



**USAID**  
FROM THE AMERICAN PEOPLE



**SCALE**  
Strengthening Capacity in Agriculture  
Livelihoods and Environment

# SCALE - Final Evaluation

Learning Event

September 21, 2022 | 8:30 am ET



**BODHI**  
GLOBAL ANALYSIS

*This presentation is made possible by the generous support of the American people through USAID. As an independent evaluation, the contents are solely the responsibility of Bodhi Global Analysis and do not necessarily reflect the views of USAID, the United States Government, Mercy Corps, or the SCALE Award. The SCALE Award being evaluated was also made possible by the generous support of the American people through USAID.*



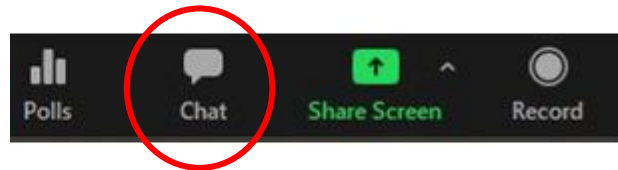
## Before we begin...

Select your language!

Click on the globe “interpretation” at the bottom of you Zoom window and select English or French. Please note that this feature is not supported during breakout groups.



Post your questions in the chat box at the bottom of your screen.



# Agenda

## Activity

Welcome / Introduction to SCALE and Bodhi

Final Evaluation Key Findings & Recommendations

- Background / Methodology
- (1) Understanding IP needs
- (2) Engagement strategy
- (3) Addressing IP capacity gaps
- (4) Localization of support
- (5) Sustainability of SCALE knowledge
- (6) Facilitating connections

Breakout groups

Key takeaways from breakout groups

Closing

# Introductions



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**SCALE**

Strengthening Capacity in Agriculture  
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## What is the SCALE Award?

- USAID Bureau for Humanitarian Assistance (BHA)-funded
- **5 years:** 2018 - Nov 2022
- Implemented by **Mercy Corps** in partnership with Save the Children
- **Technical areas:** agriculture, NRM, off/non-farm livelihoods
- **Aim:** To improve the impact, sustainability, and scalability of USAID/BHA's activities in agriculture, natural resource management, and livelihoods in emergency and non-emergency contexts

# How SCALE Supports Implementing Partners (IPs)

## Technical tools and training guides

- Make Me a Change Agent online course
- Resilience Design Facilitator's Guide

## Capacity strengthening

- In-person and remote trainings
- Learning Groups

## Knowledge sharing & skills exchange

- Ex. Webinars & Regional Communities of Practice

## Learning & Research

- Case studies, impact assessments



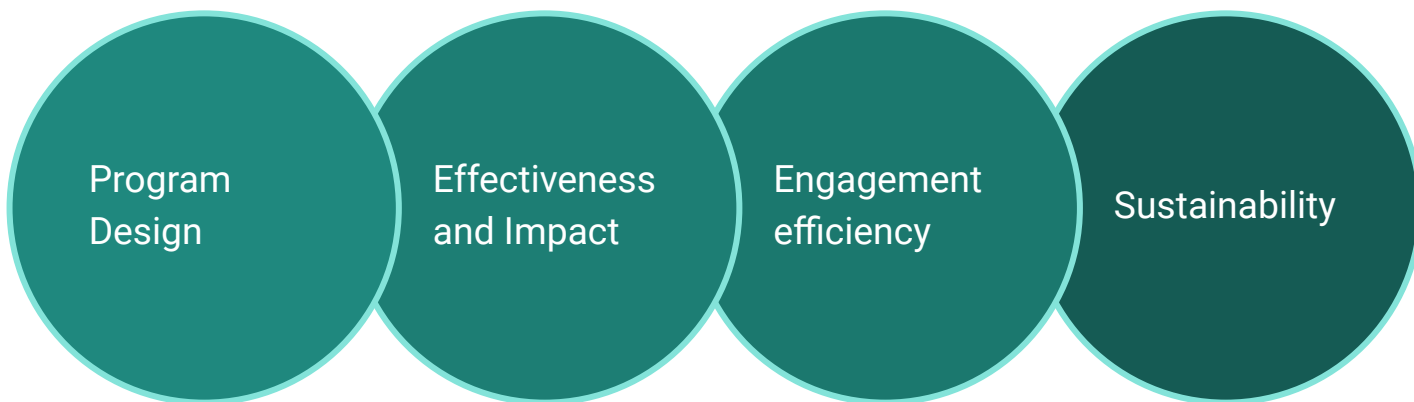
# Introductions



# Final Evaluation Methodology

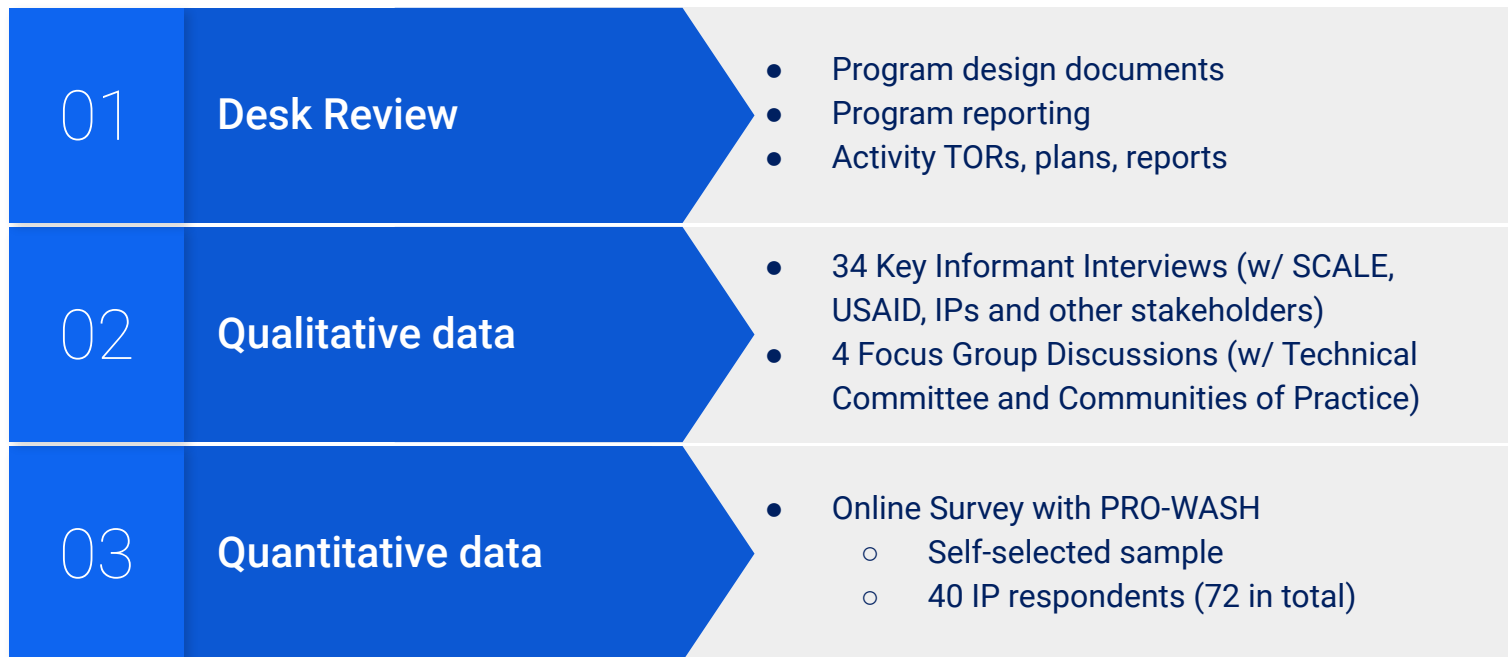
# Background and Methodology

- **Evaluation purpose:** to assess the SCALE Award's *relevance, effectiveness, impact and sustainability*.
- **Evaluation framework:** 13 evaluation questions covering four areas:





# Data Sources – Mixed-Methods Approach



# Key Findings and Recommendations

# Key Finding Overview

## SCALE's Relationship with IPs

Finding Area 1: Understanding IP Needs  
Finding Area 2: Engagement Approach

## SCALE's Approach to Support

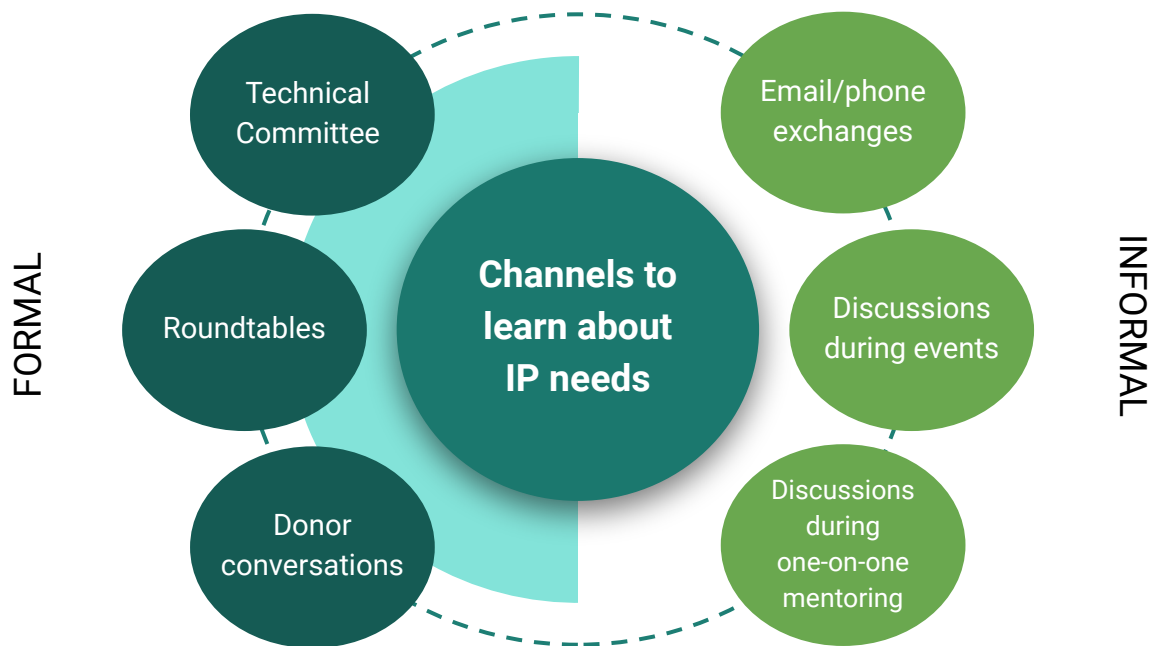
Finding Area 3: Addressing IP Capacity Gaps  
Finding Area 4: Localization of Support

## Lasting Impact of SCALE

Finding Area 5: Sustainability of SCALE knowledge  
Finding Area 6: Facilitation connections

# Finding Area 1: Understanding IP needs

*SCALE had effective channels for learning about IP needs to inform overall strategy.*



## Recommendation

Leverage more perspectives from the full spectrum of IPs, through more formal consultations with un/under-represented groups.

# Finding Area 2: Engagement approach

*SCALE took a demand-driven approach to engage a wide range of IPs*

## IP Inception Phase

SCALE initiated contact with IPs at PCS workshops with follow-up afterwards, which led to successful engagements.

## IP Implementation Phase

SCALE initiated relationships with IPs by proposing collaborations, which led to subsequent requests for support and further engagement.

Therefore, SCALE's demand-driven approach meant they engaged with the most *responsive* IPs. It's difficult to gauge whether SCALE has reached those most in need.

Regardless of timing, IPs were satisfied when they were fully aware of SCALE's support offerings and were able to discuss their needs with SCALE.

## Recommendation

Continue to provide support to IPs based on demand, but also take a comprehensive approach by initiating contact with all IPs (to ensure all IPs are at least aware of SCALE's support).

# Finding Area 3: Addressing IP capacity gaps

*SCALE efficiently supported a range of IPs by addressing both common and niche thematic areas*

## COMMON / GENERAL

Capacity strengthening	ToTs such as Permagarden, Resilience Design, SBC
Learning documents	Technical tools, training manuals, research papers
Knowledge sharing events	Communities of Practice, Webinars, Learning groups
1-on-1 Follow-up / Coaching	Post-training visits, coaching/mentoring
Ad hoc support	Support by request, collaborative papers

## NICHE / SPECIFIC

### Recommendation

Continue to focus support on both areas that can benefit a wide range of IPs, alongside niche support topics to meet more specific capacity gaps.

# Finding Area 4: Localization of support

*SCALE knowledge is applied by IPs when there is support to adapt and localize learning*

01	Learning documents and technical tools	Knowledge often applied when complemented with support activities to help adapt learnings to local context
02	Knowledge sharing events	(Events are often for inspiration and sharing successes, and not always meant to be directly applicable)
03	Capacity strengthening activities	Knowledge applied when training is tailored for specific regions and when follow-up support is provided to adapt techniques to local context

## Recommendation

Prioritize working with local consultants and/or training centers when delivering training packages to ensure content is fully adapted to the local context.

# Poll and Q&A Break

Have you engaged with local organizations or training centers to help tailor training content to local contexts?

Yes

No

If yes, please write in the chat box:  
(i) type of local training (or technical focus)  
(ii) the local organization  
(iii) the location



# Finding Area 5: Sustainability of SCALE knowledge

*SCALE has taken steps to ensure sustainability of its resources/knowledge*

## Immediate impact

IPs have applied knowledge from SCALE resources into their activities.



## Medium-term impact

SCALE training will continue to be passed down; however, maintaining the quality of training is a key challenge.



Knowledge / tools have been integrated into IP practices and library of tools.

## Long-term sustainability

SCALE has adapted training resources into e-learning modules.

## Further sustainability

SCALE can pass on knowledge to local entities and maintain a directory for past resources.

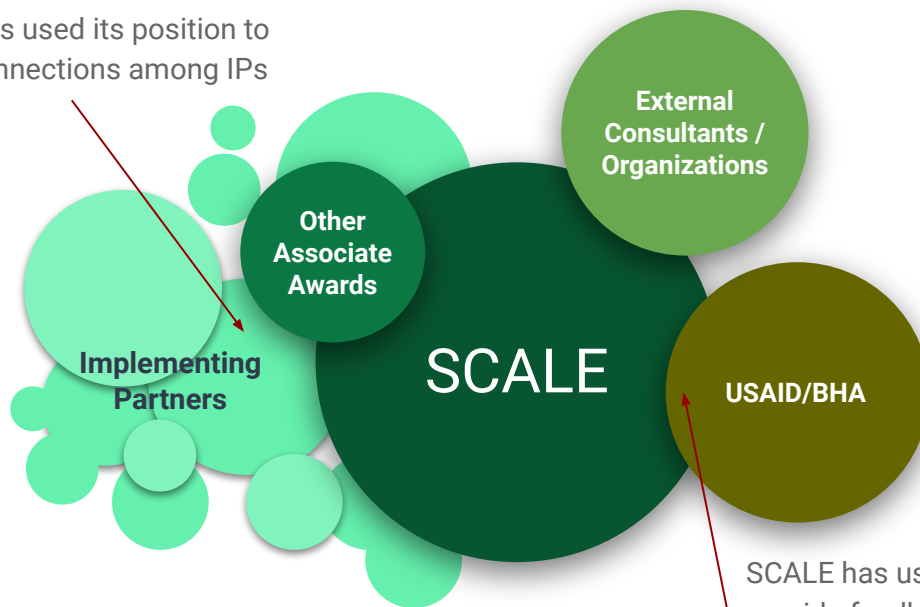
## Recommendation

- (i) Engage with local entities to use SCALE resources
- (ii) Continue investing in e-learning modules
- (iii) Maintain a directory of SCALE documents and recordings.

# Finding Area 6: Facilitating connections

## *SCALE is well-placed to facilitate communication among IPs and between IPs and USAID*

SCALE has used its position to create connections among IPs



SCALE has used its position to provide feedback on IP experiences to USAID/BHA

### **Recommendation**

- (i) Facilitate more informal networking opportunities among RFSAs
- (ii) Continue acting as an informal conduit for collecting IP feedback on USAID processes.

Q & A

# Breakout Sessions

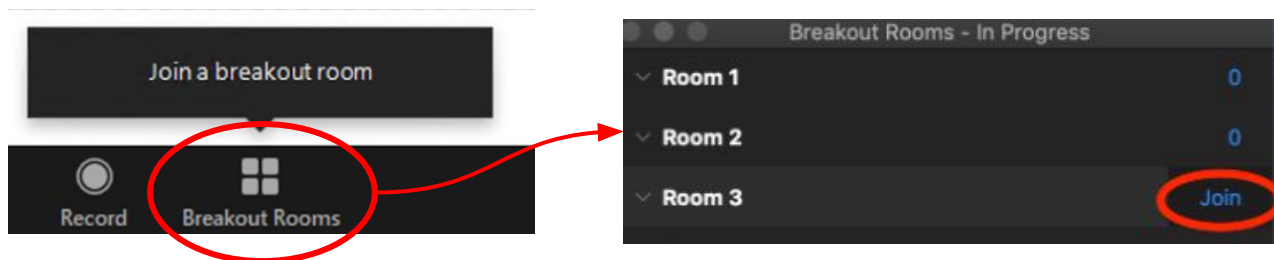
# Instructions for Breakout Sessions

- **3** breakout groups
- **30** minutes for discussing two of the finding areas in more detail
- Will use a **shared Google Document** as a group to collect feedback and capture discussion points
- Opt into the group you are most interested in discussing.
  - **Group 1:** Understanding IP Needs & Engagement Approach
  - **Group 2:** Addressing IP Needs & Localization of support
  - **Group 3:** Sustainability of SCALE Knowledge & Facilitating connections

# Breakout Groups

Which findings do you want to discuss further in a group?

1	SCALE's Relationship with IPs	Finding Area 1: Understanding IP Needs Finding Area 2: Engagement Approach
2	SCALE's Approach to Support	Finding Area 3: Addressing IP Capacity Gaps Finding Area 4: Localization of Support
3	Lasting Impact of SCALE	Finding Area 5: Sustainability of SCALE knowledge Finding Area 6: Facilitation connections





SCALE



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**THANK YOU!**