GLOBAL SUMMARY REPORT OF THE INTERNAL MID-TERM EVALUATION

Volume 2: Annexes

On behalf of the ToGETHER programme's participating *countries, local partner organizations, international partner organizations and the Programme Management Unit.*

September 2022 to November 2022

Contents

Annex A. Country-specific results: most important findings and recommendations (per logframe structure)

BANGLADESH

The Local Humanitarian Partners (LHPs) assumed a leadership role in both the design and implementation phases, showcasing their active involvement and commitment. However, there were noted challenges in their participation in regular meetings and internal communication, which impacted information sharing.

To enhance collaboration and feedback mechanisms, an In-Country Peer Review Mechanism (PRM) was established in a participatory manner. LHPs received training from the Project Management Unit (PMU) and Country Project Unit (CPU) regarding the PRM. While LHPs generally appreciated the mechanism, some participants found that organizing a retreat was time-consuming and complex.

In an effort to ensure effective monitoring and evaluation, LHPs developed activity-wise progress markers through MEAL planning and finalization workshops. Despite this proactive step, there were delays observed in updating relevant information on the WeMo platform, indicating a need for improvement in the timeliness of data sharing.

The proposal underwent a thorough review and approval process by the Country Steering Committee (CSC). However, it was noted that the approval process took longer than the expected timeframe, suggesting a potential area for streamlining and efficiency enhancement.

To foster community engagement and value incorporation, the People First Impact Method (P-FIM) was applied for the Humanitarian Operation & Innovation Facility (HOIFA) intervention. This method proved to be highly effective in integrating community values into the project's initiatives.

COLOMBIA

Focal points are urged to dedicate more time, committing 100% to project coordination efforts with the Country Steering Committee (CSC) and within their respective organizations. This recommendation stems from observed evidence indicating a lack of management compliance with the project indicators, emphasizing the need for increased attention and oversight.

A proposal for restructuring the committee's operation in Colombia, established in the initial months of the project, has been suggested. It is advised to conduct a needs assessment to prioritize strengthening efforts in 2023. This would involve allocating resources to each organization based on their specific needs, moving away from a singular resource pool to address issues of inequality in access to resources and information. The call for greater transparency from focal points is highlighted in this regard.

In fostering collaboration, it is recommended to actively promote knowledge exchange and sharing of good practices. This not only strengthens relationships among partners but also enhances the technical capacities of local organizations, contributing to a more robust and interconnected network.

Recognizing the collective challenge of maintaining up-to-date indicators, the emphasis is placed on all partners fulfilling their commitments. This collaborative effort is seen as essential for organizational growth and positioning Colombia as a proud pilot for the ToGETHER project.

In evaluating the hiring process, it has been noted that global consultancies meet quality standards but lack innovation in methodologies. The suggestion is to prioritize the hiring of consultancies at the local level, as it is believed that they bring added value that international consultancies may not offer.

THE DEMOCRATIC REPUBLIC OF THE CONGO

While the Country Steering Committee (CSC) has formulated a strategic plan outlining key priorities, there is a notable gap in the allocation of substantial financial resources to support the plan's implementation. This discrepancy raises concerns about the effective realization of the outlined priorities due to insufficient financial backing. Additionally, the adequacy of the HOIFA fund for specific intervention types has been questioned, indicating a potential limitation in its coverage or scope. This observation suggests a need for a comprehensive review and potential adjustments to ensure the fund aligns adequately with the diverse range of interventions. Furthermore, there is a noted deficiency in the alignment of individual capacitance plans with coaching initiatives aimed at promoting effective capitalization. This gap implies that while plans for skill development and capacity-building exist, the absence of accompanying coaching programmes may hinder the optimal utilization and application of acquired capacities. Addressing this aspect would contribute to a more comprehensive and impactful approach to individual capacity development within the ToGETHER programme.

ETHIOPIA

The collaborative effort of Country Steering Committee (CSC) members and the Country Project Unit (CPU) team resulted in the development of five priority strategies for the country: Community-led response, triple nexus, direct fund access, Negotiation space and policy, and diversification of donor funding. However, it is acknowledged that not all Local Humanitarian Partners (LHPs) will be able to fully execute these strategies within the project's timeframe. The project's goal is to equip LHPs to actively engage in decision-making processes, necessitating support and potential scaling up. The CSC team successfully formulated a transparent country advocacy strategy, endorsing it after extensive

discussions. The Peer Review Mechanism plays a vital role in facilitating knowledge exchange among LHPs, fostering the sharing of new ideas, perspectives, good practices, and experiences that can be easily adapted to the contextual needs of various LHPs. Most LHPs have incorporated the Compliant Response Mechanism (CRM) into their Monitoring, Evaluation, Accountability, and Learning (MEAL) systems. However, targeting remains a significant challenge for the Humanitarian Operation & Innovation Facility (HOIFA) due to a high number of people affected by the problem and limited support availability, creating an imbalance. During the implementation of the HOIFA project, challenges such as insufficient allocated funds due to inflation, market inaccessibility, transportation problems, and conflict in the areas were observed. These factors affected the effective utilization of the allocated budget for project implementation.

INDONESIA

Ensuring the completion and timely updating of indicators remains a universal challenge for all stakeholders involved. Some Local Humanitarian Partners (LHPs) face persistent difficulties, with discrepancies reported—while some claim to have achieved over 60%, others assert they have accomplished less than 20% of their Country Strategy (CS) plan initially. The dilemma arises: should the focus shift towards implementing the Advocacy Strategy or adhere to the originally discussed framework? This uncertainty necessitates further deliberation and discussion, particularly concerning the localization framework. Clarifying the way forward will be crucial for effective and coherent project progression.

MYANMAR

The Organizational Capacity Self-Assessment (OCA) has emerged as a valuable tool, providing LHPs with opportunities to enhance their capacities by identifying organizational gaps and fostering confidence in their work within the localization process. LHPs have transitioned into essential frontline entities, executing humanitarian response assistance aligned with the local context, including the country's unique situations and conflicts. The strengthening of partnerships with local actors, NGOs, and CBOs underscores their pivotal role. While most LHPs have successfully integrated the Compliant Response Mechanism (CRM) into their Monitoring, Evaluation, Accountability, and Learning (MEAL) systems and adapted to cloud-based platforms like Webmo and Nextcloud, some still require additional support from the MEAL Manager of the CPU team. Challenges, such as bank transfer issues leading to delayed funding for emergency assistance (HOIFA) in conflict-affected communities, persist for some LHPs. Despite these challenges, the Peer Review Mechanism has proven instrumental in facilitating the exchange of ideas, best practices, experiences, and humanitarian intervention approaches among LHPs.

PAKISTAN

PAKISTAN

The ToGETHER project currently faces a challenge due to the absence of a coherent advocacy approach. Despite this, the project has demonstrated overall effectiveness in reaching key milestones. Notably, LHPs in CSCs have made strategic decisions, effectively utilized HOIFA funding, established partnerships, and actively participated in knowledge exchange. However, it's crucial to acknowledge that the partners and organizations responsible for implementing the project have encountered significant setbacks due to severe understaffing, resulting in delays in the timely submission of applications. This underscores the importance of addressing staffing issues to ensure smoother project implementation in the future.
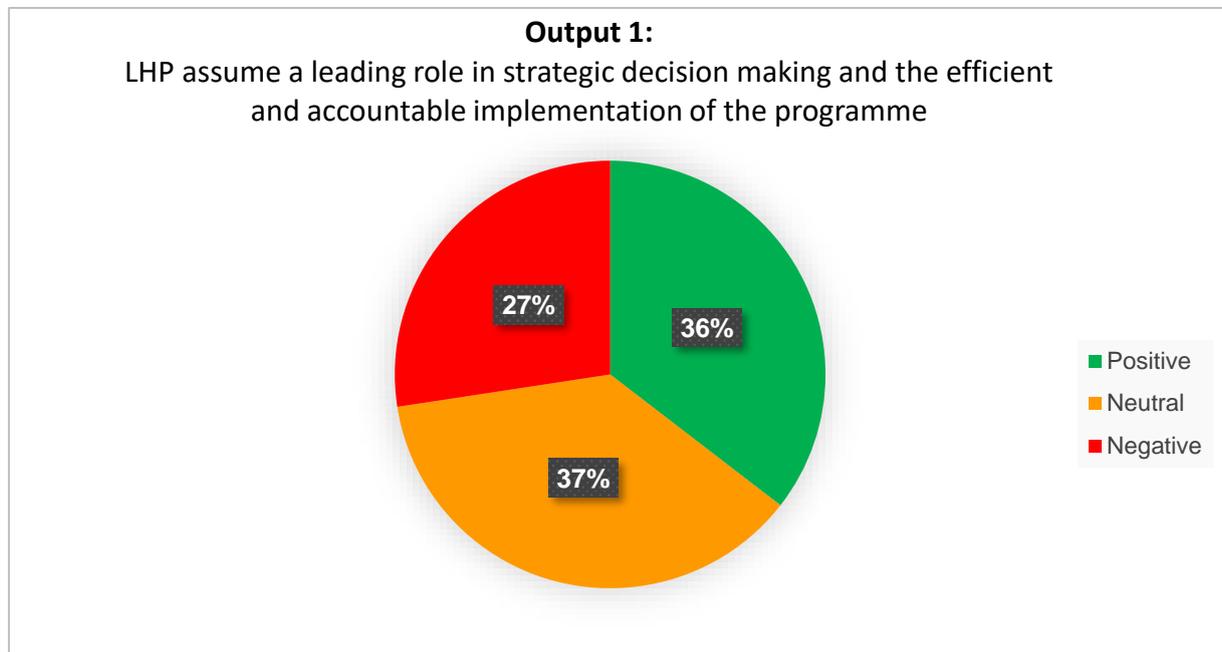
SOMALIA

SOMALIA

The mid-term internal evaluation participant, comprising all five Local Humanitarian Partners (LHPs) in Somalia, analysed the effectiveness of the ToGETHER project. The project addressed capacity gaps identified during self-capacity assessment and strengthened institutional and operational capacities, such as emergency preparedness and response. The programme improved LHPs' capacity to engage the community during emergencies, respond effectively, and institutionalize accountability mechanisms. It also increased community ownership and sustainability. The ToGETHER programme contributed to the LHPs' humanitarian response capacity, with 100% confirming successful implementation of the humanitarian Operation & Innovation Facility (HOIFA). The project benefited over 11,742 people in various locations in Somalia, including AADSOM, SYPD, CPD, SOLO, and PMWDO. The project was relevant, timely, and appropriate, benefiting displaced people struggling to access basic needs, especially food. However, funding levels were too low to meet the massive demand.
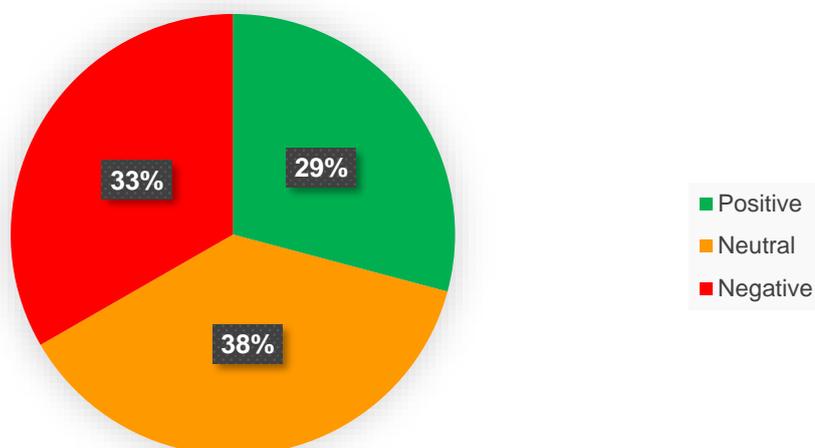
ToGETHER Countries Outputs Level Findings

Analysis of the synthesis reports of ToGETHER countries as per findings. The findings are analysis in three categories Positive statement, Negative statement and Neutral statement. The results in below graphs illustrate countries' findings of mid-term evaluation.
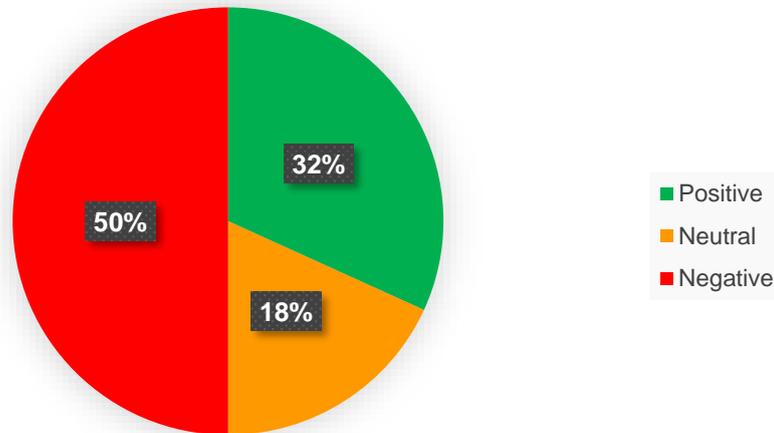
Output 1:
LHP assume a leading role in strategic decision making and the efficient and accountable implementation of the programme

Pie chart:
- Positive: 36%
- Neutral: 37%
- Negative: 27%

Negative	The LHPs are facing challenges in terms of supporting documents for the progress markers on Webmo. The documents from the CSC, crucial for progress tracking, are not consistently disseminated to all LHP members. Timely sharing of information among LHP staff is also a concern
Neutral	While LHPs value the peer review mechanism, some participants find it time-consuming and complex to organize a retreat, leading to a lack of replication of this valuable mechanism. Although Webmo training is deemed sufficient, some individuals are still grappling with understanding Webmo and PMs, emphasizing the need for enhanced comprehension of tools like Webmo and the logframe.
Positive	Despite these challenges, LHPs have played a commendable leadership role in both the design and implementation phases. The collaboration between MEAL focal persons and the CPU MEAL Coordinator has resulted in the efficient finalization of the MEAL system. This mechanism is instrumental in monitoring programme implementation quality, identifying potential threats or risks, and communicating this information to relevant units such as CSC, CPU, LHPs, and CPs for effective risk mitigation.

Output 2:
Institutional and operational Emergency Preparedness, Response and Coordination Capacities of LHP are strengthened

Negative	LHPs are facing challenges as time and resources have proven insufficient to fully realise their CS plans with CPU support.
Neutral	To enhance visibility and attract donors, many LHPs actively participated in various national, regional, and district cluster meetings.
Positive	The CS plan serves as a structured framework for systematically organizing the organizational capacity building of LHPs. This approach empowers LHPs, instilling confidence in their ability to pursue additional opportunities and meet various demands. Furthermore, the networking efforts among LHPs extend beyond knowledge exchange, fostering a robust platform for sharing good practices. This collaborative approach not only enhances knowledge but also contributes to an overall increase in the capacities of LHPs.

Output 3:
LHPs apply acquired capacities using the Humanitarian Operation & Innovation Facility (HOIFA)

Positive: 32%
Neutral: 18%
Negative: 50%

Negative	The assessment of resources and timeframe for the intervention theme has been inadequate, lacking a critical review that considers potential barriers, implementation challenges, and associated risks that may arise from overly optimistic planning.
Neutral	The targeting process poses a significant challenge due to many people affected by the issue, coupled with limited support that is not proportionate to the scale of the problem.
Positive	However, amidst these challenges, there have been positive practices in addressing targeting complexities. The adoption of inclusive targeting criteria, particularly the Washington group set of questionnaires, has proven to be one of the best practices. This approach, coupled with extensive community engagement, has enabled informed decision-making in selecting beneficiaries and identifying their specific needs. This inclusive methodology aligns with a commitment to understanding vulnerability within the affected community, fostering a more effective and responsive intervention strategy.

Annex B: ToGETHER Country evaluation reports.

Country: Bangladesh

Evaluation timeline: Start: 1 August 2022 to 30 September 2022

Executive summary		
Most important findings	**Most important conclusions**	**Most important recommendations**
• CSC ToR developed in participatory manner, nominating 1 representatives from each LHPs as well as the deputy CSC members. For each of the country strategic priorities themes appointed to take lead the themes. • Though number of documentations, minutes, reports been shared to CSC, the information flow to the LHPs staff members not been adequate and timely from the CSC members.	• Engagement of LHPs in developing, implementing and monitoring the country strategic priority is relevant considering the context and capacity within the country in participatory manner. • Nominating Deputy CSC, and focal persons on each theme is well appreciated, still more engagement, commitment and coordination along with timely and appropriate information flow and documentation within LHPs is the way forward. • Less human resources from LHPs to implement and monitor the strategic priority areas.	• More engagement, coordination and time allocation is required from LHPs. • Timely and adequately the information flow from PAC-CSC-Staff member of LHPs and LHPs to CPU is recommended. • Allocation adequate time by CSC, DCSS and thematic focal to the project (Implementation, monitoring and documentation). • Set-up and implement the monitoring mechanism of strategic priorities implementation by LHPs within their organization structures.
• In-country Peer Review Mechanism (PRM) is established in participatory manner following the co-development approach along with training, orientation and engagement of LHPs in all stages from set-up to realization. Appointment of the country focal person and focal person each LHP is good indeed, but some sudden changes of focal persons hamper the pace. • Before workshop, selecting the areas of	• Set-up and realization of PRM was effiecient and timely as per ToR and action plan. • Co-development approach emphasizes learning from one another best practices and lesson learn is effective to develop, learn and growth together. • Involving other actors in the workshop such as "Friends of ToGETEHR", consortium members paves the path to enhances knowledge, experience, approaches, innovation and	• Continues the engagement with focal persons and other participating organizations to share the implementation of learning and adaptation. • More time to be allocated by the focal persons and the management team of LHPs to review and analyze of finding and learning within organizations'' learning and development framework and adaptation to leaning into practices. • The duration of peer review workshop to be determine considered based on the number of areas of

observation, and based on the areas of observation selecting participants gave more sense and preparation time for partners to dig-down the issue. Learning from "Friends of ToGETEHR" during the realization of retreat brought more finding and learning to LHPs and "Friends of ToGETHER" at the same time.	learning among the participating organizations.	observations and its & scopes. • If possible, come up a virtual demo session of one sequence before the workshop to have a better understanding on the process and approaches of a PR retreat.
• In country MEAL system and mechanism set-up in participating manner through number of orientations, trainings and meetings was effective and timely along with setting up the progress markers and milestones. • To realize the system works, in-country MEAL working group formed and partially functional because of the changes of the assigned persons and availability of adequate time to implement monitor, review and document the process and learning. • Reporting, documentation implementation of MEAL mechanism of the organizations based on the action plan prepare by LHPs and updating the Webmo for real time monitoring been done, but not up to the adequate level.	• MEAL focal persons & LHPs assigned staff along with CPU finalized the MEAL system in Bangladesh efficiently and effectively. In-country MEAL working group (WG) is very helpful. But meeting is not realize in a regular basis. • MEAL mechanism traces quality implementation of the program, also finds the threat / risk of the program, that informs the management team within LHPs,CPU, CPs, CPs, PMU for corrective measures and lesson learn for future intervention within the program scope. • Webmo training are adequate, still some are struggling to understand the webmo / and PMs. Need to have a better understanding over the webmo, logframe etc.	• More capacity building initiatives are required to make better understanding on the indicators, PMs, SoVs, overall logframe as well as updating the PMs and uploading the reference documents better utilizing Webmo digital platform to the responsible person, CSC members and senior management of LHPs. • The focal persons from the LHPs should regularly update their relevant information including the supporting documents at the Webmo. • As per the ToR the regular meetings of in-country MEAL working Group need to be conducted for better implementation of the project as well as functionalize the MEAL system.
• Jointly developed the HOIFA ToR and templates (Proposal and report) by in-country HOIFA Working Group, participatory review and approval process by CSC members as per the governance structure of ToGETHER program been followed incorporating basic beach mark agreed jointly. Delay of overall approval process by CSC member due to technical and time constrains as well as	• Setting up in-country HOIFA WG, and developing ToR and templates was effective and timely, but review and approval was taking time due to technical and time constrains and require to follow the minimum required compliances (organization, national Government.,donor). • To ensure better community engagement followed P-FIM approach and to ensure the	• Project approval decisions need to be taken on timely manner following the timeline set in the ToR and needs in the field. • Update and adjust ToR and templates based on the learning from the implementation of HOIFA. • Continue practicing P-FIM and other community engagement tools and methodologies to greater community ownership and meaning participation in

following the minimum required compliances.

- Community engagement following P-FIM approach and methodology enhances the community ownership and inform decision intervention sectors, methods, themes, and timelines.

- Engagement of local stakeholders such as elected local representatives, local Administrations, local CSOs and community leaders facilitate the smooth planning, implementation and monitoring of HOIFA intervention resulting the timely accomplishment in the activities.

- To identify the project participants and their needs, selection inclusive targeting criteria been drafted and agreed with community as well as agreed the response modality with the community in advance following diverse project participants and their needs. Considering the volume and intervention theme the allocated timeframe and agreed action plan with milestones were too much optimistic.

APP, Inclusive Feedback Response Mechanism (iFRM) that enhances participation and ownership from program participants. Goal free discussion and two-way engagement is well appreciated by the community, still hand on experiences and practices required to have better community engagement and ownership.

- Engaging stakeholders from the planning to the implementation and the monitoring strengthen the coordination and synergies among the humanitarian actors and govt. entity to have coordinated and effective humanitarian intervention. The engagement of stakeholders is beneficial for the sustainability of intervention as it linked to the existing architecture and services through other actors after the intervention phase out. This also strengthens the chance of complementarity action within the other action within the same geographical locations and avoids duplication and strengthen the sense of partnership.

- Following inclusive targeting criteria Washington group set of questionnaires to identify the vulnerability within the affected community was one of the best practices followed by extensive community engagement and informed decision for selecting beneficiary and identifying the needs. Considering the intervention theme and required effort, the resources and timeframe has not been critically reviewed and has not consider the barriers and implementation and other associated risks of over enthusiastic planning.

whole project cycles.

- Need to ensure coordination and consultation with stakeholders and promote mutual understanding on context situation and needs as well as possibility of the complementary action. Engage the existing humanitarian architecture (district, sub-disrict, union level) to avoid possible duplication and ensure the quality implementation.

- Continue engaging community to have informed and consultative decision on targeting the program participants, identify the needs and vulnerabilities and possible approach, methodology and sectors of humanitarian interventions considering the inclusive aspect in whole project cycle putting the community is central.

- Partner needs to develop realistic preparation and implementation plan considering the possible barriers, bottle necks, operational and implementation risks.

Introduction		
Scope (logframe)	**EQ**	**Changes in EQ from TOR?**
Output-1.1.1: Through the Country Steering Committee LHPs in country develop strategic priorities for programme implementation	To what extent are CSC members and LHPs have engaged in developing & implementing the country strategic priorities?	To what extent are CSC members and LHPs have engaged in developing & implementing, monitoring the country strategic priorities?
Output-1.3.1: The Peer review mechanism in country is established and implemented	To what extent has the in-country Peer Review Mechanism (PRM) set-up and PR retreat realized in an economic and timely way?	No Changes
Output-1.4.1: At least 4 LHPs have a MEAL system (CHS 7) including a Complaint Response Mechanism (CRM) (CHS 5) **Output- 1.4.2**: LHPs use the ToGETHER MEAL system (incl. the Monitoring pillar on the digital platform) and find it useful for and appropriate to the global structure of the program.	To what extent has the project's MEAL system including CRM been adjusted intervention and improve the achievement of expected results and mitigate the risks/ negatives results?	No Changes
Output-3.1: At least 4 out of 5 LHPs in country have applied successfully for the funding of an innovative or preparedness action (HOIFA). **Output-3.2:** By the end of the programme 100% of in country planned HOIFA funding is spent according to approved proposals	To what extent were CSC, LHPs and program participants adequately engaged during planning, implementing and monitoring of HOIFA intervention?	No Changes
Output-3.1: At least 4 out of 5 LHPs in country have applied successfully for the funding of an innovative or preparedness action (HOIFA). **Output-3.2:** By the end of the programme 100% of in country planned HOIFA funding is spent according to approved proposals	To what extent and how does the HOIFA project respond to the needs and priorities of the main stakeholders and project participants?	No Changes

Output-3.2: By the end of the programme 100% of in country planned HOIFA funding is spent according to approved proposals	To what extent has the use of HOIFA project resources has been appropriate with regards to the achieved output/ outcomes?	No Changes

Description of project/Main achievements per component/output				
Output 1	**Output 2**	**Output 3**	**Output 4**	**Others**
• CSC is formed and in country ToR has been developed. CSC is functional now in Bangladesh. In the meantime, 14 CSC meeting held and 5 ad-hoc CSC meeting realized.	• Cumulative progress of country level implemented CS-plans by LHPs is 60%	• HOIFA in-country ToR has been developed in a participatory way. In the meantime, 4 out 5 LHPs applied for the HOIFA.	• Bangladesh Localization Advocacy Canvas developed. LHPs started to implementing the advocacy canvas based on the agreed actions points.	• Abu Murshed Chowdhury (Executive Director of LHP PHALS) and Rezaul Karim Chowdhury from COAST Foundation got the opportunity of a face-to-face meeting on 24th August 2022 with Jan Egeland in Bangladesh, the Secretary General of the Norwegian Refugee Council since August 2013, appointed in June 2021 Eminent Person of The Grand Bargain initiative. Within this role he is responsible for promoting and advocating for the advancement of The Grand Bargain's commitments to better serve people in need.
• Countries Strategic priorities have been finalized and CSC monitoring the strategic priorities.	• LHPs developed their CS plans and started working to achieve the targets. • CPU organized 5-days a Capacity Self-	• 67% of country HOIFA budget is already spent in Bangladesh by AFAD with support of CDD as reported in the last report. During this	• LHPs developed self-defined progress markers of their Localization framework.	

	Assessment workshop where LHPs developed their CS plan. In their CS plan, they developed what are their strengths, what are areas of improvement, and what LHPs will do by themselves.	monsoon flood time, community people used the 18 disability accessible flood resilience model houses as temporary shelter, and the three women friendly shelters ensured the protection and safeguarding of women, children, adolescent and pregnant women during the flood time.		
• CSC is receiving and deciding on specific advocacy agenda & CSC Defining the strategic priorities	• AFAD reviewed its organizational contingency plan and reviewed it gender policy. AFAD's Humanitarian volunteer have received the emergency response training as well as Search, Rescue and Evacuation (SRE) training. AFAD website development works is now in under construction and it is expected to launch the website by November 2022.	• In the 3 shelters institutions both govt. and NGOs/ INGs/ UN agencies now arranging different awareness sessions related to women empowerment, prevention on child marriage prevention of violence against women, DRR, health related issue e.g. reproductive health, child care etc. In August one of our women centers used to have a vaccination camp. AFAD is planning to have IGA session/training in the coming days. At the same time, this women friendly space is used by one very poor families/ Women headed for their shelter.	• A training on Advocacy is held in Nepal. As the same time, 2 workshop have been realized for the Bangladesh localization framework development and review purpose.	

• Peer Review Mechanism established and in-country first-retreat realized.	• COAST organized People First Impact Method [P-FIM] orientation on July 2022, and Sphere training on20 September 2022. COAST organized training titled "ToT for Disability Inclusion in the Organization" from 26-28 September 2022. Most of the COAST senior management team members along with the project leaders from the different regions participated in the training. The training has been be facilitated by CDD. COAST is now committed to draft a disability inclusion policy for the as soon as possible. Apart from this, COAST reviewed its procurement policy and provided the trainings to among the staff.	• Apart from this, 380 households who have received the cash grant support (10.000 BDT/105 EUR per household), are now successfully doing different income generating activities e.g. goat rearing, small trading, tailoring etc. After getting the women and most vulnerable people are now started to earn and save money, as a result they are now taking part in family decision making and become self-reliant and empowered.	• In Bangladesh, all 5 LHPs confirm that content provided by the platform has a positive effect on the quality of their humanitarian activities. • In Bangladesh, Digital Solution (DS) training was jointly realized by CPU and PMU on August 2021 and after that LHPs have received several One-on-One intensive orientations/ trainings from the CPU MEAL Coordinator. At the same time, MEAL Planning & finalization workshop helped to understand the overall MEAL system of ToGETHER!	
• LHPs have a MEAL system including a Complaint Response Mechanism (CRM).	• CDD reviewed its organizational Strategies and develop the Contingency Plan. At the same time, CDD organized a disability inclusion workshop, Training on CHS,	• AFAD also conducted the Community Risk Assessment (CRA) in Pachgram Union, Kurigram and identified probable risks. After that AFAD prepared a comprehensive Risk		

	resource mobilization Worksop, review HR policy and accounts manual, develop emergency procurement policy. Recently the Central MIS of CDD has been updated and incorporated humanitarian related information.	Reduction Action Plan (RRAP) and handed over the CRA report to the respective Local government and union disaster management committee. Local government and union disaster management committee found RRAP is very much effective and they are now started responding and taking DRR measures following the CRA findings and recommendations.		
• LHPs use the ToGETHER MEAL system (incl. the Monitoring pillar on the digital platform) and find it useful for and appropriate to the global structure of the program.	• Mukti developed its organizational MEAL policy and provided CHS training to the staff and Humanitarian Response Volunteers. Moreover, Mukti arranged training on safeguarding policy and Feedback mechanism for the staff under CS activities.			
	• PHALS has developed the 360 Degree Appraisal Guideline, Cost Sharing Guideline, Gender Strategic Paper, Conflict of Interest Policy, PSEA Policy and updated the HR policy as			

	per the CS plan. All these are approved by the Executive Committee of PHALS. PHALS also organized a Learning exchange workshop, Peer orientation workshop among the PHALS staff during the reporting time.			
	• In Bangladesh, all 5 LHPs are either reviewed or developed their organizational strategy and contingency plan. and staff are oriented on the Contingency plan.			
	• AFAD & CDD has worked on identifying probable risks and prepared a comprehensive Risk Reduction Action Plan (RRAP) in the norther Bangladesh.			

Methodological approach		
Main methods/steps	**Participants/sample**	**Constraints**
Step-1: • Plan & Budget, Kick of Session, Discussion in CSC meeting & approval from CSC members • Sharing the Global ToR with MEAL Technical WG	• Focal persons from LHPs, CPU, CSC members, Friends of ToGETHER, In-country MEAL Technical WG member	• Not having adequate budget for conducting the evaluation. • Lack of adequate understanding over the LHPs focal person and participants for realizing the

members ,Nomination one focal persons from each LHPs for the internal evaluation , Develop the Term of Reference • Conduct Briefing session, Self-assessment review, use already available data, Review the secondary Data & reports available (Reports, documents, webmo, news, publications, assessment and review documents etc.)		evaluation. • Getting time from the partners' focal persons is also little bit challenging as majority of the LHPs do not have dedicated staff for the project. • LHPs focal are not engage fully to review the existing secondary data, reports and documents.
Step-2: • 2 Days in-person workshop at Dhaka, Bangladesh • Field phase- Data Collection (FGD/ KII in HOIFA implementing areas, Kurigram)	LHPs, CPU, CSC members, Communities, Friends of ToGETEHR	• Finalize the time and venue is also challenging, plus getting relevant participants from the LHPs is also a challenging issue.
Step-3: • Data Analysis; Conduct the Debriefing session • Prepare draft evaluation report & assessment of report quality • Revision & approval of draft Report, • Final Evaluation Report. Disseminate and communicate the results	CPU, Focal person from each LHPs, In-country MEAL Technical WG member	• Focal Persons are not properly engage on data analysis component, event finalizing the report. CPU have to produce the final report at the end.

Findings and Conclusions (related to logframe logic)					
Logframe	**Connected EQ**	**Related OECD/DAC**	**Findings**	**Conclusions**	**Recommendations**
Output-1.1.1: Through the Country Steering Committee LHPs	To what extent are CSC members and LHPs have engaged in developing &	Relevance	• In Bangladesh, CSC ToR developed in a participatory way and each LHPs nominated 1	• In Bangladesh, CSC members and LHPs have engaged in developing & implementing as well as	• More Engagement, Coordinator Coordination, engagement and commitment needed from

| in country develop strategic priorities for programme implementation. | implementing, monitoring the country strategic priorities? | | CSC member. At the same time, 1 Deputy CSC member is nominated from each LHPs, Basically, Deputy CSC members can also participated in the CSC meeting. If CSC member is not able to join the CSC meeting, deputy CSC member representing his organization. Therefore, to have a deputy CSC helps to accelerate the smooth implementation of the project. Moreover, in few case, deputy CSC members are not well aware about what is going on, and even not participating the CSC/ Ad-hoc coordination meeting.

• The CSC members of Bangladesh already developed the country strategic priority areas on significant issues such as; shifting the power and local leadership, quality funding and access to direct funding, AAP, peoples centric approach, climate change adaptation and | monitoring the country strategic priority is very much relevant. Country strategic priority have been developed in a participatory way and considering the country context and needs. Nominating focal persons for each thematic priorities is well appreciated. Still, more engagement, commitment and coordination is needed to have better implementation of the in-country strategic priority.

• Some cases, lack of coordination among the CSC members and focal persons are challenging due to lack of ownership and adequate time.

• Taking decision for implementation of any specific tasks/ actions sometimes takes more time than the expected time which hampers effective and timely response.

• Information sharing among the LHPs staff | the CSC members, deputy CSC members and LHPs staff for ensuring timely and quality implementation of the strategic priorities.

• Focal person & members for each thematic of strategic could place their specific action plan to CSC and CPU in the CSC meeting.

• Define the specific monitoring mechanism regarding the effective implementation of strategic priorities.

• In-person quarterly/ half-yearly learning sharing meeting/ mini conference will be added values.

• Cross-border learning, Peer exchange, south-south exchange event needs to be taken consideration.

• |

			so on. The country strategic priority have been developed in a participatory way. Each priority thematic area, there are focal persons and members who can leading that particularly thematic priority and take adequate actions. CSC and CPU and all LHPs work together to achieve the ultimate goals. • But, in some cases, focal persons are not actively engaging and taking adequate responsibility to speed up their thematic area. Getting time from the focal person is also bit challenging. LHPs engagement setting the strategic priority and monitoring the priorities helps to incorporate the different thematic & regional knowledge. • Some decisions of the project which is required to implement immediately but takes time to get formal approval from the meeting.	does not take place timely. Therefore, LHPs staff feels isolated in so many cases. At the same time, less staff in CPU and LHPs level for effective implementation of country strategic priority.	

			• Relevant, disseminated documents such as; meeting minutes, agenda, monthly progress updates etc. of CSC meetings are not being available and accessible to all program personnel of LHPs. • LHP played leadership role in designing and implementation but their participation in the regular meeting, internal communication and sharing was less. • Regular meeting, Coordination, assessment of achievement and priority set-up and learning were in place but it still required active participation. • Accountability through CSC meeting, webmo publishing, and documents sharing were in practiced but mostly at individual level and minimum use.		
Output-1.3.1: The Peer review mechanism in	To what extent has the in-country Peer Review Mechanism (PRM) set-	Efficiency	• In-Country Peer Review Mechanism (PRM) established in a	• In Bangladesh, PRM set-up and in-country first retreat realized	• Set-up the mechanism how LHP will use a Peer review

country is established and implemented.	up and PR retreat realized in an economic and timely way?		participatory way. LHPs received training PMU and CPU regarding the PRM. LHPs appreciate the mechanism, but some participants find it takes a long time & complex to realize a retreat. • Nominating in-country focal person as well as focal person from each LHPs found effective, but due to sudden changes of focal persons in LHPs level hampers the retreat. • In-presence workshop, there are participation and participants from other local humanitarian actors and "Friends of ToGETHER" and Consortium Partners. But level of engagement and involvement is very not as expected level. • Finishing the workshop, and several areas of observation within 2 days is really challenging. • Before workshop, Areas of observation been selected and shared	efficiently and in-timely manner based on the ToR and agreed action plan. • Co-development approach is effective, as it focuses on how to learn and develop together. • Collectively identify, learning and capacity strengthening topics, analyze each other's practices and lesson learnt. • 5 Local Humanitarian Partners (5 LHPs), L/N NGOs and consortium partners e.g. MI as well as "Friends of ToGETHER" are participated in the workshop which paves the path to exchange the knowledges and experiences and innovation and learning among the participating organization and their representatives. • Country focal person, Bangladesh CPU MEAL Coordinators was the facilitators of the workshop, therefore no need to pay additional	mechanism to integrate Lessons Learnt (LL) in programming and implementation of humanitarian action. • Coordination & complementary between CPU, CSC, PMU , Consortium Partners, "Friend of ToGETEHR" • It is recommended to make the sessions more wide, comprehensive and participatory while selecting the areas of observations for future peer review mechanism. • The duration of peer review workshop should be considered based on the number of areas of observations and its themes. • Better to have a demo sequence before the workshop so that facilitator get ideas how PR sequences work, what areas need to be improved. • Participation of Combined team consisting respective personnel from administration, program,

			among the LHPs and participating the partners organization, helps to have an effective outputs and consequences. • Workshop facilitator was good and well-coordinated the first retreat. Facilitators should have a clear understanding over PRM, therefore it is recommended to go through the PRM guideline developed by the consultancy team/ ToGETHER Global. • Initially, understanding the PRM is quite challenging. But after several online session it is found easier and applicable to most of participant. • Lack of thematic knowledge & understanding, 2-3 participants cannot participated & contributed in expected level. • Two-day workshop realized in Kurigram,	money for the consultancy as a result retreat realize in a timely and efficient manner.	monitoring, finance etc. from each of the LHPs at the workshop would be more effective. • It would be better to have as one additional day, that altogether 3-days workshop in-persons. • Try to organize in-person workshop in central of the country so that participants from the different part of the country can easily join/participate in the workshop.

			• northern part of Bangladesh and its venue and logistics arrangement was fine and participants finds quite interesting • A final report is produced and shared with the participants		
Output-1.4.1: At least 4 LHPs have a MEAL system (CHS 7) including a Complaint Response Mechanism (CRM) (CHS 5) **Output- 1.4.2:** LHPs use the ToGETHER MEAL system (incl. the Monitoring pillar on the digital platform) and find it useful for and appropriate to the global structure of the programme	To what extent has the project's MEAL system including CRM been adjusted intervention and improve the achievement of expected results and mitigate the risks/ negatives results?	Effectiveness	• In country MEAL system was developed in a participatory approach by the LHPs. Several workshops e.g. MEAL Planning and MEAL finalization workshop realized successfully. • The developed MEAL system has created the scope of real time monitoring of project interventions. • The LHPs developed the activity wise progress markers through MEAL planning and finalization workshop. However, very often they consume a long time to update their relevant information at the Webmo platform. • Not all the supporting documents are provided	• MEAL focal persons along with CPU MEAL Coordinator finalize the MEAL system in Bangladesh efficiently and effectively. • In-country MEAL working group (WG) is very helpful. MEAL staff/ focal person from each LHPs plus CPU MEAL Coordinator are the member of in-country MEAL WG. But meeting is not realize in a regular basis. • MEAL mechanism traces quality implementation of the program, also finds the threat / risk of the program, and inform the respective unit CSC,CPU, LHPs, CPs, to mitigate the risk . • Webmo training are	• More capacity building initiatives are required to make better understanding on the indicators and other technical terms such as Webmo for all of the project personnel. • The focal persons from the LHPs should regularly update their relevant information including the supporting documents at the Webmo. • As per the ToR the regular meetings of in-country MEAL working Group need to be conducted for better implementation of the project as well as functionalize the MEAL system. • More training on Webmo to have better understanding on Webmo/ logframe as well as uploading SoVs/

			against the progress markers by the LHPs at the Webmo.	adequate, still some are struggling to understand the webmo / and PMs. Need to have a better understanding over the webmo, logframe etc.	news.
			• In country MEAL working group has been formed; but their regular meeting are not being conducted as per the ToR.		
			• The CRM under the project had been designed and is being implemented ensuring the accountability to the affected people.		
			• Webmo provide a platform to learn and share the learnings, best practices and the process of success among the LHPs		
Output-3.1: At least 4 out of 5 LHPs in country have applied successfully for the funding of an innovative or preparedness action (HOIFA). **Output-3.2:** By the end of the programme 100% of in	To what extent were CSC, LHPs and program participants adequately engaged during planning, implementing and monitoring of HOIFA intervention?	Relevance	• CSC, LHPs jointly developed the HOIFA ToR and proposal and reporting templates based on the global HOIFA ToR. • Proposal reviewed and approved by the CSC. But the approval process takes much time than the expected timeframe. • People First Impact Method (P-FIM) applied	• Setting up in-country HOIFA WG, and developing ToR and templates was effective and timely, but review and approval was taking time due to technical and time constrains and require to follow the minimum required compliances (organization, national Government.,donor). • To ensure better	• Project approval decision need to be taken on timely manner following the timeline set in the ToR and needs in the field. • Update and adjust ToR and templates based on the learning from the implementation of HOIFA. • Continue practicing P-FIM and other community engagement tools and methodologies to greater

country planned HOIFA funding is spent according to approved proposals			for the HOIFA intervention which is a very effective mechanism to add community values. • Inclusive Feedback and reporting mechanism (iFRM) have been placed during the time of program implementation. • Program Participants also involved during the time of designing of the program, but less participation during the time of implementation and monitoring of the program.	community engagement followed P-FIM approach and to ensure the APP, Inclusive Feedback Response Mechanism (iFRM) that enhances participation and ownership from program participants. Goal free discussion and two-way engagement is well appreciated by the community, still hand on experiences and practices required to have better community engagement and ownership.	community ownership and meaning participation in whole project cycles.
Output-3.1: At least 4 out of 5 LHPs in country have applied successfully for the funding of an innovative or preparedness action (HOIFA). **Output-3.2:** By the end of the programme 100% of in country planned HOIFA funding is	To what extent and how does the HOIFA project respond to the needs and priorities of the main stakeholders and project participants?		• Community people stated elderly, pregnant women, children facing much suffering during the flood time. • Community assure that the model house has been built with a proper consultation with the community, the location and land owner selection is found appropriate. And community become satisfy to have a model house.	• To ensure better community engagement followed P-FIM approach and to ensure the APP, Inclusive Feedback Response Mechanism (iFRM) that enhances participation and ownership from program participants. Goal free discussion and two-way engagement is well appreciated by the community, still hand on experiences and practices required to	• Partner need to develop realistic preparation and implementation plan considering the possible barriers, bottle necks, operational and implementation risks. • Sayed Ali, age -75 recommended: It is better to provide the support/ assistance those who are able to move/ mobility. Therefore, do consider to include those persons while selecting beneficiary and

spent according to approved proposals				- Cash transfer beneficiary selection process is found appropriate, community consultation being ensured. - Beneficiary has been selected based on the vulnerability. - Mobile Banking is found good rather than cash in hand transfer. Immediate Cash in and cash out ensured. - CRM is being ensured having the hotline, complaint box etc. - Local govt. engagement has been ensured. Beneficiary list hanging in the local union parishad and validated. - Impact on Cash support: Case study of Maleka, Murshida, trishna begum. - Safety and protection has been ensured while cash transfer, implement the project activities. - Community Spoke about the AFAD activities as well such as consultation	have better community engagement and ownership. • Engaging stakeholders from the planning to the implementation and the monitoring strengthen the coordination and synergies among the humanitarian actors and govt. entity to have coordinated and effective humanitarian intervention. The engagement of stakeholder is beneficial for the sustainability of intervention as it linked to the existing architecture and services through other actors after the intervention phase out. This also strengthen the chance of complementarity action within the other action within the same geographical locations and avoids duplication and strengthen the sense of partnership • Following inclusive targeting criteria Washington group set of questionnaire to identify	providing the support. • Ensure Life skill, livelihood, vocational training for the adolescent, unemployed people. Most of the cases they are not getting the opportunity for availing training as they have not that sort of political linkage. Small support/ assistance will be added value. • Safety, security and gender issues discussion/ meeting could be taken place by using the women friendly issue.

| | | | | on agriculture, providing seeds, empowering the adolescent, health and hygiene, stopping child marriage, awareness on DRR, DRM, and other rights etc.

• Beneficiary (Model house owner) knows the budget for the construction of the model housewhere 21% is the community contribution.

• Plinth raise properly based on the agreed agreement/ MOU.

• Tube-well utilizes by the neighbors, it is very much useful particularly in during the flood time.

• Beneficiary stated that model house becomes very much helpful for them as they need to take that the shelter in the polders during the flood earlier. This model house is now helpful not only for them but also for the community people.

• Beneficiary are aware of their responsibility about the model house e.g. | the vulnerability within the affected community was one of the best practices followed by extensive community engagement and informed decision for selecting beneficiary and identifying the needs. Considering the intervention theme and required effort, the resources and timeframe has not been critically reviewed and has not consider the barriers and implementation and other associated risks of over enthusiastic planning | |

			post maintenance, giving the shelters to the affected people while flood time. • Beneficiary are aware about the CRM and feedback mechanism. • Replication of the model house being popularize in the community. For example, one house in made nearby of the model house of following the design and model of the existing model house. • Recommendation: Better to consider, next time to have the budget for ceiling. As community faces difficulties to make ceiling from their own pocket.		
Output-3.2: By the end of the programme 100% of in country planned HOIFA funding is spent according to approved proposals	To what extent has the use of HOIFA project resources has been appropriate with regards to the achieved output/ outcomes?	Relevance Effeciancy	• HOIFA project appointed dedicated staff (e.g. Coordinator, MEAL, and accountant) for the HOIFA project implementation. It helps to finish the activities with a quality and timely manner engaging the community in a proper	• Dedicated staff always helps to have a quality implementation with a effective & timely response. • Project implemented in efficiently fund have been transfer on timely, and human resources are also good considering the	• Next time, make plan to have adequate staffing and time, will help to achieve the project expected outcomes and results. • People First Impact Method (P-FIM) is a good tools for engaging the community in project cycles.

			way. • Staffing and program implementation went in a very economical way. • As the project time was short, getting quality staff is challenging things plus project time was not sufficient. • Recruiting the emergency volunteers in ward basis, helps to identify beneficiary, and space for the model house and women friendly space.	country content. Program participants engaged from the beginning of the project to end of the project. • 3-month project timeframe is not sufficient for covering a lot of things/ activities. Therefore, project timeframe should be realistic, otherwise staff feel to much pressure to finish the proposed activities.	• Engaging stakeholders from the planning to the implementation and the monitoring strengthen the coordination and synergies among the humanitarian actors and govt. entity to have coordinated and effective humanitarian intervention. The engagement of stakeholder is beneficial for the sustainability of intervention as it linked to the existing architecture and services through other actors after the intervention phase out. This also strengthen the chance of complementarity action within the other action within the same geographical locations and avoids duplication and strengthen the sense of partnership.

Country: Colombia

Evaluation timeline: Start: August 15 End: October 15

Executive summary		
Most important findings	**Most important conclusions**	**Most important recommendations**
• Focal points should spend more time working on the project 100%, in coordination with the CSC and in their organization. Since there is evidence of lack of management compliance with the indicators.	• Organize monthly schedule of activities to prevent team activities from intersecting and thus be able to meet the commitments acquired in the different areas.	• Permanently socialize project information with the organization. • Change the structure of the operation of the committee (CSC) established in the first months of the project in Colombia: In the remainder of the project, carry out a needs assessment to prioritize the strengthening of 2023 and on that allocate resources to each organization, and not have only a bag of resources, as this generates inequality in access to resources and information. More transparency on the part of the focal points
• For some LHP after completing the activities such as HOIFAS and the training processes received, subsequent meetings are held to review the points of view and lessons of each activity carried out, however, in other cases the replication of knowledge within the evaluation has been null.	• Promote processes of exchange of knowledge and good practices that allow strengthening the relationship between partners, but also increase the technical capacities of local organizations.	• Promote exchange of experiences with the organizations part of the project and with other CI organizations and other NGOs that clearly promote localization in Colombia.
• For everyone it is a challenge to complete and keep the indicators up to date, reason for all partners to fulfill the commitments so that we all move forward, the organization grows and Colombia is a proud pilot for the ToGETHER project.	• The functioning of the Committee has made it possible to strengthen a culture of collegial decision-making, where organizations are horizontal. The functioning of the Committee has allowed to feed back the requests of HOIFA, enhancing the learnings of the different organizations in each of the humanitarian	• The financial area had to accompany the visits to the LHP from the beginning of the project, even more accompaniment is needed in MEAL issues. • More transparency on the part of the focal points about their activities carried out in their time 100% of the ToGETHER project (accountability).

	response opportunities.	
• The ToGETHER project has been a challenging mission, because it has given the organization the possibility of strengthening the knowledge of its collaborators, it has allowed recognition in the community with the application of HOIFA.	• Consider to the LHP of ToGETHER for access to funds and resources for the implementation of projects with funds managed by intermediaries (make visible and support with diverse sources of financing and support the LHPs apart from agendas of the German consortium).	• The methodology implemented through the ToGETHER project has improved the vision and appropriation towards the projects in which we participate and we hope that this will be only a first phase in the development of many more similar projects, where more organizations from Colombia and the region can participate.
• The ToGETHER project has been a challenging mission, because it has given the organization the possibility of strengthening the knowledge of its collaborators, it has allowed recognition in the community with the application of HOIFA. It was established that by the date of measurement none of the LHPs has managed to implement the strengthening plan by 40%. For the case Abiudea implemented the: 31.87%, Benposta the: 33.18%, the SNPS 26%, Rows 0% and the Angel Leap 25%. This is because despite having advanced a lot in strengthening capacities during the project (Diploma in humanitarian action, training in security protocols, Diploma in Sphere Manual, English Courses, Psychological First Aid, Emergency Response Plans, Community Risk Management Strategies, Advocacy Spaces for Localization, MEAL trainings, among others.) Time and resources have not been sufficient on the part of local partners to achieve their strengthening plans. In Abiudea, the volunteer plan, the MEAL strategy, humanitarian principles and the communications strategy are being strengthened. For Benposta, the administrative and financial strategy, a document management center, MEAL and children's observatory and the communications strategy are being strengthened. For Salto Ángel, the strengthening process has focused on the MEAL strategy. For the	As a general conclusion of the LHP, it is necessary to control the progress of the plan and the indicators has allowed them to guide their work and focus on the points in which they must improve. However, for the LHP the monitoring of compliance with the indicators has not been an easy task, since they have not given the importance, it requires to monitoring, and they see it as another task.	• PAC Assume the role of advocacy and leadership in budget execution, decision-making on the budget surplus and the plan of activities/global agenda (common interest among LHPs). • PAC: More inclusion of all LHP members at the global level, for example orientation of permanent members to new members of countries that are rotating (adjust to the realities of the schedule of ALL countries). • PAC: The possibility of carrying out face-to-face exchanges between local partners from different countries, among which there are similar characteristics or situations and from which we can have more direct learning experiences. • PAC: Share a little more data on each country's crisis realities (not just in global HOIFA applications). Include the CSC Colombia to all the activities that are carried out considering the time difference. PAC: Virtuality shortens distances, but breaks with the efficiency of the processes, because learning is lower, more face-to-face spaces are recommended.

SNPS, the strengthening was oriented to the automation of processes and the strengthening of MEAL. Finally, Hileros has not implemented its plan, which hinders the progress of the project, since compliance as a country is severely affected.		
The 5 LHPs recognized the importance of having preparedness and/or response plans as a capacity-building measure, and are currently working on the plans in order to formulate or revise the plans of each of the organizations. However, the formulation period has taken a long time which has made it difficult to test them.	• For LHP, HOIFA has allowed to expand the coverage with innovative services and has allowed to implement methods of needs assessment. Implement actions in other territories And apply needs assessment methods in other territories to think about strategic projects in response and community participation. The project has made it possible to expand the coverage of emergency response, both geographically and in terms of lines of action.	For the CPU to Continue to strengthen the relationship with the German Embassy in Colombia and the issue of advocacy.
• For the LHP the HOIFA fund has allowed to increase the geographical coverage of the actions carried out in the territories	• PMU has to Influence to guarantee a second phase of ToGETHER and consider the prolongation of support for the processes of strengthening in localization logic of each of the LHP. • PMU has to give Impartial support to all LHPs regardless of the intermediary (not only those of WHH) and conduct more peer review between intermediaries (German NGOs) as in a CSC at the level of Germany. • PMU has to maintain fairness among consortium members. • Transparent accountability with the PAC, present timely feedback of results. • Comply with the 7 dimensions of localization within their processes, for example: Think more about localization in issues of direct financing,	• There should be an exercise of accountability towards the RECOMMENDATIONS FOR CPU beneficiary organizations, the information should not be delivered only to the focal point, but being the organization the beneficiary, which is an essential part of the location

	transparency in access to information and resources. • That the hiring of global consultancies meet the quality and meet the needs of the LHP, since the methodologies have not been innovative. • Consultancies must be hired from the local level, since from the international level they have not had added values.	
• Minimize intermediation in the management and administration of financial resources to ensure more practical administrative processes and improve the time in the disbursement of resources to the LHP from the financial area, especially if they are not part of the ecclesiastical structure	• The LHPs recognize that the project has given it flexibility to propose and make commitments that can be agreed with all members of the Committee.	• Minimize intermediation in the management and administration of financial resources to ensure more practical administrative processes.
• CI Make more visits to the country and LHP and improve the relationship with the LHP (learn Spanish) as a joint preparation of the PAC, more dedication to Colombia.	An annual resource should be guaranteed for the execution of actions for institutional strengthening. The impact on the implementation of emergency procedures and protection funds should be monitored.	The financial area had to accompany the visits to the LHP from the beginning of the project, even more accompaniment is needed in MEAL issues.
• Clarify the position regarding the location by the DCV What is the bet that DCV has so that the localization is possible in Colombia? Know the plan to make the bet possible, is there a plan? Times. What will be the role of partner organizations?	The LHPs concluded that most of them have been but that several, especially those referred to by international consultancies, have not met their expectations.	
As a general response of the LHP, it is concluded that the resources from the project have allowed the achievement of the goals since it was possible to install capacities to the community and in turn donate elements and equipment that solve a problem. Faced with the administrative financial processes that organizations currently manage, it has the resource of		

| Together, which has facilitated maintaining relief and solvency in times of low resources due to the completion of projects and a small budget for this reason. It is also highlighted that the limited budget of the LHP generates difficulty in planning actions during the year. | | |

Introduction		
Scope (logframe)	**EQ**	**Changes in EQ from TOR?**
2.1 All LHPs in country have implemented their CS-plans to at least 80%	Relevance: Has the Strengthening Plan contributed to improving the internal conditions of your organization, local recognition and the possibility of projection in your territory?	No Changes
2.2 At least 80% of LHPs in a country who identified plans of preparedness and/or response as a CS measure have improved/developed and tested/applied them	Coherence: Has progress in meeting the indicators helped organizations strengthen their capacities in the emergency response component?	No Changes
	Efficiency: Has an adequate and efficient use of resources been made to achieve the goals? Was the budget sufficient for the achievement of the goals? Were we able to use resources more efficiently, achieving goals at a lower cost? Have administrative and support processes contributed to the achievement of the goals? Have administrative financial processes been improved to respond in a more timely manner to emergency response needs?	No Changes
	Suitability and Effectiveness: Were the methodologies and strategies used suitable and adequate for the achievement of the expected goals?	No Changes
3.1 At least 4 out of 5 LHPs in country have applied successfully for the funding of an innovative or preparedness action (HOIFA).	Effectiveness: Has the process of knowledge exchange and implementation of HOIFA fostered innovation and creativity in your organization, encouraging humanitarian actions?	No Changes

1.3.2 LHP use a Peer review mechanism to integrate Lessons Learnt (LL) in programming and implementation of humanitarian action	Impact: Have the lessons learned helped to enhance knowledge?	No Changes
1.1.1 Through the Country Steering Committee LHPs in country develop strategic priorities for programme implementation	Effectiveness: Does the functioning of the steering committee facilitate the management and compliance of each of the components of the project?	No Changes
2.1 All LHPs in country have implemented their CS-plans to at least 80% 3.1 At least 4 out of 5 LHPs in country have applied successfully for the funding of an innovative or preparedness action (HOIFA).	Coverage/ Quality: Has the process of strengthening the LHP allowed to increase the coverage in the emergency response actions and the quality of the response from a self-evaluation of the organizations?	No Changes

Description of project/Main achievements per component/output				
Output 1	**Output 2**	**Output 3**	**Output 4**	**Others**
The CSC established its objectives, its working rules, its decision-making mechanism, has established the system of representation and voting, of rotation in the PAC, and allocates the project budget for HOIFAs development and capacity building.	The LHPs implemented their CS-plans. For the case Abiudea implemented the: 31.87%, Benposta the: 33.18%, the SNPS 26%, Rows 0% and the Angel Leap 25%. This is because despite having advanced a lot in strengthening capacities during the project (Diploma in humanitarian action, training in security protocols, Diploma in Sphere Manual, English Courses, Psychological First Aid, Emergency Response Plans, Community Risk Management Strategies, Advocacy Spaces for Localization, MEAL trainings, among others.) Time and resources have not been sufficient on the part of local	5/5 LHPs have been applied to the HOIFA technique. Eight HOIFA applications have generated the implementation of 36% of the budget allocated for the HOIFA fund project corresponding to 68,773 Euros compared to the 189,216 allocated for the country.	LHPs achieve their self-defined progress markers of their Localization with the embassy Videos and the Localized Action Congress.	

	partners to achieve their strengthening plans. In Abiudea, the volunteer plan, the MEAL strategy, humanitarian principles and the communications strategy are being strengthened. For Benposta, the administrative and financial strategy, a document management center, MEAL and children's observatory and the communications strategy are being strengthened. For Salto Ángel, the strengthening process has focused on the MEAL strategy. For the SNPS, the strengthening was oriented to the automation of processes and the strengthening of MEAL. Finally, Hileros has not implemented its plan, which hinders the progress of the project, since compliance as a country is severely affected.			
The LHP use a Peer review mechanism to integrate Lessons Learnt (LL) in programming and implementation of humanitarian action	The 5 LHPs recognized the importance of having preparedness and/or response plans as a capacity-building measure and are currently working on the plans in order to formulate or revise the plans of each of the organizations. However, the formulation period has taken a long time			

	which has made it difficult to test them.			
LHPs use the ToGETHER MEAL system (incl. the Monitoring pillar on the digital platform)				
LHPs improve their MEAL component in the organizations				

Methodological approach		
Main methods/steps	**Participants/sample**	**Constraints**
First phase: The instrument was designed by organization to perform feedback. The matrix was to be filled out by each focal point and at the country and international level by: CPU (For each LHP), Caritas Alemana and PMU (For the project in Colombia).	• Focal Point Self-Evaluation • Evaluation by CPU to each Organization • Evaluation by German Caritas to ToGETHER COL • PMU Evaluation of ToGETHER COL	• The guiding questions included in the instruments were not answered in time by Caritas Aleamana and the PMU.
Second Phase: Each LHP met in their organizations and responded to the instrument. He also prepared recommendations for other LHP, CPU, Caritas, PAC and PMU.	Self-assessment in the organization	
Third Phase: A face-to-face meeting methodology was applied in a workshop consisting of a peer review mechanism. A questionnaire was carried out to be carried out in a group way towards one of the organizations. In the workshop, the evaluation was carried out organization by organization, placing itself at the center of the group. In the shared work the organization being evaluated became mute and listens to peer feedback in terms of the three guiding questions. In the end the organization asks the others what it needs to strengthen in the components that it	Evaluation by CSC (CSC members)	

presents weakness (the above is done by each partner). Finally, recommendations were generated for each local partner, CPU, CSC, PMU, PAC Caritas Alemana at the group level as a Country Steering Committee.		
Fourth Phase: Data analysis and reporting were generated.	Analysis and Reporting (CPU)	Time for reporting and data analysis was limited.

Findings and Conclusions (related to logframe logic)					
Logframe	**Connected EQ**	**Related OECD/DAC**	**Findings**	**Conclusions**	**Recommendations**
1.1.1 Through the Country Steering Committee LHPs in country develop strategic priorities for programme implementation	Does the functioning of the steering committee facilitate the management and compliance of each of the project components?	Efficacy	• Focal points should spend more time working on the project 100%, in coordination with the CSC and in their organization. Since there is evidence of lack of management compliance with the indicators.	• Organize monthly schedule of activities to prevent team activities from intersecting and thus be able to meet the commitments acquired in the different areas. • The functioning of the Committee has made it possible to strengthen a culture of collegial decision-making, where organizations are horizontal. The functioning of the Committee has allowed to feed back the requests of HOIFA,	• Permanently socialize project information with the organization. • PAC Assume the role of advocacy and leadership in budget execution, decision-making on the budget surplus and the plan of activities/global agenda (common interest among LHPs). • PAC: More inclusion of all LHP members at the global level, for example orientation of permanent members to new members of countries that are rotating (adjust to the realities of the schedule of ALL countries). PAC:The

| | | | | | enhancing the learnings of the different organizations in each of the humanitarian response opportunities. | possibility of carrying out face-to-face exchanges between local partners from different countries, among which there are similar characteristics or situations and from which we can have more direct learning experiences. PAC: Share a little more data on each country's crisis realities (not just in global HOIFA applications). Include the CSC Colombia to all the activities that are carried out considering the time difference. PAC: Virtuality shortens distances, but breaks with the efficiency of the processes, because learning is lower, more face-to-face spaces are recommended.

• Change the structure of the operation of the committee established in the first months of the project in Colombia: In the remainder of the project, carry out a needs assessment to prioritize the strengthening of 2023 and on that allocate resources to each |

					organization, and not have only a bag of resources, as this generates inequality in access to resources and information. • More transparency on the part of the focal points
1.3.2 LHP use a Peer review mechanism to integrate Lessons Learnt (LL) in programming and implementation of humanitarian action	• Have the lessons learned helped to enhance knowledge?	Impact	• For some LHP after completing the activities such as HOIFAS and the training processes received, subsequent meetings are held to review the points of view and lessons of each activity carried out, however, in other cases the replication of knowledge within the evaluation has been null.	• Promote processes of exchange of knowledge and good practices that allow strengthening the relationship between partners, but also increase the technical capacities of local organizations.	• Promote exchange of experiences with the organizations part of the project and with other CI organizations and other NGOs that clearly promote localization in Colombia.
1.4.1 At least 4 LHPs have a MEAL system (CHS 7) including a Complaint Response Mechanism (CRM) (CHS 5)			• For everyone it is a challenge to complete and keep the indicators up to date, reason for all partners to fulfill the commitments so that we all move forward, the organization grows, and Colombia is a proud pilot for the		• The financial area had to accompany the visits to the LHP from the beginning of the project, even more accompaniment is needed in MEAL issues. • More transparency on the part of the focal points about their activities carried out in their time 100% of the ToGETHER

			ToGETHER project.		project (accountability).
2.1 All LHPs in country have implemented their CS-plans to at least 80%	• Has the Strengthening Plan contributed to improving the internal conditions of your organization, local recognition and the possibility of projection in your territory? • Has progress in meeting indicators 2.1 and 2.2 contributed to organizations strengthening their capacities in the emergency response component? • Has the process of strengthening the LHP allowed to increase the coverage in the emergency response actions and the quality of the response from a self-	Relevancy	• The ToGETHER project has been a challenging mission, because it has given the organization the possibility of strengthening the knowledge of its collaborators, it has allowed recognition in the community with the application of HOIFA. • The ToGETHER project has been a challenging mission, because it has given the organization the possibility of strengthening the knowledge of its collaborators, it has allowed recognition in the community with the application of HOIFA. It was established that by the date of measurement none of the LHPs has managed to implement the strengthening plan by 40%. For the case Abiudea implemented the: 31.87%, Benposta the: 33.18%, the SNPS 26%, Rows	• Consider to the LHP of ToGETHER for access to funds and resources for the implementation of projects with funds managed by intermediaries (make visible and support with diverse sources of financing and support the LHPs apart from agendas of the German consortium). • The LHPs recognize that the project has given it flexibility to propose and make commitments that can be agreed with all members of the Committee.	• The methodology implemented through the ToGETHER project has improved the vision and appropriation towards the projects in which we participate and we hope that this will be only a first phase in the development of many more similar projects, where more organizations from Colombia and the region can participate.

	evaluation of the organizations?		0% and the Angel Leap 25%. This is because despite having advanced a lot in strengthening capacities during the project (Diploma in humanitarian action, training in security protocols, Diploma in Sphere Manual, English Courses, Psychological First Aid, Emergency Response Plans, Community Risk Management Strategies, Advocacy Spaces for Localization, MEAL trainings, among others.) Time and resources have not been sufficient on the part of local partners to achieve their strengthening plans. In Abiudea, the volunteer plan, the MEAL strategy, humanitarian principles and the communications strategy are being strengthened. For Benposta, the administrative and financial strategy, a document management center, MEAL and children's observatory and the communications strategy are being strengthened. For Salto Ángel, the strengthening process has focused on the MEAL strategy. For the SNPS, the		

			strengthening was oriented to the automation of processes and the strengthening of MEAL. Finally, Hileros has not implemented its plan, which hinders the progress of the project, since compliance as a country is severely affected.		
2.2 At least 80% of LHPs in a country who identified plans of preparedness and/or response as a CS measure have improved/developed and tested/applied them	• Has progress in meeting indicators 2.1 and 2.2 contributed to organizations strengthening their capacities in the emergency response component?	Coherence	The 5 LHPs recognized the importance of having preparedness and/or response plans as a capacity-building measure, and are currently working on the plans in order to formulate or revise the plans of each of the organizations. However, the formulation period has taken a long time which has made it difficult to test them.	As a general conclusion of the LHP, it is necessary to control the progress of the plan and the indicators has allowed them to guide their work and focus on the points in which they must improve. However, for the LHP the monitoring of compliance with the indicators has not been an easy task, since they have not given the importance it requires to monitoring, and they see it as another task.	
3.1 At least 4 out of 5 LHPs in country have applied successfully for the funding of an innovative or preparedness action (HOIFA).	• Has the process of knowledge exchange and implementation of hoifa fostered innovation and creativity in your organization, encouraging humanitarian	Efficacy, Coverage and Quality	• For the LHP the HOIFA fund has allowed to increase the geographical coverage of the actions carried out in the territories	• For LHP, HOIFA has allowed to expand the coverage with innovative services and has allowed to implement methods of needs assessment. Implement actions in other territories And apply needs	

	actions? What has been the added value of each LHP (with its "specialty / talent") to the project in Colombia?			assessment methods in other territories to think about strategic projects in response and community participation. The project has made it possible to expand the coverage of emergency response, both geographically and in terms of lines of action.	
4.1 LHPs achieve their self-defined progress markers of their Localisation Frameworks to at least 70 % and have integrated them into the Program's MEAL System			• Minimize intermediation in the management and administration of financial resources to ensure more practical administrative processes and improve the time in the disbursement of resources to the LHP from the financial area, especially if they are not part of the ecclesiastical structure • CI make more visits to the country and LHP and improve the relationship with the LHP (learn Spanish) as a joint preparation of	• PMU has to Influence to guarantee a second phase of ToGETHER and consider the prolongation of support for the processes of strengthening in localization logic of each of the LHP • PMU has to give Impartial support to all LHPs regardless of the intermediary (not only those of WHH) and conduct more peer review between intermediaries (German NGOs) as in a CSC at the level of Germany. • PMU has to maintain	• Continue to strengthen the relationship with the German Embassy in Colombia and the issue of advocacy. • There should be an exercise of accountability towards the RECOMMENDATIONS FOR CPU beneficiary organizations, the information should not be delivered only to the focal point, but being the organization the beneficiary, which is an essential part of the location • Minimize intermediation in the management and administration of financial resources to ensure more

			the PAC, more dedication to Colombia. • Clarify the position regarding the location by the DCV What is the bet that DCV has so that the localization is possible in Colombia? Know the plan to make the best possible, is there a plan? Times. What will be the role of partner organisations?	fairness among consortium members. • Transparent accountability with the PAC, present timely feedback of results. • Comply with the 7 dimensions of localization within their processes, for example: Think more about localization in issues of direct financing, transparency in access to information and resources. • That the hiring of global consultancies meet the quality and meet the needs of the LHP, since the methodologies have not been innovative. - Consultancies must be hired from the local level, since from the international level they have not had added values.	practical administrative processes.

Findings and Conclusions (if not related to logframe logic/other topics)				
EQ	**Related OECD/DAC**	**Findings**	**Conclusions**	**Recommendations**
Financial and administrative: Has adequate and efficient use of resources been made to achieve the goals? Was the budget sufficient for the achievement of the goals? Were we able to use resources more efficiently, achieving goals at a lower cost? Have administrative and support processes contributed to the achievement of the goals? Have administrative financial processes been improved to respond in a more timely manner to emergency response needs?	Efficiency	As a general response of the LHP, it is concluded that the resources from the project have allowed the achievement of the goals since it was possible to install capacities to the community and in turn donate elements and equipment that solve a problem. Faced with the administrative financial processes that organizations currently manage, it has the resource of Together, which has facilitated maintaining relief and solvency in times of low resources due to the completion of projects and a small budget for this reason. It is also highlighted that the limited budget of the LHP generates difficulty in planning actions during the year.	An annual resource should be guaranteed for the execution of actions for institutional strengthening. The impact on the implementation of emergency procedures and protection funds should be monitored.	The financial area had to accompany the visits to the LHP from the beginning of the project, even more accompaniment is needed in MEAL issues.
Were the methodologies and strategies used suitable and adequate for the achievement of the expected goals?	Adequacy and Effectiveness		The LHPs concluded that most of them have been but that several, especially those referred to by international consultancies, have not met their expectations.	

Country: DR Congo

Evaluation timeline: Start: August 22 End: October 22

<table>
<tr><th colspan="3">Executive summary</th></tr>
<tr><th>Most important findings</th><th>Most important findings</th><th>Most important recommendations</th></tr>
<tr><td colspan="3">Program management</td></tr>
<tr>
<td>For the management of program implementation, the following observations were made:

Strengths:

• Quality training in favor of LHPs

• Availability of sufficient financial resources

• Availability of the management team

• Good dynamism in program management,

• Recruitment of strong firms or consultants to support the strengthening of LHPs ,

• CPC support to CSC and other meetings.

• Approach to reinforce horizontally and vertically with (ignored) information.

• Transparency and open collaboration.

• Good coordination of Actions</td>
<td>For the management of the implementation of the program the tools and means, approaches work well in the conduct of this synergy.</td>
<td>Continue retraining and capacity building;</td>
</tr>
<tr>
<td>**Missed opportunities:**

• No budget lines for travel and change in exchange rate.

• Imbalance between resources available for LHP and planned activities.

• Low involvement of LPHs in the logistics process, especially during the preparation of activities.</td>
<td>The level of involvement of the LHPs and the distribution of resources are insufficient</td>
<td>Improve the involvement of LHPs in all Processes, equity and transparency in the distribution of resources to different activities</td>
</tr>
</table>

• Difficulty in applying the CSC ToRs. • Failure to respect the planning, • Poor quality of information sharing, • Planning of non-coordinated activities • Low involvement of CSC members		
Some challenges are observed by the LHPs during the implementation in particular: • Application of a training plan both individually and institutionally. • Localization (long process and not everything can be done in 3 years) • Alignment of activity function resources at the LHPs • Involvement of CSC members and ownership of the project • Risks of non-implementation of individual plans • Weak communication on the financial possibilities for the execution of different activities, • Security conditions in North Kivu . • Calendar conflict. • Availability of financing and flights	The individual and joint capacity building plan is not well phased to generate the expected results. The formations come in bursts and do not allow good assimilation. Also the training does not water all the staffs of the institutions to be profitable but earlier a handful of staff.	Set up a well-scaled and graduated module to meet the temporal needs of the LHPs
Schedule management and compliance		
Strengths: • Significant advancement in the program • The delay which was due to the covid-19 context caught up • Global calendar followed • National calendar respected	The level of involvement of LHPs in programming remains insufficient	Stimulate the involvement of CSC members who very often seem busy. Need to have a solemn act of commitment.

Missed opportunities: • Chronogram not popularized and not concerted. • Accumulation of activities to recover the delay • Calendar particular not taken into account yet important for development _ individual. • Only schedule and results _ global countries _ have advanced (implementation of the country plan)		
Challenges: • Involvement of certain LHPs in the material organization of activities. • Non-return of training achievements to other staff or LHPs. • Validation of deliverables within the LHPs and their upload in WebMo		
Improvement of response capacities		
Strengths • HOIFA confirmed this because it is designed to put the community at the heart of the response. • Consideration of aspects of resilience in the formulation of projects in order to strengthen communities. • Consideration of the "DO NO harm" principle in interventions. • The integration of sustainability plans in project proposals. • Community involvement at all stages. • Response adapted to local needs.	Currently the response capacity of LHPs has improved not only with training but also through peer reviews and networking with other actors, mainly localization platforms .	Promote peer networking and learning actions
Weak points • The means insignificant LHP for build resilience capacity at the level _ community		

• The effects negatives are identified, but he ya inability to resolve that • Response capabilities _ _ spouse not _ really improved.		
Communication and collaboration		
Strong points • Existence of communication channels " Whatssap groups , Skype, etc. " » • Establishment of "social network" groups for discussion; • The Webmo is a tool that facilitates exchanges. • The information shared is understood and accepted; • The exchanges are carried out and have allowed the program to evolve well. • Information shared in real time,	Communication and collaboration to be improved between CSC and CPU on one side and for visibility and influence between ToGETHER and other humanitarian coordination stakeholders.	Formalize the ToRs on communication within ToGETHER
Challenges: • Sudden communication; info shared late. • Insufficient capacity of actors on communication; • Insufficient pro activity in CPU and CSC feedback • Lack of information to stakeholders of the availability of all resources "such as financial". • Low active involvement of CSC members, • Low ownership of the project and activities.		
Improvement of coordination capacities		
Strong points • Participation of LHPs at different levels of the humanitarian architecture is improved. • Involvement of LHPs in the existing humanitarian	Currently the coordination capacity of LHPs has improved through networking with other actors, mainly localization platforms, through access to lead or co-lead positions in provincial humanitarian coordination structures or ADSSE,	Encourage the actions of mutualisation of the LHPs of ToGETHER in the various opportunities by the responses in consortium, and the alliances in the future votes within the humanitarian coordination.

coordination mechanism. • LHPs recognize their capabilities, but much remains to be done for their effective management, • Availability of HOIFA funds for response to emerging crises. • Effective participation in humanitarian forums and in the coordination of actions. • They participate in the HNO and coordinate their responses to the response plan humanitarian.	SAD, TPO already sit. The contribution of LHPs is acknowledged in the Humanitarian Needs Overview/Humanitarian Reponse Plan produced by UNOCHA where	
Challenges: • Lack of response tools apart from those of the cluster. • Low level of reporting. • Low access to big financing, • Funds are not always available when needed. • Reduced package of funds means LHPs do not impose their footprints in coordination.		
Modification of the program based on lessons learned		
• Create a follow-up plan for lessons learned based on the various SWOT analyzes already proposed: • Follow up on recommendations. • Reformulate certain indicators • Make the CSC play its role to a minimum • Involvement of "member" CSCs • Explode the article 1 into 2 in the results 3 (HOIFA) to adapt to the context, • Added activity progress markers added	Curriculum adaptation based on lessons seems to be faltering at country level. Lessons are learned but not yet used to improve the quality of the program.	At CSC level, all lessons are recorded and tracked in their application

•	By improving communication within the program,		
•	by supporting the implementation of the individual plans of the LHPs,		
•	Integrate local LHPs capacity building plans.		
•	Direct more funds to HOIFA responses and less funds to LHP capacity building.		
•	LHPs should popularize the program within their organizations,		
•	Fund the priority actions of the country strategic plan.		

Introduction		
Scope (logframe)	**EQ**	**Changes in EQ from TOR?**
General	1. What are the strengths and challenges of implementation, management. To what extent do ToGETHER interventions did they respect the timetables and the planned results? What factors favored or inhibited adherence to schedules and planned interventions? How were the challenges handled? Are the project assumptions still relevant to the current context in the DRC?	No changes
Outcome1 The 5 LHPs increase their joint humanitarian response to at least 80% and in line with international humanitarian standards (CHS 3).	2. Examine the extent to which LHPs are improving their joint humanitarian response capabilities in line with international humanitarian standards (CHS 3) What are the strengths and challenges of communication and collaboration so far? What are the strengths and challenges	No changes
The 5 LHP increase their humanitarian coordination capacity at least 80% joint and in accordance to the standards international humanitarian organizations (CHS 3)	3. Examine in what measures LHPs improve their humanitarian coordination capacities spouse in accordance to the standards organizations (CHS 3) What are the dots strengths and challenges of communication and	No changes

	collaboration until present? What factors seem to favor Where interfere with the functioning of activities Where a collaboration and a cooperation effective between the different parts stakeholders and others localization actors ?	
General	4. Based on these results and lessons learned, how could the project be modified to improve its acceptability in the humanitarian system or the efficiency and effectiveness of its implementation? How should the project's theory of change or results framework be refined or modified?	No changes
General	5. How is information shared by the program with different stakeholders? How to establish a mechanism to collaborate with other organizations, government entities, the private sector and other NGOs?	No changes

Description of project/Main achievements per component/output				
Output 1	**Output 2**	**Output 3**	**Output 4**	**others**
The strategic priorities have been in place since last July (see strategic plan) but, according to the opinions of the members of the CSC, they require financial resources to carry them out properly. The level of achievement is currently evolving slowly. In this current milestone this plan is likely to be accomplished 100% because the efforts of CSC are committed in this direction.	This indicator is overdue due to poor understanding and communication on how to implement the capacity building plan. To date, it is less than 30% achieved. A unanimous resolution has just been taken to reduce the implementation of the joint plan in favor of the individual plans of the LHPs.	This product is in pain where only 2 of the 5 LHPs have acquired this fund. heaviness _ in the submission of projects and also in approval are the causes of this delay.	The localization framework _ is defined and included in the MEAL system. The performance of this plan is dependent on the evolution of the advocacy plan on location _ who is in progress of elaboration. After launch of this advocacy plan, he will be easy and rational to follow the evolution of localization actions _ in this framework	
For learning, the program in the DRC has already realized 2 events learning not peers. _ Exercise sensible to be leads a time the	All 5 LHPs have developed contingency plans under the facilitation of the program. These guidelines are already in place for			

year, in the DRC it summer do of them time to raison lesson extension _ i.e. involve more contributors beyond the framework _ toGETHER for more diversity of experiences. one note that for the first HOIFA phase none organization n / A used this approach of learning.	the majority of LHPs. The gap observed is the regular updating of this document according to the evolution of the context.
During the first phase the included CRM in the MEAL system had already summer set up 100 % and launch to use. But we remark the absence of the use of this complaint management mechanism.	All 5 LHPS are currently part of the early warning systems overseen by UNOCHA from which alerts are drawn or fed into a database for the humanitarian community

Methodological approach		
Main methods/steps	**Participants/sample**	**Constraints**
Presentation of the plan vs achievements/ Documentation review	CSC members, PFs, CPU Team, LHPs Fiance and program teams	Missed updates for some documents
Group discussion:	CSC members, PFs, CPU Team, LHPs Fiance and program teams	
Outcome Mapping	CSC members, PFs, CPU Team, LHPs Fiance and program teams	
Outcome harvesting	Sample of all LHPs staff	Time due to dispersion of sites
Strengths Weaknesses Threats and Opportunities Analysis	CSC members, PFs, CPU Team, LHPs Fiance and program teams	
Self-assessment questionnaire:	Sample of all LHPs staff	Long questionnaire that takes a lot of time

Findings and Conclusions (related to logframe logic)

log frame	Connected EQ	Related OECD/DAC	Findings	Findings	Recommendations
3.1 At least 4 out of 5 LHPs in the country have successfully applied for Innovative Action or Readiness Funding (HOIFA).	4. Based on these results and lessons learned, how could the project be modified to improve its acceptability in the humanitarian system or the efficiency and effectiveness of its implementation? How should the project's theory of change or results framework be refined or modified?		This indicator is past due where only 2 out of 5 LHPs have acquired this fund. The heaviness in the submission of projects and also in the approval are the causes of this delay	For certain types of intervention, the HOIFA fund seems inadequate	Accelerate the granting of funds and monitor the implementation _ Orient a lot of funds to the HOIFA projects and less funds for capacity building of LHP.
1.1.1 Through the national steering committee, LHPs in the country develop strategic priorities for program implementation			The CSC has developed the strategic plan describing the priorities, but the substantial financial resources are not allocated.	Difficulty in accomplishing defined strategic priorities	Arrange lines _ budget for CSC - specific activities
Output indicator 2.1 - All LHPs have implemented _ _ their capacity building plans at least 80 % _			Capacitance plans _ _ individuals are not not accompanied by a coaching to a good capitalization.	A implementation stammering plans _ individual implementation of LHPs; _	Reformaulation Output indicator 2.1 - All LHPs have implemented _ _ their capacity building plans _ _ *with program support at* least 80 %

Country: Ethiopia

Evaluation timeline: Start: October 6, 2022, End: October 14, 2022

Executive summary		
Most important findings	**Most important conclusions**	**Most important recommendations**
• LHPs organizational self-assessment did give an opportunity to increase their capacity by working on their gaps and helps them to feel confident enough, competent, and self-led since its engagement. • LHPs started to implement emergency and recovery projects • One LHP got direct funds from UNOCHA and implemented emergency projects and the others are on process to fulfill the due diligence procedure. • LHPS became vibrant in the humanitarian response arena and strengthening their partnership with other INGOs. • Most of the LHPS incorporate CRM into their MEAL system • To fulfill the required procedure to get direct fund from INGOs and Donor organizations, LHPs prepared organizational policies and guidelines. • ToGETHER program introduces capacity building systematically and support LHPs to look other opportunities to diversify their income • HOIFA project gives a room to LHPs to be innovative and implement projects in different	• All LHPs would not be able to accomplish the planned capacity strengthening activities which aimed at improving their participation in the country humanitarian architecture within the project lifetime. Therefore, the project needs to be extended and scaled up. • The approach of the ToGETHER project is new and needs to familiarize and adopt the plan into the organization context. Most of the activities are new for LHPs. Therefore, some activities need human, financial and material resources to implement and achieve the planned activities. • Working closely with the local government structure and the community at all levels created accountability and transparency.	• The project should allocate budget for LHPs to implement the planned capacity strengthen activities. • The CS plan needs to revise, some activities/gaps in the humanitarian architecture not included. • LHPs should strengthen their work on visibility to diversify their income. • Given large number of disaster affected communities, the budget of allocated HOIFA project implementation should be increased

approach from the usual • LHPs mentioned that the allocated amount of budget to implement HOIFA project is not sufficient to address the needs of the target community. In addition, the amount of resources allocated and the people that needs support not comparable. • Peer review mechanism which helps LHPS to learn from each other new ideas, perspectives, good practices, and experiences that are easily adopted to the context of AEID from partnership of other LHPs • From ToGETHER project LHPs learn how coordination maters in humanitarian intervention and transparency minimizes complain and challenges in humanitarian intervention		

Introduction		
Scope (logframe)	**EQ**	**Changes in EQ from TOR?**
Output indicator: 1.1.1. Through the Country Steering Committee LHPs in country develop strategic priorities for programme implementation	**Q1**. To what extent LHPs and CSC members implement the developed country strategic priorities as planned? **Q2.** Which perspectives do the organizational capacity changes of LHPs have to sustain also beyond the project lifetime and what can be done in the remaining project duration to secure a sustainability of the gained capacity increase?	
Output indicator: 1.4.1 At least 4 LHPs have a MEAL system (CHS 7) including a Complaint Response Mechanism (CRM)	**Q3.** To what extent LHPs incorporate CRM in their MEAL system for program improvement?	

Output indicator: **2.1** All LHPs in country have implemented their CS-plans to at least 80%. Output indicator: **2.2** At least 80% of LHPs in a country who identified plans of preparedness and/or response as a CS measure have improved/developed and tested/applied them.	**Q4**. To what extent LHPs making progress towards CS plan to meet the project outcome? **Q5**. Have the project approaches and strategies appropriately matched with the needs of LHPs for their action?	
Output indicator: **3.1** At least 4 out of 5 LHPs in country have applied successfully for the funding of an innovative or preparedness action (HOIFA). Output indicator: **3.2** By the end of the programme 100% of in country planned HOIFA funding is spent according to approved proposals	**Q6**. To what extent HOIFA contributed to respond the needs of the target beneficiaries? Have there any unintended outcomes? **Q7**. Have resources been allocated for HOIFA project has efficient to achieve its outcome?	
	Q8. What are the major challenges LHPs faced during the implementation of the project?	
	Q9. What are the key lessons learnt form the project implementation?	

Description of project/Main achievements per component/output			
Output 1	**Output 2**	**Output 3**	**Others**
• The CSC members together with the CPU team developed five country priority strategies: Community led response, triple nexus, direct fund access, Negotiation space and policy and diversification of donor funding.	• Most of the LHPs participated in different national, regional and district cluster meetings to make them visible and to get donors	• HOIFA provided a new, first and unique learning for one LHP during the process to intervene in refuge setting	**Challenges** • Targeting is very challenging because the people affected by the problem is very high, but the amount of the support is very small, not equivalent.
• The internal organizational capacities of LHPs	• LHPs developed strategies, guidelines, manuals and open foreign	• HOIFA project gives a room to LHPs to be innovative and	• During the implementation of the HOIFA project, it was

strengthening on the areas of proposal development unit/fund raising unit. Due to technical supports and trainings provided from ToGETHER project, the quality of the proposals developed by LHPs significantly improved as the result CIFA, AEID and AISDA able to acquire fund on emergency response.	currency account to fulfill donor requirements and got new projects.	implement projects in different approach from the usual	observed that the allocated amount of money to implement the project was not sufficient due to inflation, inaccessibility/unavailability of market in the area due to different reasons, transportation problem including the high demand of cost and the areas were under conflict.
• The CSC team established very clear country advocacy strategy and endorsed it after series of discussions	• Community Managed Disaster Risk Reduction (CMDRR) manual developed for the five LHPs according to their socio-economic and geographical context.	• During HOIFA project implementation, overall objective of the project, selection procedure of target beneficiaries, the type of item provided and entitlement and the number of target beneficiaries which addressed explain during the launching session for transparency.	• The person assigned for the project or the leaders of the LHPs engagement demanded in different areas at the same time and not fully engaged on the program and meet the expected results.
• To strengthen organizational and structural capacity of LHPs, ToGETHER project focus to develop and strengthen key organizational influencers and decision makers, who are remain in the organization for long time.	• ToGETHER capacity strengthen program give a chance for LHPs to implement localization theory on ground (HOIFA).	• Even if HOIFA has a small budget project, it was flexible, simple and accepted and lead by the community	**Learnings** • Peer review mechanism which helps LHPS to learn from each other new ideas, perspectives, good practices, and experiences that are easily adopted to the context of LHPs from partnership with other LHPs.
• Most of the LHPS incorporate CRM into their MEAL system	• The project Introduce organizational capacity building systematically and pushes LHPs to look other opportunities to diversify their	• The quality of NFI materials distributed for the target beneficiaries is appreciated by the local government officials	• From ToGETHER project LHPs learn how coordination maters in humanitarian intervention and transparency minimizes

	income/fund and created a lot of demand for LHPs	and target beneficiaries.	complain and challenges in humanitarian intervention
• LHPs installing suggestion boxes and posted phone number to collect complain from the target community during project implementation		• The materials distributed for target beneficiaries were timely and relevant to meet their needs during the time.	• Conduct organizational capacity assessment internally support LHPs to identify their strength and gaps by their own and plan accordingly and develop the experience of staffs.
		• It created a chance for One LHP to intervene its implementation in a new area and expanding into adjacent region by getting an entry point.	• Participating in cluster meetings at all levels in the intervention areas provide LHPs to be visible in the face of donors and INGOs to get direct fund and diversified organizational income
		• During conducting preliminary assessment and PDM, the project helps to identify consequences of the conflict including child protection issues, Gender based violence cases and problems for further development of project proposals.	• Engaging the local community structures and government authorities and other community-based organizations is very important in project implementation to meet the target objective and sustainability of the program at grass root.
		• LHPs mentioned that the allocated amount of budget to implement HOIFA project is not sufficient to address the needs of the target community. In addition, the amount of resource allocated and the people that needs support not comparable.	

Methodological approach

Main methods	Participants/sample	Constraints
• Focus Group Discussion (FGD)	• Country steering Committee members (CSC)	Due to the conflict, instability and security problem issues in the country, the team cannot travel to the project implementation areas as planned to collect the necessary data.
• Key Informant Interview (KII)	• Project Focal Persons (PFP)	The project by itself did not have the tool (audio record) which is important to collect information and data from the evaluation participants.
• Document Review	• MEAL Experts	
	• Target beneficiaries (HOIFA Project)	
	• Local government Officials	

Findings and Conclusions (related to logframe logic)

Logframe	Connected EQ	Related OECD/DAC	Findings	Conclusions	Recommendations
Output indicator: 1.1.1. Through the Country Steering Committee LHPs in country develop strategic priorities for programme implementation **Output indicator: 1.4.1** At least 4 LHPs have a MEAL system (CHS 7) including a	**Q1.** To what extent LHPs and CSC members implement the developed country strategic priorities as planned? **Q2.** Which perspectives do the organizational capacity changes of LHPs have to sustain	• Effectiveness • Sustainability	The CSC members together with the CPU team developed five country priority strategies: Community led response, triple nexus, direct fund access, Negotiation space and policy and diversification of donor funding. The internal organizational capacities of LHPs strengthening on the areas of proposal development unit/fund raising unit. Due to technical supports and trainings provided from WHH, the quality of the proposals developed by LHPs	All LHPs will not be able to accomplish the plan within the project lifetime. This project aims to equip LHPs to participate in the decision-making process. It needs support from the project and the project needs to be scale up.	The project should allocate budget for LHPs to implement the planned capacity strengthen activities. The CS plan needs to revise, some activities/gaps in the humanitarian architecture not included.

Complaint Response Mechanism (CRM)	also beyond the project lifetime and what can be done in the remaining project duration to secure a sustainability of the gained capacity increase? **Q3.** To what extent LHPs incorporate CRM in their MEAL system for program improvement?	• Effectiveness	CIFA able to acquire fund on emergency response. The CSC team established very clear country advocacy strategy and endorsed it after series of discussions. Most of the LHPS incorporate CRM into their MEAL system. LHPs installing suggestion boxes and posted phone number to collect complain from the target community during project implementation.	The approach of ToGETHER project is new and needs to familiarize and adopt the plan into the organization context. Most of the activities are new for LHPs. Therefore, some activities need human, financial and material resources to implement and achieve the planned activities. Working closely with the local government structure and the community at all levels created accountability and transparency.	LHPs should strengthen their work on visibility to diversify their income Beneficiary number and the amount of allocated budget to be increase during HOIFA project implementation. This kind of projects may consider establishing different infrastructures like constructing of warehouses for emergency response projects at the field level and purchasing of vehicles. It needs flexibility of budget instead of allocated fixed amount for the items.
Output indicator: 2.1 All LHPs in country have implemented their CS-plans to at least 80%. **Output indicator: 2.2** At least 80% of LHPs in a country who identified plans of preparedness and/or response as a CS measure have	**Q4**. To what extent LHPs making progress towards CS plan to meet the project outcome? **Q5**. Have the project approaches and strategies appropriately matched with the	• Impact • Relevance	Most of the LHPs participated in different national, regional and district cluster meetings to make them visible and to get donors LHPs developed strategies, guidelines, manuals and open foreign currency account to fulfill donor requirements and got new projects. Community Managed Disaster Risk Reduction (CMDRR) manual developed for the five LHPs		

improved/developed and tested/applied them.	needs of LHPs for their action?		according to their socio-economic and geographical context.		
			ToGETHER capacity strengthen program give a chance for LHPs to implement localization theory on ground (HOIFA).		
			The project Introduce organizational capacity building systematically and pushes LHPs to look other opportunities to diversify their income/fund and created a lot of demand for LHPs		
Output indicator: 3.1 At least 4 out of 5 LHPs in country have applied successfully for the funding of an innovative or preparedness action (HOIFA).	**Q6**. To what extent HOIFA contributed to respond the needs of the target beneficiaries? Have there any unintended outcomes?	• Relevance	HOIFA provided a new, first and unique learning for one LHP during the process to intervene in refuge setting.		
			HOIFA project gives a room to LHPs to be innovative and implement projects in different approach from the usual		
Output indicator: 3.2 By the end of the programme 100% of in country planned HOIFA funding is spent according to approved proposals	**Q7**. Have resources been allocated for HOIFA project has efficient to achieve its outcome?	• Efficiency	During HOIFA project implementation, overall objective of the project, selection procedure of target beneficiaries, the type of item provided and entitlement and the number of target beneficiaries which addressed explain during the launching session for transparency.		
			Even if HOIFA has a small budget project, it was flexible, simple and accepted and lead by the community.		

			The quality of NFI materials distributed for the target beneficiaries is appreciated by the local government officials and target beneficiaries.		
			The materials distributed for target beneficiaries were timely and relevant to meet their needs during the time.		
			It created a chance for One LHP to intervene its implementation in a new area and expanding into adjacent region by getting an entry point.		
			During conducting preliminary assessment and PDM, the project helps to identify consequences of the conflict including child protection issues, Gender based violence cases and problems for further development of project proposals.		
			LHPs mentioned that the allocated amount of budget to implement HOIFA project is not sufficient to address the needs of the target community. In addition, the amount of resource allocated and the people that needs support not comparable.		
	Q8. What are the major challenges LHPs faced during the		Targeting is very challenging because the people affected by the problem is very high, but the		

			amount of the support is very small, not equivalent.		
			During the implementation of the HOIFA project, it was observed that the allocated amount of money to implement the project was not sufficient due to inflation, inaccessibility/unavailability of market in the area due to different reasons, transportation problem including the high demand of cost and the areas were under conflict.		
			The person assigned for the project or the leaders of the LHPs engagement demanded in different areas at the same time and not fully engaged on the program and meet the expected results.		
	Q9. What are the key lessons learnt from the project implementation?		Peer review mechanism which helps LHPS to learn from each other new ideas, perspectives, good practices, and experiences that are easily adopted to the context of LHPs from partnership with other LHPs.		
			From ToGETHER project LHPs learn how coordination maters in humanitarian intervention and transparency minimizes complain and challenges in humanitarian intervention		
			Conduct organizational capacity assessment internally support LHPs to identify their strength and gaps by their own and plan accordingly		

| | | | and develop the experience of staffs.

Participating in cluster meetings at all levels in the intervention areas provide LHPs to be visible in the face of donors and INGOs to get direct fund and diversified organizational income.

Engaging the local community structures and government authorities and other community-based organizations is very important in project implementation to meet the target objective and sustainability of the program at grass root. | | |
|---|---|---|---|---|---|

Country: Indonesia

Evaluation timeline: Start: August 8, 2022, End: August 29, 2022

Executive summary		
Most important findings	**Most important conclusions**	**Most important recommendations**
Relevance: • The selection of LHP locations is relevant according to vulnerability to disasters and has been adjusted to the CGI work area according to the ToGETHER Core Program • ToGETHER Capacity building activities according to the results of OCA and RNA • Several activities are in line with the CGI and BNPB MoU by involving BPBD in several ToGETHER activities • Conceptually the outputs and outcomes of ToGETHER are very relevant to the context of Indonesia's vulnerable areas and the Localization program is really needed • HOIFA criteria globally are not relevant to local MOUs (CGI & BNPB) especially with the directorate of disaster mitigation	• In terms of relevance of the project with the need of the LHP, ToGETHER project are very relevant to Indonesia's vulnerable context. • HOIFA project criteria in Indonesia should refers to MOU between Caritas Germany Indonesia and BNPB as the main partner in Indonesia	
Effectiveness: The project has given support in • mechanisms in financial management • increased LHP capacity building through the implementation of training based on DIP • Support LHP in using Webmo • Support LHP's participation in networking or working	• Still no in-depth discussion discussing program outputs, outcomes and indicators. • Activities are only effective towards partially Output 1 and Output 2, not much towards 3 and 4 (not yet fully effective) • Progress Maker is still at activity level (based on DIP) not yet leading to output • There has not been a clear division of roles to	• Further discussion on the output level so LHP can complete the narration session in webmo • Further discussion on LHPs level on how this activity are able to contribute the other output • Follow up CS plan was on the LHPs level

groups at Global – Consortium, or international events – GPDRR	follow up on the results of the training so that it becomes the institutional capacity	
• Capacity Building supported by ToGETHER has been able to contribute to some LHP in institutional performance according to CHS and Institutional needs		
• Support provided by the CPU in executing activities according to the DIP or Capacity Building Calendar		
• Support the smooth work of CSC		
• There has been no in-depth discussion discussing program outputs, outcomes and indicators.		
• Activities are only effective towards partially Output 1 and Output 2, not much towards 3 and 4 (not yet fully effective)		
• Progress Maker is still at activity level (based on DIP) not yet leading to output		
• There has not been a clear division of roles to follow up on the results of the training so that it becomes the institutional capacity		
• The use of HOIFA funds is still not optimal		
Efficiency: • Changes in the mechanism of logistics arrangements, especially the procurement of airplane tickets (energy efficient) and flexibility • Using accountable financial SOPs in LHP really supports efficiency • There is synchronization between CGI and LHP financial SOPs through equal dialogue • Several LHPs have almost reached their maximum	There was an agreement between LHPs dan CPU that all procurement under transportation will be under LHPs Using existing SOP financial in LHPs HOIFA still not yet maximise	

funding limit for travel costs	
• As of June 2022, expenses are already 35% of the total funds.	
• The budget that has been completely absorbed is the MEAL fund, Peer review exchange, coordination mechanism, CRM	
• There are still a lot of HOIFA & capacity building	
• The project lost a lot of funds due to the loss exchange rate	

Introduction		
Scope (logframe)	**EQ**	**Changes in EQ from TOR?**
2.1 All LHPs in country have implemented their CS-plans to at least 80%	Relevance: although all LHP claimed that the project is relavance, they still cannot say its already 80% from the CS plan	No Changes
2.2 At least 80% of LHPs in a country who identified plans of preparedness and/or response as a CS measure have improved/developed and tested/applied them	Coherence: Each LHPs should assess their own performance, they will use the result of OCA and LNRA as their baseline data?	No Changes
3.1 At least 4 out of 5 LHPs in country have applied successfully for the funding of an innovative or preparedness action (HOIFA).	MOU between Caritas Germany Indonesia and BNPB (national agency for disaster management) should become the main reference for any HOIFA activity	No Changes
1.3.2 LHP use a Peer review mechanism to integrate Lessons Learnt (LL) in programming and implementation of humanitarian action	Have the lessons learned helped to enhance knowledge?	No Changes
1.1.1 Through the Country Steering Committee LHPs in country develop strategic priorities for programme implementation	CSC felt that they have steering committee facilitate the management and compliance of each of the components of the project?	No Changes

2.1 All LHPs in country have implemented their CS-plans to at least 80% 3.1 At least 4 out of 5 LHPs in country have applied successfully for the funding of an innovative or preparedness action (HOIFA).	Coverage/ Quality: Has the process of strengthening the LHP allowed to increase the coverage in the emergency response actions and the quality of the response from a self-evaluation of the organizations?	No Changes

Description of project/Main achievements per component/output				
Output 1	**Output 2**	**Output 3**	**Output 4**	**Others**
The CSC established its objectives, its working rules, its decision-making mechanism, has established the system of representation and voting, of rotation in the PAC, and allocates the project budget for HOIFAs development and capacity building.	The LHPs implemented their CS-plans. For the case Abiudea implemented es and the strengthening of MEAL. Finally, Hileros has not implemented its plan, which hinders the progress of the project, since compliance as a country is severely affected.	until the internal evaluation in August 2021 we were only be able to have 1 HOIFA activities. The issue has been settled among CPU and CSC, hopefully we will be able to have more HOIFA activities		
The LHP use a Peer review mechanism to integrate Lessons Learnt (LL) in programming and implementation of humanitarian action	The 5 LHPs recognized the importance of having good coordination and capacities among the internal organization and coordination in the Emergency response context			

Methodological approach		
Main methods/steps	**Participants/sample**	**Constraints**
Document review per each LHP	• Per LHPs review their documents OCA, LNRA, Project Agreement, Budget	• Not every LHP have the opportunities to be able to review all documents before the evaluation

Face to face meeting and facilitated by one of CSC to do self-assessment in organization	• Discussion per LHPs	
	Evaluation by CSC (CSC members)	
Fourth Phase: Data analysis and reporting were generated.	Analysis and Reporting (CPU)	Time for reporting and data analysis was limited.

Findings and Conclusions (related to logframe logic)					
Logframe	**Connected EQ**	**Related OECD/DAC**	**Findings**	**Conclusions**	**Recommendations**
1.1.1 Through the Country Steering Committee LHPs in country develop strategic priorities for programme implementation					
1.3.2 LHP use a Peer review mechanism to integrate Lessons Learnt (LL) in programming and implementation of humanitarian action					
1.4.1 At least 4 LHPs have a MEAL system (CHS 7) including a Complaint Response Mechanism (CRM) (CHS 5)			• For everyone it is a challenge to complete and keep the indicators up to date,		-
2.1 All LHPs in country have implemented their CS-plans to at least 80%	-		Still finding some difficulties, since there are LHPs that were saying they have reach at least more than 60%, but there were LHP saying that they only reach less than 20% from their CS plan in the beginning		
2.2 At least 80% of LHPs in a country who identified plans of preparedness and/or response					

as a CS measure have improved/developed and tested/applied them					
3.1 At least 4 out of 5 LHPs in country have applied successfully for the funding of an innovative or preparedness action (HOIFA).			NO clear explanation and information from CPU about what can we do and what cannot which created a miss understanding. Its already been solved but LHP still reluctant to try to apply HOIFA fund (up to august 2022)		
4.1 LHPs achieve their self-defined progress markers of their Localisation Frameworks to at least 70 % and have integrated them into the Program's MEAL System			What should we do next? Advocacy Strategy or the framework that has been discussed in the beginning?		Need further discussion on the localization framework

Country: Myanmar

Evaluation timeline: Start: August 2022, End: October 2022

Executive summary		
Most important findings	**Most important conclusions**	**Most important recommendations**
• The organizational capacity self-assessment (OCA) has given the opportunities to improve the capacities of LHPs by exploring their organizational gaps and helped them to feel confident in their works in the localization process • LHPs have become the important frontline and they are implementing in the humanitarian response assistance in line with the local context such as the country situations and conflicts and strengthening their partnership with other local actors, LNGOs, CBOs and so on. • Most of the LHPS apply CRM into their MEAL system and become familiar with the cloud-based MEAL system (e.g., Webmo, Nextcloud and so on) although some LHPs are still needing the support from the MEAL Manager (the CPU team) • Some LHPs highlights the bank transfer problems and funding has not received in time to implement the emergency assistance (HOIFA)into the conflict affected communities. • LHPs mentioned that the Peer review mechanism helps to exchange the ideas, best practices, experiences and Humanitarian intervention approaches within LHPs	• As the country situation, in the humanitarian context, different types of conflicts and disasters are spreading nationwide, and the country needs the complex humanitarian architecture. ToGETHER project supports LHPs to collaborate and link with different levels of partners (International, national, and local) to implement that in line with the localization. • Unable to work closely with the local government structure although the community at all levels created accountability and transparency. • Networking between LHPs not only becomes better exchange of knowledge and good practices between LHPs, but also increase the capacities of LHPs. • Strengthening the capacities of LHPs can provide mostly as the virtual trainings and the effectiveness of the training is the limitation. • The LHPs agrees that the ToGETHER project is the flexibility to propose, manage and make the decisions as the agreements of the CSC committee and LHPs got the decision-making role.	• Promote exchange of experiences with other MI partner organizations and other NGOs that clearly promote localization in Myanmar. • The face-to-face exchanges between LHPs should organize more with the interactive approach and they can have more direct learning experiences. • it is suggested to synchronize the Webmo and the Nextcloud with other different web portals such as google store, Microsoft storage and so on. By this way, if data reported on portal (Webmo and Nextcloud) will be automatically synchronized and uploaded to all other sites and the Senior Management team of LHPs can oversee the achievement as one stop service.

Introduction		
Scope (logframe)	**EQ**	**Changes in EQ from TOR?**
Output indicator: 1.1.1. Through the Country Steering Committee LHPs in country develop strategic priorities for programme implementation **Output indicator: 2.1** All LHPs in country have implemented their CS-plans to at least 80%. **Output indicator: 3.1** At least 4 out of 5 LHPs in country have applied successfully for the funding of an innovative or preparedness action (HOIFA). **Output indicator: 3.2** By the end of the programme 100% of in country planned HOIFA funding is spent according to approved proposals	- Were the activities and outputs of the project consistent with the project specific outcome/purpose? - How has the project strengthened the capacities of LHPs? What are the challenges and how are these overcome? - How far were project activities and outputs implemented and delivered as planned? What were factors supporting the timely implementation. - To what extent were the intended project aim, the outcomes, and outputs (as outlined in the logframe) achieved, and how? - How well and timely could the project adapt and respond to changing circumstances of local context? - Do the partners and communities participate in the country level project management such as planning, implementation and monitoring., etc. - What are the challenges you faced in HOIFA implementation? What is the challenges? What changes are recommended to the project? - What are the key lessons learnt? Which can be adopted for planning the next period of project?	What are the achievements? What are the challenges and how are these overcome? Which lessons have been learnt? What do partners recommend for next phase?

Description of project/Main achievements per component/output				
Output 1	**Output 2**	**Output 3**		**Others**
• The CSC developed its own ToR including rules and regulation, decision-making culture and so on with the CPU together • The CSC has setup the system relating with the elected representation and voting, rotation in the PAC, and allocates the project budget for HOIFAs and decision making in HOIFA process and capacity building. • The CSC made the country advocacy Canvas and its related action plans • The CSC endorsed these by assigning the respective focal persons after series of discussions.	• ToGETHER gives the opportunity for LHPs to fulfill their capacities as described in their CS plan and to apply these on ground level (HOIFA) in line with the localization concept and theory • The OCA and the CS plan organize the organizational capacity building of LHPs systematically and empower the LHPs to feel confident in looking other opportunities to fulfill lot of demands • The LHPs implemented their CS-plans. Time and resources have become sufficient for LHPs to achieve their plans with the support of CPU.	• HOIFA project creates a chance for LHPs to be innovative and implement the humanitarian assistance with different approach against the usual • HOIFA ToR was developed by the CSC members with the technical support of CPU, and they take the decision-making role in all steps of the HOIFA process. • All(100%) of the LHPs applied for HOIFA funds. Among them, in 2022, There are 3 HOIFA projects implementing by LHPs in Myanmar at the time of Internal Evaluation 2022. CERA and SMDO are implementing the Country HOIFA and Green is implementing the Global HOIFA.		

Methodological approach		
Main methods/steps	**Participants/sample**	**Constraints**
• Workshop and Group Work Discussion	• 20 participants of 5 LHPs (PFP, MEAL focal person, CSC, and Finance focal persons of LHPs)	• Some focal person feels the Covid during the workshop and they cannot join continue • Discussion become wide and out of the objectives • Time bound is limited

Findings and Conclusions (related to logframe logic)					
Logframe	**Connected EQ**	**Related OECD/DAC**	**Findings**	**Conclusions**	**Recommendations**
Output indicator: 1.1.1. Through the Country Steering Committee LHPs in country develop strategic priorities for programme implementation	• Were the activities and outputs of the project consistent with the project specific outcome/purpose? • How has the project strengthened the capacities of LHPs? What are the challenges and how are these overcome? • How far were project activities and outputs	• Impact • Relevance • Effectiveness	• The CSC developed its own ToR including rules and regulation, decision-making culture and so on with the CPU together • The CSC has setup the system relating with the elected representation and voting, rotation in the PAC, and allocates the project budget for HOIFAs and decision making in HOIFA process and capacity building. • The CSC made the country advocacy Canvas and its related action plans	• As the country situation, in the humanitarian context, different types of conflicts and disasters are spreading nationwide, and the country needs the complex humanitarian architecture. ToGETHER project supports LHPs to collaborate	• Promote exchange of experiences with other MI partner organizations and other NGOs that clearly promote localization in Myanmar. • The face-to-face exchanges between LHPs should organize more with the interactive approach and they can have more direct learning experiences. • it is suggested to

Output indicator: 2.1 All LHPs in country have implemented their CS-plans to at least 80%.	implemented and delivered as planned? What were factors supporting the timely implementation. • To what extent were the intended project aim, the outcomes, and outputs (as outlined in the logframe) achieved, and how? • How well and timely could the project adapt and respond to changing circumstances of local context? • Do the partners and communities participate in the country level project management such as planning, implementation and monitoring., etc. • What are the	• Sustainability • Effectiveness	• The CSC endorsed these by assigning the respective focal persons after series of discussions • ToGETHER gives the opportunity for LHPs to fulfill their capacities as described in their CS plan and to apply these on ground level (HOIFA) in line with the localization concept and theory • The OCA and the CS plan organize the organizational capacity building of LHPs systematically and empower the LHPs to feel confident in looking other opportunities to fulfill lot of demands • The LHPs implemented their CS-plans. Time and resources have become sufficient for LHPs to achieve their plans with the support of CPU. • HOIFA project creates a chance for LHPs to be innovative and implement the humanitarian assistance with different approach against the usual	and link with different levels of partners (International, national, and local) to implement that in line with the localization. • Unable to work closely with the local government structure although the community at all levels created accountability and transparency. • Networking between LHPs not only becomes better exchange of knowledge and good practices between LHPs, but also increase the capacities of LHPs. • Strengthening the capacities of	synchronize the Webmo and the Nextcloud with other different web portals such as google store, Microsoft storage and so on. By this way, if data reported on portal (Webmo and Nextcloud) will be automatically synchronized and uploaded to all other sites and the Senior Management team of LHPs can oversee the achievement as one stop service.
Output indicator: 3.1 At least 4 out of 5 LHPs in country have applied successfully for the funding of an					

innovative or preparedness action (HOIFA). **Output indicator: 3.2** By the end of the programme 100% of in country planned HOIFA funding is spent according to approved proposals	challenges you faced in HOIFA implementation? What is the challenges? What changes are recommended to the project? • What are the key lessons learnt? Which can be adopted for planning the next period of project?		• HOIFA ToR was developed by the CSC members with the technical support of CPU and they take the decision making role in all steps of the HOIFA process. • All(100%) of the LHPs applied for HOIFA funds. Among them, in 2022, There are 3 HOIFA projects implementing by LHPs in Myanmar at the time of Internal Evaluation 2022. CERA and SMDO are implementing the Country HOIFA and Green is implementing the Global HOIFA.	LHPs can provide mostly as the virtual trainings and the effectiveness of the training is the limitation. • The LHPs agrees that the ToGETHER project is the flexibility to propose, manage and make the decisions as the agreements of the CSC committee and LHPs got the decision-making role.	

Country: Pakistan

Evaluation timeline: Start: September 2022, End: October 2022

Executive summary		
Most important findings	**Most important conclusions**	**Most important recommendations**
• ToGETHER project is highly relevant to the current context in Pakistan and the needs of the LHPs.	• There is a need to further strengthen humanitarian coordination and response system in Pakistan, especially in the context of growing natural disasters. ToGETHER project allows for local partners to collaborate with international partners to jointly develop humanitarian response approaches. • Advocacy from LHPs enable prioritisation of resources to prepare for and mitigate natural disasters and further localisation agenda through improved action.	• There is a need to have renewed focus on advocacy over the remainder of the project by building upon LHPs engagement with national and international networks. • The Global Advocacy Task Force under ToGETHER will require lobbying to overcome barriers in direct fund transaction to the local NGO from the international donor community.
• The project outputs also contribute to the SDGs goal 1, 10 and 17. It is also aligned with the goal in the NEAR networks Key Performance Indicators and principles in the Pakistan Vision 2025.	• The project is fully coherent with both national and international commitments including Charter for Change, Grand Bargain, Sustainable Development Goals, SPHERE Standards, Core Humanitarian Standards, NEAR network goals and Vision 2025.	
• There are mix picture with respect to project efficiency. It took longer with the project start up where LHPs came onboard a year after project start in March 2020. This was due to the time taken to finalise the administrative formalities like signing Memorandum of Understandings with LHPs or finalisation of Capacity Strengthening Strategy.	• All LHPs have applied for funds from HOIFA for innovative or preparedness action indicating a 100% burn rate of the funds received. This is despite the fact some HOIFA project ideas were not approved. Multiple online reporting modalities also led to some loss of efficiency in the project. • There are clear signs of meaningful early impact of the project. The project delivery model is one	• It is important to increase engagement with national networks, including at provincial level, to engage govt, parliamentarians, UN and Red Cross movements for advocating localization and shifting the power with consistent approach. Given the experience of partners in emergency response and resulting capacity building, LHPs may strategies with WHH on aspects of capacity building where they may be

	such example highlighting the success of such localised for replication and adaptation. Timely response from LHPs as part of ToGETHER project helped to address the needs of the communities. • Overall, the ToGETHER project was unique in nature and has generally been effective in making progress towards localisation objectives such as involvement of LHPs in strategic decision making through Country Steering Committees and establishing new partnerships. Example of IDEA and CDF partnership is one such example. For project to be even more effective, the over remainder period, it has to focus more on implementation of the advocacy plan and LHPs are to take a more proactive approach for steering different components developed as part of the project.	needing formal capacity building. • Given the important role that other WHH strategic partners (e.g., Lasoona, Doaba) can play in furthering localisation agenda, it is suggested to increase their engagement in the ToGETHER project
• Knowledge exchange, learning and advocacy for quality humanitarian action is one of the key components of the project that will remain even beyond the project. Engagement of LHPs and other humanitarian actors in workshops and training activities provides a platform for establishing strategic partnerships with other humanitarian actors and organization at national and international level.	• This platform helps them become aware of successful practices that can be used in the future. One such example is RCDS framework arrangement with IDEA enabling both organisations to support each other in future disasters. Similar LHPs helped each other to introduce each other to different networks like CHS and READY Pakistan, a success which will go a long way even after closure of ToGETHER project.	• To further streamline project related reporting, it is suggested integrate different reporting portals where data reported on portal will be automatically uploaded to all other sites. • ToGETHER programme may introduce learning exchange between different countries or between WHH-LHPs through on-job placements enabling partners to do fund raising by themselves.

Introduction		
Scope (logframe)	**EQ**	**Changes in EQ from TOR?**
The evaluation covers the project activities implemented from March 2020 till September 30, 2022. covering all the identified/ engaged stakeholders, including LHPs within country.	Q1: To what extent have the defined outcomes/outputs and the respective indicators been adequately and commonly understood, suiting their situation and needs by the LHPs? Q2: To what extend the program has achieved the set milestones of the selected outcomes and outputs, committed to the donors Q3: To what extent are all relevant stakeholders in country appropriately informed and updated on the results/ activities / approach / strategy of the program? Q4: Are the processes/actions adopted to achieve the results sufficient/ adequate (timeliness, clarity and relevant to the needs) to achieve the outputs and outcomes to impact LHPs, intermediatory and Donor understanding on the meaning of localization? Q5: Are risks and assumptions being monitored regularly by WHH and LHPs (jointly or independently) and provided suggestions/ adjustments accordingly	• Initial Internal Mid term evaluation TORs were set for LFA section; Outcome 1 and Outcome 2 in addition to Output 1, indicators 1.1, 1.2 and 1.4 and output 2, indicators 2.1, 2.2 &2.3 and 3.1 and 3.2 for internal evaluation. • The change was made by LHP and project coordinator to evaluation project with DAC CRITERIA for Humanitarian Assistance Projects (HA).
• To evaluate the project outputs so far by assessing the achievements of the project while covering the intrinsic elements of effectiveness, relevance, efficiency, sustainability, and impact of the project output achieved,		

Description of project/Main achievements per component/output				
Output: 1 LHP assume a leading role in strategic decision making and the efficient and accountable implementation of the programme	**Output 2 Institutional and operational Emergency Preparedness, Response and Coordination Capacities of LHP are strengthened**	**Output: 3 LHPs apply acquired capacities using the Humanitarian Operation & Innovation Facility (HOIFA)**	**Output: 4 Knowledge exchange, learning and advocacy enhance quality humanitarian aid programming of LHPs and their role in the humanitarian system**	**Others**
• During the reporting period 6 CSC meeting conducted on the topic of approval of in country and Global HOIFA, in country strategic priorities, finalization of combined CS plan	• Capacity strengthening plans were finalized with the continuous support of WHH CPU, individual plans role out by the LHPs and the joint plan has been jointly agreed upon by LHPs, few capacity building actions have been taken e.g. MEAL system strengthening, Peer Reviews, but most the of action will be taken during the next reporting period, due to rain flood emergency in Pakistan hampered our most of the capacity strengthen action, and the planned capacity building activities could not be realized during the reporting period.	• All(100%) of the LHPs applied for HOIFA funds. CDF and RCDS implemented heat wave response. while IDEA, and WEO, have done Afghan returnees response, While in the very recent flood response IDEA, CDF and FRDP have started the implementation of HOIFA. Overall in country Pakistan, all the LHPs have done/gone through the Local and Global HOIFA.	• Overall, 30% achievement So far because all the LHPs have self-defined progress markers and finalized in the month of February 2022. All the progress markers are now integration of these progress markers into the Together program MEAL system in the same month. The remaining key features like; • The localization framework is still in the development process and will be finalized till by the next reporting period. • Never the less; The progress against progress marker is recorded e.g ; HoIFA implementation, Peer review mechanism established, Use P-FIM for needs analysis during a crisis situation, and starting using a digital solution for reporting and	

			sharing content. The major part of the progress will be increased after the implementation of in-country at least 50% of CS plans.	
• The first retreat of peer review workshop conducted with all LHPs and WHH partners in the month of August 2022. The topics of peer review was; 1. FRDP process of CHS membership and its benefits for organization development. 2. Agahe CRM system for organizational accountability.3. RCDS resources mobilization from cooperate firms and private company and briefly explain the objective and expected plan/result of the PR. And outcome of the peer review a; Topic 1. CHS membership and its benefits for organization development. 2. CRM system for organizational accountability. 3. Resources mobilization from incorporating firms and private company companies. 4. Institutional/organizational sustainability in terms of financial resources mobilization.	• Due to the rain-flood emergency, the planned capacity-building activities could not be realized during the reporting period. One out of four LHPs drafted their preparedness and response plan as per capacities but still the project CS plan identified areas of capacity that are not realized.	• All(100%) of the LHPs applied for HOIFA funds. CDF and RCDS implemented heat wave response. while IDEA, and WEO, have done Afghan returnees response, While in the very recent flood response IDEA, CDF and FRDP have started the implementation of HOIFA. Overall in country Pakistan, all the LHPs have done/gone through the Local and Global HOIFA.	• The LHPs were trained on the use of digital platforms like Webmo, and Nextcloud. WHH team is provided the technical support and backstopping and troubleshooting for smooth implementation. So far LHPs is using the digital platform for reporting and joint working based on need, WHH continuously struggling for the complete use of the digital platforms on organizational visibility , knowledge sharing. The engagement will be increase coming months for the proper utilization of the digital platform, and WHH team is available for the refresher and capacity building when required.	
• WHH reviewed in detail the MEAL system and guidelines of one of the LHPs(IDEA). The feed	• 5 out 4 LHPs are coordinating with district disasters management authority for the anticipation and			

back on guidelines was provided in writing which was followed by two days detailed meeting in the LHP (IDEA) office where candid and detailed discussion on areas of improvement guidelines and the system took place. CHS commitments were the bases for all the feedback and discussion.	early warning systems of early humanitarian action. RCDS coordination with Disaster Management Authority at provincial as well as district level and updates about weather forecasts and early warnings about the status of riverine flooding, rains in monsoon season and heatwave in summer are being received regularly. FRDP, WEO , IDEA,CDF and RCDS is the part of DDMA/PDMA WhatsApp groups, networks group including DRF/DRR. WHH jointly with National and provincial disaster management authorities', UN and civil society organization developed for the first time a unified disaster preparedness/contingences plans for three provinces(Sindh, KP, Baluchistan) of Pakistan during the consultative meeting 4 out 5 LHPs participated			
• MEAL system will be done for the remaining LHPs because is important to set up for the proper use, sharing, and reporting on digital platforms and timely and correct reporting to the relevant stakeholders inside and outside the country.	• 5 out 4 LHPs are coordinating with district disasters management authority for the anticipation and early warning systems of early humanitarian action. RCDS coordination with Disaster Management Authority at provincial as well as district level and updates about weather forecasts and early warnings about the status of riverine flooding,			

	rains in monsoon season and heatwave in summer are being received regularly. FRDP, WEO , IDEA,CDF and RCDS is the part of DDMA/PDMA WhatsApp groups, networks group including DRF/DRR. WHH jointly with National and provincial disaster management authorities', UN and civil society organization developed for the first time a unified disaster preparedness/contingences plans for three provinces(Sindh, KP, Baluchistan) of Pakistan during the consultative meeting 4 out 5 LHPs participated		

Methodological approach		
Main methods/steps	**Participants/sample**	**Constraints**
• A mixed method approach (qualitative and quantitative techniques) was used to conduct the midterm internal evaluation of the ToGETHER project. Primary data was collected through qualitative inquiry tools i.e., Key Informant Interviews (KIIs) and learning workshop. Purposive sampling was used for conducting KIIs with key stakeholders based on their engagement in ToGETHER. • The steps are; 1: Inception phase (To finalize tools and methodology in consultation with WHH/LHPs) 2: Desk study/literature review of project documents and reports, 3: Field data	• A total of 15 KIIs were conducted with WHH HQs and Pakistan, LHPs (CDF, FRDP, IDEA, RCDS), National Humanitarian Network, START Network, Pakistan Humanitarian Forum, NEAR and WHH Strategic Partners (TRDP, Doaba and Lasoona). The learning workshop was joined by all key staff involved in ToGETHER from LHPs and WHH. These KIIs helped obtain insights and experiences regarding the project.	• There was no limitation to this study which could affect evaluation design and methodology.

collection and data analysis, 4: Report write-up, workshop and finalization of the evaluation report.		
• Additionally, qualitative, and quantitative data from secondary sources including project document and interim reports were used to analyse the project. The secondary documents helped understand relevance, coherence, effective, efficiency and impact of the project and helped corroborate the findings obtained from primary sources. Findings were triangulated through different techniques to arrive at credible, reliable, and unbiased findings. This was followed by the drafting of the report and validation workshop to provide insight into possible areas of improvement in the report. • To response to this evaluation design, a multi-tiered approach was applied for data collection by utilizing primary and secondary data through key informant interviews and document review. The tools of data collection were finalized in the inception phase where draft tools were provided by WHH. Average time for each interview was 60 minutes		

a. Findings and Conclusions (related to logframe logic)					
Logframe	**Connected EQ**	**Related OECD/DAC**	**Findings**	**Conclusions**	**Recommendations**
Output 2 Institutional and operational Emergency	To evaluate the project outputs so far by assessing	*Relevance*	• There is lack of coherent advocacy approach	• Advocacy is a key aspect of the ToGETHER project,	• There is a need to further engagement with NHN and PHF for joint

Preparedness, Response and Coordination Capacities of LHP are strengthened	the achievements of the project Q3: To what extent are all relevant stakeholders in country appropriately informed and updated on the results/ activities / approach / strategy of the program?		• The advocacy aspect emphasizes on facilitating dialogue between various stakeholders including Donors, intermediaries INGOs, Networks/Groups and local humanitarian actors at national & provincial levels	the aim of promoting advocacy is to ensure that the local humanitarian response is locally led and the local humanitarian actors are empowered and committed to accountability. This is very relevant given limited humanitarian access and response capacity in the country. • Advocacy is also one of the commitments of charter for change and is a critical part of the ToGETHER project	advocacy on prioritised over the coming months. This should allow for engaging provincial chapters of NHN/PHF, as well as engaging govt, parliamentarians, UN and Red Cross movements for advocating localization and shifting the power with consistent approach. • There is a need to further strengthen humanitarian coordination and response system in Pakistan, especially in the context of growing natural disasters. ToGETHER project allows for local partners to collaborate with international partners to jointly develop humanitarian response approaches.
Outcome: 1 Local Humanitarian Partners (LHP) of the Programme take responsibilities and actions in the humanitarian system of their	Q2: To what extend the program has achieved the set milestones of the selected outcomes and outputs, committed to the donors	*Coherence*	The outcomes and outputs in the ToGETHER project contribute to the SDGs. The project is aligned with goal 1 which focuses on poverty reduction, ToGETHER focuses on empowering LHPs so they can build	Likewise, ToGETHER project significantly contributes to the Charter for Change commitment regarding the promotion of the role of local actors. Several other commitments including	There is no systematic engagement with provincial level government structures. ToGETHER LHPs may explore potential strategic engagement to enhance government preparedness and response capacity building for early

countries for an effective and timely, accountable and principled humanitarian action			resilience of communities to reduce the effects on disaster	transparency, equality and recruitment have also been well incorporated in the project's outcomes and activities.	warning, evacuation and first aid.
Output: 3 LHPs apply acquired capacities using the Humanitarian Operation & Innovation Facility (HOIFA)	To access the and provide the recommendation and the suggestion for the better alignment of the program directions	Efficiency	As a result, the provisioned funds were utilized without training, the LHPs learnt by doing. This effected the time efficiency in terms of the execution of projects..	Furthermore, the partners and organisation responsible for the implementation of project were severely understaff leading to delays in timely application.	
Output: 1 LHP assume a leading role in strategic decision making and the efficient and accountable implementation of the programme	To assess the impact of project activities on identified primary beneficiaries and auxiliary beneficiaries Q1: To what extent have the defined outcomes/outputs and the respective indicators been adequately and commonly understood, suiting their situation and needs by the LHPs?	Effectiveness	Overall, ToGETHER project has been effective in achieving certain milestones, particularly strategic decision of LHPs in CSCs, utilization of HOIFA funding, establishing partnerships and actively engaging in knowledge exchange.	However, it pertinent to mention that as per the review of the 4th interim reports and discussion with multiple stakeholders some milestones are yet to be achieved i.e., operationalization of the CS plan, implementation of the advocacy plan and application of preparedness and response plans. There is no formal engagement with networks on localisation and advocacy agenda	Formal MoUs are to be explored by LHPs with NHN, PHF, READY Pakistan, NEAR and other networks to bring them on board on advocacy, localisation and other priority topics like access.
Output: 1 LHP assume a leading role in strategic decision	To assess the impact of project activities on identified primary	Impact	Overall, the project has made excellent progress in achieving milestones and	Some of the key successes of the project is the engagement of LHPs in	Comprehensive explanation of innovation, to improve the

making and the efficient and accountable implementation of the programme	beneficiaries and auxiliary beneficiaries To identify key areas of scale-up/expansion and stakeholders' engagement for remaining project life Q1: To what extent have the defined outcomes/outputs and the respective indicators been adequately and commonly understood, suiting their situation and needs by the LHPs?		will achieve most of its targets.	decision making, establishing synergies with other organization, utilization of HOIFA funds and actively engaging in knowledge exchange. There is a need to contextualise the term innovation based on the input from LHPs	understanding of stakeholders, contextualised for Pakistan.
Output: 1 LHP assume a leading role in strategic decision making and the efficient and accountable implementation of the programme	To assess the impact of project activities on identified primary beneficiaries and auxiliary beneficiaries To identify key areas of scale-up/expansion and stakeholders' engagement for remaining project life Q1: To what extent have the defined outcomes/outputs and the respective indicators been adequately and commonly understood, suiting their situation and needs by the LHPs?	Impact	Peer review workshops were relevant as well where they served the purpose of sharing experiences of local partners on different subjects and helped in integrating new information to improve work practices..	As a result, peer review action plan was developed with specific focus on capacity building, analysis of other practises and selecting the best ones and formalising the best approaches. Likewise based on the general partnership approach of WHH, LHPs were engaged in partnership meeting and multiple workshops	ToGETHER may introduce North-South staff exchange to work together in the field / HQs on short terms assignment as part of on-job trainings. The tool for exchange can per Peer review and P-FIM.

Output: 4 Knowledge exchange, learning and advocacy enhance quality humanitarian aid programming of LHPs and their role in the humanitarian system	To access the and provide the recommendation and the suggestion for the better alignment of the program directions Q3: To what extent are all relevant stakeholders in country appropriately informed and updated on the results/ activities / approach / strategy of the program?	Relevance	WHH has encouraged and facilitated all partners including the LHPs to acquire CHS membership through FRDP. Member from the FRDP has also been appointed as a chairperson in CHS and have been facilitating other LHPs to get a membership as well [1]. Moreover, IDEA has collaborated with RCDS and signed a MOU for a future project in KP. IDEA has also engaged with CDF, where IDEA was a lead and CDF was an implementing partner for a project in Balochistan. IDEA has also helped FRDP in joining Start/ Ready Pakistan. Hence, the role of LHPs and WHH has been instrumental in building strategic partnerships[2].	There is a need to integrate digital reporting platforms	The digital sources may be re-structurally to address the issue of multiple uploading of the same information and making them also available to wider audience. This will mean knowledge bank and standard policies of organization should be accessible for all. They should be available on the website, so that member and non-member organization can benefit from them.

[1] Minutes of the Meeting (CSC), February 23, 2022
[2] Minutes of the Meeting (CSC), April 19, 2022

b. Findings and Conclusions (if not related to logframe logic/other topics)				
EQ	**Related OECD/DAC**	**Findings**	**Conclusions**	**Recommendations**
Q1: To what extent have the defined outcomes/outputs and the respective indicators been adequately and commonly understood, suiting their situation and needs by the LHPs? To evaluate the project outputs so far by assessing the achievements of the project	*Coherence*	• More Specifically, the outputs of the project contribute to the Grand Bargain core commitments: for example, it includes core commitment 6.1 (improving leadership and governance mechanisms of the humanitarian country), core commitment 2.1, 2.6 (Increase and support multi-year investments in the institutional capacities of local and national responders) and the core commitment 10.4 (the need of coordination between local, regional and national actors to perform a joint hazards risks and vulnerability analysis and to achieve shared vision of outcomes) have all been nested in the output designed in the project	• Likewise, the outputs in the project are aligned with all four of the Sphere protection principles and the core humanitarian standards. The project outputs also contribute to the SDGs goal 1, 10 and 17. It is also aligned with the goal in the NEAR networks Key Performance Indicators and principles in the Pakistan Vision 2025.	• The digital sources may be re-structurally to address the issue of multiple uploading of the same information and making them also available to wider audience. This will mean knowledge bank and standard policies of organization should be accessible for all. They should be available on the website, so that member and non-member organization can benefit from them.
To compile and document key lessons covering the areas of project implementation/ project set-up; promising practices for knowledge purpose; gaps and	*Efficiency*	• There are mix picture with respect to project efficiency. It took longer with the project start up where LHPs	• Once started, the project covered some of the time lost leading to achieving greater project	• It is suggested to increase their engagement in the ToGETHER

improvements across the intervention logic Q5: Are risks and assumptions being monitored regularly by WHH and LHPs (jointly or independently) and provided suggestions/ adjustments accordingly Q2: To what extend the program has achieved the set milestones of the selected outcomes and outputs, committed to the donors		came onboard a year after project start in March 2020. This was due to the time taken to finalise the administrative formalities like signing Memorandum of Understandings with LHPs or finalisation of Capacity Strengthening Strategy	efficiencies. All LHPs have applied for funds from HOIFA for innovative or preparedness action indicating a 100% burn rate of the funds received. This is despite the fact some HOIFA project ideas were not approved. Multiple online reporting modalities also led to some loss of efficiency in the project.	project. As now systems are put in place from a project like ToGETHER both at national and international level, it is suggested to devolve some of the functions to the LHPs at country level, which will lead to more efficient decision making.
To identify key areas of scale-up/expansion and stakeholders' engagement for remaining project life Q4: Are the processes/actions adopted to achieve the results sufficient/ adequate (timeliness, clarity and relevant to the needs) to achieve the outputs and outcomes to impact LHPs, intermediatory and Donor understanding on the meaning of localization? Q3: To what extent are all relevant stakeholders in country appropriately informed and updated on the results/ activities / approach / strategy of the program?	*Coherence* *Relevance*	• ToGETHER project has developed an effective initiative to uplift local humanitarian actors in the country to mitigate the effect on disaster struck communities. Pakistan faces high level of vulnerability resulting of natural disasters. • The project is fully coherent with both national and international commitments including Charter for Change, Grand Bargain, Sustainable Development Goals, SPHERE Standards, Core Humanitarian Standards, NEAR network	• It is important to increase engagement with national networks, including at provincial level, to engage govt, parliamentarians, UN and Red Cross movements for advocating localization and shifting the power with consistent approach. • There is a need to have renewed focus on advocacy over the remainder of the project by building upon LHPs engagement with national and international networks.	• Given the experience of partners in emergency response and resulting capacity building, LHPs may strategies with WHH on aspects of capacity building where they may be needing formal capacity building.

		goals and Vision 2025.		
To assess the impact of project activities on identified primary beneficiaries and auxiliary beneficiaries	*Impact*	• There are clear signs of meaningful early impact of the project. The project delivery model is one such example highlighting the success of such localised for replication and adaptation	• Timely response from LHPs as part of ToGETHER project helped to address the needs of the communities. The enhanced capacity of the partners through on job and formal training in is another example where they were able to timely respond to needs on the communities.	• ToGETHER programme may introduce learning exchange between different countries or between WHH-LHPs through on-job placements enabling partners to do fund raising by themselves.
The evaluation will assess the project activities concerning all the identified/ engaged stakeholders, including LHPs within country like WHH, CDF, FRDP, IDEA, RCDS and NHN (list of identified stakeholders) Q3: To what extent are all relevant stakeholders in country appropriately informed and updated on the results/ activities / approach / strategy of the program? Q2: To what extend the program has achieved the set milestones of the selected outcomes and outputs, committed to the donors Q3: To what extent are all relevant stakeholders in country appropriately informed and updated on the results/ activities / approach / strategy of the program?	*Sustainability* *Coverage*	• From the project ability to cover localisation agenda, not only it has covered the local organizations such as FRDP played a significant role in engaging ToGETHER partners in CHS, but also IDEA brought them to READY Pakistan	• This platform helps them become aware of successful practices that can be used in the future. One such example is RCDS framework arrangement with IDEA enabling both organisations to support each other in future disasters. Similar LHPs helped each other to introduce each other to different networks like CHS and READY Pakistan, a success which will go a long way even after closure of ToGETHER project.	• It is important to increase engagement with national networks, including at provincial level, to engage govt, parliamentarians, UN and Red Cross movements for advocating localization and shifting the power with consistent approach. • Given the important role that other WHH strategic partners (e.g., Lasoona, Doaba) can play in

Q4: Are the processes/actions adopted to achieve the results sufficient/ adequate (timeliness, clarity and relevant to the needs) to achieve the outputs and outcomes to impact LHPs, intermediatory and Donor understanding on the meaning of localization?				furthering localisation agenda, it is suggested to increase their engagement in the ToGETHER project.

Internal Evaluation Report for TOGETHER Somalia Program

On October 2022

Diakonie Katastrophenhilfe Somalia and Partner Organizations

I.   INTRODUCTION AND BACKGROUND

ToGETHER project is designed to Strengthen the capacities of local actors in the fields of humanitarian assistance, preparedness, coordination, and advocacy and started in Somalia in July 2021. ToGETHER Is implemented globally by 4 international Organizations (Diakonie Katastrophenhilfe, Malteser, Caritas Germany, and Welthunger Hilfe) in partnership with 40 national Organizations in 8 countries around the world, including 3 in Africa (Somalia, DRC, and Ethiopian) and 4 in Asia (Myanmar, Pakistan, Indonesia, Bangladesh) and 1 in Latin America (Colombia). Diakonie Katastrophenhilfe and its local partner organizations have been providing aid in Somalia for the last years through local partners and are registered in the country.

The ToGETHER program is supported by the Diakonie Katastrophenhilfe Country Program Unit comprising the Program, MEAL, and Finance Coordinators from Mogadishu. DKH implements the ToGETHER project, in Somalia in partnership with 5 local humanitarian partners namely SOLO Somali Lifeline Organization), CPD (Centre for Peace and Democracy), AADSOM (Action Against Disasters Somalia), SYPD (Sustainable Development & Peace Building Initiatives), and PMWDO (Puntland Minority Women Development Organization). And together project is working on the following country areas including Puntland, southwest state, Galmudug, Hirshabelle, and Jubbaland in Somalia.

This program is funded by the German Federal Foreign Office and started in March 2020 and ends end of December 2023 with a possible option for a continuation. The objective of the ToGETHER program is, that Local Humanitarian Partners (LHP) of the program take responsibility and actions in the humanitarian system of their countries for effective and timely, accountable, and principled humanitarian action.

II.   OBJECTIVES OF THE INTERNAL EVALUATION

The main objective of the mid-term evaluation is to assess the project's progress toward the project's long-term goals and ensure that challenges and results are monitored, however, the specific objectives include:

- To evaluate the level of program achievement against the selected outputs 2 and 3
- To identify and document challenges, opportunities, and lessons learned from the implementation of the project.
- To examine the justifiability or necessity for project capacity-building plan implementation.
- To evaluate the level of achievement of the HOIFA project indicators/for the set period.

III. THE SPECIFIC OUTPUTS AND INDICATORS THAT THE INTERNAL EVALUATION ASSESSED:

Output 2: Institutional and operational Emergency Preparedness, Response, and Coordination Capacities of LHP are strengthened.

- All LHP have implemented their CS plans to at least 80%.

Output 3: LHPs apply acquired capacities using the Humanitarian Operation & Innovation Facility (HOIFA).

- At least 80% of LHP/country have applied successfully for the funding of an innovative or preparedness action (HOIFA).
- By the end of the program, 100% of HOIFA funding is spent according to approved proposals.

IV. KEY FINDINGS

- The mid-term internal evaluation participant is comprised of all five LHPs, which equals 100% of all LHPs in Somalia ToGETHER programs such as SOLO (Somali Lifeline Organization), CPD (Centre for Peace and Democracy), AADSOM (Action Against Disasters Somalia), SYPD (Sustainable Development & Peace Building Initiatives), and PMWDO (Puntland Minority Women's Development Organization). These were among those who benefited from the TOGETHER projects in Somalia.
- Based on the analysis, the five LHPs respondents pointed out that the ToGETHER project's capacity-building activities supported all LHPs and addressed many of the capacity gaps identified during the self-capacity assessment at the begging of the project and also pointed out that the area that the project strengthened include institutional and operational capacities such as setting up an organization's emergency preparedness and response includes the development of a minimum preparedness action (MPA) Development of Advanced Preparedness Action (APA).
- ToGETHER program strengthened LHPs' capacity to apply their newly acquired skills to better engage the community during the emergency period, respond to affected communities effectively, and institutionalize their accountability mechanisms. They also stated that programs improve or increase community ownership, as well as institutionalize sustainability.
- The respondent was asked if the program contributed to the LHP's humanitarian response capacity. Therefore, the chart indicates that 100% of the ToGETHER program contributed to the LHP's capacity to effectively respond to the affected community as a result of the capacity they gained from the program.
- 100% of All local Humanitarian Partners (LHPs) Confirmed that they successfully implemented the humanitarian Operation & Innovation Facility (HOIFA) as per planned. Furthermore, the LHPs mentioned that HOIFA's project objectives were successfully achieved and that all project indicators and means of verification were relevant to the project objective.
- Therefore, the HOIFA project benefited more than 11,742 people in different locations in Somalia, who comprise AADSOM 6,180 individuals, SYPD 2,160 individuals, CPD 822 individuals, SOLO 1,560 individuals, and PMWDO 1,020 individuals.
- **Relevance and effectiveness:** The implementing partner was asked if the HOIFA project was relevant, and effective, towards the targeted drought-affected communities, therefore The LHPs confirmed that the project was relevant, timely, and appropriate, and various displaced people who struggled to access basic needs, especially food benefitted from the project in many different locations in Somalia. but the funding levels were too little to meet the huge demand

- **Innovation:** In terms of innovation, two out of five LHPs confirmed that they had some innovation aspect during project implementation, such as SYPD incorporating an innovation for capacity building of mothers to increase their knowledge of feeding their children, which contributed to the prevention of child malnutrition. As a result, providing food and educating mothers about the importance of feeding their children was an important component of the project. According to AADSOM, HOIFA was not well complemented with emergency situations in terms of innovation. However, they chose fodder seeds as an innovative and sustainable coping mechanism to address and mitigate the devastating effects of the project locations' worsening drought. Fodder harvesting is a new and innovative method of prevention.

V.   EVALUATION FINDINGS

1.   Respondent Background.

The mid-term internal evaluation participant is comprised of all five LHPs, which equals 100% of all LHPs in Somalia ToGETHER programs such as SOLO (Somali Lifeline Organization), CPD (Centre for Peace and Democracy), AADSOM (Action Against Disasters Somalia), SYPD (Sustainable Development & Peace Building Initiatives), and PMWDO (Puntland Minority Women's Development Organization). These were among those who benefited from the TOGETHER projects in Somalia.

A.   LHP's institutional and operational capacities, according to the respondent,

Respondents were first asked to describe the specific problem or capacity gaps that the ToGETHER project addresses as a result of capacity-building activity and if that gap has been addressed sufficiently through capacity-building activities.

Based on the analysis, the five LHPs respondents pointed out that the ToGETHER project's capacity-building activities supported all LHPs and addressed many of the capacity gaps identified during the self-capacity assessment at the begging of the project and also pointed that the area that the project strengthened include institutional and operational capacities such as setting up an organization's emergency preparedness and response includes the development of a minimum preparedness action (MPA) Development of Advanced Preparedness Action (APA). develop an emergency response plan (ERP), as well as improvement of the organizational MEAL system, and P-FIM training, and also the project supported to development of an advocacy strategy for localization in Somalia, and provided core humanitarian standards. In addition to that, they also stated that a few capacity-building activities, such as digitization and resource mobilization, are required to be conducted.

The extent that the program strengthened the capacity of LHPs

Respondents stated that the ToGETHER program strengthened LHPs' capacity to apply their newly acquired skills to better engage the community during the emergency period, respond to affected communities effectively, and institutionalize their accountability mechanisms. They also stated that programs improve or increase community ownership, as well as institutionalize sustainability.

Program contribution to the LHP's
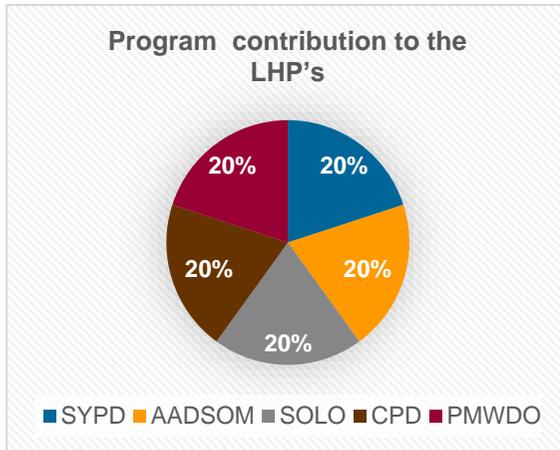
Program contribution to the LHP's humanitarian response capacity.

The respondent was asked if the program contributed to the LHP's humanitarian response capacity. Therefore, the chart indicates that 100% of the ToGETHER program contributed to the LHP's capacity to effectively respond to the affected community as a result of the capacity they gained from the program.

Through the capacity building program, the LHPs received emergency preparedness and response training and developed an organizational emergency response plan as well as developed Advanced Preparedness Action (APA), which aimed to improve the efficiency and effectiveness of the country's local humanitarian response that will enable them to respond to unfolding emergencies in a principled manner.

B. implementation of the Humanitarian Operation & Innovation Facility (HOIFA).
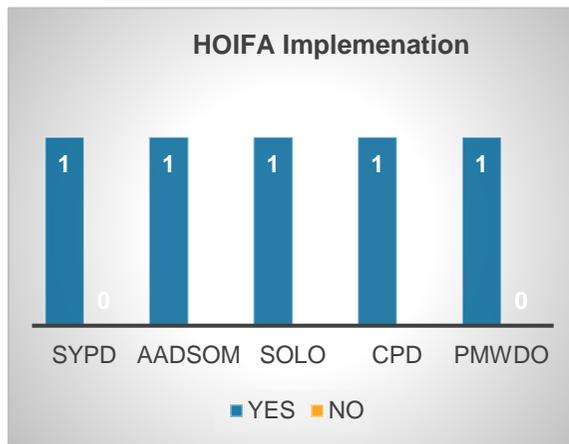
100% of All local Humanitarian Partners (LHPs) Confirmed that they successfully implemented the humanitarian Operation & Innovation Facility (HOIFA) as per planned. Furthermore, the LHPs mentioned that HOIFA's project objectives were successfully achieved and that all project indicators and means of verification were relevant to the project objective.

Therefore, the HOIFA project benefited more than 11,742 people in different locations in Somalia, who comprise AADSOM 6,180 individuals, SYPD 2,160 individuals, CPD 822 individuals, SOLO 1,560 individuals, and PMWDO 1,020 individuals, all of whom received UTC and capacity-building training packages on fundamental approaches to nutrition and breastfeeding for pregnant and lactating mothers.

For the HOIFA project contribution, the LHPs pointed out that the implementation of the HOIFA project greatly contributed to the LHPs' impact in many ways, including active community engagement and participation engagement with project stakeholders, e.g., local authorities, as they are the first entry point of the project. delivering quality responses by our staff. Increase the programming scope of LHPs, and some of them mentioned that the HOIFA project responded to the country's current drought situation and helped dozens of drought-displaced HHs. And all HOIFA funding has been successfully spent as per approved the proposals.

Challenges and lessons learned from the HOIF project implementation

Respondents were asked to describe the challenges and lessons learned during the implementation of the HOIFA project period, therefore All the implementing partners agree that there were many challenges affecting the implementation of the HOIFA project, including that the project budget allocation was too little to address the huge needs on the ground; delays in project cooperation agreements were also another challenge; lack of sustainability since the intervention was a short-term project, as well the weakening of the Euro against the US dollar (USD) which affected the exchange between the two currency since the area of the project implemented are only use for USD currencies and also market price inflation where basic food commodities are increased and the project was focused only on food security while there are many other basic human needs on the ground (limited scope)

C. Aspects of relevance, effectiveness, and innovation, as well as knowledge gained through the implementation of HOIFA projects.

Relevance and effectiveness: The implementing partner was asked if the HOIFA project was relevant, and effective, towards the targeted drought-affected communities, therefore The LHPs confirmed that the project was relevant, timely, and appropriate, and various displaced people who struggled to access basic needs, especially food benefitted from the project in many different locations in Somalia. but the funding levels were too little to meet the huge demand

Innovation: In terms of innovation, two out of five LHPs confirmed that they had some innovation aspect during project implementation, such as SYPD incorporating an innovation for capacity building of mothers to increase their knowledge of feeding their children, which contributed to the prevention of child malnutrition. As a result, providing food and educating mothers about the importance of feeding their children was an important component of the project.

According to AADSOM, HOIFA was not well complemented with emergency situations in terms of innovation. However, they chose fodder seeds as an innovative and sustainable coping mechanism to address and mitigate the devastating effects of the project locations' worsening drought. Fodder harvesting is a new and innovative method of prevention.

Fodder plantation is a new cultivation method that AADSOM has recently tested and implemented in their project location areas. The goal of fodder cultivation is to teach farmers new farming methods in order to improve their own and their animals' livelihoods and provide an alternative and sustainable source of income as well as pasture/fodder for livestock.

Knowledge and skills acquired within the ToGETHER program

The LHPs were asked how they applied the knowledge and skills acquired within the TOGETHER program to the design and implementation of the HOIFA projects. The majority of respondents stated that the TOGETHER program provided them with knowledge and skills that they will use as the primary tool for improving the living conditions of the target communities, and that they used this knowledge and skills at all stages of the intervention process and programming, including community engagement, proposal development, intervention, and monitoring.

D. Overall Together program implementation

The LHPs were asked How well the ToGETHER interventions met planned schedules and outputs and if there are factors that promoted or inhibited adherence to schedules and planned interventions. However, the majority of respondents agreed that the ToGETHER program interventions successfully meet the desired objectives and outcomes. They also mentioned some factors that inhibited adherence to schedules and planned interventions, such as COVID-19, the death of the DKH Head of Mission in Somalia, and the visa complications for Somalia LHPs when they are attending outside of their country meeting or training such advocacy training which some people would not attend due to the visa issue.

Project's challenges, opportunities, and lessons learned during its implementation. relevant and realistic of the planned project objectives and outcomes to the situation on the ground.

The midterm evaluation participants were asked to describe the project's challenges, opportunities, and lessons learned during its implementation and the relevance and realism of the planned project objectives and outcomes to the situation on the ground. Therefore, the majority of respondents confirmed that the ToGETHER program significantly contributed to the humanitarian context in Somalia. However, the program Challenges include the Devaluation of the Euro against the USD leads to the Loss of funding by some LHPs due to the exchange rate, and also mentioned the reluctance of the ToGETHER project to pay CSC members and finance personnel. And opportunities include Through peer review mechanisms (PRM) and joint needs assessment, LHPs can gain ownership and knowledge sharing among LHPs. Driving the localization agenda forward Enhancing advocacy Collaboration and coordination, as well as strengthening institutional capacity, as well as the implementation of the Humanitarian Operation and Innovation Facility (HOIFA), is a vital component and allows the LHPs to develop, test, and apply timely humanitarian responses in the wake of urgent emergencies. In addition to that, the ToGETHER program encourages LHPs to be able to access direct funds for donors, Finally, Program objectives and activities correspond to the situation of the country.

E. Users of the evaluation

User	How
International Humanitarian Actors including INGOs and Donors	- Useful in program design in Humanitarian responses. - Knowing the areas in which the capacities of the LHPs need to be developed. - Useful in the acknowledgment on the level of L/NA's about the conducted capacity building training, including their capacities and weaknesses to redesign the program. - Examination of technical and staffing capacities of the LHPs.

	• Useful in understanding effective capacity-building initiatives for L/NA as per the success in the ToGETHER program
Project stockholder INGO, HOIFA L/NGOS/LHPs (partners)	• Effective programming and interventions • Understanding the impact of the timely humanitarian response to at-risk communities • Useful in understanding effective capacity-building initiatives for L/NA. • Use evaluation results to program and design in future projects in their intervention areas. • Knowing the LHP's level of understanding about the Program including their weaknesses (proposal writing, Narrative & Financial reporting, Procurement process, and MEAL). • Knowing LHP's capacity for the preparation of project proposals and their implementation. • Knowing how LHPs are equipped in emergency preparedness interventions. • Inform partners on lessons learned and best practices during implementation and what worked well in achieving HOIFA project objectives. • Identification of potential obstacles and alternatives to overcome foreseen challenges. • DKH to use evaluation reports to scale up funding for partners to meet expected needs. • Useful in designing L/NAs-led humanitarian response (L/NAs humanitarian financing priorities informed approach). • Effective beneficiary targeting. • This is useful for providing a reflection platform for community stakeholders such as community leaders, project beneficiaries, local authorities, etc. • useful in providing an additional opportunity for communities to provide feedback on the impact of the program. • ensuring adherence to Core Humanitarian Standards (CHS), P-FIM, SPHERE, and Minimum Standards before and during the project implementation

F.   Recommendations

- LHPs recommend adequate and sustainable budget allocation for the HOIFA Component of the project.
- HOIFA Projects with appropriate scope and innovation and streamlined application process. Bottlenecks experienced during the first round of the HOIFA grant writing process should be removed.
- Budget allocation for LHPs for in-house capacity-strengthening support i.e., budget necessary for the application of the gained capacity such as operationalizing ERP Plans and digitalization. Capacity strengthening support should go beyond the workshops and make further investment in the organizational level.
- LHPs should strive to increase the application of the acquired capacities such as People First Impact Method (P-FIM), digitalization, Resource Mobilization Strategy, Safety and Security, Peer Review Mechanism, Emergency Preparedness and Response, Advocacy, and Core Humanitarian Standard during the implementation of the HOIFA Projects.
- Capacity-Strengthening Plans should be scaled up with complementary activities.

Annex C: Global mid-term evaluation Term of reference (TORs)

1. INTRODUCTION AND CONTEXT

BACKGROUND AND PREPARATION PROCESS

- Programme Advisory Committee (PAC) members decided in the 2. PAC meeting (13.-14. December 2021) per voting:

- "mid-line evaluation will be internal (with peer learning mechanism and knowledge exchange), and end line as external evaluation"

- (see: Minutes)

- Programme Management Unit (PMU) MEAL coordinator prepared Checklist for preparational phase and shared with country MEAL coordinators who gave inputs and reactions

- On this basis PMU MEAL coordinator prepared this concept for the preparation phase

- For realization of this concept: countries will proceed with the internal country evaluations and PMU will conduct global level evaluation

2. EVALUATION PURPOSE

As from the global call for input it was defined that the purpose of this internal mid-term evaluation is to

- Assess the progress of the programme objectives and related outputs and activities

- Assess the general programme performance and quality and to identify potential gaps and obstacles

- To provide data and evidence for the adjustment of the programme measures and approaches and to provide recommendations, learnings and best practices for the remaining programme duration

3. CONTENT/SCOPE OF THE EVALUATION

The internal midterm evaluation will have a two-dimensional scope:

a.) country specific evaluations and b.) an evaluation of global components/aspects. This is necessary as on the one hand the individual country projects need specific evaluation questions and criteria tailored to the country's specific implementation status and focuses. On the other hand on global level structural, leadership and push aspects play an important role in the ToGETHER programme and therefor deserve to be evaluated.

For the country specific levels, during the preparational phase, it was discussed whether there should be rather a selective scope of the evaluation, focusing on some components or if the evaluation should produce results for all the programme components. It was decided to use the logframe as reference framework in order to gain an overall picture of the country

projects' progresses. This concluded in countries deciding individually on a selection of logframe elements and development of related evaluation questions (EQ) [3]. Thus, the followed principle for the country specific dimension of this evaluation won't be to compare countries in their progresses but to gain per country evidence-based and helpful results for project adaption and learning for the remaining period of the programme phase. Even though no direct comparison between countries will be possible because no common EQ and criteria are defined, complementing learnings from all countries by introducing the most important country specific findings and recommendations into a planned synthesis report is aimed.

On the global level a call for global level EQ concluded into eight evaluation questions which were clustered under different topics (see below).

For both dimensions, it was decided to not explicitly use the OECD-DAC as structure for the evaluation but to integrate the criteria in the assessment of the logframe elements and EQ whenever relevant. It was also opted to not generally evaluate the Relevance of the programme and the involvement of stakeholders in the design phase as it is already known that the most important stakeholder -the LHPs- did not have the chance to influence the programme design in the beginning and that this should be done differently in case of a new phase or follow-up programme.

4. USERS OF THE EVALUATION

Users of the evaluation will be in general the different stakeholders of the programme who will be able to develop actions out of the findings and recommendations generated by the evaluation.

The primary users will be specifically:

- The PAC might use findings and recommendations on a strategic programme level and take decisions for adapting the use of measures, mechanisms, tools and approaches, take decisions on budgets, policies, rules and regulations and its own behaviour and interaction with other stakeholders, incl. donors

- The operating units of the programme, as CPUs, CSCs, PMU, RPCs might use findings and recommendations and the decisions of the PAC to implement changes in their support and services to the programme.

- LHPs and especially PFPs might use findings and recommendations to influence and guide decision making at CSCs and PAC level and to adapt their behavior and interaction with other programme stakeholders.

Secondary users will be:

- Designers of similar future or follow-up programmes who might use findings and recommendations in designing processes

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[3] Please refer for the country specific scope and EQ to the country evaluation reports in Country_TOR

- Stakeholders being able to use findings and recommendations for advocacy work on localization and for using Learnings and best practices in their work and disseminating and exchanging Learnings and best practices in their networks and fora

- Communities the programme is working with and which might influence the work of the country projects based on the country specific evaluation results

Who needs to be informed:

- Communities the programme is working with (for the evaluation results which they cannot directly influence)

- The donor of the programme, the German Federal Foreign Office (AA)

- Relevant international networks as NEAR and other country specific networks

- The broader interested public in localisation

5. EVALUATION QUESTIONS (AND CRITERIA)

The EQ identified on country level do focus on country specific contents and can be studied in the country specific TORs.

Regarding overarching, global topics, PMU asked for inputs through a global call.

Countries, Regional Programme Coordinators (RPCs) and PAC members reacted to the call by sending in total 32 global EQs which turn around the main evaluation aspect/criteria:

➜ Local leadership / Localisation
➜ Effectiveness, Efficiency, Relevance, Sustainability
➜ Concept of Capacity Strengthening

Please note that the identified evaluation aspects/criteria are the most often identified ones, there are also other criteria but which appear less and are therefor not mentioned here in the aim to cluster the EQs. Please refer to the Compiled_TOR_doc for the complete list of global EQs which have reached the PMU.

The PMU MEAL coordinator analysed and clustered the EQs and summarised them into the below listed global EQs. Criteria for the consideration of EQs on global level were that they are of a global interest or treat global contents and that an answer to them can be found on global level as well. Some suggested EQs have therefore been modified to match these criteria or could not be considered. Some suggested EQs will be part of the actual implementation of the evaluation as part of questions in a survey or interviews (please refer to methodology). As for the countries a maximum of 8 EQs has been adopted.

PAC and LHPs' local leader- and ownership

1. Is the PAC an effective committee to take decisions on strategic priorities which represent all interests and needs of the LHPs in-country and is the PAC to be involved in operational processes or lies this responsibility at other programme units?

2. What can be done to capacitate the PAC and other global ToGETHER initiatives to promote localization among international donors and networks and are PAC members already working in collaboration with other potential donors on the localization agenda?

3. To what extent allows the set-up and concept of the ToGETHER programme LHPs to own processes, to understand and uptake opportunities and to take decisions?

Programme structure

4. The overall structure and general set-up of the ToGETHER programme with its units and committees (PAC; PMU; RPC; CPU; CSC), number of countries and number of consortia partners does it foster local leadership, is it adequate to the global objective of the programme and does it support effectiveness, efficiency and sustainability of the programme? Which adaptations could improve the actual situation or could be considered for a follow-up phase of the programme?

Working groups (WG)

5. How relevant, effective and efficient are the different global WG and what adjustments, if any, are necessary to improve the outcome, outputs, strategic and technical guidance of such WG?

Capacity Strengthening (CS)

6. To what extent is the concept of Capacity Strengthening (incl. its workstreams Capacity-self Assessments and CS-plans) owned by the LHPs and which benefits and/or challenges are related to the concept?

HOIFA

7. How relevant, effective, efficient and sustainable is the HOIFA concept (both national and global) and has the Learning aspect an impact beyond the targeted partner organisations?

Global ToGETHER frameworks and tools

8. To what extent have globally guided processes for the development and use of ToGETHER framworks and tools (Webmo, global MEAL system, CRM policy, Peer Review Mechansim, Localisation Framework, Advocacy Strategy etc.) been relevant and effective in their application and was the global level support sufficient in terms of quality and quantity?

Interference between global EQs, Logframe and major evaluation aspect/DAC:

EVALUATION QUESTION	LOGFRAME ELEMENTS	MAJOR EVALUATION ASPECT / OECD DAC
1. Is the PAC an effective committee to take decisions on strategic priorities which represent all interests and needs of the LHPs in-country and is the PAC to be involved in operational processes or	Output 1 Output indicator 1.1.2	Local leadership / Localisation Effectiveness and Efficiency

lies this responsibility at other programme units?		
2. What can be done to capacitate the PAC and other global ToGETHER initiatives to promote localization among international donors and networks and are PAC members already working in collaboration with other potential donors on the localization agenda?	Output 1 Output indicator 1.1.2 Output 4	Local leadership / Localisation Concept of Capacity Strengthening
3. To what extent allows the set-up and concept of the ToGETHER programme LHPs to own processes, to understand and uptake opportunities and to take decisions?	Output 1	Local leadership / Localisation
4. The overall structure and general set-up of the ToGETHER programme with its units and committees (PAC; PMU; RPC; CPU; CSC), number of countries and number of consortia partners does it foster local leadership, is it adequate to the global objective and outcomes of the programme and does it support effectiveness, efficiency and sustainability of the programme? Which adaptations could improve the actual situation or could be considered for a follow-up phase of the programme?	n/a	Effectiveness Efficiency Sustainability
5. How relevant, effective and efficient are the different global WG and what adjustments, if any, are necessary to improve the outcome, outputs, strategic and technical guidance of such WGs?	n/a	Relevance Effectiveness Efficiency

6. To what extent is the concept of Capacity Strengthening (incl. its workstreams Capacity-self Assessments and CS-plans) owned by the LHPs and which benefits and/or challenges are related to the concept?	Output 2 Output indicator 2.1	Concept of Capacity Strengthening Local leadership / Localisation
7. How relevant, effective, efficient and sustainable is the HOIFA concept (both national and global) and has the Learning aspect an impact beyond the targeted partner organisations?	Output 3	Concept of Capacity Strengthening Relevance Efficiency Effectiveness Sustainability
8. To what extent have globally guided processes for the development and use of ToGETHER framworks and tools (Webmo, global MEAL system, CRM policy, Peer Review Mechansim, Localisation Framework, Advocacy Strategy etc.) been relevant and effective in their application and was the global level support sufficient in terms of quality and quantity?	Output 1, 4 Output indicator 1.3.1 Output indicator 1.4.2	Relevance Effectiveness

6. METHODOLOGY

The evaluations to be conducted on country level are guided by the CSCs and coordinated by the MEAL coordinators (for some by support of consultants). The selected methodologies include document reviews, self-assessment (reviews), discussions and peer exchanges in workshops using different evaluation tools and field visits, Focus Group Discussion and Key Informant Interviews with HOIFA participants, etc.

For the global level the scope of the evaluation and the structure of the evaluation report is given by the identified EQs. It is planned to combine data sets from quantitative and qualitative surveys, semi-structured interviews and note taking during the conference planned for the end of October. The following table provides an overview on how the data collection will be prepared and conducted:

Format name	Data subject/Sample	Major steps and responsible
A. Quantitative Survey LHPs	2 persons per organization (CSC representatives - despite PAC members and PFPs or other involved member)	a.) Development of the survey: MEAL/PMU b.) Organising samples in-country: country MEAL coordinators c.) Realizing and analysing survey: MEAL/PMU
B. Semi-structured interviews PAC	PAC representatives	a.) Development of the interview guide: MEAL/PMU b.) Organising interview appointment: MEAL/PMU c.) Realising and analysing interviews: MEAL/PMU
C. Qualitative Survey Advocacy Working group members	Advocacy Working group members	a.) development of survey: MEAL/PMU b.) organizing sample: MEAL/PMU or Advocacy WG lead? c.) realizing and analysing survey: MEAL/PMU
D. Quantitative Survey WG	WG members	a.) development of survey: MEAL/PMU b.) organizing sample: MEAL/PMU or WG lead? c.) realizing and analysing survey: MEAL/PMU
E. Quantitative survey webmo/Digital solution.	Webmo users	a.) development of the survey: MEAL/PMU b.) organizing sample: MEAL/PMU c.) realizing and analysing survey: MEAL/PMU
F. Quantitative survey MEAL system, incl CRM	1 person per LHP responsible for MEAL system (MEAL coordinator/PFP/other) CPU MEAL coordinators	a.) development of the survey: MEAL/PMU b.) organizing sample: country MEAL coordinator c.) realizing and analysing survey: MEAL/PMU

*E&F: optional, in case time allows it

The following table defines which of the above-mentioned formats will be used for which of the EQ:

EQ	Format
1. Is the PAC an effective committee to take decisions on strategic priorities which represent all interests and needs of the LHPs in-country and is the PAC to be involved in operational processes or lies this responsibility at other programme units?	A.Quantitative Survey LHPs B. Semi-structured interviews PAC
2. What can be done to capacitate the PAC and other global ToGETHER initiatives to promote localization among international donors and networks and are PAC members already working in collaboration with other potential donors on the localization agenda?	B. Semi-structured interviews PAC C. Qualitative Survey Advocacy Working group members
3. To what extent allows the set-up and concept of the ToGETHER programme LHPs to own processes, to understand and uptake opportunities and to take decisions?	A. Quantitative Survey LHPs B. Semi-structured interviews PAC
4. The overall structure and general set-up of the ToGETHER programme with its units and committees (PAC; PMU; RPC; CPU; CSC), number of countries and number of consortia partners does it foster local leadership, is it adequate to the global objective and outcomes of the programme and does it support effectiveness, efficiency and sustainability of the programme? Which adaptations could improve the actual situation or could be considered for a follow-up phase of the programme?	A. Quantitative Survey LHPs B. Semi-structured interviews PAC
5. How relevant, effective and efficient are the different global WG and what adjustments, if any, are necessary to improve the outcome, outputs, strategic and technical guidance of such WGs?	A. Quantitative Survey LHPs B. Semi-structured interviews PAC D. Quantitative Survey WG
6. To what extent is the concept of Capacity Strengthening (incl. its workstreams Capacity-self Assessments and CS-plans) owned by the LHPs and which benefits and/or challenges are related with the concept?	A. Quantitative Survey LHPs B. Semi-structured interviews PAC

7. How relevant, effective, efficient and sustainable is the HOIFA concept (both national and global) and has the Learning aspect an impact beyond the targeted partner organisations?	A. Quantitative Survey LHPs B. Semi-structured interviews PAC
8. To what extent have globally guided processes for the development and use of ToGETHER framworks and tools (Webmo, global MEAL system, CRM policy, Peer Review Mechansim, Localisation Framework, Advocacy Strategy etc.) been relevant and effective in their application and was the global level support sufficient in terms of quality and quantity?	A. Quantitative Survey LHPs B. Semi-structured interviews PAC E. Quantitative survey webmo/Digital solution F. Quantitative survey MEAL system

The different questionnaires and interview guides are annexed to this TOR document.

7. TIMELINE, RESOURCE AND BUDGETARY PLANNING

Country internal evaluations approx. timeline

	Aug 2022		Sep 2022		Oct 2022	
	W 1-2	W 3-4	W 1-2	W 3-4	W 1-2	W 3-4
BGD		■	■	■		
COL		■	■		■	
DRC		■	■			
ETH			■	■	■	
IDN	■					
MMR				■		
PAK				■	■	
SOM			■			

Budgets and resources are part of the country specific TOR.

Process for global Evaluation Questions approx. timeline	Sep 2022				Oct 2022				Nov 2022				
Schedule of activities	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	approx. Deadline
Development of surveys/interview guides		▉											15.09.2022
Surveys open for responses (quantitative)			▉	▉									02.10.2022
PAC interviews					▉	▉							16.10.2022
Analysis and preparation for presentation (in conference)					▉	▉	▉						21.10.2022
Presentation of results (in conference)								▉					25.10.2022
Reporting (Global Synthesis report)									▉	▉	▉	▉	30.11.2022

No further budget is required for the internal evaluation on global level as it is realized by the PMU MEAL coordinator and digital surveys and phone interviews will be conducted.

8. Annexes

8.1 PAC interview guide – Internal Evaluation

This interview is part of the internal evaluation. It would be optimal to interview all 12 PAC members to provide information to the identified global evaluation questions. MEAL/PMU will implement the interviews with the PAC representatives in the weeks 04th of October - 14th of October. In case of non-availabilities PAC members can consider filling in the interview guide themselves.

PAC representative	
Partner organisation	
Country	
Date of completion/interview	

Please elaborate your opinion/impression/observations and (if you have) recommendations about…

1. "Effectiveness of the PAC"

consider aspects as

- Role and responsibilities regarding strategic priorities

- Representation of LHPs and their interests

-involvement in/responsible for operational processes

- communication among PAC members, between PAC members and their countries

2. "**Capacitation of PAC and other global initiatives to promote localization among international donors and networks**"

consider aspects as

- what can be done to (further) capacitate the PAC

- possible advantageous interaction with other networks, initiatives

- challenges in the actual set-up

- achievements and existing collaborations

3. "Benefit of the actual set-up and concept for LHPs"

consider aspects as

- positive effects on organizations through opportunities

- owning processes

- Taking decisions

4. "Actual structure and general set-up of the ToGETHER programme"

consider aspects as

- does it foster local leadership

- is it adequate to programme's objective and outcomes

- does it support effectiveness, efficiency and sustainability of the programme

- what could be helpful adaptations

5. "Global Working Groups – Advocacy, communications – GCPC as short-term committee"

consider aspects as

- how relevant, effective, efficient?

- necessary adjustments for improving: outcome, outputs, strategic and technical guidance?

6. "Capacity strengthening component"

consider aspects as

- ownership of component by LHPs (incl. capacity self-assessment and CS-plan)?

- benefits and challenges?

7. "**HOIFA component (national and global level)"**

consider aspects as

- effectiveness, efficiency and sustainability

- impact of learning aspect beyond LHPs?

8. "ToGETHER frameworks and tools: (Webmo, global MEAL system, CRM policy, Peer Review Mechansim, Localisation Framework, Advocacy Strategy etc.)

consider aspects as

- relevance and effectiveness

- sufficient support of global level (quantity and quality)?

8.1 Overview Evaluation Questions on global level

Main topic/Subject	Evaluation Questions on global level	Local leadership / Localisation	Effectiveness Efficiency Relevance Sustainability	Capacity Strengthening
PAC	Is the PAC an effective committee to take decisions on strategic priorities which represent all interests and needs of the LHPs in-country?	■	■	
	Is the PAC a committee which can realise operational process or is the responsibility for that on other levels?		■	
	What can be done to capacitate the PAC and other global ToGETHER initiatives to promote localization among international donors and networks?	■		■
	To what extent PAC members are working in collaboration with other potential donors on localization agenda?	■		
Owner- and leadership of LHPs	How much LHPs own the process under together project?	■		
	Is the setup of decision-making processes and understanding opportunities enough for all ToGETHER project stakeholders?	■		
Programme structure	The overall structure/general set-up of ToGETHER (PAC; PMU; RPC; CPU; CSC; number of countries, number of consortia partners) does it foster local leadership and is it adequate?	■		
	General global programme structure: PAC, CSC, RPC, PMU: Strengths and bottlenecks of the set-up (contracting, number of CP, countries, LHP…)?		■	
	How does the consortium setting influence relevance, effectiveness, efficiency and sustainability of ToGETHER?		■	
	What is the current geographic coverage of the LHPs and to what extent did the project enable the LHPs to cover the needs in their target locations?		■	
	Who are the partners of the project? How strategic are partners in terms of the mandate, influence, capacities, and commitment?	■	■	
Working Groups	How can the work of the programme's global working groups and other global initiatives be improved for achieving more effectiveness in global workstreams?		■	
	Effectiveness of global WG? Outcome for developing concrete measures, recommendations Gaps, challenges and progresses in WG? Way forward?		■	

Category	Question			
	How the working groups support the project implementation in terms of guidance and technical support?		■	
	How relevant, effective and efficient are the different global WG? Gaps, challenges and progresses of WGs and to try to come up with possible recommendations and way forward.		■	
Capacity Strengthening Concept	Support of LHPs in CS-component coming from CPU, RPC, PMU others?		■	■
	How much LHPs own the CS plan under together project?	■		■
	How LHPs foresee the benefits of CS plan as per their institutional readiness in terms of preparedness, response and coordination capacities level?		■	
	What sort of challenges they observed as LHPs for development of CS plans?			■
	How much LHPs adequately engaged during the process of development of self-assessment and CS plan?	■		
	The support and coordination for understanding are adequately on the process of self-assessment and CS plan in the ToGETHER program?		■	■
HOIFA	How relevant, effective, efficient and sustainable is the global HOIFA component? (HOIFA contracts, time issue, fund flow)		■	
	How much capacities acquired by LHPs before, during implementing the HOIFA?			■
	How LHP capturing / record learning of HOIFA for reflection and use as their initiation level?			
	Are these learning focus only LHP or intermediary also benefit from it if yes, any tangible example? How much understanding opportunities provide for topic of innovation?			■
ToGETHER frameworks, tools & ressources	To what extent has the project's global MEAL system including CRM been adjusted to the interventions and improved the achievement of expected results and mitigates the risks/ negatives results?		■	
	To what extent, PMU, CPs, RPCs and PAC members from global level reinforced and assisted countries/LHPs to achieve their self-defined progress markers of their Localization Frameworks?		■	
	To what extent is the localisation framework an effective tool and support given by of global level structure? Added value of different outputs? exchange and learnings through the tool?		■	
	To what extent digital solution (WebMo) plays a role in exchanging of experiences and learnings among countries?		■	
	PRM: LL and their integration in the global level: use on and support from global level?		■	