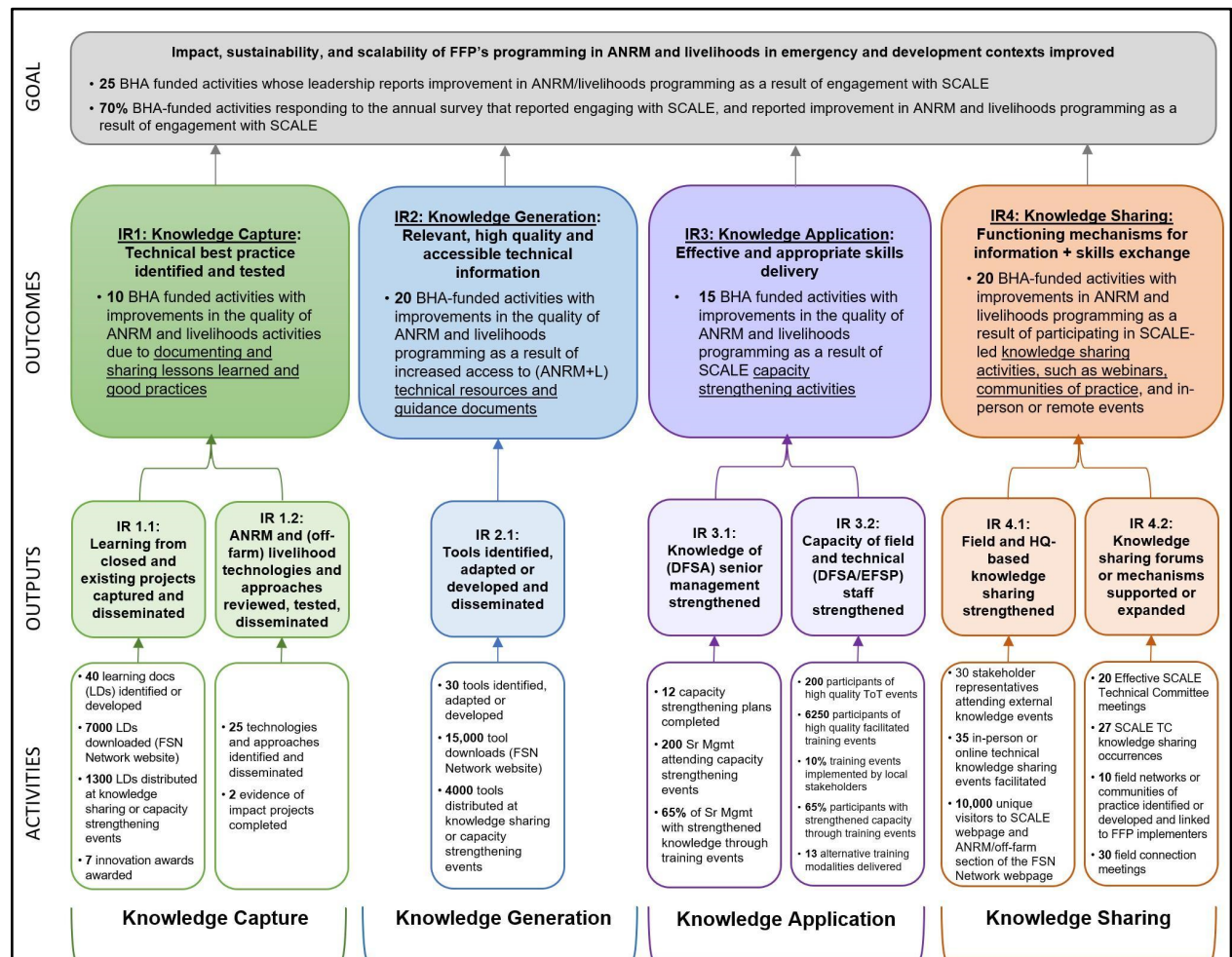
<sup>3</sup> Ibid.

<sup>4</sup> Ibid.

<sup>5</sup> SCALE Year 5 Workplan Narrative.

(Figure 1 below). The approach is revised every year as part of SCALE’s adaptive management approach to ensure it remains current with USAID/BHA implementer needs.<sup>6</sup>

Figure 1: Mapping of the SCALE Award’s logic model and Performance Management Plan (PMP)



## II.b Purpose and Scope of Evaluation

In March 2022, Bodhi Global Analysis was contracted by Mercy Corps Global to undertake a final evaluation of the SCALE Award. SCALE is completing its fifth and final year of project implementation, and as such, the purpose of the final evaluation is to assess specific aspects of the relevance, effectiveness, impact, sustainability, and performance of the SCALE Award. The evaluation reviews the outcomes of the SCALE Award while simultaneously gathering and analyzing information about the interest and needs of implementing partners for future agriculture, NRM and/or livelihoods-related support. The evaluation also provides recommendations for future food security support mechanisms and other capacity strengthening and learning activities.

The evaluation team included an Evaluation Consultant and Research Assistant, and was overseen by Bodhi’s Director and their Head of M&E.

<sup>6</sup> Ibid.

Given how closely SCALE has worked with the Save the Children-led food security support mechanism (FSSM) Practices, Research and Operations in Water, Sanitation and Hygiene (PRO-WASH), Bodhi worked closely with the PRO-WASH evaluators to coordinate and to undertake some joint stakeholder consultations and the implementation of the online survey.

## II.c Evaluation Methodology

This mixed-methods evaluation is structured along the learning questions set out by the evaluation’s scope of work. The questions are organized into four categories: program design, relevance and effectiveness, engagement efficiency and sustainability. While not following the framework completely, the evaluation questions (EQ) use a similar understanding of key evaluation terms as described in OECD-DAC’s Evaluation Criteria.<sup>7</sup>

### II.c.i Evaluation Framework

The table below provides the full list of 13 evaluation questions.

Table 1: Evaluation Framework

Evaluation Category	Evaluation Question (EQ)
<b>1. Program design:</b>  <b>Was SCALE designed correctly to meet its goal?</b>	<b>1.1 Overall program efficiency:</b> How did the technical design of the award and the level of flexibility affect SCALE’s ability to respond to implementing partner (IP) <sup>8</sup> and donor needs, and adapt to external circumstances?
	<b>1.2 Efficiency of staff structure:</b> How appropriate and effective is SCALE’s organizational and staffing structure for the implementation of its work?
	<b>1.3 Emergency partner engagement:</b> How did the design, staffing and management of the Award affect its ability to engage with and meet the needs of BHA-funded emergency partners?
<b>2 Relevance and Effectiveness:</b>  <b>How effective was SCALE’s engagement with IPs and what were the impacts of its technical assistance?</b>	<b>2.1 Technical relevance:</b> How do IPs perceive the relevance and utility of the different types of support offered by SCALE?
	<b>2.2 Effectiveness/impact of capacity strengthening activities:</b> To what degree do IPs feel they were able to apply the knowledge gained through SCALE’s capacity strengthening activities (eg. training, mentorship)? What benefits do IPs perceive from these activities?
	<b>2.3 Effectiveness/impact of resources/tools:</b> To what degree did IPs use resources/tools developed by SCALE within the specific projects the award supported? What benefits do IPs perceive from these resources/tools?
	<b>2.4 Effectiveness/impact of sharing mechanisms:</b> To what degree do IPs feel SCALE’s knowledge sharing platforms (eg. communities of practice, webinars, learning groups) support them in their implementation? What benefits do IPs perceive from these platforms?
<b>3. Engagement efficiency:</b>  <b>How effective was SCALE’s</b>	<b>3.1 Outreach approach:</b> Looking at the approaches SCALE took to initiate engagement with IPs, what worked well and what could be improved to make this process more effective?

<sup>7</sup> The OECD-DAC Evaluation Criteria are: *Relevance* – is the intervention doing the right things?; *Coherence* – how well does the intervention fit?; *Effectiveness* – is the intervention achieving its objectives?; *Efficiency* – how well are resources being used?; *Impact* – what difference does the intervention make?; *Sustainability* – will the benefits last?

<sup>8</sup> BHA/SCALE Implementing Partners (IPs) are BHA-funded food security programs, which include (non-emergency) Resilience Food Security Activities (formerly Development Food Security Activities - DFSA, which were formerly Development Food Assistance Programs - DFAP), and emergency activities, including Emergency Food Security Programs (EFSP).

Evaluation Category	Evaluation Question (EQ)
<b>approach to outreach / engagement with IPs?</b>	3.2 <b>Outreach timing:</b> At what points in the RFSA cycle was the outreach to IPs most and least relevant and effective, and why?
	3.3 <b>Engagement efficiency:</b> Were IPs satisfied with their level of engagement with SCALE? Did IPs feel their level of engagement was appropriate given what they wanted to achieve by receiving support from SCALE, and why?
<b>4 Sustainability:</b> <b>How have IPs institutionalized the resources and technical tools provided by SCALE? What influence did SCALE have on BHA policies, standards, or program quality?</b>	4.1 <b>Scalability of training:</b> How, and at what level of quality/consistency, are IPs replicating/cascading learning from SCALE training within their programs?
	4.2 <b>Sustainability of resources/tools:</b> To what degree do IPs believe they will continue to use, share and institutionalize the resources/tools developed by SCALE after the end of SCALE and beyond the specific projects the two awards supported?
	4.3 <b>BHA Learning Application:</b> How did SCALE inform (and facilitate IP reflections and feedback towards) advancements or changes to USAID/BHA policies, standards, guidance?

## II.c.ii Data Collection

To answer these research questions, the evaluation team implemented a multi-phased evaluation employing desk review, qualitative primary data collection, an online survey and secondary analysis. This triangulation of multiple sources of data ensures a strong level of robustness and reliability to the findings of the evaluation.

### Desk Review

SCALE provided a set of project documents to be reviewed as part of the evaluation. The table below contains a breakdown of the selection and additional documentation that were identified during the data collection phase of the evaluation.

Table 2: Reviewed documentation

Document type	Document
<b>Program design and reporting (proposals, contracts, workplans, quarterly reports)</b>	<ul style="list-style-type: none"> <li>• Proposal – ‘SC SCALE Associate Award Technical Narrative’</li> <li>• Contract – ‘MC TOPS SCALE executed award’</li> <li>• Workplans – Year 1-5</li> <li>• Quarterly reports – Year 1-4</li> <li>• Y1 Strategy/Stakeholder Consultation Notes</li> </ul>
<b>Monitoring and Evaluation (including quantitative data)</b>	<ul style="list-style-type: none"> <li>• Results framework</li> <li>• Performance Management Plan (PMP) Data (Year 1-5)</li> <li>• Events Data (Y1-4)</li> <li>• End of Year Annual Survey Data (Y3-4)</li> <li>• Quarterly Reflection Meeting Notes (Y4)</li> </ul>
<b>Activities documentation</b>	<ul style="list-style-type: none"> <li>• Anglophone Communities of Practice (CoP) - Terms of Reference (TOR), Meeting Notes, Recordings, Attendance</li> <li>• Francophone Communities of Practice (CoP) - TOR, Meeting Notes, Recordings, Attendance</li> <li>• Migration Learning Group – Meeting Notes, Attendance</li> <li>• Seeds Learning Group – Meeting Notes</li> <li>• Technical Committee (TC) – TOR, Meeting Notes 2018-2022</li> </ul>
<b>Training documents</b>	<ul style="list-style-type: none"> <li>• Make Me a Change Agent (MMCA) - Bangladesh, DRC/CRS, DRC/MC, Ethiopia, Madagascar, Zimbabwe, Lessons Learned MMCA Trainings</li> <li>• Permagarden Approach – DRC, Madagascar</li> <li>• Resilience Design (RD) – Zimbabwe</li> </ul>

Document type	Document
	<ul style="list-style-type: none"> <li>• Mentorship - DRC</li> </ul>
<b>Program resources</b>	<ul style="list-style-type: none"> <li>• 48 learning documents / tools</li> <li>• 20 event recordings / summaries</li> </ul>

### Key informant interviews (KIIs)

Interviews were held with individuals most relevant to answering the evaluation questions, in the form of semi-structured discussions against a discussion guide. They were held online using Google Meets. The team conducted a total of 34 interviews with donors, program staff, implementing partners and other stakeholders, as outlined in the table below.

Table 3: KII List

Stakeholder type	Details
<b>Donor</b>	<ul style="list-style-type: none"> <li>• USAID/BHA (Activity Manager)</li> <li>• USAID/BHA (Award Agreement Officer)</li> <li>• USAID/BHA (Technical staff x2)</li> </ul>
<b>SCALE Program staff</b>	<ul style="list-style-type: none"> <li>• Original Program Director &amp; current MC Director for Agriculture</li> <li>• Current Program Director and former Collaboration and Learning Specialist</li> <li>• Current Senior Specialist - Program Quality &amp; Capacity Strengthening and former Capacity Strengthening Specialist</li> <li>• Livelihoods and Markets Specialist</li> <li>• Program Advisor of Integrated Seed Sector Development (ISSD) Africa / SCALE</li> <li>• Current Collaboration and Learning Specialist</li> <li>• SCALE technical advisors – Resilient Agriculture (x2)</li> </ul>
<b>Implementing partners</b>	<ul style="list-style-type: none"> <li>• Apolou (MC)</li> <li>• Nawiri (Catholic Relief Services - CRS)</li> <li>• VimPlus (ACDI/VOCA)</li> <li>• Ayiti pi Djamm (CRS)</li> <li>• Nobo Jatra (World Vision)</li> <li>• Girma (CRS)</li> <li>• Amalima Loko (Cultivating New Frontiers in Agriculture)</li> <li>• SAPLING (Helen Keller International)</li> <li>• FSP-Enyanya (MC)</li> <li>• Maharo (CRS)</li> <li>• PAHAL (MC)</li> <li>• FIOVANA (ADRA International)</li> <li>• Budikadidi (Catholic Relief Services)</li> <li>• Takunda (CARE International)</li> </ul>
<b>Other stakeholders</b>	<ul style="list-style-type: none"> <li>• Other food security support mechanisms (FSSMs)</li> <li>• PRO-WASH - Practices, Research and Operations in Water, Sanitation and Hygiene</li> <li>• IDEAL - Implementer-Led Design, Evidence, Analysis and Learning</li> <li>• PCS - Program Cycle Support</li> <li>• Save the Children’s Director (Liaison for all FSSMs)</li> <li>• SCALE’s Save the Children “Program Manager”</li> </ul>

### Focus group discussions (FGD)

The team supplemented the KIIs with 5 group discussions online, including two with regional Communities of Practice and one with the Technical Committee. Bodhi held reflection sessions with SCALE staff at the beginning and at the end of the data collection period.

Table 4: FGD list

Stakeholder type	Details
<b>Communities of Practice and Technical Committee members</b>	<ul style="list-style-type: none"> <li>• Discussions with Regional Communities of Practice – Anglophone and Francophone groups</li> <li>• Discussion with the Technical Committee</li> </ul>
<b>SCALE staff</b>	<ul style="list-style-type: none"> <li>• SCALE staff discussion at the start of the data collection process to provide context and initial findings</li> <li>• SCALE staff validation workshop to present preliminary findings at the end of the data collection process</li> </ul>

### Online survey

Bodhi designed and deployed a digitally delivered survey using its platform, SurveyToGo to supplement and help triangulate qualitative findings. The survey was implemented together with the survey for PRO-WASH, and was rolled out in both English and French. The survey questions followed topics that aligned with the overarching evaluation questions. Survey respondents included staff from BHA implementing partner agencies, and other beneficiaries of SCALE’s activities, such as subscribers of SCALE’s newsletter and other listservs. The sample of self-selected respondents are therefore not statistically representative, but can nevertheless help contextualize findings and provide supplementary information. The objective was solicit as many responses as possible, with at least 40 responses from current and past BHA-funded programs. After not receiving sufficient responses from the 6000+ people on the listservs, SCALE and PRO-WASH followed up by emailing management and technical leads of RFSA, primarily current programs.

In total, SCALE received 72 survey responses. A breakdown of the respondents’ organizations is listed in Table 5. Of the respondents, 40 work for BHA-funded programs (i.e., implementing partners), 5 work for USAID and 27 are from other organizations, including research institutions (4), national/local government (3), local organizations (5), international organizations (13) and other (2).

Table 5: Breakdown of all SCALE online survey respondents

Organization type	
<b>BHA-funded RFSA</b>	35
<b>BHA-funded emergency program</b>	4
<b>USAID-funded Associate Award / Food Security Support Mechanisms</b>	1
<b>USAID non-BHA staff</b>	2
<b>USAID BHA staff</b>	3
<b>Other</b>	27

Looking specifically at BHA-funded programs, responses came from 14 different non-emergency programs, 4 emergency programs and one other Associate Award, totaling 40 IP respondents. As sampling was not representative, it is important to note that the sample of IP respondents is dominated by responses from three BHA-funded programs: FIOVANA, FSP-Enyanya and Takunda. These respondents make up close to half of the 40 IP respondents. It follows that the sample is biased towards Central and Southern Africa programs, and programs with high engagement with SCALE (as designated by the SCALE team).

### II.c.iii Analysis and Reporting

The evaluation matrix served as the analytical framework for the report and therefore, analysis was structured to address the evaluation questions. The evaluation team conducted qualitative analysis, mapping key themes and content onto a findings, conclusions and recommendations matrix. Data analysis used triangulation throughout, to verify consistency of findings across different respondent types. For the online survey, the evaluation team used STATA to produce descriptive statistics and disaggregate by key groups to complement qualitative findings. A full table of results, including key disaggregations, is included in Annex V.c.

Key IP disaggregations used in the analysis include categorizations by region, engagement level, frequency of interaction with SCALE and respondent role. Sample sizes for these groups are provided in Table 6 below. Disaggregation by region and RFSA engagement level were also used when analyzing qualitative interviews with RFSAAs.

*Table 6: Breakdown of BHA-funded program online survey respondents (from BHA-funded RFSAAs, BHA-funded emergency programs and USAID-funded Associate Awards/Food Security Support Mechanisms)*

<b>Region (n=39)</b>	
Central and Southern Africa	26
East Africa and the Horn	5
West Africa and the Sahel	3
Asia	5
<b>RFSA engagement level (according to the SCALE team) (n=39)</b>	
High (multiple trainings, mentorship or refreshers, with engagement in knowledge sharing events and/or research support)	23
Medium (one-off training with little to no follow-on support, or support with a research initiative or learning document)	3
Low/None (attendance in a knowledge sharing event or resource download only, or no interaction)	13
<b>Frequency of respondent interaction with SCALE (n=40)</b>	
Regular (at least monthly)	8
Occasional (quarterly or bi-annually)	15
Limited (once per year, or only once)	14
Never	3
<b>Role (n=40)</b>	
Chief of Party / Deputy Chief of Party (Program Leadership)	3
Agriculture, NRM and livelihood staff	23
Social behavior change (SBC) staff	7
Other	7

Following completion of data collection and preliminary analysis, the team provided SCALE with a preliminary findings presentation on 27 July 2022. Then, following completion of the analysis phase, the team submitted a draft evaluation report on 05 August. After a series of comments from the MC team, a second draft was produced on 22 August. The team presented the findings in a validation workshop with USAID on 24 August, following by this final version of the report. The team will conduct an online learning workshop to disseminate findings and recommendations on 21 September, which will be accompanied by a summary report.

#### **II.c.iv Limitations**

As with all projects, the team contended with several limitations during the implementation of this evaluation.

- **Recall bias** - After an extended period, some respondents' recall of project activities may have faded. As findings are triangulated with other sources, this limitation is minimal.
- **Response bias** - Informants may have formed their responses based on personal motivation rather than the most accurate information. As findings are triangulated with other sources, this limitation is minimal.
- **Data gaps** – A number of key informants from the evaluation's stakeholder list were not accessible, mainly specific contacts working with RFSAs selected for interviews. While this may have slightly limited the depth of information available, this was mitigated by oversampling RFSAs and finding suitable alternative contacts working within the same RFSAs. In the end, the evaluation team managed to interview at least one key informant from each selected RFSAs (except for one). Other limitations coming from data gaps were mitigated through triangulation, as much as possible.
- **Unrepresentative survey sample** – As mentioned, the survey is not representative, as respondents were self-selected. The final sample is biased towards the experience of three BHA-funded programs with high engagement, and based in Central and Southern Africa, as well as Agriculture, NRM or livelihoods staff members. While survey information is only meant to provide some additional context and to complement qualitative findings, Bodhi has further mitigated this limitation by not overstating trends, and looking at disaggregations to understand how valid trends are across groups.

### III. Findings

This section presents findings to the evaluation questions, organized by Program Design, Relevance and Effectiveness, Engagement Efficiency, and Sustainability. It is followed by conclusions and recommendations.

#### III.a **Program design:** Was SCALE designed correctly to meet its goal?

The first section looks at the efficiency of the program model and staff structure to meet IP and donor needs, and at engagement with emergency programs.

##### **EQ1.1 Overall program efficiency: How did the technical design of the award and the level of flexibility affect SCALE's ability to respond to implementing partner (IP) and donor needs, and adapt to external circumstances?**

This question looks at how the design of the SCALE Award affected its overall program efficiency. It looks at whether SCALE's programmatic organization and adaptive quality enabled the program to achieve its objective of providing support which meets IP and donor needs. It also looks at how the flexibility of the program allowed for frequent refinement in strategic direction, and for the program to adapt to external factors, including the coronavirus disease (COVID) pandemic and the Food for Peace/Office of Foreign Disaster Assistance merger.

**SCALE's adaptive model enabled the program to respond to IP needs. Despite challenges, the model worked due to a flexible budget, a positive relationship with USAID donors and capable SCALE staff.**

**The structure of SCALE's program activities around four knowledge areas worked well**, according to the SCALE team. This model was carried over from the previous program (TOPS), and was meant to be fluid, without strict budget allocations for each knowledge area. The SCALE team noted that some support activities might have multiple objectives that may fall under two knowledge areas (for example, a learning group having a knowledge sharing and capacity strengthening objective), but as there was no strong mandate on how to divide up resourcing, this was not a problem. As a way of framing SCALE's activities, the SCALE team feel the current model is helpful and does not need to be changed.

**With these broad buckets, SCALE was set up so that the thematic focus of the activities would be determined through consultations with the donor and IPs.** Key informants noted that the design phase of the program was relatively quick, with the intention of there being ample time for proactive planning at the start of the program, prior to rolling out support activities. By nature, the SCALE Award needed to be flexible and primarily designed to address gaps. Indeed, a substantial part of the first year was focused on consultations to determine the main technical areas to prioritize. The adaptive model also enabled the SCALE team to pivot during the program to respond to newly determined needs. A prime example of this is SCALE adding new focus areas on seeds, markets in crises and economic analyses.

**The main enabler for the adaptive model was the dedicated SCALE team and their positive working relationship with the donor.** Interviews with the donor and with Save the Children suggest that the team had strong technical expertise to understand IP capacity gaps, and the agility to operate well under BHA protocol. SCALE had frequent meetings with the donor to ensure strategic alignment, but at the same time, had sufficient freedom to make decisions independently, for example, on technical priorities, to ensure the program progressed without delays.

**Another challenge with SCALE's adaptive model was establishing a robust monitoring system to plan and track progress towards specific outputs and outcomes.** While outputs were easier to monitor, targets set were naturally based on best estimates, given the flexibility in activities. For a support mechanism like SCALE, tracking outcomes was not as easy given the challenges with collecting certain data that required inputs from IPs. SCALE used an annual survey for IPs to collect outcome-level data. Given the survey is voluntary, SCALE could not ensure all IPs with whom they had interacted in the previous year responded to the survey. Additionally, some output-level indicators also required IP feedback, such as tracking the number of community members trained by RFSA staff who had been trained by SCALE. This required RFSA staff to supply SCALE with their data on a quarterly basis, which sometimes proved difficult to collect, despite an agreement from the RFSA ahead of the initial training from SCALE. Nevertheless, SCALE was able to monitor and improve progress through quarterly reports and reflection meetings, which tended to be more qualitative. This proved to be more useful for SCALE, as they provided more nuance and context. They also allowed for recalibration of desired outcomes, which is essential for programs with adaptive models, in which needs of those receiving program support can change. Thus, the SCALE team felt they were not restricted by limitations with their quantitative data.

**SCALE had effective channels to learn about IP and donor needs, including the Technical Committee (TC). More importantly, mechanisms to discuss issues with the wider IP community proved useful.**

**Consultations with IPs throughout the program were essential to understanding IP needs.** At the beginning of the program, the priority focus areas for SCALE were determined through general consultations with IPs to discuss their agriculture, NRM and livelihood needs. Through these discussions, SCALE explored IP gaps and needs, and identified existing tools and resources (where available) that would fill those needs. If none existed, SCALE made plans for developing or adapting the necessary resources or connecting IPs to other partners who could provide this support. Throughout the program, more targeted consultations took place to understand more specialized needs. This included roundtables with IPs and the donor on market system development for employment and on seed systems to understand where there are common IP capacity gaps. It was also used to determine how SCALE could best contribute, and what value it would provide by offering these types of resources and support.

**Other approaches included less formal methods of communicating with IPs.** These included attending BHA's Program Cycle Support (PCS)<sup>9</sup> workshops during the Refine and Implement (R&I) year and more informal conversations and evaluation surveys with IPs through the Communities of Practice (CoPs) and webinars, as well as on-going email and phone exchanges. The SCALE team found that reaching the wider community through these methods enabled them to hear from a greater diversity of stakeholders.

**The TC provided a regular and formal channel for the SCALE team to interact with IPs.** The TC is led by a member of the SCALE team and includes a representative from BHA and key technical staff from organizations implementing BHA-funded programs, to represent the interests of IPs. The key aim of the group is to 'ensure that SCALE actions are best aligned with the needs of implementing organizations and coordinated with organizational internal knowledge strengthening activities for best effect.'<sup>10</sup> While IP FGD respondents from the committee found the TC to provide a space for SCALE to share potential activities, they felt there was less opportunity for them to provide input on SCALE's activities and to share their understanding of IP needs. Bimonthly meetings were scheduled, but both SCALE and TC respondents acknowledge that engagement has been inconsistent. They have questioned whether the group serves as an appropriate channel for feedback, given

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<sup>9</sup> The Program Cycle Support (PCS) Associate Award supports IPs to design and implement activities that result in food and nutrition security gains. It provides support at key points during the RFSA lifecycle including the Refine and Implement (R&I) process, which starts with the Inception Workshop and ends with the Culmination Workshop.

<sup>10</sup> SCALE Technical Committee TOR (July 2018).

the small number of organizations present (with limited emergency partner representation) and varied levels of engagement from different members. Nevertheless, the SCALE team feels that it is important to have a group to which the program is accountable, beyond only the donor. They have attempted to restructure TC meetings to encourage more engagement over the years, but due to low participation, the TC tended to act more as a mechanism to update IPs than a channel for comprehensive IP feedback. It is also useful to note that during the beginning of the COVID pandemic, participation was much higher, with more engaged discussions around what IPs were experiencing and how SCALE could provide support. This suggests that TC participation is in part related to need, for example, during times of uncertainty.

**To understand donor needs, SCALE had monthly meetings with BHA and checked in regularly to be in consensus about program priorities.** SCALE shared resources under development with the donor for feedback, including drafts of learning documents and technical tools, often with many rounds of discussions. Interviews with both SCALE and the donor suggest the relationship was effective and transparent. From the donor side, they felt there were efficient channels for them to inform SCALE on their priorities, which were often based on the priorities of the administration, as well as their engagement with INGOs, NGOs, and governments.

**One key issue raised by respondents was whether SCALE focus areas adequately filled IP capacity gaps, or simply focused on general needs that may be important, but not the top priority.** For example, one donor respondent suggested SCALE take a look at their consultation process, suggesting that IP agreement on priorities might be based on ‘some form of manufactured consent’. The respondent also mentioned that consultations may have been biased towards the limited number of organizations consulted (both through the TC and through discussions with IPs that have engaged with SCALE). They felt this makes it difficult to get to the heart of the real capacity needs of IPs. The SCALE team have also acknowledged that their conversations with IPs generally favor those who have chosen to have a relationship with SCALE. While this has led to these IPs receiving tailored support, the team understands that the support provided tends to favor those who need the resources SCALE already has in its toolkit, particularly the capacity strengthening training. They have questioned whether these resources are targeting key capacity gaps, or whether IPs see them as needs because this type of SCALE support already exists. Nevertheless, it is important to note that given limited resources, SCALE aimed to invest in resources that were likely to be demanded by multiple partners. Seen from this angle, SCALE was able to fill capacity gaps that were common among IPs overall through its main support activities, as well as a number of IPs’ prioritized gaps through additional ad hoc support.

**SCALE was able to pivot to external events quickly, responding well to the COVID pandemic and managing challenges related to the BHA merger.**

**One of the main external factors that SCALE adapted well to was COVID.** They responded effectively in terms of continuing to provide support to meet the needs of the IPs. SCALE was able to recognize the specific needs coming out of the global pandemic and was able to adapt a number of resources to help IPs respond to the effects of COVID. This included webinars on how COVID has impacted small scale agroecological approaches and seed systems interventions, and how to mitigate these impacts and adapt.

**SCALE was able to pivot how it implemented its activities, mainly by switching quickly and effectively to online modalities.** While SCALE originally planned to provide ample in-person training to build better relationships and offer more tailored support to IPs, COVID meant that SCALE had to provide more remote support and training online. In many cases, this approach enabled SCALE to increase its reach. At the onset of COVID, SCALE was meant to run an in-person training in Madagascar, but was able to adapt quickly by putting together a program that included video, live chat and electronic documents. This material provided the basis for developing a larger online permagarden refresher course. The mentorship program also improved during this

time, as SCALE was able to engage more regularly with IPs, which strengthened relationships. For webinars and learning groups, respondents noted that more field team participants were able to attend because these events were online. IPs still preferred in-person events, but as COVID restrictions continue to decrease, respondents agree that there would be advantages of employing a mixture of both. For example, a lot of preparation work could be done in advance virtually, which would set up the events for a more productive in-person experience.

**The other main external challenge was the USAID merger of FFP and OFDA into BHA.** This did not impact the themes and types of activities SCALE could focus on. However, due to an increased focus on funding sources, it limited the types of IPs SCALE could provide tailored support to. For instance, while SCALE’s knowledge sharing events and tools/resources remained accessible to all partners regardless of funding, SCALE-funded capacity strengthening events were targeted only at Title II-funded partners. This limited SCALE’s engagement with emergency partners working in SCALE’s technical areas, who tended to be CDF<sup>11</sup>- or IDA<sup>12</sup>-funded rather than Title II. This challenge was difficult to adapt to, but did not significantly affect the program’s overall outputs. Eventually, SCALE was able to start receiving CDF funding to work with additional IPs, including RFSAs in Malawi, Mali and Uganda.

### **EQ1.2 Staff structure: How appropriate and effective is SCALE’s organizational and staffing structure for the implementation of its work?**

This evaluation question explores how SCALE’s staffing structure enabled or impeded the effectiveness of the program. It looks at the technical skills of the SCALE team and how these have affected its ability to meet IP needs. This includes evaluating the advantages and disadvantages of the current model of employing a permanent staff with specialized external consultants. This question includes an added focus on the design and management of the Technical Committee.

**Stakeholders found the SCALE team to be effectively managed, with strong technical knowledge. RSFAs have found communication with the SCALE team to be frequent and appropriate to their needs.**

**IP respondents were impressed with the level of communication with the SCALE team.** In particular, they noted that the SCALE team was quick to respond to any requests for engagement. The structure of communication was generally ad hoc and needs based, which worked well for IP staff. They had a number of key contact points, and often felt that they could freely ask for support and clarification on resources at any time. Naturally, those working with SCALE on more collaborative activities, including preparation of the case studies and organization of training and mentorships, had more regular contact with SCALE, which they appreciated and felt was adequate. This suggests that SCALE was effective at gauging the level of communication each IP desired.

**IP respondents were also impressed with the level of technical expertise of the SCALE team, both the permanent staff and the external consultants.** The permanent staff brought strong communication, facilitation and program management skills to the Award, in addition to having strong technical backgrounds in agriculture and environmental sciences. For activities requiring more specialized knowledge and technical expertise, such as supporting economic analysis or follow-up guidance to specific training, IPs were satisfied with the support from SCALE’s external consultants. IPs found that if the permanent staff did not have an answer, they were adept at finding additional information or sourcing an expert. Some IP respondents brought up limitations of the SCALE team being able to provide specialized knowledge of adapting resources to specific contexts, but this was

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<sup>11</sup> Community Development Fund

<sup>12</sup> International Development Assistance account

understood to be a challenge of having such a global program, and not due to lack of team technical knowledge. These challenges are discussed further in the next section on Relevance and Effectiveness.

**There were mixed concerns about the level of language skills, particularly on French skills.** Overall, the consensus was that the team managed well considering the small team size. Given that SCALE engaged with an extensive number of French-speaking countries, it is significant to note that respondents from these RFSAs found their engagement with SCALE satisfactory. Translated materials were appreciated, and verbal communication was handled well through translators, when necessary. Very few cited issues with language barriers. Other IP respondents noted the dominance of English for learning events and webinars, but understood that it is difficult to cater to all countries. Very few IPs were adamant that SCALE make their national language a priority, for both participatory events and written documents. Most are capable of dealing with translation themselves. For in person training events, IPs have noted that language barriers were solved by hiring local translators, or having the RFSAs team translate to the rest of the team, which was easier to do in physical sessions compared to remote.

**SCALE's staffing structure was appropriate given the budget and uncertain nature of programming. The diverse team provided flexibility and a broad range of experiences.**

**The mixture of permanent staff and external consultants proved to be effective in terms of efficient implementation.** The small group of permanent staff, consisting of technical experts with a range of background in agriculture and livelihoods, provided consistency. The addition of long- and short-term consultants and experts from Mercy Corps offered flexibility, diverse thought and experience from other programs. There was the correct balance of both kinds of personnel. Hiring technical consultants enabled the program to focus on IP's changing needs as opposed to focusing on what permanent staff had expertise in. Furthermore, it was noted that due to the significant amount of effort needed for strategy and planning, having a majority of the permanent staff to cover a wide range of general expertise was optimal.

**The management of SCALE's structure team was able to adjust over the duration of the program according to the best model to suit its activities.** SCALE was able to establish a core team from the start and expand according to need. For example, a number of planned roles shifted, with new roles created and old roles removed, as the program continued. For example, the two Regional Facilitator roles were combined into one national staff member, an Operations Officer was included, and an additional role focused on seed systems was added, based on this new priority and additional funding relating to Integrated Seed Sector Development (ISSD) secured. Communication support was provided internally through internal operations and program assistance roles, and externally through IDEAL's<sup>13</sup> communication team and hired external consultants. As IDEAL works to support a number of FSSMs, this sometimes proved slow due to competing priorities.

**Local expertise could have better facilitated SCALE's support to IPs.** Permanent staff were able to manage and implement the program's core activities, while providing more general technical expertise, and long-term external consultants offered specialized expertise on specific focus areas. However, interviews with IPs show that they often required even more support with tailoring knowledge to their specific context and environments. IPs that felt SCALE was able to provide sufficient support in this regard often mentioned that SCALE provided follow-up visits to the field to support with the practical application of the training and connected IPs with local actors who could provide more context-specific advice. For example, one IP in Central Africa mentioned that it was an innovative idea to involve a local facilitator in their MMCA training course, which helped make the

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<sup>13</sup> Funded by BHA, IDEAL (Implementer-led Design, Evidence, Analysis and Learning) addresses knowledge and capacity gaps of the food security and nutrition community.

content fit their more complicated context. This was particularly appreciated, as COVID meant that the training was remote.

**The Technical Committee provided an important mechanism for technical knowledge sharing between agencies. However, members from IP organizations felt they could have benefitted more.**

**The TC proved to be successful in many ways.** It met regularly every two months, with the aims of providing technical input to guide SCALE activities; sharing technical information internally within the SCALE TC to leverage knowledge within the group; ensuring SCALE actions leverage implementing organization activities and future priorities; and providing a link between implementing communities and USAID/BHA. According to SCALE reporting, the TC provided useful opportunities for SCALE to discuss new learning resources that members could share within their organizations and networks, and to leverage resources and ideas from its members. For example, SCALE effectively sourced research proposals, case study ideas and behavior change methods from its members.

**The TC was able to provide feedback on SCALE’s strategic direction, but there were limitations.** Perspectives from the TC FGD saw the meetings as a mechanism for SCALE to provide updates on their activities, rather than actively workshopping and validating ideas. SCALE staff also noted that TC member participation was inconsistent, and motivation of members varied. They were committed, but often very busy with their own work.

**TC members hoped meetings would provide opportunities for SCALE to provide updates on BHA priorities and expectations, and for BHA to learn from IPs.** There were some limitations, as IP members were unclear on SCALE’s relationship with BHA, and what level of influence they had. Members appreciated that the TC provided a mechanism for IP experiences to be collected. However, they would like to see IP feedback passed on to BHA more regularly and systematically, even if this goes beyond the remit of the TC, and the purpose of SCALE. This is discussed further in EQ4.3.

### **EQ1.3 Emergency partner engagement: How did the design, staffing and management of the Award affect its ability to engage with and meet the needs of BHA-funded emergency partners?**

As the SCALE Award predominantly engaged with non-emergency programs, this evaluation question looks at internal and external factors that have affected the Award’s ability to support BHA-funded emergency partners.

**Limitations related to SCALE’s funding streams and approach restricted its ability to cater to BHA-funded emergency partners, despite activities to understand emergency program needs.**

**SCALE took many actions to understand how to work with emergency programs and what their specific needs were.** They hired a consultant in Year 2 to support on a desk review on the agricultural programming in emergencies and to conduct a survey for emergency partners. It focused on implementation challenges that these partners face. This includes: a lack of timely, flexible funding for agriculture and NRM activities, fragility related to conflict and insecurity, capacity gaps, competing priorities and agroclimatic shocks and stresses.

**Nevertheless, certain legacies led to SCALE’s focus on non-emergency programs.** While SCALE’s mandate has always included emergency programs, the program tended to favor non-emergency programs. This may be in part due to the focus on non-emergency programs under the TOPS program under FFP, which carried over to SCALE. Additionally, funding streams meant that SCALE was able to provide general knowledge sharing

support to emergency programs, but tailored support required IDA funding, which SCALE did not receive. After the merger, the portfolio of IPs increased, which included more emergency programs coming from OFDA. However, funding restrictions persisted. SCALE continued to focus on Title 2 funding, rather than IDA and CDF funding, which most emergency programs receive.

**SCALE staff had less experience working with emergency programs, and most of SCALE’s programming and approaches were tailored to non-emergency programs.** Determining emergency program needs was challenging for SCALE, as the TC was made up of primarily non-emergency actors. Given that there is typically one lead representative from each organization, this person was often someone with a background in non-emergency programs. Logistically, there was no central repository of contact information for emergency programs. There were also less opportunities to be introduced to these programs through regular workshops, like the PCS workshops, for non-emergency programs.

**Stakeholders had mixed perspectives on how suitable SCALE’s approach to agriculture, NRM and livelihoods is for emergency programs.**

**Due to the nature of emergency programs, some respondents felt that SCALE’s focus on resilience thinking and long-term sustainability made it less applicable for emergency programs.** From this perspective, emergency programs focus on immediate outcomes and returning to pre-crisis conditions, as opposed to propelling people into the future. To these respondents, it is not possible to adapt non-emergency work for emergency interventions. Instead, there would need to be more robust activities and research specific to emergencies, rather than non-emergency settings.

**On the other hand, many respondents feel that there are activities that SCALE can focus on that are beneficial to both non-emergency and emergency programs.** For example, seed systems interventions were commonly mentioned as activities applicable to both. Other respondents see the need for both types of programs to meet in the middle. These respondents suggest that emergency programs should take a more long-term view, including resilience design, and that non-emergency programs can benefit from interventions with more immediate outcomes.

These mixed perspectives were offered by stakeholders working on SCALE implementation (the SCALE team, donors, and Save the Children), as the evaluation did not conduct qualitative interviews with emergency programs.

**Responses from emergency program staff suggest that budget and time were the biggest barriers to engaging with SCALE and applying SCALE knowledge.**

**While only a few emergency programs were reached (n=4), their responses to the online survey hint at certain differences in how they, and non-emergency programs, operate.** These results were similar to SCALE’s emergency partner survey conducted in Year 2. Compared to non-emergency programs, the main barriers that limited their desire or ability to engage with SCALE were that the type of support activities did not match their needs (50% for emergency programs compared to 3% of non-emergency programs), the timing of the SCALE Award did not match their program timings (50% versus 9%), and their general lack of time (50% versus 17%). In terms of barriers to applying SCALE knowledge, all respondents cited external contextual factors (compared to 49% for non-emergency programs), which could include COVID, political factors or environmental factors, including natural disasters, which would be expected for emergency programs. Other key factors include budget availability (67% compared to 33%) and limited time available to apply new learning (67% compared to 48%). In terms of outreach, most emergency programs heard about SCALE through their manager or colleagues,

and most felt the best way for SCALE to approach emergency programs was through email introductions, via program leadership or workshops.

**Emergency programs have similar needs to non-emergency programs in terms of technical focus areas, and differences in their preference type of support activity.** While noting the low sample size of emergency program respondents, similar to non-emergency program respondents found resilient agriculture to be most relevant to their work (75% for emergency programs, compared to 60% for non-emergency programs). They also found livelihoods and markets to be relevant (50% compared to 57%). Social behavior change (SBC) was not seen as relevant to emergency programs (0%), compared to non-emergency program respondents (46%). In contrast to non-emergency programs, emergency programs tended to prefer technical guides (75% compared to 26%) and learning groups (50% compared to 9%), with low preference for capacity building training. This is potentially due to emergency programs having more time restrictions.

### **III.b Relevance and Effectiveness: How effective was SCALE’s engagement with IPs and what were the impacts of its technical assistance?**

The following three questions focus on the extent to which IPs were able to apply knowledge gained through SCALE into their work, and what additional benefits and impact it had on their organization’s agriculture, NRM and livelihoods programming and staff capacity. It will also look at the barriers they might have faced.

#### **EQ2.1 Technical relevance: How do IPs perceive the relevance and utility of the different types of support offered by SCALE?**

This question focuses on the relevance and utility of the support offered by SCALE, the thematic focus of the support and the type of support activities provided. It focuses on whether IPs believe the support was tailored to their requests and needs, which technical focus areas were most useful, and remaining technical gaps and challenges IPs still face.

**Survey results found that the types of resources and support SCALE offers met the needs of their agriculture, NRM and livelihoods work. Training manuals and training were found to be most effective.**

**IPs found SCALE’s support to be relevant, particularly respondents from Central and Southern Africa.**

According to the online survey (n=40), 65% of IPs said SCALE’s support was ‘very much’ relevant to their agriculture, NRM and livelihoods needs. 33% said ‘somewhat’ relevant and 3% said ‘a little’. While sample sizes by region are low, it is useful to note that this trend is driven by high satisfaction from IPs in Central and Southern Africa (81% saying ‘very much’, n=26). In contrast, 40% respondents from East Africa said ‘very much’ and 60% said ‘somewhat’ (n=5). For West Africa IPs, all respondents said ‘somewhat’ (n=3) and in Asia, 60% said ‘very much’, 20% said ‘somewhat’ and 20% ‘a little’ (n=5). IPs with higher engagement, respondents who cited higher communication with SCALE, and respondents in agriculture and NRM roles were more likely to find SCALE support relevant to their needs.

**The most effective tools and support activities offered by SCALE according to IP survey respondents**

**(n=40) were training manual and facilitator guides (53%), and training sessions.** Under training, 43% found permagarden or resilience design (RD) to be one of the most effective tools, and 43% found the Make Me a Change Agent (MMCA) training to be one of the most effective. This naturally depended on the engagement level of the IPs. Those with higher engagement (who tended to participate in capacity training) felt the training was most effective. Those with medium engagement felt the webinars and CoPs were most effective, and those with little engagement preferred the technical guides and training manuals. As expected, agriculture and NRM staff

respondents felt the permagarden and RD training and training manuals were most effective. SBC staff members preferred the MMCA training and training manuals, while IP leadership respondents felt that technical guides were most effective.

**Unpacking this further with qualitative data, IPs' perceptions of the relevance and utility of SCALE support depends on their level of engagement, and therefore the type of services they received.**

**IPs with low engagement with SCALE did not find support specific enough to their needs, often because they were not aware that further support was possible.** Those with low engagement were RFSAs that only received learning documents and tools, or attended an occasional webinar. They typically have not received tailored support or additional explanatory sessions on specific topics. Interviews with these IPs suggest that they found these pieces of support relevant, but not specific enough to their particular context. Many added that this was because they were not aware that further support was possible or it was not the right time for them to receive tailored support. For example, one respondent said that they attended webinars, which they learned a lot from. However, since they were not implementing many agriculture activities at that point, it was not relevant for them to engage with SCALE. Another mentioned that they received MMCA material, which they found interesting, but they had not started engaging with field agents. Lastly, one mentioned participating in a number of webinars, through invitations from SCALE, but did not know they could approach SCALE to ask questions.

**Those with higher levels of engagement appreciated that SCALE's support was tailored to their needs.** They tended to receive more extensive capacity building training, including on MMCA and on resilience design. For the most part, these IPs found the training to be relevant, especially as they tended to have one-on-one conversations and follow-up to help the programs adapt the training to their specific contexts. They were often provided with assistance in setting up monitoring systems to measure quality. This was especially the case when there were in-person field visits and when SCALE was able to hire additional consultants on their behalf.

**IPs with medium engagement also found SCALE support very relevant, as they collaborated with SCALE on projects initiated by RFSAs themselves.** While they may not have had as much contact time through extensive training support or long-term mentorship, these RFSAs worked with SCALE on research and learning pieces on topics they had chosen. This includes receiving specialized one-on-one support on case studies, research reports and evaluations on specific topics most relevant to their programs. One example of this was one IP who was asked by the donor to conduct economic analysis of their components' links to the private sector. They asked SCALE for support with two analyses, one on the market development of para-veterinary services and one on developing sustainable farmers cooperatives. They found SCALE to be proactive, and had regular calls with the SCALE technical advisor to discuss objectives. They noted that SCALE was able to recommend a pragmatic methodology to obtain the best results in the simplest way. Other examples include RFSAs who had opportunities to work with SCALE on a case study on their experience on using improved certified seeds, one who worked with SCALE to present their learning at a learning sharing events, and one that collaborated with SCALE on an evaluation of their agriculture information management system. These IPs appreciated the opportunity to receive support relevant to topics they were already working on.

**IPs found resilient agriculture and livelihoods and markets to be the most relevant technical areas that SCALE provides support in, while gaps include support to overcome more localized challenges relating to these themes.**

**Of the technical areas SCALE provides services in, the most relevant for IPs according to the survey (n=40) are resilient agriculture (permagarden and RD) (61%) and livelihoods and markets (58%).** This is followed by SBC (MMCA) (39%), seeds systems (26%), climate services (18%) and multi-use water systems (15%). While

sample sizes are small, differences between regions may suggest that specific regions find certain areas are more relevant. IPs in Central and Southern Africa found resilient agriculture, livelihoods and markets, and SBC to be most relevant (n=26). IPs in East Africa found livelihoods and markets and seed systems most relevant (n=5). IPs in West Africa found seed systems most relevant, followed by resilient agriculture, then livelihoods and markets. (n=3). IPs in Asia found resilient agriculture and livelihoods and markets most relevant (n=5).

**It is important to scrutinize to what extent SCALE was able to address IP capacity gaps.** While the list above ranks the relevance of technical areas that SCALE offered support in, this might have been based more on what support IPs were likely to have received. Furthermore, it may be related to the depth of support that SCALE provided for the different areas. For example, seeds systems, climate services and multi-use water systems may have been ranked lower because they only became a focus later in the program. To try to assess what capacity gaps IPs had, independent of what SCALE was able to provide, the evaluation asked IP respondents open-ended questions about what further focus areas they would require technical assistance. (These areas will naturally overlap with SCALE's existing support areas, as IPs might not know all types of SCALE resources that exist.) These focus areas include:

- **Market systems development and livelihoods:** value chain assessments, private sector engagement, access to finance, security (access to land, markets in fragile contexts), digital technology/applications in agriculture, governance
- **Climate challenges (and resilience agriculture):** techniques to mitigate the effects of climate change, short-term responses (including in emergencies) to climate change, protection of natural resources, environmental compliance, permagarden adapted to climate context, early warning systems, drought and flood tolerant activities
- **Water systems:** irrigation and drainage, watershed management using soil and water conservation structures, small scale irrigation, rain water harvesting for irrigation
- **Nutrition-sensitive agriculture:** biofortification and seed enhancement for improved nutritional value
- **Pesticides:** use of biopesticides, alternative pesticides, general pest and diseases management
- **Seed systems**
- **Social behavior change**

Thus, it is clear that SCALE technical areas have been covering IP capacity gaps through its broad coverage of topics relating to resilient agriculture and markets, seed systems and SBC. However, IPs tend to be in need of more specific and localized support related to these broader themes.

## **EQ2.2 Effectiveness/impact of capacity strengthening activities: To what degree do IPs feel they were able to apply the knowledge gained through SCALE's capacity strengthening activities (eg. training, mentorship)? What benefits do IPs perceive from these activities?**

This EQ looks at how effective SCALE's capacity strengthening activities were, whether they resulted in IPs applying the knowledge and seeing benefits in their agriculture, NRM and livelihoods programming. It also looks at any barriers on the IP-side or from the SCALE implementation.

**Based on the online survey, IPs found capacity strengthening activities very effective. They appreciated the technical relevance, technical rigor and practical nature of this support.**

**IPs felt that the capacity strengthening support they received from SCALE improved their ability to do their jobs.** Personalized coaching and mentorship was most highly regarded by recipients, with 80% of in-person recipients and 71% of online recipients saying the service ‘very much’ improved their ability to do their jobs. Permagarden and RD training was next best received with 79% agreeing that it ‘very much’ improved their ability to do their jobs. Lastly, for the MMCA training, 69% of in-person recipients and 58% of online recipients said the service ‘very much’ improved their ability to do their jobs. It is clear that those who had received in-person capacity building services felt they could apply the knowledge learned better than those receiving online support. Given the limited data, it is difficult to attribute any trends across IP types.

**The quality of capacity strengthening support was viewed highly.** 90% of IPs said this support focused on relevant technical areas, and 80% said it had the right level of technical information. 73% said it was participatory and practical, and 70% said it included practical tools to help with applied learnings in their work. Only 53% of participants of both online and in-person capacity strengthening support said it was convenient to attend.

**IPs receiving resilient agriculture training were able to integrate knowledge in their programming. They were especially successful when they received follow-up support and coaching from SCALE.**

**Qualitative evidence shows that IPs receiving resilient agriculture training were very likely to integrate concepts and knowledge in their programming.** One IP respondent mentioned how permagarden was one part of their programming that caused them difficulty operationally. After receiving SCALE training, they were able to adapt their strategy and develop quality control standards. Another said they incorporated ideas from the training into their implementation plans, as they received support during their Refine and Implement stage. This included incorporating RD approaches to adapt their water harvesting techniques and the use of tree planting. During implementation, one IP mentioned issues with making permagardens work in an area where the soil is arid, with problems of access to water. After receiving training from SCALE, they were able to develop new techniques that they could pass onto the community.

**There was consensus that in-person and follow-up training was the most beneficial.** This was because participants were able to observe the practical application of training, and field staff could be involved. Furthermore, those with more trouble applying SCALE training were those who attended regional training events, but did not receive enough localized support through follow-up visits from the training team. Other IPs had access to their own local technical experts, so while they appreciated SCALE being proactive, they felt they had sufficient capacity and specialized knowledge.

**For the MMCA training, many IPs were able to apply knowledge and see immediate results. However, this depended on existing staff skill sets, interest and time.**

**All IPs appreciated the MMCA training and found it relevant, with many providing examples of how they incorporated these techniques into their facilitation processes.** For example, one IP in Asia mentioned how it was useful to learn how to analyze farmer and market actor behaviors to design better facilitation tools to deliver their programs. Based on the MMCA training, they modified their tools, and through discussing their challenges with SCALE, further adapted their techniques. Another IP in East Africa mentioned that after the field team implemented MMCA, they observed a better relationship between the community and the staff. They felt that the MMCA approach improved the way messages were delivered to the community. Another IP from Central/Southern Africa felt they were able to apply MMCA knowledge, because despite the training being remote due to COVID, SCALE was able to bring in a local facilitator so training would fit the context.

**A few of the IPs faced challenges with applying MMCA knowledge due to staff limitations.** Some IPs mentioned that their technical teams did not have an interest in SBC, and others cited that their staff faced challenges passing on this training to the rest of the team, as this requires pedagogical competence that they did not have. One IP in Central/Southern Africa noted the MMCA training did not fit their way of working and that committing resources to adapt their SBC strategy to integrate new techniques was not a priority. Another IP in Central/Southern Africa also mentioned that SCALE's MMCA training did not match their SBC strategy, caveating that they already had a resident anthropologist expert with 25 years of experience on their behavior change team.

### **EQ2.3 Effectiveness/impact of resources/tools: To what degree did IPs use resources/tools developed by SCALE within the specific projects the award supported? What benefits do IPs perceive from these resources/tools?**

This EQ looks at how effective SCALE resources/tools were, and whether they resulted in IPs applying the knowledge and seeing benefits in their agriculture, NRM and livelihoods programming. It also looks at any barriers on the IP-side or from the SCALE implementation.

**Based on the online survey, most IPs felt SCALE learning documents and tools were useful and applicable to their work but could be more user-friendly and easy to access.**

**IPs were positive about being able to apply the knowledge from SCALE's learning documents and technical tools.** The majority of IP respondents (75%) accessed SCALE training manuals or facilitator guides. Of those respondents (n=30), 67% said they were able to apply knowledge from these sources 'very much', while 33% said 'somewhat'. Those most able to apply this knowledge were respondents who also received capacity strengthening training. Most likely, the type of training corresponded to the focus areas of the manuals and guides. 48% of IP respondents accessed technical guides. 53% of these respondents (n=19) said they were able to apply this knowledge 'very much,' while 47% said 'somewhat'. 28% of IP respondents accessed learning briefs or impact assessments, with 45% of these respondents (n=11) able to apply knowledge from these sources 'very much' and 45% 'somewhat'.

**The quality of SCALE's tools and resources were viewed highly.** 86% of IP respondents who used SCALE tools and resources (n=35) felt they focused on technical areas relevant to their needs. 69% felt they provided the right level of technical information, while 60% said they were user friendly and 54% said they were easy to access. IP respondents in leadership positions and those from IPs with higher engagement with SCALE found resources to be easier to access. This suggests that stakeholders often access documents by receiving them through emails or during other support activities directly from SCALE, rather than through the Food Security and Nutrition (FSN) website<sup>14</sup>. Responses from IPs with higher engagement with SCALE also found the resources to be more user-friendly, suggesting that users benefit more when they are complemented by explanations and guidance via other SCALE support activities.

**The most applied resources and tools were those associated with other SCALE support activities, particularly the SBC and resilient agriculture manuals and tools.**

**An open-ended question in the online survey provides some insight on the most beneficial learning document or tools.** A quarter of IP respondents who accessed SCALE tools and resources mentioned

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<sup>14</sup> Funded by USAID's BHA, the FSN Network is a global community where food security practitioners can access and share resources, events, and opportunities as they work to improve the lives of the world's most vulnerable. The FSN Network was originally launched under the USAID FFP-funded TOPS Program.

MMCA/SBC training guides and supporting documents, including their checklists. Another quarter of respondents mentioned the permagarden manual and related technical guides. Other resources mentioned included guides on seed systems, research on the Hill Approach, and technical training guides in general. This trend is in line with download data from the FSN Network website with technical guides and manuals being the most downloaded resource or tool, even when accounting for release date.<sup>15</sup> This includes ‘MMCA: An SBC Resource’ training guide (1020, Y3), ‘Farming as a Business Manual for Smallholders Farmers’ (886, Y2), ‘Resilience Design in Smallholder Farming Systems Approach Guide’ (866, Y4), and ‘TOPS Permagarden Toolkit’ (810, Y4).

**Interviews with IPs provide many examples of IPs applying knowledge from training manuals, particularly when they received corresponding capacity strengthening training.** For numerous IPs, manuals were important resources that allowed them to incorporate techniques into their activities. These documents provided key step-by-step information in a written form that they could adapt to their specific context and share with the rest of the team. They also appreciated the useful checklists, quality control sheets and other templates. Again, these tools were used more when accompanied with regular follow-up with SCALE to troubleshoot any challenges.

**Beyond training manuals, IPs found case studies and other research reports useful for providing examples and validating their approaches.** For example, one IP in Central Africa found the resources on seed systems useful for confirming the validity of the mechanism they used in their programs. Another IP in East Africa mentioned that they downloaded case studies with ‘before and after’ pictures that helped them gain confidence in their use of permagarden approaches.

**Reasons for not accessing and applying SCALE resources include not having time to search through the FSN Network website and having sufficient expertise on their team.**

**IPs tend to prefer direct assistance from SCALE when seeking relevant resources and tools.** As mentioned, many appreciated having learning documents and tools sent directly to them, especially as follow-up after participating in other SCALE activities. Indeed, IPs with less engagement with SCALE were aware of the FSN Network website and the resources on it, but simply did not have the chance to explore the site in detail. Those with a closer relationship with SCALE mentioned being able to reach out to the SCALE team when they faced challenges, and then be directed to specific resources on the FSN Network website. Of course, in some cases, IPs have been able to find resources through searching. For example, one IP in Central Africa mentioned finding the agroforestry technical guide online, and then translating it into the local language to use in their related training. They also mentioned finding the technical guide for financial planning of producer organizations useful, which they plan to adapt for their programming.

**IPs who did not find SCALE resources to be the most useful were those who felt they already had strong technical experts on their teams.** These experts would be able to provide or source necessary documents. For example, one respondent is a former Peace Corps staff and is able to access a wide collection of resources through that network.

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<sup>15</sup> FSN Network website is not restricted only to BHA-funded program, but to the wider public. Download data presented here is from Year 4. SCALE resources on the FSN Network website include those developed by SCALE and those developed by or adapted from other sources.

## **EQ2.4 Effectiveness/impact of sharing mechanisms: To what degree do IPs feel SCALE's knowledge sharing platforms (e.g. communities of practice, webinars, learning groups) support them in their implementation? What benefits do IPs perceive from these platforms?**

This EQ looks at how effective SCALE's knowledge sharing platforms were, and whether they resulted in IPs applying the knowledge and seeing benefits in their agriculture, NRM and livelihoods programming. It also looks at any barriers on the IP-side or from the SCALE implementation.

**Despite sharing events providing practical knowledge and focusing on relevant technical areas, based on the online survey, IPs were only 'somewhat' able to apply this knowledge into their work.**

**IP respondents had mixed reactions to whether they were able to apply knowledge from sharing events.** Webinars and learning groups were the most attended sharing events by IP respondents (n=40) at 50% and 45%, respectively. 28% of IP respondents attended the Francophone CoP, while 18% attended the Anglophone CoP. While sample sizes are small, overall, the majority of IP respondents said they were 'somewhat' able to apply the knowledge gained through participating in SCALE's knowledge sharing platforms.

**IP respondents who participated in SCALE knowledge sharing events (n=33) were very positive about the quality of the sharing events.** 82% said they provided practical knowledge that their programs could apply, and 76% said it focused on relevant technical areas. In terms of how the events were run, 73% said they were organized and facilitated well, and 67% said they were participatory and engaging. Only 55% said it provided networking opportunities and only 48% said it was convenient to attend.

**IPs primarily found knowledge sharing platforms useful for hearing other perspectives, connecting with others and having specific techniques and resources explained to them.**

**In terms of technical focus areas, the sharing events that IPs found most beneficial include those related to climate change and resilient agriculture, market systems and seed systems.** They also mentioned topics related to responding to COVID, including alternative livelihoods and financial inclusion. Respondents found these events to be effective platforms to learn best practices from programs of other countries and to get motivation to improve their own programming. IPs who presented their own work found the experience particularly beneficial, as they were able to get feedback from other participants to improve their program quality.

**There were a few examples of IPs applying knowledge learned from SCALE sharing events; however, many IPs faced challenges.** Following a webinar on communication during COVID, one IP in Asia said they adapted their communication systems with beneficiaries, using various approaches shared by different countries. They started communicating with beneficiaries by phone and monitoring activities through weekly check-ins. This same IP incorporated learnings from a webinar on seeds systems and developed a seeds market system for farmers with links to private actors. For another IP in Southern Africa, a webinar on climate change led to them adopting more climate mitigation strategies in their programming. This included teaching farmers how to monitor rains, to adjust their crop schedules according to the climate and to adapt their production techniques. The main challenge preventing IPs from applying knowledge from sharing events related to participants not having the decision-making power to put what they learned into immediate practice. The other barrier was that sharing event topics would relate to their programming, but not be directly applicable, as by nature, these events are not tailored to individual IPs. Ones focused on general practices, including COVID mitigation or social behaviour change were applicable to a wide range of IPs. Other events that focused on more specialized techniques or case studies might have been useful to attend, even if knowledge was not directly applicable.

**Participants of knowledge sharing events would have preferred in-person events, longer sessions and greater opportunities for networking.**

**IPs found in-person events better for providing opportunities to network and learn from other people.**

While knowledge sharing platforms help IPs gain knowledge from other programs in similar and different contexts, regardless of the platform, most mentioned a preference for in-person events. This is because there is more time for informal conversations before and after the main event. While online events increased the number of people able to attend these events, some found that it was much harder for participants to stay fully engaged.

**At the same time, many respondents found the sessions too short.** Many thought that one-hour sessions for webinars and CoP meetings goes by too quickly, with many questions still unanswered. Given the number of participants, the amount of experience that can be shared is immense; participants recommended that events could either be extended or have more break-out rooms. Similarly, one respondent mentioned that sharing events could involve more practical-based learning, including observation sessions, although this would only be feasible in-person. Another respondent recommended incorporating learning from beyond the programs by bringing speakers representing perspectives of government stakeholders, private sectors actors and donors.

**Further networking opportunities would be highly appreciated by the IPs.** With short online sessions, IP respondents felt there were not enough opportunities to meet other IP staff members for one-to-one conversations. While IPs are pleased with the topics of the knowledge sharing events, they often have specific challenges related to specific topics that they would like to learn from other projects. During the program, SCALE has responded to specific demands for additional learning groups and webinar topics, which IPs have appreciated.

### III.c 3. Engagement efficiency: How effective was SCALE's approach to outreach/engagement with IPs?

The following three questions look at the extent to which SCALE's approach to building a relationship with IPs was effective. They look at SCALE's initial outreach approach, the timing of its outreach, and how it managed the type and amount of engagement it had with different IPs.

#### **EQ3.1 Outreach approach: Looking at the approaches SCALE took to initiate engagement with IPs, what worked well and what could be improved to make this process more effective?**

This question looks at the efficiency of SCALE's process to initiate a collaboration with IPs. It explores the ways IPs first hear about SCALE, whether it was clear how they could engage with SCALE, and whether they understood what resources and support they were able to receive from SCALE. It also looks at the perspective of the SCALE team, exploring what strategies they initially planned, how well they implemented them and what could be improved.

**The SCALE team felt they were able to leverage numerous channels to outreach to IPs, although they could have broadened their outreach to increase the diversity of their portfolio.**

**SCALE's approach focused its outreach on IPs that were easiest to connect with and those most responsive, rather than aiming to engage with every single RFSAs.** According to the SCALE team, the main strategies for reaching out to IPs were through the PCS processes, which sometimes included introductions from BHA, and through joint introductions with other FSSMs, mainly PRO-WASH. Before PCS was awarded, SCALE initiated

contact with IPs through direct emails and calls with program leadership. The SCALE team felt they engaged with a sufficient amount of IPs, which matched the level of effort they were able to provide, given the size of their team. However, some SCALE staff felt that the portfolio of IPs engaged was too narrow, and more effort could have been made to widen the portfolio and give all IPs an equal opportunity of receiving SCALE support.

**Challenges on the SCALE-side include COVID restricting travel, which made all contact remote, and limited collaboration with local organizations to improve IP engagement.** COVID made it more difficult for SCALE to make initial contact through informal conversations at events, and made it harder to build more lasting relationships. The team also planned to build better relationships with local organizations, including training institutions who could help SCALE build stronger relationships with IPs. These organizations could also have taken on a greater role in capacity strengthening, by being co-facilitators. They could continue providing lighter touch capacity building beyond training, and increase the ability of SCALE to reach more IPs in the country.

**IPs were happy with the ways SCALE made first contact. However, there were a number of challenges for IPs to actually engage with SCALE support activities.**

**On the IP side, the online survey shows that IP respondents were primarily reached through informal channels, rather than through PCS-led workshops.** This is likely due to the survey reaching respondents from a range of roles within IP organizations, who might not have participated in PCS-led events. As SCALE is meant to reach IP staff at all levels, it is important to note how different people learn about the Award. Overall, most IP survey respondents heard about SCALE through a direct email from SCALE (43%), or through word-of-mouth from their managers or colleagues (33%) (n=40). Few first heard about SCALE through the FSN Network website (10%), through the FSN Network newsletter (5%), and through the PCS-led R&I workshops (5%). IP leadership staff were the only ones to have learned about SCALE through the FSN Network, and Agriculture, NRM staff were the only ones to have learned about SCALE through PCS-led workshops. When asked about the best method for SCALE to reach partners, most respondents mentioned workshops and learning events (40%), direct email from SCALE (8%) and through reaching out to program leadership (25%). This suggests that SCALE's strategy for making first contact through PCS-led workshops and other group events should be continued, but direct emails to initiate deeper engagement will be important.

**Qualitative evidence confirmed that IPs first learned about SCALE and began to engage with SCALE through invitations to learning events.** For an IP in Central Africa, this included being invited to attend a training through one of their sister programs, because they had similar programming. For another IP in Asia, SCALE reached out to the IP to join a learning group, and then when they participated, they were able to learn what support SCALE offered through related conversations. Others heard about SCALE through the newsletters, but this was not enough exposure to build a relationship.

**In terms of actually engaging with SCALE support activities, there were a number of challenges according to the survey (n=40).** 20% mentioned that they were not sure how to engage or access support from SCALE. 18% said they were not sure what resources and support were available from SCALE, and 13% said the timing/duration did not match with the program's timing. This matched comments from the qualitative interviews.

**Qualitative interviews showed that limited contact time restricted IPs' understanding of what SCALE offers, preventing them from engaging with SCALE for support.** One respondent from an IP in Central Africa was introduced to SCALE through a PCS-workshop, but did not get a chance to see an introductory presentation. Therefore, they did not fully understand the scope of what support SCALE could provide. An IP respondent from Central America mentioned that the introduction to SCALE was sufficient, but they did not know what the next steps were to start engaging and receiving support from SCALE. Another IP from East Africa mentioned that

SCALE initiated contact with them by asking them to participate in a presentation of their work. However, it took several meetings with SCALE to understand how SCALE's services could benefit them. Similarly, many IPs who heard about SCALE through PCS Inception or Culmination workshops did not lead to immediate engagements, as there was little opportunity for SCALE and the IPs to get to know each other to discuss how SCALE would be able to tailor its support to the IP..

### **EQ3.2 Outreach timing: At what points in the RFSA cycle was the outreach to IPs most and least relevant and effective, and why?**

This question looks at the timing of outreach to IPs to understand when the most useful time is to provide different types of support and why. This includes looking at SCALE's engagement in the PCS-led Inception and Culmination workshops, which takes place in the first year of the RFSA cycle (i.e. Refine and Implement).

**Most IPs would like to be introduced to SCALE early on so activities can be planned in advance, but for activities to start during the R&I year of the RFSA cycle, after the Inception Workshop.**

According to the survey (n=37), 22% of IP respondents were engaged during the inception phase (i.e., during the R&I phase, between the Inception and Culmination workshops), 30% at the beginning of implementation and 46% during implementation. By comparing how these groups responded to the question asking whether the SCALE resources and support they received met their needs, 50% of those engaged at inception said 'very much' (n=8), 73% of those engaged at the beginning of implementation said 'very much' (n=11), and 47% of those engaged during program implementation said 'very much' (n=17). This suggests that IPs would prefer to start receiving SCALE support after the Inception workshop, during the R&I phase and immediately afterwards.

**IPs prefer enough time for planning even if activities start much later.** According to many of the IP interviews, they appreciated receiving SCALE support throughout the RFSA cycle, however, they felt it would have been better to plan SCALE support from the start. This would have allowed IPs to work SCALE activities into their workplans and budgets.

**SCALE engagement can be useful throughout the whole RFSA cycle, with SCALE being able to provide various support at different stages.**

**While RFSAAs were keen to build a relationship with SCALE early on in the RFSA cycle for planning reasons, the type of support required varies throughout the RFSAAs cycle.** As RFSAAs have different gaps depending on their capacity, RFSAAs require engagement at very different points. Respondents provided different suggestions for support based on the different points of the RFSA cycle:

- **Pre-inception phase:** as this phase is about understanding the terms of reference and less focused on technical aspects, there are less opportunities for SCALE support but introductions can be made.
- **Inception Workshop and immediately afterwards:** Introductions to SCALE should be made to start building a relationship, while understanding that RFSAAs will be overwhelmed at this point; SCALE can support by looking at gaps in evidence, and advising on where research would help and how to conduct it. Immediately following the Inception Workshop, SCALE can follow-up to start planning capacity strengthening activities and working activities into the workplans and budgets.
- **During R&I phase (1<sup>st</sup> year between Inception and Culmination workshops):** SCALE can help with developing research questions, sharing best practices from other RFSAAs, refining Scopes of Work and recruiting consultants; SCALE can start developing more detailed engagement strategies; SCALE can begin capacity strengthening activities with technical staff, such as resilient agriculture training.

- **Culmination workshop:** SCALE can support in finalizing details in the workplan and strategies, and continue planning for support activities during program implementation.
- **Beginning of program implementation:** SCALE can support further training, particularly MMCA training, and make field visits to tailor support.
- **During program implementation:** SCALE can provide ad hoc support for specific challenges that arise; provide refresher training, on-going mentoring, and make additional field visits to provide monitoring support; SCALE can support with developing case studies to share during webinars and workshops; RFSAs can also participate in Community of Practice sessions.
- **Close-out/end of program:** SCALE can continue to support RFSAs in developing high level documentation to share program learnings, and any evaluation reporting requirements.

**SCALE made successful attempts to initiate relationships with IPs at different points of the RFSAs cycles using different approaches.**

**PCS-led workshops provided a good mechanism to initiate contact with IPs early in the RFSAs cycle, but adequate follow-up is necessary.** As mentioned, a number of RFSAs first heard about SCALE through PCS-led Inception and Culmination workshops (even if other IP staff connected with SCALE later). While these workshops are key moments when RFSAs are gathered together at a scheduled time, it is also a difficult time for RFSAs. RFSAs felt that they were overwhelmed and had a number of other priorities during this time. This is likely the reason that some IPs introduced this way felt that they were not aware about what SCALE was able to provide. Successful engagements often come after follow-up emails and deeper one-to-one conversations about collaborating and setting up engagement plans. Two RFSAs respondents have suggested there be a separate subsidiary event during these workshops, where all FSSMs could make an introduction. This way, RFSAs staff can shift gears and focus their attention on ways various support mechanisms can provide support.

**For IPs which SCALE did not initiate contact with during the R&I period, SCALE successfully engaged with IPs during the implementation period through informal contact.** As mentioned, direct emails worked well, particularly if it involved a collaboration, for example asking RFSAs to share learning in a webinar, learning group or CoP session. This provided more contact time that led to informal discussions about other ad hoc support that the RFSAs needed. Especially when reaching out to RFSAs during program implementation, partnering with other FSSMs, for example PRO-WASH, was more efficient and allowed both parties to leverage each other's pre-existing relationships, and to help avoid too many communication channels for RFSAs.

**EQ3.3 Engagement efficiency: Were IPs satisfied with their level of engagement with SCALE? Did IPs feel their level of engagement was appropriate given what they wanted to achieve by receiving support from SCALE, and why?**

IPs have varying levels of engagement with the SCALE Award across the four knowledge areas, with some only receiving resources and tools from the FSN Network website or attending a single training event, to those receiving intentional follow-up training. As such, this question focuses on whether the ad hoc style of engagement worked well, and how it could be improved. This includes looking at the effectiveness of engagement plans. The aim of the question is not to look at whether more engagement leads to more goals being achieved. Rather, it is to understand what level of engagement might be effective for different IPs (with different expectations and needs), and the most effective way to determine this.

**IPs are most satisfied when they are fully aware of what relationship with SCALE is possible and are able to make requests and receive tailored support.**

**Survey data suggests a correlation between the level of satisfaction with SCALE and how much contact they had.** Overall, 57% of IP respondents were ‘very much’ satisfied with the level of support they received from SCALE, while 30% were ‘somewhat’ satisfied. Disaggregating by frequency of contact with SCALE hints that this might be correlated with their level of satisfaction. 75% of IP respondents with regular contact felt SCALE resources and support met their needs (n=8), compared to 60% of respondents with occasional contact (n=15) and 43% of respondents with limited contact (n=14). Qualitative interviews can provide some nuance, as correlation does not imply a causal relationship.

**While it may seem that more engagement correlates with satisfaction, it is more likely that those who were able to discuss their needs with SCALE, and have those needs met, were more satisfied.** This is generally the case for IPs with high engagement compared to those with low engagement. IPs with lower engagement tended to say that they only attended an occasional webinar or learning event, or only received a few learning documents, not because they did not need additional support, but because they were not aware of the full range of support that SCALE provided. Those with higher engagement simply had a different experience; they appreciated how proactive SCALE was and tended to be satisfied with the amount of support they received. Those with medium engagement had mixed reactions depending on how much one-on-one support they received. Those less satisfied tend to be those receiving training, but not enough tailored support to adapt the training to their context and capacities. Those more satisfied often participated in collaboration with SCALE on case studies or presentations; they therefore received contextualized support, even if their engagement overall with SCALE was not extensive.

**Ultimately, it is not about the amount of support provided, but that it was intentional and personalized, even if the support is more ad hoc.** Engagement plans were helpful for those who were willing to develop a plan and to build in time in their workplans to engage in support activities. However, these are not necessarily best for all IPs. Layering activities were found to be useful as support activities tend to complement each other. However, it is most effective when they are led by IP needs. As mentioned, a key factor for successful engagement was initiating contact between SCALE and the IP as early as possible, and ensuring that IPs are fully aware of what support activities are available.

**Where possible and based on IP desires, SCALE incorporated a ‘co-design’ model to ensure support met the IP’s core capacity needs.**

**SCALE used formal engagement plans and informal phone and email discussions to collaborate on what SCALE support would look like.** While SCALE aims to get at the heart of each IP’s needs by tailoring and providing follow-up to its standard support package, and by providing ad hoc support by request, SCALE also employed a more formal engagement method with some IPs. Engagement plans were established with IPs interested in setting up a longer-term relationship with SCALE to collaborate on the support they would receive. This would start through initial introductions followed by numerous discussions and emails to understand their specific contexts and to tease out their capacity gaps and support needs. This ensured that IPs were receiving a support package that was most suited to their needs, often including specialized mentorship programs. Plans were adjusted through regular feedback as implementation was underway.

**III.d Sustainability:** How have IPs institutionalized the resources and technical tools provided by SCALE? What influence did SCALE have on BHA policies, standards, or program quality?

The final question looks at the extent to which SCALE’s resources and knowledge will continue beyond the life of the Award. It looks at how IPs have institutionalized resources and tools, and whether capacity strengthening

activities have been replicated and cascaded down to program beneficiaries. Lastly, it looks at how SCALE has influenced wider BHA policies and standards.

#### **EQ4.1 Scalability of training: How, and at what level of quality/consistency, are IPs replicating/cascading learning from SCALE training within their programs?**

This question focuses on IR3 (Knowledge Application). The aim is to understand whether SCALE training has scaled both within BHA-funded programs that SCALE has supported (i.e., training was “cascaded” within the program) and beyond these direct programs (i.e., training or training resources were shared with other programs). It also looks at the barriers and enablers to scaling, and strategies for long-term sustainability of SCALE’s training content.

**IPs were able to replicate a range of SCALE training, especially resilient agriculture and MMCA training, both to fellow staff members and, eventually, program beneficiaries.**

**According to the survey, capacity building recipients (n=30) cascaded training within their program, and passed on knowledge beyond their program.** 87% of respondents have been able to pass on knowledge received from SCALE’s capacity strengthening activities to their staff. 63% of respondents passed on knowledge to community members and program participants, and 20% have trained colleagues outside of their organization. 7% (one respondent) did not pass on training. While sample sizes are not large, there is a noticeable pattern of IPs respondents from RFSAs with higher engagement with SCALE, and those with more regular contact with SCALE being more likely to pass on training to their staff and to program beneficiaries. The one respondent who did not pass on training to anyone was from an IP in West Africa with limited SCALE engagement.

**In terms of what training IPs passed on, half of respondents said resilient agriculture training (14 of 28 respondents), and a large portion said MMCA training (11 of 28 respondents).** Other respondents mentioned training related to agriculture and market systems, use of organic manures, irrigation and seed systems. In qualitative interviews, when asked about replicating and cascading training, most respondents spoke about passing on resilient agriculture training to their staff members who then trained program beneficiaries. A few qualitative respondents mentioned cascading MMCA training within their programs.

**IPs provided many examples of how they were able to cascade SCALE resilient agriculture training, although some experienced challenges such as maintaining quality.**

**Around half of IPs interviewed shared experiences of replicating resilient agriculture training from SCALE, in a ToT manner.** For a few IPs, SCALE training participants were able to adapt the knowledge to the context of the communities they work in and pass on techniques to the community. For example, with one IP in East Africa, they were able to replicate training in communities to support mothers to develop permagardens in their backyards to diversify the range of food available for consumption. With a target of 700 households, they have already reached 450 households who have built permagardens at home.

**Many respondents were able to cascade training down multiple levels.** For example, one IP in Central Africa supervises more than 2100 households with activities related to the Hill approach. The respondent was trained by SCALE on resilient agriculture techniques. They then regularly train a series of over 60 trainers made up of students from the local university, who then train households at the community level on these techniques. Another IP in East Africa said they had a small group of 30 staff receive training from SCALE; those 30 staff were able to train 208 field managers who then trained the community members.

**With this multi-level training approach, the main challenge raised was the loss of knowledge and quality of training at each level.** The same IP in East Africa discovered through field visits that there was a lack of uniformity with the training and inconsistent retention of the information. They are planning to have refresher sessions to overcome this problem. Another IP mentioned a challenge of staff retention, i.e., high-level trainers leaving which puts a strain on the pool of people able to train those who eventually work with communities. The training manuals and monitoring tools provided by SCALE have helped IPs overcome both challenges.

**There were some examples of SCALE resilient agriculture training being passed on to other programs and to other local stakeholders.** One IP respondent shared that they trained colleagues on another, non-BHA-funded program, as the head of that program wanted their team to take on specific resilience agriculture approaches because of how well it worked on the respondent's program. In other cases, IPs invited government actors, including representatives of the agriculture department, to participate in their cascaded training. This was done so they could be familiar with and supportive of resilient agriculture.

**In addition to SCALE's approach to encourage its training activities to be passed on, SCALE has taken some steps to ensure that its content continues to be accessed and used beyond the program.**

While the replication of SCALE capacity strengthening activities has been successful, there will always be external factors affecting the long-term sustainability of this knowledge. SCALE has begun to create digital versions of their training, using videos from their remote training to create, which is a step towards making their training content accessible and useful once the program ends. SCALE also planned to focus on institutionalizing tools and training programs into communities by involving local training centers and local consultants in their capacity strengthening activities. However, this has been limited due to travel restrictions due to COVID.

#### **EQ4.2 Sustainability of resources/tools: To what degree do IPs believe they will continue to use, share and institutionalize the resources/tools developed by SCALE after the end of SCALE and beyond the specific projects the two awards supported?**

Focusing on the resources and tools coming from IR1 (Knowledge Capture) and IR2 (Knowledge Generation), this question explores what resources will have continued use, how they will be shared, and with whom. It looks at the factors affecting IPs' ability to institutionalize these resources and tools, and to share them outside of their specific project. It also looks at how the knowledge management platforms (mainly the FSN Network) used by SCALE might enable continued access to and uptake of these resources.

**Respondents are very likely to continue using SCALE resources and tools beyond the program, as they have been internalized into their practices and library of tools.**

**Survey data suggests that SCALE resources, as well as SCALE knowledge overall, will continue to be used beyond the program.** 71% of IP respondents who have accessed SCALE resources and tools (n=35) are 'very much' likely to continue using and accessing them after the program ends, while 23% said 'somewhat' likely. Those who have had more regular contact with SCALE and respondents who are part of their program's agriculture and NRM staff are more likely to use and access SCALE resources beyond the SCALE program. There were similar results when respondents were asked if they were likely to continue using knowledge and learnings gained from SCALE after the SCALE Award and their program ends. 70% said 'very much' and 24% said 'somewhat' (n=40).

**Many respondents mentioned that SCALE resources and tools have been integrated into their training manuals and that the documents are already part of their library of tools.** According to the survey, around

half of IP respondents have said they have internalized SCALE resources and support into program policies and practices. This is higher for IPs with higher engagement with SCALE, particularly IPs in Central and Southern Africa, and West Africa. Many IPs have incorporated resilient agriculture checklists and other quality monitoring tools into their programs, and adapted their permagarden interventions based on SCALE manuals and technical guides.

**According to the survey, there were some barriers to IPs using SCALE resources and tools beyond the program (n=37).** 49% of IP respondents mentioned ‘limited time available’ as a barrier, and 44% mentioned ‘budget availability’. Beyond that, a few respondents said they were limited by ‘lack of team willingness to adapt work’ (22%), ‘lack of manager’s willingness to adapt work’ (11%) and ‘donor restrictions’ (3%).

**Sharing of resources and tools is widespread and mainly includes documents on resilient agriculture and SBC. IP staff are using resources and tools beyond their current BHA-funded program.**

**The online survey provides evidence that IPs are sharing resources and tools.** 94% of IP respondents have shared resources with colleagues, 49% with community members and 31% with colleagues outside of their organizations (n=35). Respondents from IPs with higher engagement with SCALE are more likely to share resources, which suggests that providing multiple forms of support activities encourages the passing on of knowledge. As expected, program leadership and SBC staff members are more likely to pass on resources and tools, compared to agriculture, NRM and livelihoods staff members. This is likely due to program leaders often not being the end user of resources and tools, and because SBC tools are applicable to multiple departments.

**The main tools that were shared with others were the training manuals and technical guides relating to permagardens and resilient agriculture, and MMCA and SBC.** These were both mentioned by about half of respondents (n=35). Other resources shared include documents related to seed systems (3 respondents), livelihoods and markets and agroforestry.

**IPs also provided examples of using SCALE resources outside of their current context.** For example, one respondent from an IP in East Africa said that SCALE resources and tools have been useful for their proposals for other projects, as these tools have helped them refine their strategies and workplans. Another IP respondent works closely with other IPs and the local government, and through sharing training materials believes SCALE resources and tools have reached a wide network of people. Other respondents have noted that because they have internalized the knowledge gained from SCALE, they will keep using it throughout their career.

**SCALE resources and tools can continue to be accessed and used beyond the program, if they are continually held on an online platform.**

Logistically, SCALE resources and tools can continue being useful and shared around, as they are easily shared and passed around through email. SCALE resources are also held on the FSN Network website, where new users can gain access beyond the program, as long as the information stays relevant, and the FSN Network and its website continues to exist. Many of SCALE training resources will continue to be used beyond the program, if they are associated with any online training courses they produce.

### **EQ4.3 BHA Learning Application: How did SCALE inform (and facilitate IP reflections and feedback towards) advancements or changes to USAID/BHA policies, standards, guidance?**

This question focuses on institutional change in USAID/BHA due to SCALE, either through knowledge acquired through program activities, or through SCALE acting as a conduit for IPs to direct reflections and sharing to USAID/BHA.

**As SCALE is well-placed to understand issues that country programs face and donor interest, SCALE has been able to provide feedback to BHA about IP needs and influence BHA priorities.**

**While some respondents claim that BHA priorities are driven more by wider politics, at the more subtle level, BHA has welcomed and relied on SCALE feedback to influence their decision-making.** One key example brought up by SCALE and donor respondents is the influence of SCALE's seed system security assessment consultation and summary document. SCALE held a series of consultations with IPs and BHA staff on seed system assessments and developed a summary document with clear recommendations for SCALE, BHA and IPs. This process also led to a complementary learning group – with support and engagement from BHA – to help IPs navigate resources, share experiences and understand the importance of performing seed system assessments.

**According to one of the donor respondents, SCALE has been useful in providing on-the-ground information about how IPs are implementing their programming.** While this is not part of their official mandate, informally, SCALE is well-placed to inform BHA. This respondent mentioned that before BHA can update their guidelines, they need to have discussions with partners, and reference new evidence that shows better outcomes or a faster way of implementation. They noted that evidence would often come from support mechanisms like SCALE. This donor respondent was particularly impressed with the speed at which SCALE can produce learning documents and to have them ready for BHA and partners to use, citing the example of research on the fertilizer supply chain crisis.

**Other FSSMs also feel that support mechanisms are well-placed to advocate for BHA to focus priorities on key issues.** For example, they mentioned that together with SCALE, they were able to engage BHA in conversations related to climate information systems and multiple use water systems. Often, this would put USAID ahead of the curve on these issues.

**From the perspective of individual IPs, SCALE might not need to act as a conduit for them to provide feedback to BHA.** Many feel that SCALE's role is primarily to provide technical support, and that IPs are capable of navigating the process of providing feedback to BHA themselves. Some IPs said that they are not sure what relationship the SCALE team has with USAID. Other IP respondents who are more vocal about the challenges of BHA protocols and procedures have expressed desire for SCALE to report difficulties to BHA, as SCALE understands the realities on the ground.

**A final topic regarding SCALE's wider role in the sector, is whether SCALE should reach out to global and regional organizations to source learnings and to participate in these wider policy discussions.** As IPs are mainly concerned with the specific technical assistance that concerns their program, they did not have a strong opinion on this. From the perspective of one of the donor respondents, SCALE should think more about the wider systems affecting agriculture, NRM and livelihoods, including the social and political systems in which agriculture is implemented. However, the respondent suggests that it is more important for SCALE to participate in these dialogues at the local level, rather than the global.

## IV. Conclusions and Recommendations

This final section provides conclusions and recommendations for each of the four evaluation areas.

### Program design

**Overall, SCALE was found to be correctly designed to meet its goal, through its adaptive management approach, effective staff structure and mechanisms to determine what support IPs need.**

Programmatic decisions, including thematic priorities and the type of support activities, were made through formal discussions with IPs and the donor, for example, through the Technical Committee. More importantly, SCALE had discussions with the wider community via roundtables, learning events, and informal ad hoc channels, such as emails and mentorship discussions. This model was supported by a quick-to-respond and technically strong staff who had a positive relationship with the donor. SCALE's staffing structure consisted of a small team of permanent staff and a number of external consultants, which was appropriate given the budget and uncertain nature of SCALE's programming. The diverse team provided flexibility and diverse thought, which also helped SCALE respond to external challenges. However, limitations relating to SCALE's funding streams and approach restricted its ability to cater to BHA-funded emergency partners.

While this model has worked well for SCALE, there are opportunities to be more comprehensive in its approach to learning about IP needs, and to better leverage relationships and knowledge from the Technical Committee, the wider IP portfolio, as well as local consultants. One key threat to the effectiveness of SCALE's program design includes low participation of stakeholders during the Technical Committees and other consultations. As SCALE begins to build deeper relationships with individual IPs, another threat is that it becomes more challenging for SCALE to balance wide engagement with numerous ad hoc requests.

### Recommendations:

- **Continue the current adaptive model focused on prioritizing activities to IP needs.** Activities can continue to target support that is applicable to a wide spread of IPs, with tailored follow-up and additional ad-hoc activities based by request. Common support packages should be reviewed regularly to ensure they are still widely applicable, while learnings from ad hoc support should turn into publicly available resources where relevant;
- **Collect perspectives from a wider pool of IP representation** through annual/bi-annual focus group discussions with groups not fully represented on the TC, including emergency IPs, smaller IP organizations, and IPs from less covered regions. Without increasing TC membership too much, SCALE should consider widening IP representation to include additional voices that represent these unrepresented groups. Learnings from these sessions should inform SCALE's standard support activities, helping it balance its efforts of providing both common and ad hoc resources;
- **Consider setting up a centralized platform (or shared GoogleDrive) for TC members** to keep track of action points, to share documents, and to discuss and provide feedback on new program strategies, outside of bi-monthly meetings. This would help provide alternative ways for stakeholders to participate;
- **Prioritize engagement with regional consultants to be on-call** who can make more frequent field visits, provide more context-specific support and can support with language barriers. SCALE should keep its staff structure consisting of both permanent staff and external consultants with a range of agriculture-related expertise to implement most of the programming;

- **Ensure adequate communications support**, either in-house or shared support with other FSSMs to produce quality outreach platforms (i.e., newsletters) and graphics, and to support the management of learning documents, including translations, and the development of online learning courses;
- **Develop an approach to working with emergency programs** early in the program, in terms of adapting existing long-term strategy tools, or developing new guides for short-term responses to emergencies. A separate specialized set of introductory materials and presentations should be made specifically for emergency programs.

## Relevance and Effectiveness

**SCALE effectively filled IP capacity gaps by providing standard support activities to address common IP needs, and ad hoc support on request to fill specialized needs. IPs provided many examples of how they were able to apply SCALE knowledge.**

IP respondents found the types of resources and support SCALE provided relevant and useful to the needs of their agriculture, NRM and livelihoods work, particularly SCALE’s resilient agriculture and MMCA trainings. IPs receiving resilient agriculture training were able to integrate knowledge in their programming and were especially successful when they received follow-up support and coaching. For the MMCA training, IPs were able to apply knowledge and notice immediate results; however, this depended on existing staff skill sets, interest and time. IPs felt SCALE learning documents and tools were useful and applicable to their work. The most applied resources and tools were those associated with other SCALE support activities, particularly the SBC and resilient agriculture manuals and tools. Knowledge sharing events might not have always been directly applicable to all IPs; nevertheless, IPs found it useful to hear other perspectives, connect with others and have specific techniques and resources explained to them.

SCALE has the opportunity to further contextualize its support to meet individual IP support needs, which can be bolstered through deeper collaborations with local consultants and organizations. SCALE also has the opportunity to increase learning and sharing among IPs by providing space for IPs to speak informally. Key threats to SCALE providing relevant and effective support include (1) IPs having reductions in time and resources to integrate SCALE support into their workplans, (2) major shifts in IP needs that are more challenging for SCALE to provide, and (3) establishment of new BHA-funded FSSMs that limit IPs’ ability to engage with SCALE.

### Recommendations:

- **Continue to focus training topics on areas that can benefit a wide range of IPs**, while ensuring sufficient follow-up and support to adapt techniques to their specific contexts. Continue to provide ad-hoc support by request to fill additional IP capacity gaps;
- **Prioritize the co-facilitation of training with local consultants**, to ensure material is fully adapted to the local context and to leverage expertise in region-specific techniques. This includes the localization of training manuals, for example through regional guidance in the appendices;
- **Develop a directory of SCALE learning documents and tools** that provides descriptions and links to all SCALE resources, so IP staff do not have to search through the FSN Network website for documents. This could be in a regularly updated PDF, page on the FSN Network website, or a Google Doc;
- **Consider adding a comment section on the FSN Network website** for each learning documents and recorded webinars, for RFSAs and other users to share their experiences adapting resources and any challenges they might have faced;

- **Facilitate more in-person knowledge sharing events to facilitate more networking opportunities** through informal conversations; Consider holding longer Q&A discussions at the end of knowledge sharing events, where participants can drop off if they need to, but those who are more engaged can continue the conversation and even exchange contact information.

## Engagement efficiency

**SCALE built a strong relationship with a high number of IPs; although, the focus tended to be those most responsive, and not necessarily those most in need.**

SCALE successfully reached out to IPs at the start of the RFSA cycle, through introductions at PCS-led Inception workshops and follow-up afterwards. SCALE was also able to engage IPs during their implementation phase by initiating collaborations on case studies and webinar presentations. IPs agree that SCALE support is useful throughout various points in the RFSA cycle, although early planning would be helpful. While there is some correlation between the amount of support received and satisfaction with SCALE support, the key trend is that IPs are more satisfied when they are fully aware of SCALE's support activities, have made intentional choices on what support suits them best, and feel that the support has been tailored to their needs. It was clear that many IPs with capacity gaps were not aware of the support they could receive from SCALE.

There are many opportunities for SCALE to improve its engagement strategy with IPs by taking a more comprehensive approach, which would help ensure that IPs in most need are aware of SCALE support activities. There is also an opportunity to work more with other FSSMs to pool efforts. A key threat to SCALE effectively engaging with IPs includes the increase in environmental and political disruptions, which could increase the need for SCALE support but limit the time and resources of IP teams. Procedural challenges can also be threats, including funding restrictions and eliminations of useful platforms that SCALE can use to make introductions to IPs (such as the PCS workshops).

### Recommendations:

- **Take a comprehensive approach to making contact with IPs**, aiming for all IPs to at least be aware of SCALE and what resources and support it can offer. This can include a RFSA tracker to track whether various contact attempts have been made with each RFSA at various points of the RFSA cycle. This can also be incorporated into the program's results framework. While the aim is not to force a relationship, it is important to ensure all RFSAAs are able to make an informed choice as to whether they want to engage with SCALE;
- **Provide full information of SCALE's support activities on the FSN Network page for SCALE.** This should include a full list of available training, knowledge sharing groups, knowledge sharing events and a directory of SCALE's learning resources, including documents and recorded webinar links). There should also be a downloadable introductory presentation and a contact box for IPs to make inquiries;
- **Continue to explore methods of providing asynchronous support to IPs**, in order to provide flexibility for IPs to engage with SCALE, especially those with limited ability to participate in time-specific events. This includes developing more pre-recorded materials, such as e-learning modules;
- **Continue making first contact with IPs at PCS-led workshops (with follow-up afterwards), and through direct contact.** Continue reaching out by proposing collaborations with IPs to develop case-studies and make learning event presentations. Engagement plans can be offered if IPs are interested, but at a minimum, all IPs should be aware that SCALE is able to provide ad-hoc support as needed.

## Sustainability

**SCALE's resources and support are being institutionalized into IP activities (and donor practices). They have taken efforts to ensure that the quality of knowledge is maintained and that its resources are accessible and used beyond the program.**

Sharing of resources and tools is very widespread, particularly documents on resilient agriculture and SBC. IPs were also able to replicate SCALE capacity strengthening support, especially resilient agriculture and MMCA training. Many IPs cascaded training down a number of levels, primarily to fellow staff members and then program beneficiaries. Some IPs provided examples of passing training to people outside of their programs. In terms of long-term sustainability, SCALE has been producing e-learning content to ensure its content can continue beyond the program. SCALE is well-placed to understand the issues that IPs are facing, and has been providing their findings to BHA, which has influenced BHA priorities and procedures.

There is opportunity for SCALE to further disseminate its resources to a wider pool of practitioners, in a way that requires limited SCALE facilitation. This would support its material being used beyond the program. There are also opportunities to leverage the knowledge and capacity of local actors to help build lasting support for IPs. There would be a threat to sustainability if the FSN Network is not funded in the future, as there would no longer be a central platform on which all SCALE resources can be accessed. Furthermore, SCALE's sustainability could be jeopardized if there are not enough local actors willing and with the capacity to collaborate with SCALE.

### Recommendations:

- **Prioritize co-facilitations with local training centers and local consultants** who can continue to use and pass on SCALE training material. Encourage local actors to take ownership of training documents to adapt tools to their contexts;
- **Continue investing in e-learning video modules**, primarily to provide trainers with refresher materials, to prevent drops in training quality as knowledge is cascaded down. These modules can also be shared widely to local training centers and other online learning platforms, in case funding for the FSN Network website ends;
- **Cross-post SCALE resources on other relevant learning platforms**, as a way to reach more potential users and as a redundancy tactic in case the FSN Network website closes;
- **Continue acting as an informal conduit for collecting IP feedback on BHA processes**, through its regular engagement with IPs. Consider formalizing this process by making this an agenda point annually/bi-annually at meetings, both between SCALE and the BHA, and during TC meetings. Consider partnering with other FSSMs, including PCS, to hold specific consultations with IPs about their challenges implementing BHA-funded programs.

### Recommendations for USAID

To assist SCALE in implementing its programming effectively and efficiently, recommendations have been suggested for USAID:

- **Continue investing in SCALE to support IPs** in their agriculture, NRM and livelihood programming, given the effectiveness and impact the Award has provided to these programs and the capacity gaps they are filling;

- **Continue to facilitate collaboration among FSSMs**, through IDEAL and other methods, to leverage economies of scale, and to limit the number introductions that are made to IPs. Consider having an FSSM coordinator to be an initial contact point for IPs to learn about all the FSSMs;
- **Support in coordinating shared resources among FSSMs**, again, through IDEAL or other mechanisms, to provide a shared platform to provide necessary information, including contact details for all RFSA and emergency programs, and a database of country-specific consultants and training centers. Consider setting up an online learning platform for e-learning courses, if multiple FSSMs are planning to invest in these courses;
- **Provide support in encouraging IPs to engage with SCALE**, by promoting FSSMs more throughout the RFSA application process. IPs should be provided with introductory materials on all FSSMs at the start of the program. Introductory presentations should become a standard formalized part of the RFSA process, for example, at the first PCS workshop;
- **Continue to welcome and use SCALE, and other FSSMs, as a mechanism for obtaining IP feedback on BHA policies and practices**. Consider formalizing this by having annual workshops with FSSMs to discuss IP feedback, or by having this be a regular agenda item during SCALE/USAID meetings.

# V. Annexes

## V.a Scope of Work

**Hiring Organization:** Mercy Corps Global

**Location:** Remote

**Estimated number of days:** 70-80 working days

### 1. Background and Context

The Strengthening Capacity in Agriculture, Livelihoods, and Environment (SCALE) Award is a capacity strengthening, knowledge sharing and learning initiative funded by USAID's Bureau for Humanitarian Assistance (BHA). SCALE works to strengthen the impact, sustainability and scalability of BHA-funded agriculture, natural resource management, and off-farm/non-farm livelihood activities in both emergency and non-emergency contexts. Implemented by Mercy Corps in collaboration with Save the Children, SCALE partners with food security implementers to capture, generate, apply and share knowledge to foster more resilient agricultural systems and enhance income opportunities for the world's most vulnerable.

SCALE is currently entering its fifth and final year of project implementation. This Scope of Work (SoW) provides the framework for the final evaluation consultant. The purpose of the final evaluation is to assess specific aspects of the relevance, utility, effectiveness, sustainability, and performance of the SCALE Award. The evaluation will also generate recommendations for future food security support mechanisms and other capacity strengthening and learning activities. Given how closely SCALE has worked with the Save the Children-led food security support mechanism Practices, Research and Operations in Water, Sanitation and Hygiene (PRO-WASH), it is anticipated that the consultant will also work closely with the PRO-WASH evaluators (see scope of work here) to coordinate and to undertake some joint stakeholder consultations and components of the desk review.

### 2. Objectives and Scope of Evaluation

As this is the final year of the SCALE Award, we are seeking a review of the outcomes of the SCALE Award while simultaneously gathering and analyzing information about the interest and needs of implementing partners for future agriculture, NRM and/or livelihoods-related support. The results of the evaluation will be used to inform the design of future USAID/BHA-funded capacity strengthening, knowledge sharing and learning initiatives. Below is a list of learning questions the SCALE Award would like to explore; final learning questions for the evaluation will be agreed between SCALE and the external consultant.

#### Learning Questions

##### Award Design: Was SCALE designed correctly to meet its goal?

- How did the technical design of the award and the level of flexibility affect SCALE's ability to respond to implementing partner (IP) and donor needs, collaborate with IPs, and adapt to external circumstances (e.g., COVID-19 pandemic, Food for Peace/Office of Foreign Disaster Assistance merger)?
  - (Probing): What have been the favorable or impeding factors related to the design and management of the award that have affected the Award's ability to meet its objectives?
- How appropriate and effective is SCALE's organizational and staffing structure for the implementation of our work?
  - (Probing): How effective was the design, composition and management of the Technical Committee? How could this be improved?
- How did the design, staffing and management of the Award affect its ability to engage with and meet the needs of BHA-funded emergency partners?

##### Outreach to Implementing Partners: How effective was SCALE's approach to outreach?

- At what points in the RFSA cycle was outreach to implementing partners most and least relevant and effective? Why?

- How effective was SCALE's outreach as part of the Program Cycle Support (PCS) Inception and Culmination workshops?
  - (Probing): How can this be improved?

Implementing Partner (IP) Engagement: How effective was SCALE's engagement with IPs and what were the impacts of its technical assistance?

- How do IPs perceive the relevance, utility and quality of the different types of support offered by SCALE (e.g. technical guides, learning briefs, coaching/mentorship, in-person trainings, remote/online trainings, technical knowledge sharing events, webinars, and communities of practice)?
  - (Probing): To what extent do IPs perceive that SCALE tailored priorities to their requests/needs?
  - (Probing): Which technical focus areas were most useful?
  - (Probing): What remaining technical gaps/existing challenges related to agriculture, NRM and alternative livelihoods have not been met through SCALE learning and research?
- To what degree did implementing partners use resources/tools developed by SCALE (e.g. technical guides, facilitator manuals and online training packages) within the specific projects the two awards supported?
  - (Probing): How easy was it for partners to find and access resources/tools?
  - (Probing): What are the barriers/enablers to implementing partners using the resources/tools?
- How, and at what level of quality/consistency, are implementing partners replicating/cascading learning from SCALE trainings within their programs (e.g., Make Me a Change Agent, Permagardens, and Resilience Design in Smallholder Farming Systems)?
  - (Probing): What are the barriers/enablers to implementing partners cascading these trainings?
  - (Probing): To what extent does layering SCALE engagements (e.g. coaching/mentoring with in-person or remote training) contribute to implementing partners being able to replicate/cascade learning?
- How do IPs perceive the utility of SCALE's knowledge sharing platforms (e.g. communities of practice, webinars, learning groups)?
  - (Probing): In what ways do these platforms support IPs in their implementation?
  - (Probing): How could they be improved?
- Looking at three different kinds of engagement with IPs (i.e., different requests from partners and different levels/intensity of engagement from SCALE), what worked well and what could be improved to make the engagements more effective at reaching the agreed upon objectives?
  - Lighter engagement: a single training event with limited post-training support
  - Medium engagement: a training event with intentional follow-up from SCALE on progress but no mentorship program, plus engagement in remote community of practice
  - Heavy engagement: a training event with post-training mentorship program, follow-up technical coaching visit and engagement in remote community of practice

Institutionalization: How have IPs institutionalized the resources/technical tools developed by SCALE?

- To what degree did implementing partners institutionalize into their organizations the resources/tools developed by SCALE beyond the specific projects the two awards supported?
  - (Probing): What are the barriers/enablers to implementing partners institutionalizing the resources/tools?
- To what degree do partners believe they will continue to use and share the resources/tools developed by SCALE after the end of SCALE?
  - (Probing): Which resources?
  - (Probing): How will they be used or shared, and with whom?
  - (Probing): What are the barriers to continued use and sharing?
  - (Probing): To what extent will the knowledge management platforms used by SCALE ensure sustainable access to and uptake of their respective resources?

BHA Engagement: What influence did SCALE have on BHA policies, standards, or program quality?

- How did the awards inform advancements or changes to USAID/BHA policies, standards, guidance?

### 3. Evaluation Design and Methods

The external consultant will work closely with the SCALE team. The SCALE team will work with the evaluation lead (external consultant) to clearly define the scope and role of the evaluation team members during the evaluation's inception phase.

It is expected the consultant will first conduct a desk review (see Annex A) and interview select SCALE team members to inform the final methodology. The final evaluation is expected to utilize qualitative methods and secondary quantitative data. SCALE will provide the evaluation team with full access to monitoring data and award documentation. Detailed methodologies and sample sizes for the evaluation will be agreed between SCALE and the external consultant.

#### Sources of existing activity information include

- Desk Review (Annex A)
- SCALE webpage
- Quantitative survey data that SCALE can make available as part of the desk review (such as pre/post-tests, training evaluations, etc.).

#### Potential stakeholders to consult/interview

- SCALE staff (~7 people)
- USAID/BHA Activity Manager, Award Agreement Officer, and other technical staff (~5 people)
- Interviews with a select number of BHA implementing partners, determined in close collaboration with SCALE/PRO-WASH (~7 interviews)
- Interviews or focus group discussion with staff from other food security support mechanisms (e.g. PRO-WASH, IDEAL, REAL) (~3 discussions)
- Focus group discussions with two regional Communities of Practice and one Technical Committee
  - Follow up interviews with a select number of IPs from the communities of practice & from the Technical Committee (~5 interviews)

### 4. Activities and Deliverables

- Kick-off meeting online
- Inception report with a work plan timeline, evaluation approach (methodology, methods and sample sizes, and complete set of evaluation questions as agreed upon with BHA and SCALE) and analysis plan
- Desk review of relevant literature including quarterly reports, end of training reports, and post-training monitoring reports (See Annex A) ,
- Survey instruments
- Online survey of key stakeholders (e.g. SCALE Technical Committee members, USAID, implementing partners).
- Online interviews with program staff, SCALE Technical Committee members, USAID, implementing partners (from different levels of leadership, different geographies, and different levels of engagement with SCALE), and other food security support mechanisms.
- Draft 1.0 of evaluation report, including raw data sets as appendices (e.g. qualitative matrices used for analysis, translation of data / responses collected if in French).
- SCALE will review this draft, after which the firm will update as needed ahead of the stakeholder briefings.
- Draft 2.0 of evaluation report, incorporating SCALE feedback.
- Internal and external briefing on evaluation findings, including a briefing with USAID
- Draft 3.0 of evaluation report following USAID and SCALE review, provided back to SCALE for final review..
- Final evaluation report, following final review of Draft 3.0
- Online learning workshop (not to exceed half a day) + summary page of key takeaways to
  - Disseminate findings and recommendations from the evaluation;
  - Review in-depth the key lessons and their implications for future RFSAs and support mechanisms--what did we learn from SCALE's capacity strengthening activities and how can it be improved?
  - Discuss evaluation findings and facilitate a dialogue that captures stakeholder input, thoughts, and ideas on the technical approach used to achieve Award results as presented in the evaluation.
  - SCALE: Capture specific, and actionable next steps that could be used to inform future agriculture, NRM and off/non-farm livelihoods capacity strengthening, knowledge sharing, and learning support mechanisms

## 5. Report Content

- Cover Page, List of Acronyms
- Table of Contents
- Executive Summary (2 to 3 page stand alone document) summarizing the key results and recommendations of the report. The Executive Summary should include: major lessons learned; maximum of two paragraphs describing the program, summary of targets and intended outcomes; areas of meaningful under or over achievement.
- Methodology: sampling method including strengths and weaknesses of method used, inclusion of stakeholders and staff, rough schedule of activities, description of any statistical analysis undertaken, including justification and software package used. The discussion of any random sampling used should include details on how the random respondents were identified and invited to participate. This section should also address constraints and limitations of the evaluation process and rigor, and a detailed description of data collection techniques used throughout the evaluation.
- Results: Results should be organized according to the evaluation learning question categories outlined in Section 2 and/or by the SCALE program's interim results (IRs). Organization of results will be agreed upon in discussion with SCALE.
- Synthesis, Recommendations and Lessons Learned: This is space for the evaluation team to make concrete recommendations for current or future project improvements/changes, pull out organization lessons learned, and reflect on data and results. Everything presented in this section must be directly linked back to the information presented in the Results section of the report, rather than present any new information. Recommendations that are not directly tied to Results can be included in an Evaluator Comments section for the report.
- Annexes: data collection instruments in English and translations; list of stakeholder groups with number and type of interactions; SOW, qualitative protocols developed and used, other relevant documentation such as data sets as agreed upon with SCALE.

## 6. Estimated Timeline:

Month	Activity
February 2022	Consultant start-up and inception Report
March and April 2022	Desk review, stakeholder interviews
May 2022	Data Analysis and Report Writing
June 2022	Draft report + briefings
July 2022	Final report and learning workshops

## 7. Required Competencies

- Hands-on experience leading evaluations of global support mechanisms for international development activities
- Experience with USAID Food for Peace and/or USAID BHA food security programming
- Minimum of 15 years' experience with evaluation design, implementation, and analysis of development and emergency programs, including those focused on providing technical assistance, capacity strengthening and coordination, etc.
- Technical expertise in evaluation methods
- Cultural sensitivity
- Desirable: French language skills to conduct interviews with francophone stakeholders and review programmatic documents that are in French

## 8. Proposal Requirements

MER-MSA firms are eligible to apply.

- Proposal must include the following:
  - Concept Note Template document including:
    - Proposed approach (not a full methodology) and proposed timeline
    - Budget (including a breakdown of expected LOE and cost per deliverable)
- Description of the individual(s) and/or firm and their relevant experience (maximum 4 pages)

- Proposed team structure, maximum 2 pages (and CVs of all team members - no more than 2 pages each, attached to Concept Note template)

Please submit complete proposals by **February 1, 2022 at 5:00pm Eastern Time.**

## V.b Instruments

### V.b.i KII Guide - Donor (USAID/BHA)

Key Informant Interview Guide	
Client:	Mercy Corps Global
Project name:	Final Evaluation of the 'Strengthening Capacity in Agriculture, Livelihoods, and Environment (SCALE) Award
Researcher name:	
Interview mode:	
Interview date:	
Start time:	
End time:	
Respondent name:	
Respondent organization:	
Respondent position:	
Informed consent obtained:	

Hello, [name], thank you for agreeing to speak with me.

My name is [name] and I work with Bodhi Global Analysis. Bodhi is an independent British research company that has been engaged by Mercy Corps Global to undertake the final evaluation of the SCALE Award ('Strengthening Capacity in Agriculture, Livelihoods, and Environment' Award), now in its final year. The purpose of the evaluation is to assess the relevance, effectiveness and sustainability of the program, in order to gather lessons learned for future food security support mechanisms and other capacity strengthening activities.

Your participation in the interview is completely voluntary, and you may stop the interview at any time. If you agree to be interviewed, we will make written notes of your responses, which will not be discussed or shared with any programme staff. Your name will not appear in connection to any information you give us.

This interview should take between 30 and 60 minutes. Are you willing to participate?

#### A. Introduction

1	Can you first briefly describe your role in managing/supporting the SCALE Award? <i>[Note: The AOE and Activity Manager 'manage' the SCALE Award, and BHA technical staff provide technical feedback on SCALE resources and tools and engage in some of the learning groups.]</i>
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#### B. Program design - the extent to which the program's design, staff and management enabled SCALE to meet its goals

2	(1.1) Based on your understanding, did the programmatic structure and adaptability of the SCALE Award enable it <b>to respond to BHA-funded program needs</b> ? How about the <b>needs and requests of USAID/BHA</b> ? <ul style="list-style-type: none"> <li>Was the <u>programmatic structure</u> (i.e., knowledge capture, generation, application and sharing) <u>appropriate</u> for supporting BHA-funded program needs?</li> </ul>
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	<ul style="list-style-type: none"> <li>What are your views on SCALE's <u>adaptive management strategy</u> (i.e., the regular review of its strategic direction)? Do you think this supported SCALE's ability to meet BHA-funded program needs?</li> </ul>
3	<p>(1.1) Based on your understanding, how did the management of the SCALE Award support its ability <b>to adapt to external circumstances</b>?</p> <ul style="list-style-type: none"> <li>Can you <u>provide examples</u> of external factors that have affected the program's implementation (eg. COVID, FFP/OFDA merger) and how SCALE responded to those?</li> </ul>
4	<p>(1.2) How appropriate is SCALE's <b>organizational and staffing structure</b> for the implementation of the program?</p> <ul style="list-style-type: none"> <li>Can you provide examples of how the staffing structure <u>enabled successes</u>? How about examples of how it may have <u>hindered progress</u>?</li> <li>Does the team have the right <u>technical skills</u>? Was there anything <u>missing</u>? (What are the advantages and disadvantages of SCALE's model of employing external consultants versus having more technical members directly on the SCALE staff?)</li> <li>Did the <u>location</u> and <u>language skills</u> of the SCALE team work well? Were there any issues related to the geography of the team?</li> <li>How effective was the design and management of the <u>Technical Committee</u> (in terms of <u>adapting strategic direction</u> to meet BHA-funded program needs)? How could it have been improved?</li> </ul>

**C. Effectiveness/Impact/Sustainability – how effective and impactful SCALE's engagement with IPs was and how support has been institutionalized**

5	<p>(2.1/2.2/2.3/2.4/4.1/4.2) Based on your understanding, did BHA-funded programs find SCALE support <u>useful and were they able to apply</u> the knowledge gained? (This includes the training, resources/tools and knowledge sharing platforms)</p> <ul style="list-style-type: none"> <li>In your opinion, which <u>technical focus areas were most useful</u> to BHA-funded programs? Are there still major gaps?</li> <li>What evidence (including anecdotal evidence) have you seen of SCALE support leading to BHA-funded programs <u>improving the implementation</u> of their agriculture/NRM programming?</li> <li>In your opinion, will SCALE <u>benefits be sustained</u> in the long-term? (Do you think BHA-funded programs will continue to use SCALE knowledge once the program ends?)</li> </ul>
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**D. Engagement Efficiency – how effective SCALE's approach to engaging with IPs was**

6	<p>(3.1/3.2) We would now like to discuss if you have any thoughts about the efficiency of how the SCALE Award engaged with BHA-funded programs. Based on your understanding, what worked well and what can be improved with how SCALE <b>initiated engagement</b> with BHA-funded programs?</p> <ul style="list-style-type: none"> <li>Based on your understanding, what <u>strategies</u> did SCALE use to reach out to BHA-funded programs? How well have these strategies worked and what can be improved?</li> <li>What do you think is the <u>most useful time</u> (within the RFSA cycle) for SCALE to reach out to BHA-funded programs?</li> <li>Based on your understanding, how effective was SCALE's <u>outreach as part of the Program Cycle Support (PCS)</u> Inception and Culmination workshops?</li> </ul>
7	<p>(1.3) Why do you think SCALE engaged with a small proportion of <b>emergency BHA-funded programs</b>?</p> <ul style="list-style-type: none"> <li>What aspect of the program (i.e., design, staffing or management) <u>limited its ability to engage</u> with emergency BHA-funded programs? What would need to change?</li> <li>How are the needs of emergency BHA-funded programs different from non-emergency ones? Is SCALE able to cater to these needs?</li> </ul>
8	<p>(4.3) How has SCALE activities contributed to <b>changes to USAID/BHA policies</b> and standards?</p> <ul style="list-style-type: none"> <li>Have any of the resources or tools developed by SCALE <u>informed any BHA changes</u>? In what ways has the SCALE team actively engaged with BHA to advance their practices?</li> <li>In what ways has SCALE <u>facilitated reflections and feedback from BHA-funded programs</u> to influence BHA practices?</li> </ul>

### Close out

- Are there any other comments you would like to make at this time?

### V.b.ii KII Guide - Program staff (SCALE Award Team)

Key Informant Interview Guide	
Client:	Mercy Corps Global
Project name:	Final Evaluation of the ‘Strengthening Capacity in Agriculture, Livelihoods, and Environment (SCALE) Award
Researcher name:	
Interview mode:	
Interview date:	
Start time:	
End time:	
Respondent name:	
Respondent organization:	
Respondent position:	
Informed consent obtained:	

Hello, [name], thank you for agreeing to speak with me.

My name is [name] and I work with Bodhi Global Analysis. Bodhi is an independent British research company that has been engaged by Mercy Corps Global to undertake the final evaluation of the SCALE Award (‘Strengthening Capacity in Agriculture, Livelihoods, and Environment’ Award), now in its final year. The purpose of the evaluation is to assess the relevance, effectiveness and sustainability of the program, in order to gather lessons learned for future food security support mechanisms and other capacity strengthening activities.

Your participation in the interview is completely voluntary, and you may stop the interview at any time. If you agree to be interviewed, we will make written notes of your responses, which will not be discussed or shared with any programme staff. Your name will not appear in connection to any information you give us.

This interview should take between 45 and 90 minutes. Are you willing to participate?

#### A. Introduction

1	Can you first briefly describe your role in implementing the SCALE Award?
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#### B. Program design - the extent to which the program’s design, staff and management enabled SCALE to meet its goals

2	<p>(1.1) How did the <b>programmatic structure</b> and <b>flexibility</b> of the SCALE Award affect its ability <b>to respond to BHA-funded program needs</b>? How about the <b>donor’s needs</b>?</p> <ul style="list-style-type: none"><li>• What mechanisms were used to <u>understand and determine</u> BHA-funded program and donor needs, and how successful were they?</li><li>• What are your views on SCALE’s <u>adaptive management strategy</u> (i.e., the regular review of its strategic direction)? Do you think this supported SCALE’s ability to meet BHA-funded program needs?</li></ul>
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	<ul style="list-style-type: none"> <li>Was the <u>programmatic structure</u> (i.e., knowledge capture, generation, application and sharing) <u>appropriate</u> for supporting BHA-funded program needs?</li> <li>Can you provide examples of how the flexibility of the program allowed it to <u>adapt to external factors</u> that have affected the program's implementation (eg. COVID, FFP/OFDA merger)?</li> </ul>
3	<p>(1.2) How appropriate is SCALE's <b>organizational and staffing structure</b> for the implementation of the program?</p> <ul style="list-style-type: none"> <li>Can you provide examples of how the staffing structure led to <u>enabled successes</u>? How about examples of how it may have <u>hindered progress</u>?</li> <li>Does the team have the right <u>technical skills</u>? Was there anything <u>missing</u>? (Was the model of employing external consultants better than having technical members directly on the SCALE staff?)</li> <li>Did the <u>location</u> and <u>language skills</u> of the SCALE team work well? Were there any issues related to the geography of the team?</li> <li>How effective was the design and management of the <u>Technical Committee</u> (in terms of <u>adapting strategic direction</u> to meet BHA-funded program needs)? How could it have been improved?</li> </ul>

**C. Effectiveness/Impact/Sustainability – how effective and impactful SCALE's engagement with IPs was and how support has been institutionalized**

4	<p>(2.1) From the SCALE team's perspective, how well was the program able to <b>tailor its support to the needs</b> and requests of BHA-funded programs?</p> <ul style="list-style-type: none"> <li>To what extent has SCALE <u>support been tailored</u> to BHA-funded program requests and/or needs?</li> <li>In your opinion, which <u>technical focus areas were most useful</u>?</li> <li>What remaining <u>technical gaps/existing challenges</u> exist for the BHA-funded programs?</li> </ul>
5	<p>(2.2/2.3/2.4) Based on your understanding, how <b>effective and impactful</b> has SCALE support been to BHA-funded programs?</p> <ul style="list-style-type: none"> <li>Do you think BHA-funded programs have been able to apply the knowledge gained through SCALE's <u>capacity strengthening activities</u>, and what factors affected this? Which activities have been most successful and why? What factors affected the roll-out of these activities, and what could be improved?</li> <li>To what extent have BHA-funded programs been using the <u>resources/tools</u> developed by SCALE? What barriers and enablers are there to BHA-funded programs using these resources/tools?</li> <li>In what ways have SCALE's <u>knowledge sharing platforms</u> (eg. communities of practice, webinars, learning groups) supported BHA-funded programs to implement their activities? What reflections and feedback from BHA-funded programs have you received?</li> </ul>
6	<p>(4.1/4.2) How well have BHA-funded programs been able to <b>institutionalize the support</b> they received from SCALE?</p> <ul style="list-style-type: none"> <li>Based on your understanding, how well have BHA-funded programs been able to <u>replicate and cascade training support</u> from SCALE into their programs? How has the <u>level of engagement with SCALE impacted</u> whether IPs have been able to institutionalize training? (ie. light engagement vs. heavy engagement)</li> <li>What evidence do you have that BHA-funded programs will continue to <u>use, share and institutionalize the resources and tools</u> developed by SCALE after the end of SCALE? (<u>Which resources</u> tend to be continually used? What are the <u>barriers</u> and enablers involved?)</li> </ul>

**D. Efficiency – how effective SCALE's approach to outreach/engagement with IPs was**

7	<p>(3.1) Looking at the approach SCALE to <b>initiating engagement</b> with BHA-funded programs, what worked well and what could be improved to make this process more effective?</p> <ul style="list-style-type: none"> <li>How do most <u>BHA-funded programs first hear about SCALE</u>? How much do BHA-funded programs tend to know about the SCALE Award before they engage with SCALE? Are they <u>aware of what types of support</u> SCALE provides?</li> <li>What <u>strategies</u> do you use to reach out to BHA-funded programs? How well have these strategies worked and what can be improved?</li> <li>What <u>barriers</u> do BHA-funded programs face that hinder them from engaging with SCALE?</li> </ul>
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8	<p>(3.2) At what points <b>within the RFSA cycle</b> was outreach to BHA-funded programs most and least relevant and effective?</p> <ul style="list-style-type: none"> <li>• What <u>type of support</u> might you provide to BHA-funded programs at <u>different points</u> in their implementation process?</li> <li>• What do you think is the <u>most useful time</u> for SCALE to reach out to BHA-funded programs?</li> <li>• How effective was SCALE’s outreach <u>as part of the Program Cycle Support</u> (PCS) Inception and Culmination workshops?</li> </ul>
9	<p>(3.3) Thinking about the <b>different types of engagement</b> IPs have had with SCALE, as well as the different objectives IPs have in engaging with SCALE, can you provide some examples of where IPs have met their objectives and ones where they did not (and what level of engagement they had)?</p> <p><i>Note: Engagement could involve receiving a single resource/tool or attending a single training event, to more intentional engagement, including post-training support or mentorship, or technical coaching visits.</i></p> <ul style="list-style-type: none"> <li>• What worked well when developing <u>engagement plans</u> to ensure the level and type of engagement matches the objectives of the IPs?</li> <li>• Are there examples of the IPs with very limited engagement, but have found the support to be instrumental to their program implementation? Are there examples where too much engagement might have hindered the IPs’ progress?</li> </ul>
10	<p>(1.3) What aspect of the program (ie. design, staffing or management) limited its ability to <b>engage with emergency BHA-funded programs</b>?</p> <ul style="list-style-type: none"> <li>• Have there <u>been attempts</u> to reach out to emergency BHA-funded programs? Why were they <u>not so successful</u>?</li> <li>• <u>What would need to change</u> about the program for it to better engage with emergency BHA-funded programs?</li> <li>• How are the <u>needs of emergency BHA-funded programs</u> different? Is SCALE able to cater to these needs?</li> </ul>
11	<p>(4.3) How has SCALE activities contributed to <b>changes to USAID/BHA policies</b> and standards?</p> <ul style="list-style-type: none"> <li>• Has any of the resources or tools developed by SCALE <u>informed any BHA changes</u>? In what ways has the SCALE team actively engaged with BHA to advance their practices?</li> <li>• In what ways has SCALE <u>facilitated reflections and feedback from BHA-funded programs</u> to influence BHA practices?</li> </ul>

**Close out**

- Are there any other comments you would like to make at this time

**V.b.iii KII Guide - Implementing Partners (RFSAs)**

Key Informant Interview Guide	
Client:	Mercy Corps Global
Project name:	Final Evaluation of the ‘Strengthening Capacity in Agriculture, Livelihoods, and Environment (SCALE) Award
Researcher name:	
Interview mode:	
Interview date:	
Start time:	
End time:	
Respondent name:	

Key Informant Interview Guide	
Respondent organization:	
Respondent position:	
Informed consent obtained:	

Hello, [name], thank you for agreeing to speak with me.

My name is [name] and I work with Bodhi Global Analysis. Bodhi is an independent British research company that has been engaged by Mercy Corps Global to undertake the final evaluation of the SCALE Award (‘Strengthening Capacity in Agriculture, Livelihoods, and Environment’ Award), now in its final year. The purpose of the evaluation is to assess the relevance, effectiveness and sustainability of the program, in order to gather lessons learned for future food security support mechanisms and other capacity strengthening activities.

Your participation in the interview is completely voluntary, and you may stop the interview at any time. If you agree to be interviewed, we will make written notes of your responses, which will not be discussed or shared with any programme staff. Your name will not appear in connection to any information you give us.

This interview should take between 45 and 75 minutes. Are you willing to participate?

#### A. Introduction

1	Can you first briefly describe the BHA-funded program you work with and what your role is?
2	Can you describe <b>what type of support</b> your program has received from SCALE (ie. resources/tools, training, or participating in the knowledge sharing platforms)?

#### B. Effectiveness/Impact/Sustainability – how effective and impactful SCALE’s engagement with IPs was and how support has been institutionalized

3	(2.1) Based on your experience, how well was the SCALE Award able to <b>tailor its support to your needs</b> ? <ul style="list-style-type: none"> <li>• Which of SCALE’s technical focus areas were <u>most useful</u> to you?</li> <li>• What remaining <u>technical gaps/existing challenges</u> do you still have?</li> <li>• Were you <u>able to communicate what your technical needs</u> were to the SCALE team? Could this have been improved?</li> </ul>
4	(2.2/4.1) (If applicable, based on Q2) How effective were the <b>capacity strengthening activities (ie. training support)</b> you received by SCALE? <ul style="list-style-type: none"> <li>• Was your BHA-funded program <u>able to apply the knowledge</u> received from SCALE training and mentorship? Can you provide examples? Were there any <u>barriers</u>?</li> <li>• What kind of <u>impact</u> did the training have on your program’s work?</li> <li>• [Scalability] Have you been able to <u>replicate training within your program</u>? Have you shared or replicated this knowledge with organizations <u>outside of your program</u>? Have you faced any <u>barriers</u> when attempting to do this?</li> </ul>
5	(2.3/4.2) (If applicable, based on Q2) Have the <b>resources and tools</b> developed by SCALE been useful to your RFSAs? <ul style="list-style-type: none"> <li>• What resources/tools were <u>most useful</u>? Can you provide examples of <u>how you have used</u> them? What other resources/tools do your RFSAs <u>still need</u>?</li> <li>• How <u>easy was it for you to use</u> these resources/tools (for example, if they were user-friendly, and provided the appropriate level of technical information)?</li> <li>• How easy was it for you to <u>find and access</u> resources and tools (for example, through the FSN Network)? Are there better channels?</li> </ul>

	<ul style="list-style-type: none"> <li>● Did you <u>share</u> the resources with anyone in your program or organization?</li> <li>● [Sustainability] Will you <u>continue to use and share</u> the resources and tools developed by SCALE after the end of the program? How so, or why not? Are there any barriers?</li> </ul>
6	<p>(2.4) How useful have SCALE’s <b>knowledge sharing platforms</b> been to your RFSA? (Platforms include communities of practice, webinars, learning groups)</p> <ul style="list-style-type: none"> <li>● In what way do these platforms support your RFSA’s program implementation? Can you provide some examples?</li> <li>● How could these platforms be improved?</li> </ul>
7	<p>(3.3) Overall, how satisfied are you with the <b>type of engagement</b> and the <b>level of engagement</b> you had with SCALE?</p> <ul style="list-style-type: none"> <li>● Do you feel that the support you received from SCALE met your expectations and your objectives for engaging with SCALE?</li> </ul>

### C. Efficiency – how effective SCALE’s approach to engaging with the IPs was

8	<p>(3.1) How did you <b>first engage with the SCALE Award</b>? (Did SCALE reach out to you first, and if so, how?)</p> <ul style="list-style-type: none"> <li>● What did you know about SCALE before you first engaged with SCALE? Were you aware of what resources and support you were able to receive from SCALE?</li> <li>● Were there any <u>barriers</u> to your program engaging with the SCALE Award?</li> <li>● How do you think SCALE can <u>improve their strategy</u> of initiating outreach to BHA-funded programs?</li> </ul>
9	<p>(3.2) Based on your experience, at what points <b>within the RFSA cycle</b> is engagement with the SCALE Award the most and least useful?</p> <ul style="list-style-type: none"> <li>● What <u>type(s) of support</u> do you think SCALE should provide to RFSAs at <u>different points</u> in their implementation process?</li> <li>● What do you think is the <u>most useful time</u> for SCALE to reach out to RFSAs?</li> <li>● (If applicable) How effective was SCALE’s <u>outreach as part of the Program Cycle Support</u> (PCS) Inception and Culmination workshops?</li> </ul>
10	<p>(1.2) Is SCALE’s <b>staffing structure</b> appropriate for providing support to BHA-funded programs? (Is the staffing structure organized in a way that allows it to best provide support to BHA-funded programs?)</p> <ul style="list-style-type: none"> <li>● Who was your <u>main contact person(s)</u> with the SCALE Award? Were you <u>satisfied</u> with the level of communication?</li> <li>● Did you face any <u>barriers</u> in terms of working with the SCALE staff? Do you have any suggestions for how SCALE’s staffing structure <u>could be improved</u>?</li> </ul>
11	<p>(4.3) Has the SCALE Award been able to <b>facilitate any feedback or reflections you have to USAID/BHA</b> to help them improve their policies and standard?</p> <ul style="list-style-type: none"> <li>● What mechanisms/platforms are in place for SCALE to facilitate your feedback to USAID/BHA?</li> <li>● Is there a need for SCALE to act as a facilitator for your feedback to USAID/BHA?</li> </ul>

#### Close out

- Are there any other comments you would like to make at this time?

### V.b.iv KII Guide - Other stakeholders (Save the Children)

Key Informant Interview Guide	
Client:	Mercy Corps Global
Project name:	Final Evaluation of the ‘Strengthening Capacity in Agriculture, Livelihoods, and Environment (SCALE) Award

Key Informant Interview Guide	
Researcher name:	
Interview mode:	
Interview date:	
Start time:	
End time:	
Respondent name:	
Respondent organization:	
Respondent position:	
Informed consent obtained:	

Hello all, thank you for agreeing to speak with me.

My name is [name] and I work with Bodhi Global Analysis. Bodhi is an independent British research company that has been engaged by Mercy Corps Global to undertake the final evaluation of the SCALE Award ('Strengthening Capacity in Agriculture, Livelihoods, and Environment' Award), now in its final year. The purpose of the evaluation is to assess the relevance, effectiveness and sustainability of the program, in order to gather lessons learned for future food security support mechanisms and other capacity strengthening activities.

Your participation in the interview is completely voluntary, and you may stop the interview at any time. If you agree to be interviewed, we will make written notes of your responses, which will not be discussed or shared with any programme staff. Your name will not appear in connection to any information you give us.

This interview should take between 30 and 60 minutes. Are you willing to participate?

#### A. Introduction

1	Can you first briefly tell me your role, and what your involvement in the SCALE Award is?
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#### B. Program design - the extent to which the program's design, staff and management enabled SCALE to meet its goals

2	(1.1) Based on your understanding, did the programmatic structure and adaptability of the SCALE Award enable it <b>to respond to BHA-funded program needs</b> ? How about the <b>needs and requests of USAID/BHA</b> ? <ul style="list-style-type: none"> <li>Was the <u>programmatic structure</u> (i.e., knowledge capture, generation, application and sharing) <u>appropriate</u> for supporting BHA-funded program needs?</li> <li>What are your views on SCALE's <u>adaptive management strategy</u> (i.e., the regular review of its strategic direction)? Do you think this supported SCALE's ability to meet BHA-funded program needs?</li> </ul>
3	(1.1) Based on your understanding, how did the management of the SCALE Award support its ability <b>to adapt to external circumstances</b> ? <ul style="list-style-type: none"> <li>Can you provide examples of external factors that have affected the program's implementation (eg. COVID, FFP/OFDA merger) and how SCALE responded to those?</li> </ul>
4	(1.2) How appropriate is SCALE's <b>organizational and staffing structure</b> for the implementation of the program? <ul style="list-style-type: none"> <li>Can you provide examples of how the staffing structure led to <u>enabled successes</u>? How about examples of how it may have <u>hindered progress</u>?</li> </ul>

	<ul style="list-style-type: none"> <li>Does the team have the right <u>technical skills</u>? Was there anything <u>missing</u>? (Was the model of employing external consultants better than having technical members directly on the SCALE staff?)</li> <li>Did the <u>location</u> and <u>language skills</u> of the SCALE team work well? Were there any issues related to the geography of the team?</li> <li>How effective was the design and management of the <u>Technical Committee</u> (in terms of <u>adapting strategic direction</u> to meet BHA-funded program needs)? How could it have been improved?</li> </ul>
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**C. Effectiveness/Impact/Sustainability – how effective and impactful SCALE’s engagement with IPs was and how support has been institutionalized**

5	<p>(2.1/2.2/2.3/2.4/4.1/4.2) Based on your understanding, did BHA-funded programs find SCALE <b>support useful</b> and <b>were they able to apply</b> the knowledge gained? Will SCALE support be <b>institutionalized</b> by the programs? (This includes the training, resources/tools and knowledge sharing platforms)</p> <ul style="list-style-type: none"> <li>In your opinion, which <u>technical focus areas were most useful</u> to BHA-funded programs? Are there still major gaps?</li> <li>What evidence (including anecdotal evidence) have you seen of SCALE support leading to BHA-funded programs <u>improving the implementation</u> of their agriculture/NRM programming?</li> <li>In your opinion, will SCALE <u>benefits be sustained</u> in the long-term? (Do you think BHA-funded programs will continue to use SCALE knowledge once the program ends?)</li> <li>How did SCALE collaborating with PRO-WASH improve SCALE outcomes? How could it be improved? What about IDEAL?</li> </ul>
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**D. Efficiency – how effective SCALE’s approach to engaging with the IPs was**

6	<p>(3.1/3.2) We would now like to discuss if you have any thoughts about efficiency of the SCALE Award to engage with BHA-funded programs. Based on your understanding, what worked well and what can be improved with how SCALE <b>initiated engagement</b> with BHA-funded programs?</p> <ul style="list-style-type: none"> <li>What <u>strategies</u> did SCALE use to reach out to BHA-funded programs? How well have these strategies worked and what can be improved?</li> <li>How effective was SCALE’s collaboration with PRO-WASH to engage with BHA-funded programs? Were there any limitations due to this collaboration (for example, did it cause confusion)? How could this collaboration be improved?</li> <li>What do you think is the <u>most useful time</u> (within the RFSA cycle) for SCALE to reach out to BHA-funded programs?</li> <li>Based on your understanding, how effective was SCALE’s <u>outreach as part of the Program Cycle Support (PCS)</u> Inception and Culmination workshops?</li> </ul>
7	<p>(1.3) Why do you think SCALE is engaged with a small proportion of <b>emergency BHA-funded programs</b>?</p> <ul style="list-style-type: none"> <li>What aspect of the program (i.e., design, staffing or management) <u>limited its ability to engage</u> with emergency BHA-funded programs? What would need to change?</li> <li>How are the needs of emergency BHA-funded programs different from non-emergency ones? Is SCALE able to cater to these needs?</li> </ul>
8	<p>(4.3) How has SCALE activities contributed to <b>changes to USAID/BHA policies</b> and standards?</p> <ul style="list-style-type: none"> <li>Has any of the resources or tools developed by SCALE <u>informed any BHA changes</u>? In what ways has the SCALE team actively engaged with BHA to advance their practices?</li> <li>In what ways has SCALE <u>facilitated reflections and feedback from BHA-funded programs</u> to influence BHA practices?</li> </ul>

**Close out**

- Are there any other comments you would like to make at this time?

## V.b.v KII Guide - Other stakeholders (Other Food Security Support Mechanisms)

Key Informant Interview Guide	
Client:	Mercy Corps Global
Project name:	Final Evaluation of the ‘Strengthening Capacity in Agriculture, Livelihoods, and Environment (SCALE) Award
Researcher name:	
Interview mode:	
Interview date:	
Start time:	
End time:	
Respondent name:	
Respondent organization:	
Respondent position:	
Informed consent obtained:	

Hello all, thank you for agreeing to speak with me.

My name is [name] and I work with Bodhi Global Analysis. Bodhi is an independent British research company that has been engaged by Mercy Corps Global to undertake the final evaluation of the SCALE Award (‘Strengthening Capacity in Agriculture, Livelihoods, and Environment’ Award), now in its final year. The purpose of the evaluation is to assess the relevance, effectiveness, and sustainability of the program, in order to gather lessons learned for future food security support mechanisms and other capacity strengthening activities.

Your participation in the interview is completely voluntary, and you may stop the interview at any time. If you agree to be interviewed, we will make written notes of your responses, which will not be discussed or shared with any programme staff. Your name will not appear in connection to any information you give us.

This interview should take between 30 and 60 minutes. Are you willing to participate?

### A. Introduction

1	Can you first briefly tell me your organization and role, and what your connection to the SCALE Award is?
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### B. Program design - the extent to which the program’s design, staff and management enabled SCALE to meet its goals

2	<p>(1.1) Based on your understanding of SCALE and of FSSMs in general, did the programmatic structure and adaptive management of the SCALE Award enable it <b>to respond to BHA-funded program needs</b>?</p> <ul style="list-style-type: none"> <li>● Is SCALE’s <u>programmatic structure</u> (i.e., knowledge capture, generation, application and sharing) <u>appropriate</u> for supporting BHA-funded program needs?</li> <li>● What are your views on SCALE’s <u>adaptive management strategy</u> (i.e., the regular review of its strategic direction)? Do you think this supported SCALE’s ability to meet BHA-funded program needs?</li> <li>● Does having an adaptive management strategy help FSSMs <u>adapt to external factors</u> (eg. COVID, FFP/OFDA merger)? Can you give examples from your FSSM?</li> </ul>
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3	<p>(1.2) Based on your understanding of SCALE, how appropriate is SCALE’s <b>organizational and staffing structure</b> for the implementation of the program?</p> <ul style="list-style-type: none"> <li>● How could the program improve its staffing structure to better achieve targets?</li> <li>● How does this compare to the experience of your award?</li> </ul>
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**C. Effectiveness/Impact/Sustainability – how effective and impactful SCALE’s engagement with IPs was and how support has been institutionalized**

4	<p>(2.1/2.2/2.3/2.4/4.1/4.2) Based on your understanding, what <b>impact</b> did SCALE support have on BHA-funded programs, and has SCALE support been <b>institutionalized</b> by the program? (This includes the training, resources/tools and knowledge sharing platforms)</p> <ul style="list-style-type: none"> <li>● Do you have any comments or thoughts about how effective and useful SCALE support has been for BHA-funded programs (and how sustained these benefits might be)?</li> <li>● What are the <u>barriers</u> to BHA-funded programs being <u>able to receive support and apply knowledge</u> from FSSMs?</li> <li>● What are the <u>barriers</u> to BHA-funded programs to <u>institutionalize support</u> received from FSSMs?</li> </ul>
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**D. Efficiency – how effective SCALE’s approach to engaging with the IPs was**

5	<p>(3.1/3.2) Based on your experience, what works well to <b>initiate engagement</b> with BHA-funded programs?</p> <ul style="list-style-type: none"> <li>● Do you have any thoughts about the strategies SCALE used to reach out to BHA-funded programs? How did these strategies compare to your FSSM?</li> <li>● How effective was SCALE’s collaboration with PRO-WASH/IDEAL/PCS to engage with BHA-funded programs? Were there any limitations due to this collaboration (for example, did it cause confusion)? How could this collaboration be improved?</li> <li>● What do you think is the <u>most useful time</u> (within the RFSA cycle) for FSSMs to reach out to BHA-funded programs?</li> <li>● Based on your understanding, how effective is FSSM <u>outreach as part of the Program Cycle Support</u> (PCS) Inception and Culmination workshops? Do you have any comments about SCALE’s experience with this?</li> </ul>
6	<p>(3.3) BHA-funded programs engage with SCALE and other FSSMs differently (i.e., they receive <b>different types</b> and <b>different amounts of support</b>), but they also have different expectations for what they want to achieve through this engagement. Do you have any thoughts about how to efficiently engage with BHA-funded programs to meet their specific needs and expectations?</p> <ul style="list-style-type: none"> <li>● Based on your understanding of SCALE, as well as your experience with your FSSM, is it effective for engagement with BHA-funded programs to be <u>ad hoc</u> and for there to be <u>engagement plans</u> to determine what support is needed to meet their specific goals? (How can the development of engagement plans be improved?)</li> <li>● Could you provide <u>some examples</u> from your experience with engaging BHA-funded programs differently?</li> </ul>
7	<p>(1.3) What challenges / successes has your FSSM faced <b>in engaging with BHA-funded emergency programs</b>?</p> <ul style="list-style-type: none"> <li>● How are the <u>needs</u> of BHA-funded emergency programs <u>different</u> to non-emergency programs?</li> <li>● What would <u>need to change</u> about your program for it to better engage with BHA-funded emergency programs?</li> </ul>
8	<p>(4.3) How has SCALE activities contributed to <b>changes to USAID/BHA policies</b> and standards?</p> <ul style="list-style-type: none"> <li>● Are you aware of any resource or tool developed by SCALE that has <u>informed any BHA changes</u>?</li> <li>● In what ways has SCALE <u>facilitated reflections and feedback from BHA-funded programs</u> to influence BHA practices?</li> <li>● What is the experience of your award in influencing BHA practices and policies?</li> </ul>

### Close out

- Are there any other comments you would like to make at this time?

## V.b.vi FGD Guide - Implementation Partners (Community of Practice)

Small Discussion Group Guide	
Client:	Mercy Corps Global
Project name:	Final Evaluation of the ‘Strengthening Capacity in Agriculture, Livelihoods, and Environment (SCALE) Award
Researcher name:	
Interview mode:	
Interview date:	
Start time:	
End time:	
Respondent 1 details:	
Respondent 2 details:	
Respondent 3 details:	
Respondent 4 details:	
Respondent 5 details:	
Respondent 6 details:	
Informed consent obtained:	

Hello all, thank you for agreeing to speak with me.

My name is [name] and I work with Bodhi Global Analysis. Bodhi is an independent British research company that has been engaged by Mercy Corps Global to undertake the final evaluation of the SCALE Award (‘Strengthening Capacity in Agriculture, Livelihoods, and Environment’ Award), now in its final year. The purpose of the evaluation is to assess the relevance, effectiveness and sustainability of the program, in order to gather lessons learned for future food security support mechanisms and other capacity strengthening activities.

Everyone’s participation in this group discussion is completely voluntary, and you may leave the group at any time. We will not share anything the group discusses here will be kept confidential, and your responses anonymous. Your name will not appear in connection to any information you give us.

This group discussion should take no longer than 60 minutes. Are you willing to participate?

### Introduction ([responses in chatbox](#)) (5 minutes)

Can you first briefly describe the RFSA you work with and what your role is?
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	Can you briefly describe what type of support you have received from SCALE (i.e., resources/tools (including via the SCALE and FSN newsletters and website), training, or participating in the knowledge sharing platforms)?
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**A. Effectiveness/Impact – how effective/impactful was SCALE’s technical assistance (20 min)**

1	(2.3) How useful have SCALE’s <b>knowledge sharing platforms</b> been to your RFSA? (Platforms include <u>communities of practice</u> , webinars, learning groups) <ul style="list-style-type: none"> <li>• In what way do these platforms support your RFSA to function? Can you provide some examples?</li> <li>• How could these platforms be <i>improved</i>? (Probe about the management of the group, and on its effectiveness to share knowledge)</li> </ul>
2	(2.1) If your RFSA received <b>capacity strengthening training support</b> and/or <b>resources and tools</b> from SCALE, how useful were they? <ul style="list-style-type: none"> <li>• How has the <u>training support</u> been tailored to your requests and/or needs? Was the level of engagement appropriate? What was most useful?</li> <li>• What <u>resources/tools</u> were most useful?</li> <li>• Have there been any <u>barriers</u> to your RFSA participating in capacity strengthening activities, or accessing SCALE resources and tools?</li> <li>• What remaining <u>technical gaps</u>/existing challenges do you still have after receiving support? And that future support could address?</li> </ul>

**B. Sustainability – how IPs have institutionalized the resources and support provided by SCALE into their activities (8 minutes)**

3	(4.1/4.2) How well have you been able to integrate SCALE support into your organization’s operations? Have you been able to <b>replicate the training support</b> you received (to people within and outside of your organization? Will you continue to <b>use and share the resources and tools</b> received from SCALE? <ul style="list-style-type: none"> <li>• Can you provide some examples of where this has happened?</li> <li>• What are the <u>barriers and enablers</u> to this?</li> <li>• <u>How has the SCALE Award supported</u> this, and how can they do better?</li> </ul>
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**C. Program design/efficiency - the extent to which the technical design enabled SCALE to meet its goals (i.e., engage effectively with RFSA and meet RFSA needs) (20 minutes)**

4	(3.1/3.2) Now we want to discuss how the SCALE Award created a good environment for you to engage with the program. How effective do you think SCALE’s outreach strategy is to <b>initiate engagement</b> with RFSA’s? <ul style="list-style-type: none"> <li>• <u>How did you first learn</u> about SCALE (e.g., PCS Inception workshop)? What attracted you to engage with the SCALE Award?</li> <li>• <u>When in your RFSA cycle</u> did you first engage, and was this the appropriate time? Would there have been a more effective time for SCALE to engage, from your perspective?</li> <li>• How could SCALE’s outreach <u>strategy be improved</u>? (e.g., other outreach channels or events)</li> </ul>
5	(1.1/1.2) Do you think the SCALE Award is set up well to <b>respond to your needs</b> (in terms of providing ag/NRM and livelihoods/markets-related support)? <ul style="list-style-type: none"> <li>• How was the SCALE Award able to <u>learn about what your needs</u> were? How could this be improved?</li> <li>• Did you face any <u>barriers</u> in terms of working with SCALE? What could be improved? (e.g., staffing structure, communication channels)</li> </ul>

**Close out**

- Are there any other comments you would like to make at this time?

## V.b.vii FGD Guide - Technical Committee

Small Discussion Group Guide	
Client:	Mercy Corps Global
Project name:	Final Evaluation of the ‘Strengthening Capacity in Agriculture, Livelihoods, and Environment (SCALE) Award
Researcher name:	
Interview mode:	
Interview date:	
Start time:	
End time:	
Respondent 1 details:	
Respondent 2 details:	
Respondent 3 details:	
Respondent 4 details:	
Respondent 5 details:	
Respondent 6 details:	
Informed consent obtained:	

Hello all, thank you for agreeing to speak with me.

My name is [name] and I work with Bodhi Global Analysis. Bodhi is an independent British research company that has been engaged by Mercy Corps Global to undertake the final evaluation of the SCALE Award (‘Strengthening Capacity in Agriculture, Livelihoods, and Environment’ Award), now in its final year. The purpose of the evaluation is to assess the relevance, effectiveness and sustainability of the program, in order to gather lessons learned for future food security support mechanisms and other capacity strengthening activities.

Everyone’s participation in this group discussion is completely voluntary, and you may leave the group at any time. We will not share anything the group discusses here will be kept confidential, and your responses anonymous. Your name will not appear in connection to any information you give us.

This group discussion should not take longer than 60 minutes. Are you willing to participate?

### Introduction (responses in chatbox) (5 min)

	Can you first briefly describe your role and organization, and what your involvement has been with the SCALE Award (e.g., how long have you been part of the Technical Committee, as well as other ways you’ve engaged with SCALE or received its support)?
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### A. Program design - the extent to which the technical design (particularly program flexibility) enabled SCALE to meet its goals (30 min)

1	<p>(1.1) We want to discuss how the design of the SCALE Award (and the creation of the Technical Committee) created a <b>good environment for you to engage with the SCALE team and its resources</b>, and for it to respond to the needs of BHA-funded programs you support.</p> <ul style="list-style-type: none"> <li>• What <u>attracted you to engage</u> with the SCALE Award? <u>What do you value</u> from being part of the Technical Committee? (What has kept you engaged?)</li> <li>• How was the SCALE Award (through the Technical Committee) able to <u>learn what the needs of BHA-funded programs</u> are? How could this be <u>improved</u>?</li> <li>• How effective is the <u>design and management of the Technical Committee</u>? How could it have been <u>improved</u>?</li> </ul>
2	<p>(1.2) How appropriate is SCALE’s <b>organizational design and staffing structure</b> for the implementation of the program?</p> <ul style="list-style-type: none"> <li>• Can you provide examples of how SCALE’s staffing structure / design <u>enabled successful outcomes</u>? How about examples of how it may have <u>hindered progress</u>?</li> <li>• How did the design of the SCALE Award allow it to <u>adapt to external factors</u> (eg. COVID, FFP/OFDA merger)?</li> <li>• How could SCALE <u>improve</u> its staffing structure / design to better achieve its goals?</li> </ul>
3	<p>(1.3) We would now like to discuss SCALE’s ability to provide technical assistance to <b>BHA-funded emergency programs</b>. For the most part, the SCALE Award has primarily engaged with non-emergency programs, and we would like to explore why this is.</p> <ul style="list-style-type: none"> <li>• How might the <u>needs of BHA-funded emergency programs be different</u> to ones for non-emergency programs? Have you and your organization found SCALE’s resources relevant for emergency programs?</li> <li>• What would <u>need to change</u> about the SCALE Award for it to better engage with and provide technical assistance to BHA-funded emergency programs?</li> </ul>

**B. Effectiveness/Impact/Sustainable – how effective SCALE’s technical assistance to IPs was, and how IPs have institutionalized SCALE support into their activities (15 min)**

4	<p>(2.1/2.2/2.3) Based on your understanding, <b>how well was the support offered by SCALE received</b> by the BHA-funded programs you support? (This includes the training, resources/tools and knowledge sharing platforms)</p> <ul style="list-style-type: none"> <li>• What kind of support has been the <u>most useful</u>? What technical areas have been most useful?</li> <li>• What remaining <u>technical gaps</u>/existing challenges exist for RFSAs (related to agriculture, NRM and livelihoods)?</li> <li>• What do you think are the <u>barriers</u> to RFSAs being able to receive and use the support from SCALE?</li> </ul>
5	<p>(4.1/4.2) How well have you been able to integrate SCALE-related resources and training packages, etc into your organization’s operations?</p> <ul style="list-style-type: none"> <li>• Have you been able to <u>replicate the training support</u> received from SCALE to programs and/or staff that haven’t directly engaged with the Award?</li> <li>• Will you continue to <u>use and share the resources and tools</u> received from SCALE?</li> <li>• What are the <u>barriers and enablers</u> to this?</li> <li>• How has the SCALE Award supported this, and <u>how can they do better</u>?</li> </ul>

**C. Learning Application – how SCALE has influenced BHA policies and standards (6 min)**

6	<p>(4.3) Has the SCALE Award been able to <b>facilitate any feedback or reflections you have to USAID/BHA</b>?</p> <ul style="list-style-type: none"> <li>• What <u>mechanisms/platforms</u> are in place for SCALE to facilitate your feedback to USAID/BHA?</li> <li>• <u>Is there a need for SCALE</u> to act as a facilitator for your feedback to USAID/BHA?</li> </ul>
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Close out

- Are there any other comments you would like to make at this time?

## V.b.vii Online survey

Thank you for taking the time to respond to our survey. As noted in our introductory email, we anticipate that the survey will take **up to 20 minutes** of your time.

The survey aims to elicit your feedback on the support provided by PRO-WASH, SCALE or both awards. You will choose which award(s) specifically you would like to comment on.

Both PRO-WASH and SCALE are interested to learn from your views on the outcomes of the awards, how processes delivered under the awards influenced these outcomes, and particularly about the interests and needs of implementing partners for future support.

The responses you provide in this survey will be **confidentially recorded**, and will be shared with a team of analysts but nobody else. Neither your name nor other personally identifying information will appear in the analysis or any report. You may opt out at any time by closing the browser window, though we hope you feel comfortable responding in full.

We are grateful for your inputs into this process. Please feel comfortable to respond openly and truthfully – SCALE and PRO-WASH are eager to learn from this process, so that they may build on strengths and improve their performance going forward.

Variable	Filter	Question text	Response options
<b>PART 1: BACKGROUND INFO (12 questions)</b>			
A1	ALL	A1. Organization type:	[Single Choice] 1 = BHA-funded RFSA 2 = BHA-funded emergency program 3 = USAID-funded Associate Award/Food Security Support Mechanism 4 = USAID BHA staff 5 = USAID non-BHA staff 96 = Other
A2	A1 = 96	A2. If other, please specify your organization type	[Single Choice] 1 = Research/academic institution 2 = National/local government 3 = Local organization 4 = International organization 96 = Other
A3	A1 = 1, 2, 3	A3. Name of your USAID/BHA-funded program	[Open-ended]
A4	ALL	A4. Your role/position:	[Single Choice] (Non-USAID) 1 = CoP or DCoP (Non-USAID) 2 = Agriculture, Livelihoods, or Natural Resource management (NRM) staff (Non-USAID) 3 = WASH staff (Non-USAID) 4 = SBC staff (Non-USAID) 5 = M&E/Learning staff (USAID) 6 = Award Management Staff (USAID) 7 = Agriculture, Livelihoods, or Natural Resource management (NRM) staff (USAID) 8 = WASH staff (USAID) 9 = SBC staff (USAID) 10 = M&E/Learning staff (USAID) 11 = Food Security/Nutrition staff 96 = Other
A4x	A4 = 96	A4x. If other, please specify your role/position	[Open-ended]
A5	ALL	A5. What country or region do you work in?	[Single Choice] 1 = Global 2 = Region: Asia 3 = Region: Central and Southern Africa

			4 = Region: East Africa and the Horn 5 = Region: West Africa and the Sahel 6 = Region: Latin America and the Caribbean X = [List of all countries]
A6	ALL	A6. Which Technical Support Program(s) do you want to provide feedback on?  <i>Please choose on the basis of your knowledge of, and engagement with, SCALE and/or PRO-WASH. You are welcome to provide feedback on one or both awards. If you would like to provide feedback on both awards, please click both boxes.</i>  <i>You may respond on a program with which you have had little engagement if you have feedback to provide.</i>  [Select all that apply]	[Multiple select] 1 = SCALE 2 = PRO-WASH
<b>SCALE Engagement: Please think about your engagement with SCALE</b>			
A7	A6 = 1	A7. Which <b>learning documents or technical tools</b> have you received from SCALE, if any?  [Select all that apply]	[Multiple select, or 0 only] 1 = Technical guide 2 = Training manual or facilitator's guide 3 = Learning brief or impact assessment 96 = Other (please specify) 0 = None
A7x	A7 = 96	A7x. If other, please specify what other learning document or technical tool you received or accessed through SCALE.	[Open-ended]
A8	A6 = 1	A8. Which <b>knowledge sharing events or activities</b> have you participated in with SCALE, if any? [Select all that apply]	[Multiple select, or 0 only] 1 = Community of Practice (Anglophone) 2 = Community of Practice (Francophone) 3 = Learning Groups 4 = Webinars 96 = Other (please specify) 0 = None
A8x	A8 = 96	A8x. If other, please specify what other knowledge sharing event facilitated by SCALE you attended.	[Open-ended]
A9	A6 = 1	A9. Which <b>training or capacity strengthening activities</b> have you participated in from SCALE, if any? [Select all that apply]	[Multiple select, or 0 only] 1 = Make Me a Change Agent (MMCA) Training (in-person) 2 = Make Me a Change Agent (MMCA) Training (online/remote) 3 = Permagarden or Resilience Design (RD) training (in-person) 4 = Permagarden or Resilience Design (RD) training (online/remote) 5 = Coaching / Mentorship (in-person) 6 = Coaching / Mentorship (online/remote) 0 = None
<b>PART 2: FEEDBACK ON SCALE (Part 2 Filter - A6 = 1) (34 questions in total)</b>			
<b>Section A: Relevance and Effectiveness of SCALE Support (16 questions)</b>			
B1	ALL	B1. To what extent are the types of resources and support SCALE offers <b>relevant to the needs</b> of your agriculture, NRM and/or livelihoods work?	[Single select] 1 = Not at all 2 = A little 3 = Somewhat 4 = Very much

B2	ALL	B2. Which of SCALE's <b>technical focus areas</b> is most relevant to your agriculture, NRM and/or livelihoods work? [Please select up to 3 responses]	[Multi-select, max 3 options] 1 = Climate services 2 = Resilient agriculture (e.g., Permagarden, Resilience Design) 3 = Seed systems 4 = Multi-use water systems 5 = Livelihoods and markets 6 = Social and behavior change (SBC)
B3	ALL	B3. What <b>additional focus areas</b> related to agriculture, NRM and/or livelihoods would be useful to you?  [If none, please enter 'None']	[Open-ended] 0 = None / N/A
B4	A7 ≠ 0	B4. To what extent have you applied the knowledge from SCALE's <b>learning documents and/or technical tools</b> in your work?  [Below is a list of items that you previously mentioned that you have accessed/received]	[Single select matrix] Column 1 = Not at all 2 = A little 3 = Somewhat 4 = Very much  Row (only if selected in A7): 1 = Technical guide 2 = Training manual or facilitator's guide 3 = Learning brief or impact assessment 96 = Other (that you previously specified)
B5	A7 ≠ 0	B5. Which of the following descriptions applies to the learning documents and/or technical tools that you have received from SCALE? [Select all that apply]	[Multiple Selection, or 0 only] 1 = Easy to access 2 = User friendly 3 = Focused on technical areas relevant to your needs 4 = Provided the right level of technical information 0 = None of the above
B6	A7 ≠ 0	B6. Which learning document and/or technical tool was the most beneficial to you? Please explain why.	[Open-ended] 0 = None / N/A
B7	A7 ≠ 0	B7. With whom have you shared any of SCALE's learning documents and/or technical tools, if anyone? [Select all that apply]	[Multiple Selection, or 0 only] 1 = Colleagues (within your program) 2 = Community members or program participants 3 = Colleagues (outside of your program) 0 = No one
B8	A7 ≠ 0 & B7 ≠ 0	B8. Which learning documents and/or technical tools have you shared?	[Open-ended]
B9	A7 ≠ 0	B9. To what extent do you think you will continue to use and access SCALE resources <i>after</i> the SCALE program ends (e.g., through the FSN Network website) ?	[Single select] 1 = Not at all 2 = A little 3 = Somewhat 4 = Very much
B10	A8 ≠ 0	B10. To what extent have you been able to apply in your work the knowledge you gained through participating in SCALE's <b>knowledge sharing platforms</b> ?  [Below is a list of activities you previously mentioned you have participated in]	[Single select matrix] Column: 1 = Not at all 2 = A little 3 = Somewhat 4 = Very much  Row (only if selected in A8): 1 = Community of Practice (Anglophone) 2 = Community of Practice (Francophone) 3 = Learning Groups 4 = Webinars 96 = Other (that you previously specified)

B11	A8 ≠ 0	B11. Which of the following descriptions applies to the SCALE knowledge sharing platforms you participated in? [Select all that apply]	[Multiple Selection, or 0 only] 1 = Convenient to attend 2 = Well-organized and facilitated 3 = Focused on relevant technical areas 4 = Provided practical knowledge that my program could apply 5 = Provided networking opportunities 6 = Was participatory and engaging 0 = None of the above
B12	A8 ≠ 0	B12. Which knowledge sharing event was the most beneficial to you? Please explain why.  <i>This could be a type of event, or an individual event or knowledge sharing session with a specific topic.</i>	[Open-ended]
B13	A9 ≠ 0	B13. To what extent has the <b>capacity strengthening support</b> you received from SCALE improved your ability to do your job?	[Single select matrix] Column: 1 = Not at all 2 = A little 3 = Somewhat 4 = Very much  Row (only if selected in A9): 1 = Make Me a Change Agent (MMCA) Training (in-person) 2 = Make Me a Change Agent (MMCA) Training (online/remote) 3 = Permagarden or Resilience Design (RD) training (in-person) 4 = Permagarden or Resilience Design (RD) training (online/remote) 5 = Coaching / Mentorship (in-person) 6 = Coaching / Mentorship (online/remote)
B14	A9 ≠ 0	B14. Which of the following descriptions applies to the SCALE capacity strengthening activities you participated in? [Select all that apply]	[Multiple Selection, or 0 only] 1 = Convenient to attend 2 = Focused on relevant technical areas 3 = Had the right level of technical information 4 = Included practical tools to help me apply learnings in my work 5 = Was participatory and practical 0 = None of the above
B15	A9 ≠ 0	B15. How have you been able to pass on the knowledge you received from SCALE's capacity strengthening activities (for example, training others on what you learned)? [Select all that apply]	[Multiple Selection, or 0 only] 1 = Trained or mentored staff <i>within</i> your program 2 = Trained or mentored community members / program participants 3 = Trained or mentored staff from <i>outside</i> of your program 0 = Did not pass on the knowledge to anyone
B16	B15 ≠ 0	B16. Which type of knowledge or training have you been able to pass on?	[Open-ended]
<b>Section B: Impact and Sustainability of SCALE Support (6 questions)</b>			
C1	SCeng = 1	C1. In what ways has your engagement* with SCALE <b>improved your program's</b> agriculture, NRM, and/or livelihood activities?  <i>*Engagement with SCALE includes, for example, downloading/receiving SCALE learning documents or resources, attending SCALE webinars or communities of practice, or participating in any SCALE capacity strengthening activities.</i>  [Select all that apply]	[Multiple Selection, or 0 only] 1 = Additional, relevant activities were added to my program's implementation plan 2 = The quality of your activities improved (i.e., program participants received more benefit) 3 = The implementation of your activities improved (i.e., rollout of activities was smoother with less problems) 4 = The skills of program staff increased 96 = Other (please specify) 0 = No improvement
C1x	C1 = 96	C1x. If other, please specify what other way(s) has support received from SCALE improved your program's agriculture, NRM and/or	[Open-ended]

		livelihood activities?	
C2	ALL	C2. What <b>barriers (if any) have limited your ability to apply</b> SCALE resources, guidance and tools into your work? [Select all that apply]	[Multiple Selection, or 0 only] 1 = Limited understanding of the guidance 2 = Limited time available to apply new learning 3 = Lack of team willingness to adapt our work 4 = Lack of manager's willingness to adapt our work to new learning 5 = Donor restrictions on adapting our work to new learning 6 = Budget availability 7 = External contextual factors (eg. COVID-19) 96 = Other (please specify) 0 = None
C2x	C2 = 96	C2x. If other, please specify what other barriers have limited your ability to incorporate SCALE resources, guidance and tools into your work?	[Open-ended]
C3	SCeng = 1	C3. To what extent do you feel you <b>will continue to use the knowledge or learnings</b> you gained from SCALE <i>after</i> the SCALE Award and your program ends?	[Single select] 1 = Not at all 2 = A little 3 = Somewhat 4 = Very much
C4	SCeng = 1	C4. What <b>barriers (if any) will likely limit your ability to continue using</b> SCALE resources, guidance, or knowledge <i>after</i> the SCALE Award has ended? [Select all that apply]	[Multiple Selection, or 0 only] 1 = Limited understanding of the new learning 2 = Limited time available to apply new learning 3 = Lack of team willingness to adapt its work to new learning 4 = Lack of manager's willingness to adapt work to new learning 5 = Donor restrictions on adapting work to new learning 6 = Budget availability 96 = Other 0 = None
C5	SCeng = 1	C5. Within your organization, were any <b>new policies or practices developed</b> due to new knowledge or learnings gained through SCALE?	[Single select] 1 = Yes 2 = No
C6	C5 ≠ 1	C6. Could you please provide an <b>example of a new policy or practice</b> your organization developed due to knowledge or learnings gained through SCALE?	[Open-ended]
<b>Section C: Efficiency of SCALE engagement (12 questions)</b>			
D1	ALL	D1. How did you <b>first hear</b> about SCALE?	[Single select] 1 = FSN Network website 2 = FSN Network newsletter 3 = Email from SCALE 4 = Your manager or colleagues 5 = PCS-led Refine and Implement (R&I) Workshop 6 = Other listserv or website 96= Other (please specify)
D1x	D1 = 6, 96	D1x. If other, please specify how you first heard about SCALE?	[Open-ended]
D2	SCeng = 1	D2. When did you <b>first engage</b> with SCALE or first receive any support or resources from them?	[Single select] 1 = 2018 2 = 2019 3 = 2020 4 = 2021 5 = 2022 97 = I do not remember

D3	SCeng = 1	D3. How <b>frequently</b> did you engage with/access support from SCALE?	[Single select] 1 = Only once 2 = Approximately once per year 3 = Approximately once every six months 4 = Approximately quarterly 5 = Approximately monthly 6 = Approximately weekly 7 = Approximately daily
D4	ALL	D4. To what extent was the <b>way SCALE initiated contact</b> with you effective in leading you to engage with SCALE support?	[Single select] 1 = Not at all 2 = A little 3 = Somewhat 4 = Very much so
D5	ALL	D5. In your opinion, what is the <b>best method for SCALE to reach out</b> to implementing partners and stakeholders?	[Single select] 1 = FSN Network website 2 = FSN Network newsletter 3 = Email from SCALE 4 = Through reaching out to program leadership 5 = Through workshops and learning events (e.g., PCS-led Refine and Implement (R&I) Workshop for BHA-funded programs) 96= Other (please specify)
D5x	D5 = 96	D5x. If other, please specify the best method for SCALE to reach out to implementing partners and stakeholders.	[Open-ended]
D6	SCeng = 1	D6. At <b>what point in your program cycle</b> did you begin engaging with SCALE?	[Single select] 1 = Inception phase 2 = Beginning of program implementation 3 = During program implementation 4 = Wrap-up stage / end of program
D7	ALL	D7. Which of the following factors, if any, <b>has limited or currently limits your desire or ability to engage</b> with or access support from SCALE?  [Select all that apply]	[Multiple Selection, or 0 only] 1 = Not sure how to engage/access support from SCALE 2 = Not sure what resources and/or support was available from SCALE 3 = Technical areas were not of value to me 4 = Type of support activities did not match my needs 5 = Quality of SCALE's support was poor, and therefore not of value to me 6 = Geographic scope of the SCALE Award made support not relevant 7 = Timing / duration of the SCALE Award did not match my program's timing 8 = Difficulty working with the SCALE team 9 = Language barriers 10 = Lack of time to engage/access support from SCALE 96 = Other 0 = Nothing limited my desire or ability to engage with SCALE
D7x	D7 = 96	D7x. If other, please specify what other factors have limited your desire or ability to engage with or access support from SCALE.	[Open-ended]
D8	SCeng = 1	D8. Overall, to what extent did the resources and/or support you received from SCALE <b>meet your needs</b> for technical assistance (related to agriculture, NRM and/or livelihood)?	[Single select] 1 = Not at all 2 = A little 3 = A lot 4 = Very much
D9	ALL	D9. Based on your needs relating to agriculture/NRM/livelihood, what do you think are the <b>most effective tools or support activities</b> offered by SCALE? [Select up to three choices]	[Multi-select, up to three options] 1 = Technical guides 2 = Training manual or facilitator's guides 3 = Learning briefs or impact assessment papers 4 = Communities of Practice meetings 5 = Learning Groups 6 = Webinars

			7 = Make Me a Change Agent Training 8 = Permaganen or Resilience Design 9 = Tailored Coaching / Mentorship
D10	ALL	D10. To what extent do you feel that SCALE's choice of technical focus areas and support activities <b>responds to the most pressing needs</b> of current agriculture, NRM and/or livelihood programs?	[Single select] 1 = Not at all 2 = A little 3 = A lot 4 = Very much
D11	SCeng = 1	D11. To what extent was SCALE able to <b>adapt its support to respond to the changing needs</b> of agriculture, NRM and/or livelihood programs <b>due to COVID-19</b> ?	[Single select] 1 = Not at all 2 = A little 3 = A lot 4 = Very much
D12	ALL	D12. Do you have any <b>other feedback or comments</b> to provide about the SCALE Award, including how it could improve?	[Open-ended] 0 = None / NA
E1	ALL	E1. Would you be willing to participate in a short follow-up discussion if requested by the evaluation team for SCALE?	[Single select] 1 = Yes 0 = No
E2	E1 = 1	E2. What is your email address?	[Open-ended]
<b>SURVEY END</b>			

## V.c Online survey results

See Excel spreadsheet here: [22-MC-GLO-1 - SCALE Final Evaluation \(AnnexC-Survey Results Table\).xlsx](#)