

# **LINKING PREPAREDNESS, RESPONSE AND RESILIENCE PROJECT**

## **FINAL EVALUATION REPORT**

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Commissioned by Simone Di Vicenz, Project Manager for the  
Linking Preparedness, Response and Resilience Project.

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## ACRONYMS

BBS	Organisation for Building Better Society [NGO in Myanmar]
CIFA	Community Initiative Facilitation Assistance [NGO in Kenya]
COVACA	Community Owned Vulnerability and Capacity Assessment
DEAR Myanmar	[NGO in Myanmar]
DEPP	Disasters and Emergencies Preparedness Programme
ICPR	Integrated Conflict Prevention and Resilience
INGO	International non-governmental organisation
KBC	Karen Baptist Convention [NGO in Myanmar]
KCL	Kings College London
LPRR	Linking Preparedness, Response and Resilience Project
MIONET	Marsabit Indigenous Organizations Network [NGO in Kenya]
MRF	Myittar Resource Foundation [NGO in Myanmar]
NGO	Non-governmental organisation
NNGO	National non-governmental organisation
PACIDA	Pastoralist Community Initiative Development and Assistance [NGO in Kenya]
PVCA	Participatory Vulnerability Capacity Assessment
RAHBAR	Research and Awareness for Human development Benefits & Rights [NGO in Pakistan]
SEPS Myanmar	Strengthening Emergency Preparedness Systems in Myanmar Project
WV	World Vision

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# EXECUTIVE SUMMARY

The Linking Preparedness, Response and Resilience (LPRR) project, which is part of the DFID funded Disasters Emergencies Preparedness Programme (DEPP) was carried out from 2015 to the end of March 2018. The project was delivered by a consortium led by Christian Aid, which included Action Aid, Concern, Help Age, King's College London, Muslim Aid, Oxfam, Safer World, and World Vision. The LPRR project brings together the expertise of response and resilience professionals (and frameworks) in order to support communities affected by emergencies and at the risk of violence. The consortium was present through a research component in eight countries, namely Bangladesh, Democratic Republic of Congo, Philippines, Colombia, Indonesia, with pilot projects in Kenya, Pakistan and Myanmar. The project was delivered through three distinct strands: conflict prevention, humanitarian response, and learning.

This end of project evaluation aims to measure change according to the project's outcome (as per its logframe), which is: "increased preparedness and resilience capacity in conflict and response settings". The evaluation measures change according to the following indicators:

1. Improved understanding and utilisation of best practice in preparedness and resilience, in both conflict and response contexts, amongst relevant agencies (Level of Affirmation: 80 percent);
2. Humanitarian partnerships and wider collaborations strengthened (Level of Affirmation: 80 percent).

The evaluation is guided by the outcome harvesting approach, and aims to capture how the project has influenced the consortia's perceptions and attitudes towards resilience and conflict-sensitive programming in humanitarian contexts. It explores the extent to which the project has influenced individual and organisational thinking and ways of working throughout the three years, and to document how this was achieved. The evaluation methodology comprised review of key project documents, quantitative data collection (through a KAP survey), and qualitative data collection (semi-structured interviews).

The main findings of the evaluation are as follows:

Individual level change: **The survey allowed this evaluation to prove that the project has been effective in achieving outcome indicator one with 82 percent affirmation at the individual level.** This means that 82 percent of respondents both understood and utilised the outputs which represent emerging best practice in resilience and preparedness approaches (88 percent reported understanding the outputs, while 82 percent both understand and utilise them in their work). Interviews indicated that the enabling factors for this high level of affirmation were the high levels of participation by respondents in project activities, such as reading project documents, providing feedback on documents and attending events; the use of workshops as capacity building exercises to facilitate co-learning; the hosting of project events to encourage sharing of successes, as well as network building. The primary inhibitor for the understanding and utilisation of project documents was the fact that the nature of individuals' work meant project documents were not always applicable to them.

Organisational level change: Over 80 percent of individuals were able to promote project outputs within their organisation, but it is less clear how effective the project has been in ensuring these practices are institutionalised. Evidence indicates that 78 percent of survey respondents' organisations have formally incorporated outputs into organisational policy or practice. Enabling factors for organisations to formally incorporate outputs are relevant for the organisations which already have a partner-led approach to delivery of assistance and those who operate as NNGOs, and are therefore more flexible when it comes to changes in policy and practice than INGOs. The most common hindering factor preventing organisations from formally institutionalising knowledge is the time it takes to agree changes to organisational ways of working in large INGOs. However, there is substantial evidence that project outputs have been incorporated into organisational programmes, and are felt to add value both to the quality of programming, and importantly for the communities served.

Collaboration: Collaboration took different forms depending on the country and contextual realities of partners. The partnership approach added value to the project, particularly in sharing learning and in building capacity of country staff and communities. However, different organisational cultures, time commitment, and the short duration of actual 'implementation' held the collaboration back from flourishing; as such, the project missed opportunities in terms of seizing new opportunities, particularly related to joint funding or developing new project initiatives. While 76 percent state to have increased their professional collaboration with organisations both nationally and internationally, 58 percent stated that partnership approaches were incorporated in their organisations' programming for response and resilience. Therefore, the project is seen to have had more influence and contribution in the appreciation of the partnership model at the individual level, comparing to actual use of partnership models by organisations. In any case the consortium approach was felt as the most appropriate for this type of project.

The evaluation has identified the following good practices, which are also recommended practices for future projects of this kind:

- ✓ Involving practitioners in the generation of project outputs generated a feeling of shared ownership and increased uptake.
- ✓ Assigning of budget for regular face-to-face meetings to encourage networking, the exchange of ideas and provide a platform for feedback.
- ✓ Creation of summary documents to make large project outputs easier to digest and utilise.
- ✓ Where possible, aligning projects with global agendas in order to help give approaches context and buy-in.

Finally, the recommendations for similar future projects are:

- ➔ In light of the ending of the DEPP and LPRR project, establish a community of practice amongst consortium partners in order to facilitate continued generation of evidence and learning, as well as to encourage sustained utilisation of approaches amongst individuals.

- Involve or train a significant number of staff from each organisation on the new approaches/practices, and involve the senior management when applicable, in order to enhance organisational buy-in.
- Prioritise continued funding in pilot project areas in order to generate sufficient evidence for outputs to be institutionalised.
- Develop an exit strategy that encourages continued adoption and integration of project approaches as early as possible, to prevent funding gaps at the end of a project.
- Encourage individuals involved in the LPRR project to become 'champions' of the approach even after project closure (perhaps through the community of practice mentioned above).
- The relatively short duration of the project may have compromised the impact of the outputs and collaboration, and since time is critical in developing and sustaining partnerships, this is something to be taken into account for future similar programmes.
- Assign budget (and time) for individuals/organisations to attend consortium meetings. Also formal agreements and MoUs in country can make it easier for staff to justify their commitment to their organisation.
- For programmes with a large portfolio of projects like the DEPP, actively pursue opportunities for collaboration and synergies (i.e. learning) across the different projects from the start.
- The concept of collaboration needs to be contextualised. The aspects of coordination will differ in every country/region, therefore tapping into existing networks and platforms may be more appropriate in some cases rather than creating new ones.

# 1 INTRODUCTION

## 1.1 BACKGROUND OF THE LPRR PROJECT

The *Linking Preparedness, Response and Resilience Project* (LPRR) is a three-year project funded through the DFID Disasters and Emergencies Preparedness Programme (DEPP). LPRR aims to improve the understanding and use of best practices in preparedness and resilience in order to support communities affected by emergencies and communities at risk of violence. It is implemented through a consortium, which is led by Christian Aid, and includes Action Aid, Concern, Help Age, Muslim Aid, Oxfam, Saferworld, World Vision and King's College London.

The project has three strands focusing on Conflict Prevention, Humanitarian response and Learning. While the project produced a number of outputs, both the humanitarian and conflict prevention strands resulted in the production of two primary outputs:

1. Humanitarian Strand: Research report titled *Community Resilience Building in Humanitarian Response; Insights from Crises Survivors and First Responders*
2. Conflict Strand: Handbook titled *Integrated Conflict Prevention and Resilience Handbook and Field Guide*<sup>1</sup>.

The LPRR project is present in: Bangladesh, Colombia, Democratic Republic of the Congo, Indonesia, Kenya, Myanmar, Pakistan and the Philippines, with implementation (pilot projects) in Kenya, Pakistan and Myanmar.<sup>2</sup> The pilot projects consisted of implementing the recommendations from these two outputs, in order to test them as approaches to conflict prevention, resilience and preparedness. The project contributes to the Grand Bargain and World Humanitarian Summit localisation agenda aimed at engaging national and local NGOs in owning and participating in decision-making and oversight of the design and process of interventions. LPRR is delivered in collaborative manner; the results and learning from this project form part of the wider DEPP portfolio of projects.

## 1.2 PURPOSE AND SCOPE OF THE EVALUATION

This evaluation has a reflective aim. The findings and recommendations will inform the current project staff and the DEPP/Start Network leadership, and potentially feed into programmatic design for a subsequent phase of this or a similar project.

The purpose of the evaluation is to measure change according to the project's outcome (as defined in the project logframe) which is "*increased preparedness and resilience capacity in conflict and response settings*". Here, resilience capacity refers to the knowledge, skills and practice of staff working both within the LPRR project specifically, and sector more widely. The logframe presents three indicators for this outcome, which are:

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<sup>1</sup> Saferworld developed the Integrated Conflict Prevention and Resilience (ICPR) approach for resilience in fragile settings, adding to existing tools such as the Participatory Vulnerability Capacity Assessment (PVCA), and Community Owned Vulnerability and Capacity Assessment (COVACA).

<sup>2</sup> In Kenya, the implementing partners were CIFA, MIONET, PACIDA and World Vision Kenya, in Pakistan RAHBAR and World Vision Pakistan, and in Myanmar the implementing partners were BBS, DEAR Myanmar, KBC, and MRF. The latter pilot was conducted in conjunction with the Strengthening Emergency Preparedness Systems in Myanmar Project, another project in the DEPP portfolio.

1. Improved understanding and utilisation of best practice in preparedness and resilience, in both conflict and response contexts, amongst relevant agencies (Level of Affirmation: 80 percent);
2. Humanitarian partnerships and wider collaborations strengthened (Level of Affirmation: 80 percent); and
3. Emerging evidence base for what works in building humanitarian capacity in preparedness and resilience, in both conflict and response contexts, amongst relevant agencies.

The scope of this evaluation is to assess only to the first two indicators; Kings College London will present the evidence required to measure results against outcome indicator three of the logframe in a separate paper. Additionally, this evaluation will not examine results at the output level of the project's logframe.

### 1.2.1 Evaluation questions

As the LPRR project is part of the DEPP portfolio, its evaluation is guided by the wider DEPP evaluation questions, as follows:

1. In what ways have the project's capacity building programmes strengthened preparedness and response capacity amongst participants?
  - a. How effective was project delivery? What delivery mechanisms worked well and what did not work? What are the key lessons regarding implementation?
  - b. To what extent did the project contribute to greater preparedness and response among local organisations, communities and governments?
  - c. To what extent and in what ways has the project led to improved knowledge and understanding<sup>3</sup> of best practices relating to disaster and emergency preparedness and response?
2. To what extent was the project/program's theory that capacity development is more effective when undertaken as a multi-agency collaborative approach proven? What has or has not worked in capacity development?
3. To what extent and in what ways have the benefits of the project become embedded?
  - a. What contribution has the programme made in strengthening national preparedness systems?
  - b. In what ways has the project influenced institutional and policy environments?
4. To what extent did the project contribute to strengthening the evidence base for what works to build humanitarian capacity?
  - a. How has evidence been used and shared by the project?
5. Have resources been used efficiently? In general, do the results achieved justify the costs? Could the same results be attained with fewer resources?<sup>4</sup>
  - a. Have programme funds and activities been delivered in a timely manner?

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<sup>3</sup> of project beneficiaries (e.g. local organizations, community members, governments, humanitarian staff)

<sup>4</sup> Using project-developed VFM indicators (if and when applicable).



In order to feed into these wider DEPP evaluation questions, this evaluation sets out the following as research questions:

LPRR Final Evaluation Research Questions	Corresponding DEPP Evaluation Question
1. How effective has the project been in improving understanding and utilisation of best practice amongst consortium members at the individual (staff) and organisational (agency) level? What are the enabling and the hindering factors for doing so?	1c
2. Which of the individual (staff) practices that were acquired because of the project are likely to be sustained, and why?	1b
3. Which of the organisational (agency) attitudes that were acquired because of the project are likely to be sustained, and why?	1b 3a 3b
4. How has the project contributed to an appreciation of the added value of collaboration and staff willingness to work through partnership models? Is there evidence that learning and capacity development is more effective when undertaken as a multi-agency collaborative approach, as per the programme's theory/business case?	2

## 2 METHODOLOGY

The project's monitoring and evaluation approach is guided by the use of outcome harvesting (through an adaptation of the principles of outcome mapping which is used as the basis of project monitoring). The outcome harvesting approach 'does not measure progress towards predetermined outcomes or objectives, but rather collects evidence of what has been achieved, and works backward to determine whether and how the project or intervention contributed to the change'.<sup>5</sup> It utilises information from reports, interviews and other sources to document how a programme has contributed to certain outcomes.

Through this approach, the evaluation aims to capture how the project is influencing the consortia's perceptions and attitudes towards resilience and conflict-sensitive programming in humanitarian contexts, to explore the extent to which the project has influenced individuals and organisations thinking and ways of working throughout the three years, and to document how this was achieved.

The evaluation methodology will consist of:

- Review of key project documents<sup>6</sup>
- Quantitative data collection using survey
- Qualitative data collection using semi-structured interviews

<sup>5</sup> START DEPP - Linking Preparedness Resilience & Response (LPRR) Monitoring and Evaluation Approach (2016)

<sup>6</sup> Including, but not limited to: the monitoring and evaluation approach summary, project logframe and project outputs

## 2.1 DATA COLLECTION (INCLUDING SAMPLING)

### 2.1.1 Quantitative Data Collection

Using a knowledge, attitudes and practice (KAP) survey approach allows for the collection information about the knowledge, attitudes and practices of individuals, by asking questions about what is *known*, *believed* and *done* in relation to a particular topic. In this evaluation, the process of behavioural change is measured through four progressive but not exclusive stages: understanding, use, adoption and promotion of the project outputs and learning.

This evaluation used a KAP survey consisting of a series of statements aimed at capturing changes in the knowledge and behaviour of consortia member's (at both individual and organisational level), in order to evidence the progress towards achieving programme outcome indicators one and two. The survey asked individuals to score their levels of agreement with statements according to the following Likert Scale: *Strongly Disagree*; *Disagree*; *Neutral*; *Agree*; *Strongly Agree*. The outcome level indicator targets were set at 80 percent level or affirmation; here 'level of affirmation' refers to those who answer 'Agree' or 'Strongly Agree' with survey statements.

In order to ensure a representative sample from across the project, the survey was deployed in all three implementation countries (Kenya, Pakistan and Myanmar) and in the United Kingdom. The survey was sent to 74 individuals, and aimed for a 50 percent response rate. Group and individual follow up resulted in 33 unique responses to the survey, representing a response rate of 44 percent. This should be noted as a limitation of this study.

In total, 20 organisations were represented, 9 of which were INGOs and 11 of which were NNGOs or other national level partners (i.e. government). In total, 58 percent of respondents were from INGOs and 42 percent from NNGOs. Only one of the INGO respondents was based in country (Pakistan), the rest were based in the UK.

### 2.1.2 Qualitative Data Collection

In order to supplement the information gathered during the KAP survey, this evaluation conducted reflective, semi-structured interviews with key individuals from consortia members and implementing partners. The interview guide was developed with the intention of collection information related to changes at the individual and organisational level, the enabling and hindering factors for this, and reflections on collaboration.

In order to ensure a representative sample from across the project, the interviews were conducted with representatives from all three implementation countries (Kenya, Pakistan and Myanmar) and in the United Kingdom. Nineteen individuals were selected for interview by the project manager; 14 attended Skype interviews with the evaluation team, while two respondents submitted answers in writing (See Annex 1 for list of interviewees).

# 3 FINDINGS

The findings of this evaluation have been broadly categorised under the three areas of change the project wished to achieve:

- 3.1 - Changes at the individual level
- 3.2 - Changes at the organisation/sector level
- 3.3 - Changes in collaborative partnerships

## 3.1 CHANGES AT THE INDIVIDUAL LEVEL

When examining the LPRR project's influence on the understanding and utilisation of resilience practices at the individual level, this evaluation examines the following:

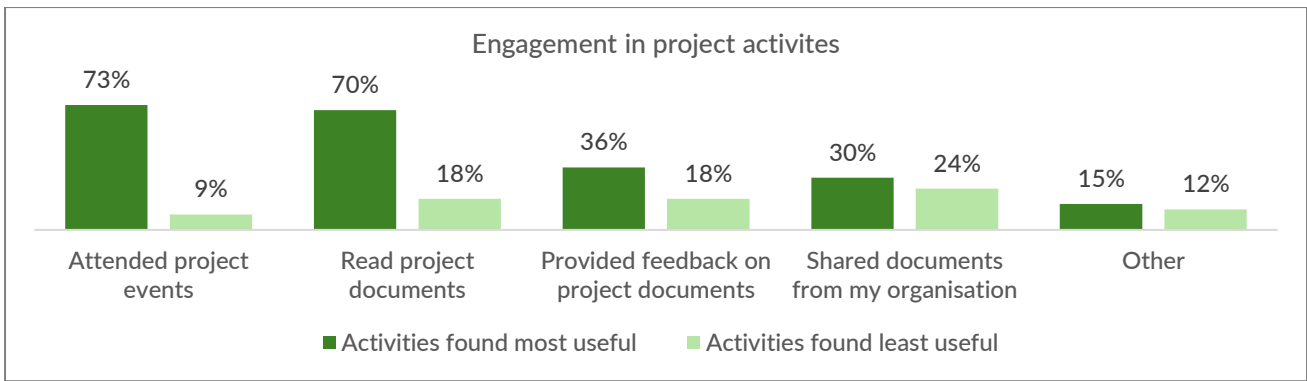
- whether individuals have engaged in project activities;
- whether individual's understanding of resilience practices has been increased;
- whether individual's utilisation of resilience practices has been increased;
- and which of these practices can (or cannot) be sustained, and why.

The assumption underpinning sustained change at the individual level is that by engaging in project activities, individuals gain an increased understanding of the project outputs and resilience practices. They then utilise these resources and practices in their work, and assuming the practices prove effective and add value to their work, promote them amongst their peers and within their organisation, creating a sustainable change in practice.

### 3.1.1 Individual engagement in project activities

In order to understand how project outputs are understood and utilised by individuals, the survey explored which project activities individuals engaged with, as well as which of these activities they found most and least useful. The results of the survey showed that almost all the respondents (97 percent) had read project documents, with the next most commonly engaged in activity being attending events (88 percent). Sixty four percent of respondents had shared project documents with their organisation, and 58 percent provided feedback on project documents. Of those who selected the 'other' category (18 percent), two-thirds cited the design or delivery of trainings and workshops as activities they engaged in.

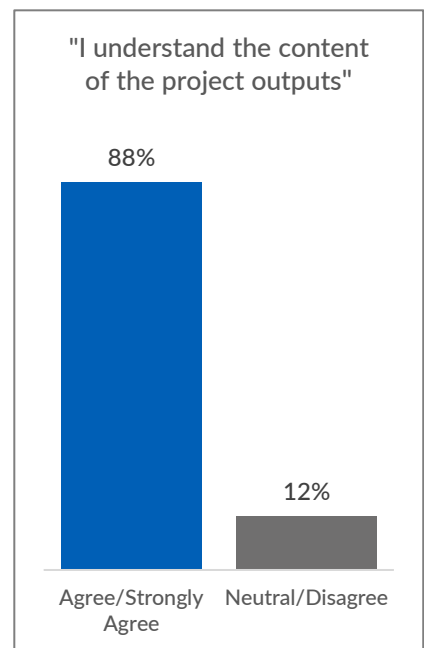
Unsurprisingly, respondents highlighted the two most engaged with activities (reading documents and attending events) as being the most useful. The third activity most commonly reported as being useful was providing feedback on project documents. Of those who selected the 'other' category, the following were detailed as having been most useful for their work: working with partners (particularly the LPRR project team); learning from one another in trainings and workshops; and developing programmes.



### 3.1.2 Increased understanding of resilience practices at individual level

The results from the survey showed almost 90 percent of respondents felt that they understood project outputs. Indeed, both in the survey and key informant interviews respondents reported that the project had strengthened or reinforced their understanding of resilience in humanitarian work.

Though individuals took away different learnings from the project, many highlighted how it had caused them to change how they viewed the community in response and resilience.



*Specifically, many of the survey respondents and interviewees at the country/partner level stated that the project had helped them to reframe their perception of communities affected by crisis from passive recipients of assistance, to active contributors in response and early recovery, with existing agency and capacity that could be utilised.*

Furthermore, individuals highlighted how the project had changed the way they view resilience in terms of humanitarian assistance and development, and indeed as supporting the humanitarian-development nexus. Though the concepts of resilience and conflict-sensitive programming were new for some of the participants in this study, for many they were not. This was particularly the case for those with a development background, where resilience programming is more firmly established. However, framing resilience through the lens of response and conflict-sensitive programming helped reinforce these concepts and make them applicable to response and early recovery. It is worth noting that this was highlighted by those at both the UK level, and at country level (Myanmar).

By re-examining the activities individuals found most and least useful, this evaluation can begin to uncover the enabling and inhibiting factors for increased understanding at the individual level. In both the survey and interviews, respondents highlighted the importance of face-to-face interaction for reinforcing their engagement and understanding of the project, and providing a much more powerful mechanism for learning (both within their organisation and between organisations) than merely reading documents. Indeed, survey respondents working for INGOs in the UK stated:

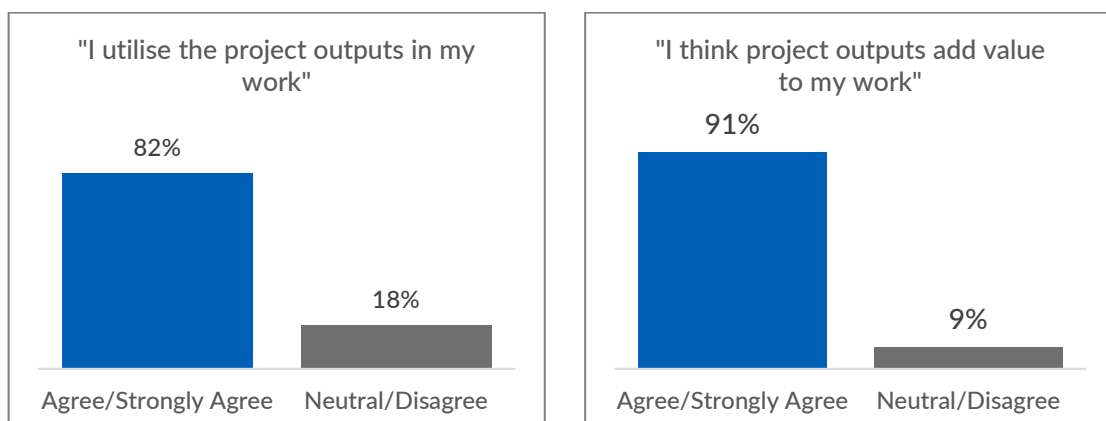
*“Project events gave an opportunity to discuss the findings, reports, recommendations etc. of the project in more depth and learn from the perspectives and experiences of others, which brings it to life in a way that reading a report in isolation doesn't”*

*“Reading the project documents and participating in the project events provided opportunities for further understanding of the practicality of what we were engaging in. Most importantly, it allowed for sharing of experiences and best practices, [providing] insights that I could use to improve our programming/interventions”*

As far as inhibitors for increased understanding, one respondent raised that the outputs themselves were too ‘bulky’ and that made it difficult to apply the approaches practically. Though a summary document was produced for the final output for the humanitarian strand (*Community Resilience Building in Humanitarian Response; Insights from Crises Survivors and First Responders*), the same is not true for output of the conflict strand (*Integrated Conflict Prevention and Resilience Handbook*). Others mentioned that though useful, project outputs are not applicable to their daily work, meaning that they extracted more learning from interactions with peers at project events or workshops (which is concurrent with the finding that attending events facilitated learning).

### 3.1.3 Increased utilisation of resilience practices at individual level

Though an increased understanding of new practices in resilience is important, if this is not utilised rather than just acknowledged at the individual level, it cannot be expected to lead to a change in programming at the organisational or sector level. The survey results show that 82 percent of respondents use the project outputs in their work; all of these also responded that they understood the outputs, meaning outcome indicator one was achieved at 82 percent. In addition, over 90 percent believe they add value to their work. Of the 18 percent who did not report using the outputs in their work, many indicated they were not directly involved in humanitarian programming, and were instead involved in the project at the UK level, and involved in the learning component of the project (for example, Kings College London, or Saferworld).



The high utilisation of project outputs was reflected in the interviews with practitioners at the country level. When asked if they were familiar with either of the project outputs, some of the interviewees said that they were not. However, these individuals had often joined the project/pilot recently, and though not familiar with the documents *per se* were familiar with the approaches and concepts as they were being applied directly to their projects. Importantly almost all emphasised the value that had been added by a community-centred approach, and how the project had benefitted the community. This was the case for both the humanitarian and conflict strands.

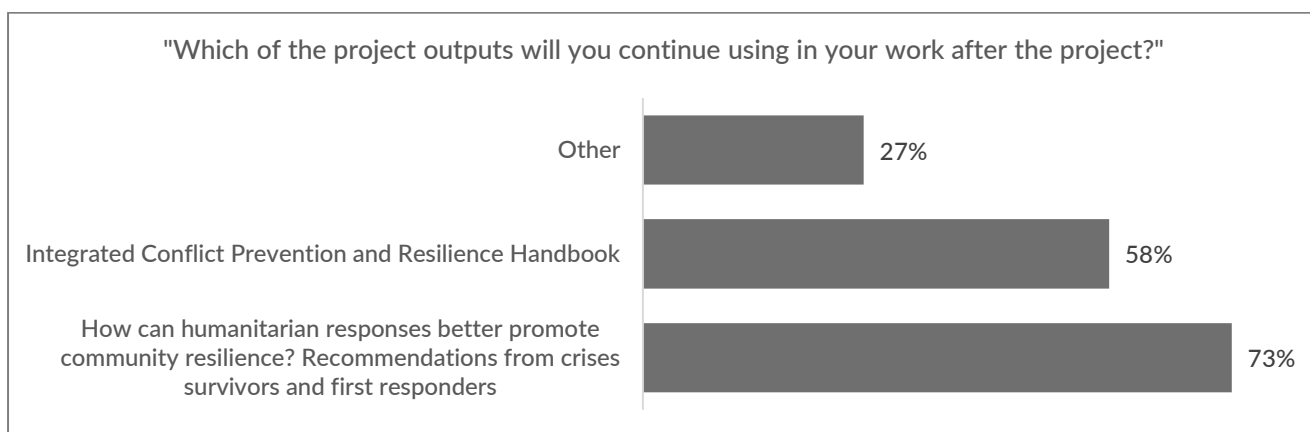
In addition, it was noted that the concepts put forward in the project outputs were extremely useful in capacity building of both practitioners and communities. Of note, interviewees from academia stated that the project provided invaluable insight into the importance of workshops in the humanitarian sphere for generating cross-agency learning and building capacity. This added to the strength of their outputs, allowing them to gather higher quality data. Likewise, respondents made it clear that one of the great values of the project was the ability to build capacity at the community level through workshops. Finally, the project appears to have given some individuals the confidence to better advocate for resilience and conflict-sensitive approaches within their organisation. One respondent stated that the project had helped them strengthen their resilience messaging and advocacy, while another (working as a policy advisor at INGO HQ level) said:

*“It has empowered me as a stronger advocacy/policy person regarding localisation both within my own organisation but also towards policy makers.”*

### 3.1.4 Sustained use and promotion of outputs and activities by individuals

Of survey respondents, all who answered the question related to sustained use of project outputs, all indicated that they would continue to use one or both of the project outputs, with one member of staff from an INGO at the country level clarifying:

*“Because of their usefulness and the results that could be used to develop new concept notes to strengthen community's capacities more.”*



Of those that selected other, most provided no indication of what these outputs might be, though one respondent said that they would be using learnings from workshop facilitators and participants.

The survey findings were supported by the responses of interviewees. When asked if they would continue to implement this way of working past project closure, many indicated they would be keen to continue to prioritise community- and partner-led design of programming. When asked how feasible this would be, individuals working in organisations which already have a partner-led implementation approach saw continuing to promote and use the project outputs as being easier than for those working in organisations undertaking direct implementation. At the country level, the success that the project pilots had delivered, and the positive response from the communities, were both seen as being reasons for continuing to work this way, and indeed appeared to facilitate the use of these approaches in other projects. Practitioners from all three countries indicated that they would be able to apply this way of working (or had already applied it) to other projects in their organisation, particularly as the context in which these pilots were run are often disaster or conflict prone. However, it is worth highlighting that many raised a lack of funding as potentially hindering this continued use.

At the UK level, there was evidence that individuals would be able to apply this newfound knowledge to other roles both within, and outside their organisation. However, it is important to highlight that at this stage, sustained change in individual and organisational approaches to programming might be threatened due to the fact that the project finished quite quickly after results began to be recorded, with many feeling the pilot did not have enough time to generate sufficient evidence to allow these changes to be sustained.

## **3.2 CHANGES AT THE ORGANISATION AND SECTOR LEVEL**

In addition to changes at the individual level, the LPRR project aimed to facilitate changes in understanding and utilisation of resilience and conflict-sensitive practices at the organisational, and eventually sector level. In order to do this, this evaluation examines the following:

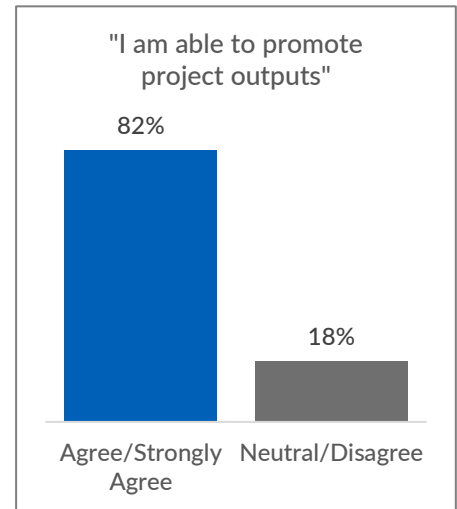
- whether individuals promote project activities and outputs within their organisation;
- whether organisations have incorporated project approaches their way of working;
- and whether organisations promote project successes with the wider sector.

The assumption underpinning sustained change at the organisational level is that when change occurs at the individual level (the process described in Section 3.1), individuals will promote new ways of working with peers within their organisation. The hope is that as these approaches are shared more widely, and are found to add value to programming, they will be institutionalised within organisations. Over time, organisations will in turn share these successes with the wider sector, leading to sector level change.



### 3.2.1 Promotion of project outputs and activities within organisations

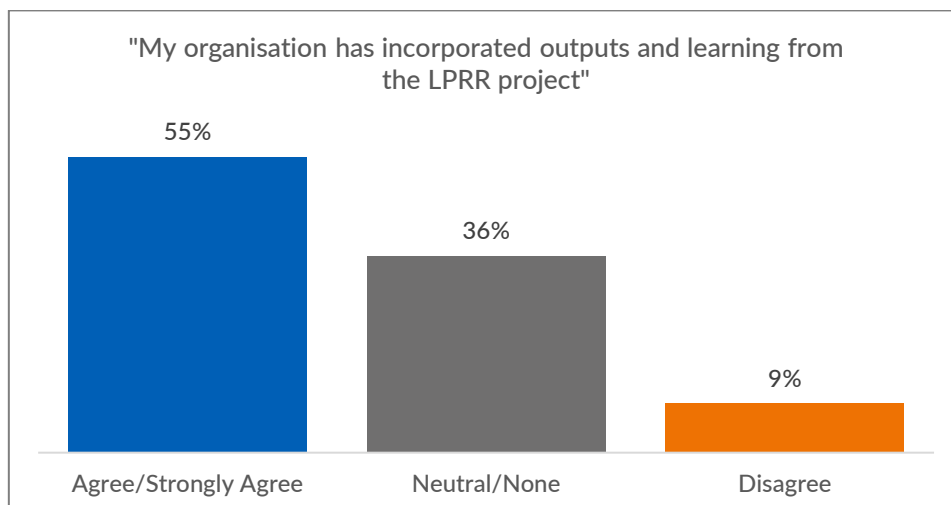
The evaluation also looked to understand whether individuals had shared learning with peers in their organisation, and with other organisations. Over 80 percent of survey respondents stated that they are able to promote project outputs. Of those who had promoted project outputs and activities, 70 percent had shared in organisational learning spaces (including internal mailing lists, monthly team meeting etc.) During interviews, respondents also mentioned sharing project activities and results at regular departmental or inter-departmental meetings, and with peers in other projects. Some even mentioned introducing the concept of survivor-led response to colleagues within their organisation working on other projects (See Section 3.2.2).



A number of survey respondents highlighted that sharing project outputs within their organisation was not very useful (either for themselves or for others), particularly if their organisation was a large contributor to the methodology. The reason for this was that the approaches were already in place and institutionalised. Additionally, it was pointed out that sharing documents often results in little outcome due to the limitations to people's time and the fact that there are many reports waiting to be read.

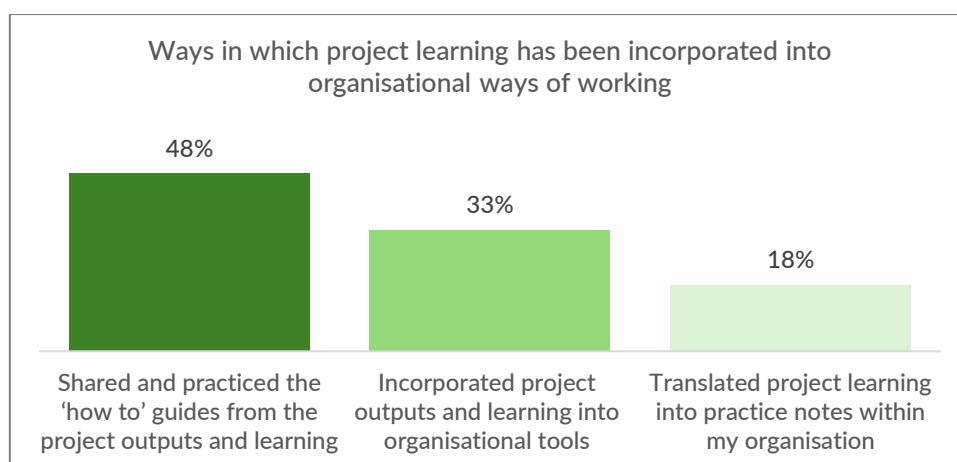
### 3.2.2 Incorporating project approaches into organisational ways of working

Beyond simply sharing project successes and outputs within their organisation, the evaluation seeks to understand if and how these have been incorporated into organisational ways of working, either formally or informally, and whether this was felt to add value to preparedness and response. Survey results show that 55 percent of respondents felt the organisation had incorporated outputs and learning from the project.





Deeper examination of the responses exploring *how* outputs or learning had been incorporated into organisations showed that although 45 percent of respondents answered ‘neutral’ or ‘disagree’, 50 percent of these went on to indicate one or more ways in which outputs or learning had been incorporated into their organisation, directly contradicting their initial answer. If these responses are re-coded and considered as ‘affirmative’ responses, then this indicator achieves 78 percent affirmation. Two survey respondents cited piloting techniques in other projects as a way in which the outputs had been incorporated into the organisation.



Only nine percent disagreed with the above statement, and though most did not provide any clarification, some stated that as contributors to the ICPR Handbook, much of the practice was already institutionalised in their organisation. In interviews, respondents indicated that in some cases, approaches had not been institutionalised due to the size of organisations (INGOs):

*“It is hard to change the practice of an organisation based on one project. Especially when there have been significant changes within the organisation already through restructuring.”*

*“[This] is a very large organisation, with a lot of established procedures. It takes a while for new ideas and approaches to be fully taken up, but we are still working on getting lessons from LPRR taken up across the organisation”*

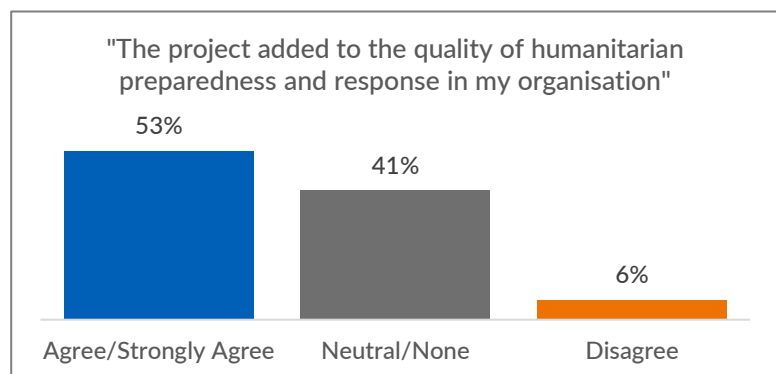
Similarly, during some interviews, respondents highlighted that when only one person had been assigned to the project, and was therefore responsible for championing it within their organisation, gaining buy-in could be difficult. If senior management buy-on was secured early on, this process was made easier.

The most common way in which organisations did incorporate project outputs was by sharing and practicing guidance from the project outputs and learning, closely followed by incorporating project outputs and learning into organisational tools. The individuals who reported that project outputs had been incorporated into organisational tools worked for the following organisations: Christian Aid (multiple countries); Karen Baptist Convention (KBC);

Marsabit Indigenous Organizations Network (MIONET); Organisation for Building Better Society; Pastoralist Community Initiative Development and Assistance (PACIDA); Research and Awareness for Human development Benefits & Rights (RAHBAR); Saferworld; and World Vision Kenya. This represents 4 out of 8 national NGOs compared to 2 out of 7 international NGOs of LPRR, all of the conflict strand partners (4 out of 4) and 4 of the 7 partners for the humanitarian response strand. As a reflection, it appears that to some extent, the project outputs may have been more relevant for the local/national organisations. This may also be because bigger organisations have lengthier processes and can be less agile when it comes to change. Interviews also indicated that the recommendations from the 'Community Resilience Building in Humanitarian Response' paper have been integrated into RAHBAH Pakistan's organisational policy.

Interviews also provided substantial evidence of outputs from both the humanitarian and conflict strands being incorporated into other projects within the organisations, even if they had not been formally included in organisational policy. One example was the introduction of elements of the ICPR approach (like the Local-Level Conflict Analysis, Participatory Vulnerability and Capacity Assessment, and action plans) to ongoing Christian Aid projects in Rakhine and Kachin state in Myanmar. Christian Aid respondents also reported piloting humanitarian outputs in collaboration with Danish Church Aid and Church of Sweden in both Myanmar and Kenya. At MIONET Kenya, the interviewees stated that the project had significantly contributed to a new approach to incorporating preparedness into emergency response, particularly in drought prone areas, while in World Vision Pakistan, DRR is more heavily integrated into project design. Additionally, at Christian Aid Ireland the ICPR approach contributed significantly to the From Violence to Peace Strategy and Framework, and has been integrated into Irish Aid funded humanitarian programmes, and rolled out in Burundi, the Democratic Republic of the Congo, Sierra Leone and South Sudan. The results from the conflict strand have also been reported to influence ongoing humanitarian response, both with the East Africa drought response (Christian Aid and CAFOD) and with the Rohingya Crisis (Action Aid), with individuals stating they will champion this approach in the design of programmes for the latter.

When asked whether the project had added value to the quality of the programming within organisations, 53 percent of survey respondents believed it had, with only 6 percent believing it had not added value. Similarly, 52 percent felt the project had encouraged a more innovative culture in their organisation.



The primary way in which respondents indicated that value had been added was in relationship to amplifying the voice of the survivors and the community in response, as well as integrating resilience, preparedness and conflict-sensitivity more heavily into their programming. Indeed, the interviewees themselves often highlighted the importance of this

reframing of our understanding of communities by referring back to the Grand Bargain commitment to localisation, a key tenet of the project. Additionally, one organisation said it gave partner agencies an opportunity to gather feedback from communities on their previous activities.

Of those who did not 'agree' that the project had not influenced their organisation's humanitarian preparedness and response, for many it was unclear whether a neutral answer meant respondents worked for organisations who had not applied the approach to other programmes, or whether they were unsure of the added value of the project's approaches. Where clarification was provided, the most common reason was that the project had ended too early:

*"I think the adoption process was abandoned too early. While there are some people that are aware of the LPRR outputs there has not been any significant adoption per se. I cannot say whether responses or preparedness has been improved, hence by 'neutral' answer (but there has not been anything negative either)"*

Indeed, many of the interviews and survey responses indicated they felt unable to comment on the effectiveness of the approach, due to there being a lack of substantial evidence available. Though many recognised that anecdotally, particularly at the country level, early reports indicated that the approach was achieving great success, there was a lack of robust evidence to support this:

*"I believe that is yet to be seen how much of an impact it has actually had. However, there is an growing appetite at the moment and a momentum since "many" actors are looking into how to bridge the development humanitarian nexus more in concrete, and this is an approach to do so."*

More than one respondent indicated that parts of the ICPR are easier to plug into development programming, because utilising the community as agents of change is easier in longer-term programming. This may be in part due to the fact that humanitarian funding is often provided in 6 - 24 month cycles. In fact, one respondent mentioned that they would not be likely to promote the approach as a whole for projects shorter than two years going forward, and saw it as being more applicable for projects up to five years in length. The restrictions resulting from limited funding were not unique to one organisation. Multiple interviewees at the partner level stated that, although interest in the approach was high, without continued funding to allow the space to incorporate these approaches into future projects, it would be difficult to continue to invest time into these methods. The following quote succinctly articulates the feelings of many:

*"Without someone 'championing' the adoption of new work, it's likely to fall flat. I feel that this is unfinished business!"*

### 3.2.3 Promotion of project outputs and successes and with wider sector

There is less evidence to suggest that the project has contributed to change at the sector level, than at the individual or organisational level. Of those who reported having promoted project outputs and activities, 45 percent had shared or promoted the project findings and learning in other academic, network and learning spaces outside their organisation though interviews seem to suggest it was with existing partners and organisations within existing consortia, while one respondent mentioned having shared project outputs and findings with 'other communities', though they did not specify if this was communities of beneficiaries or communities of practice. Many expressed an interest in sharing these findings more widely than with this, or in utilising them (for example the ACT Alliance), but admitted that to date this had not happened as much as they would have liked. Importantly though, the findings from LPRR did influence the collaborative design of the DEPP II, where the inclusions of community-led response at the outcome level was suggested by two thirds of the representatives from INGOs (UK and country-level) and one third of NNGOs who were attending the workshop. Interest

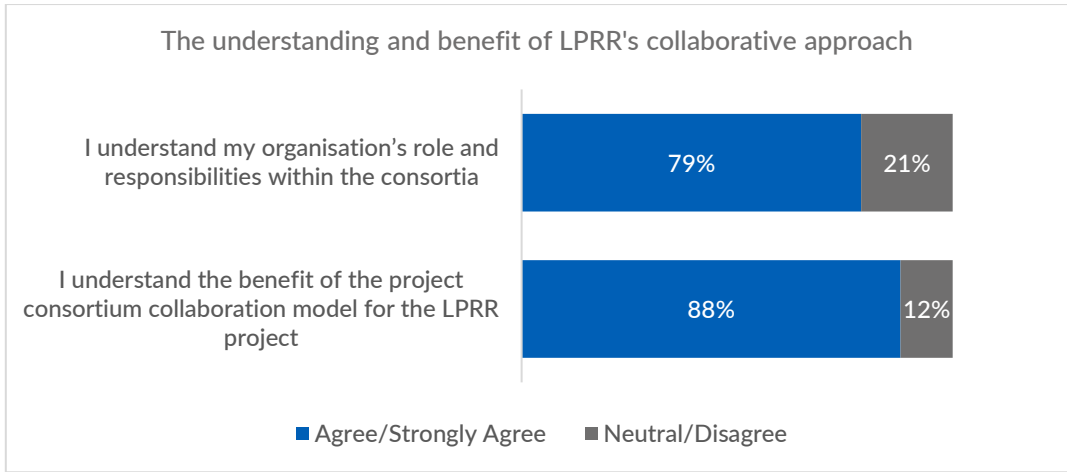
## 3.3 CHANGES IN COLLABORATIVE PARTNERSHIPS

This section of the evaluation reflects on the second outcome indicator, which aims to see "humanitarian partnerships and wider collaborations strengthened", and has an expected level of affirmation of 80 percent. This section speaks directly to the fourth evaluation question, and more specifically, aims to answer:

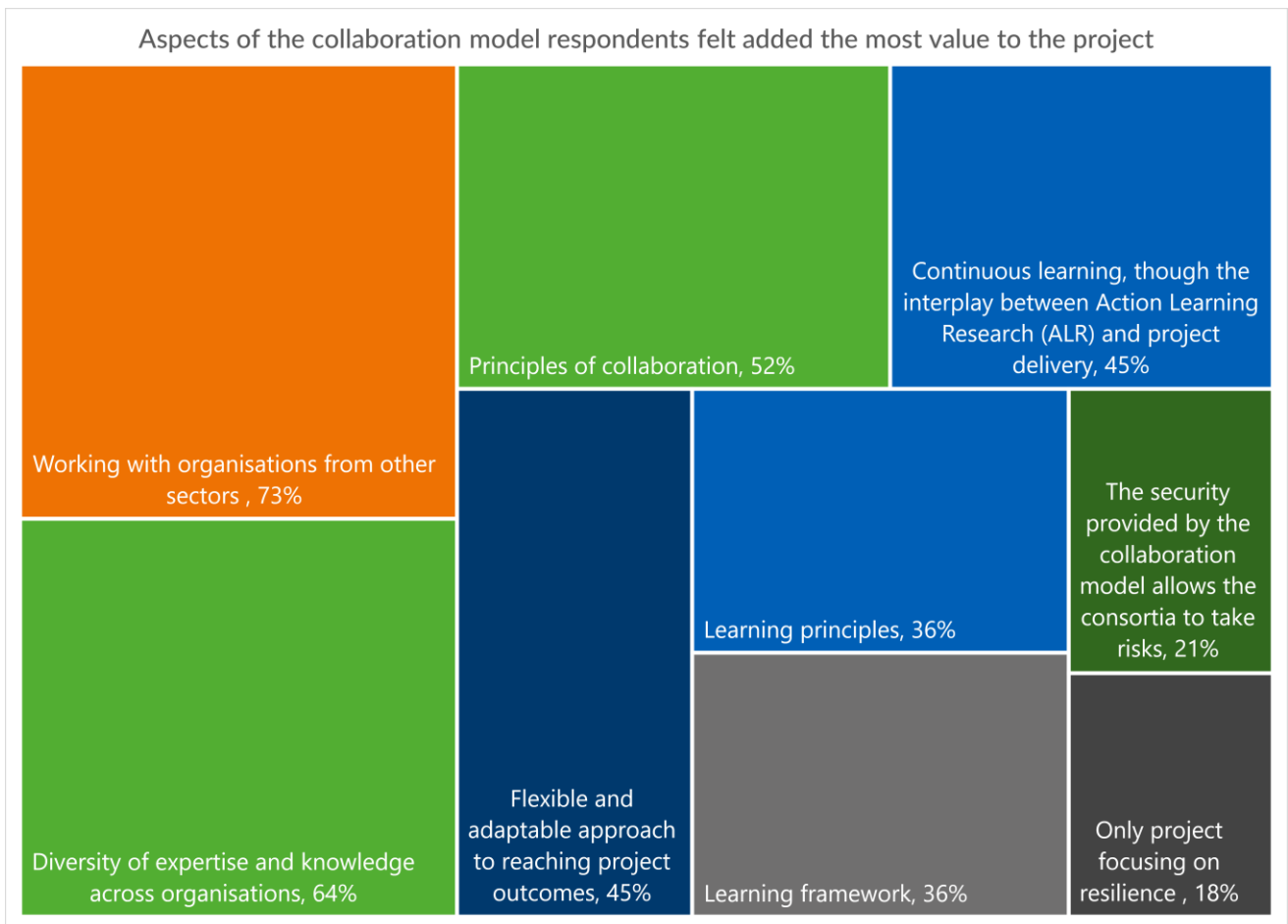
- whether the project has contributed to an appreciation of the added value of collaboration and staff willingness to work through partnership models;
- whether learning and capacity development is more effective when undertaken as a multi-agency collaborative approach, as per the programme's theory/business case.

### 3.3.1 Function and value of the collaboration model

With regards to the appreciation of the partnership approach, the survey results alone show that the majority of respondents (88 percent) have appreciated the value of the consortium approach in the LPRR project. As for the impression coming out from in-depth interviews, staff have varied perspectives on what collaboration meant in their locality and context, since the project partnerships may have evolved differently in each country of implementation.



Whether partners have experienced the LPRR partnerships strongly or not, it is evident that the most beneficial aspects of working in a consortium are the diversity and the wealth of sectoral and thematic experience and expertise of all partners, as well as the learning produced and shared amongst LPRR collaborators. According to survey respondents, the principles of collaboration and the flexible approach were amongst the valuable aspects of this model, although this perspective was not confirmed from the interviews; a possible explanation relates to the sample of key informants and their specific personal experience in the project.



The primary benefit of the partnership model seems to have been the opportunity to work with consortium partners, in part because this allowed organisations to build stronger networks in country (networks which were perhaps being underutilised prior to the project), but also because it facilitated cross-organisational learning. By allowing a wide range of organisations to contribute to project outputs, and by sharing differing approaches and experience (notably the inclusion of academia), this meant that organisations co-owned the project outputs, allowing their uptake in institutionalisation to be more widespread. As one respondent said, “the outcomes and learning are more likely to be taken up by a wider group of organisations and therefore have more impact”. Another person stated that, “without the consortium model there would have been less systematic collaboration”.

As far as learning goes, it was noted that the funding model made it difficult for some organisations to participate in the consortium, specifically, that the collaboration framework was too complicated for a small project with limited resources available to partners. In Kenya specifically, a lack of funding for organisations to travel to (and participate in) steering committee meetings made it impossible for consortium members to attend. Additionally, the results from the survey stated that in the Kenya conflict prevention strand, there were too many implementing agencies, which made it difficult to coordinate and capture learning. It was also highlighted that in Pakistan, consolidating the large number of DRR forums into one would further improve the impact of initiatives and ‘contribute to the well-being of communities’.

### **THE ADVANTAGES OF WORKING COLLABORATIVELY<sup>7</sup>**

### **DISADVANTAGES OF WORKING COLLABORATIVELY**

Capacity Building: benefits in exchanging approaches, tools.	Commitment in time and resources: Partnering takes time, especially since the agencies involved had different policies, organisational cultures and ways of working.
Increased pool of expertise: The consortium has benefitted from the combined strengths of each organisation. Expertise in peacebuilding and resilience/ DRR that comes from the different actors (who may become a lead in a particular sector).	Decision making: “push & pull” from different actors
Learning: Partners learned new ways of working from each other. The LPRR consortium helped cross-learning and sharing of tools. The learning events also facilitated interactions among partners and stakeholders.	
Standardisation of tools: Has happened to some extent due to discussions amongst partners on the most appropriate use of tools (COVACA, ICPR etc).	

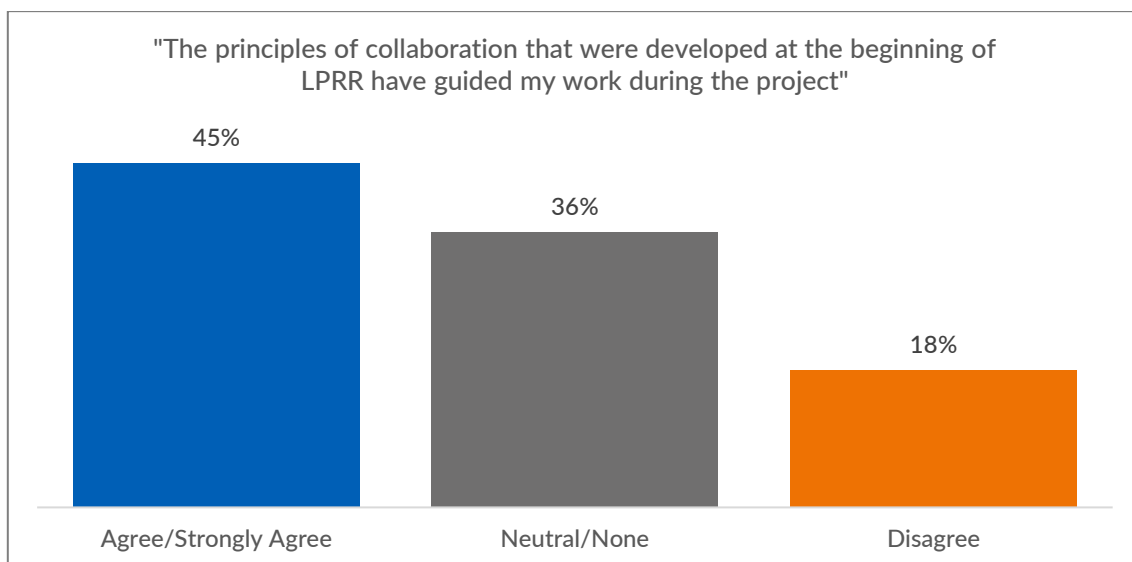
<sup>7</sup> The table represents views of the key informants.

Another affirmation on the fact that project staff understand value of the consortium/partnering approach, is that 76 percent would feel confident in promoting this model in other relevant initiatives, and 64 percent stated that they were actually able to do so.

*“What I can say of the collective effort is that because of the Theory of Change, the strands to achieve it, and the composition of the agencies involved, [...] the project has added to the sector on action learning, and [the application of that learning] in localisation; those are examples of where collaboration has achieved things with innovative qualities which wouldn't have happened without that collection of agencies. This project has definitely amounted to more than the sum of its parts.”*

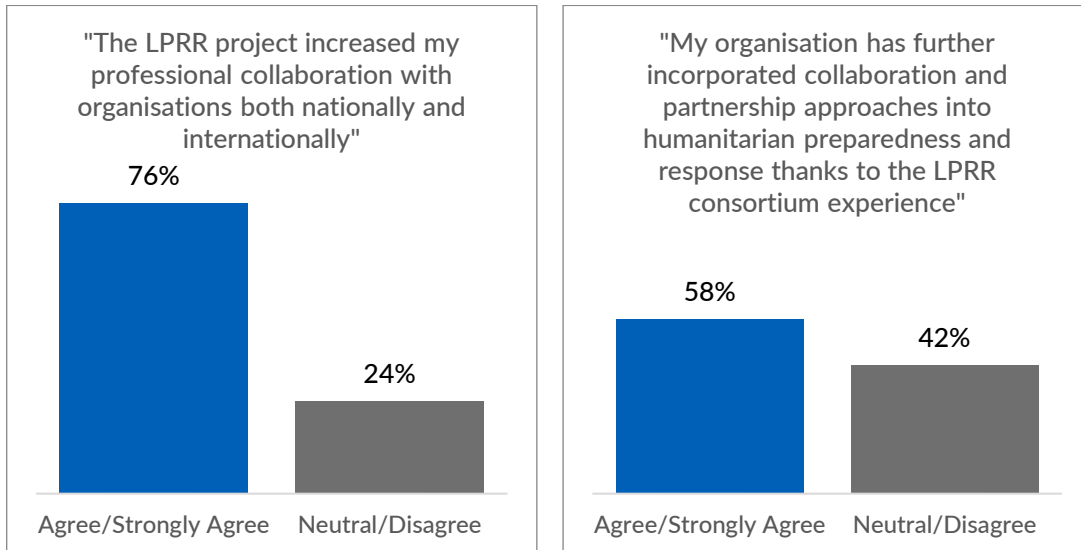
### 3.3.2 Initial engagement and principles of collaboration

Based on both the survey results and the key informant interviews, the LPRR collaboration principles do not come across as the strongest element of the partnership. This may be due to the fact that despite an extensive consultation process at the start of the project, the collaboration principles and way of working were never formally signed by consortium members. Interestingly, the majority of country-based key informants were not involved in the initial setup of the consortium neither were largely informed of the collaboration principles, which reflected the staff turnover (the staff who were initially involved had left the organisation) and also the fact that the consortium design was mostly UK-driven. Still, 45 percent of respondents said that those principles have guided their work throughout the project.



### 3.3.3 Collaboration at individual and organisational level

The LPRR project, as part of the wider DEPP portfolio, increased the exposure of individuals to other partners and organisations. Specifically, 76 percent of respondents said they increased their professional collaboration with organisations both nationally and internationally. On the other hand, at an organisational level, only 58 of respondents stated that partnership approaches gained ground in their organisation due to the LPRR experience (which could reflect either lack of the partnership approach being incorporated largely or lack of attribution to the project).



In terms of individual drivers to promote collaboration, the importance of sharing learning, an element that is increasingly gaining space in the humanitarian sector, is by far the most significant (67 percent, see graph above), while being reaffirmed in various statements related to the consortium approach. A number of evaluation participants agreed that there were increased opportunities for learning and for pooling resources and expertise from other



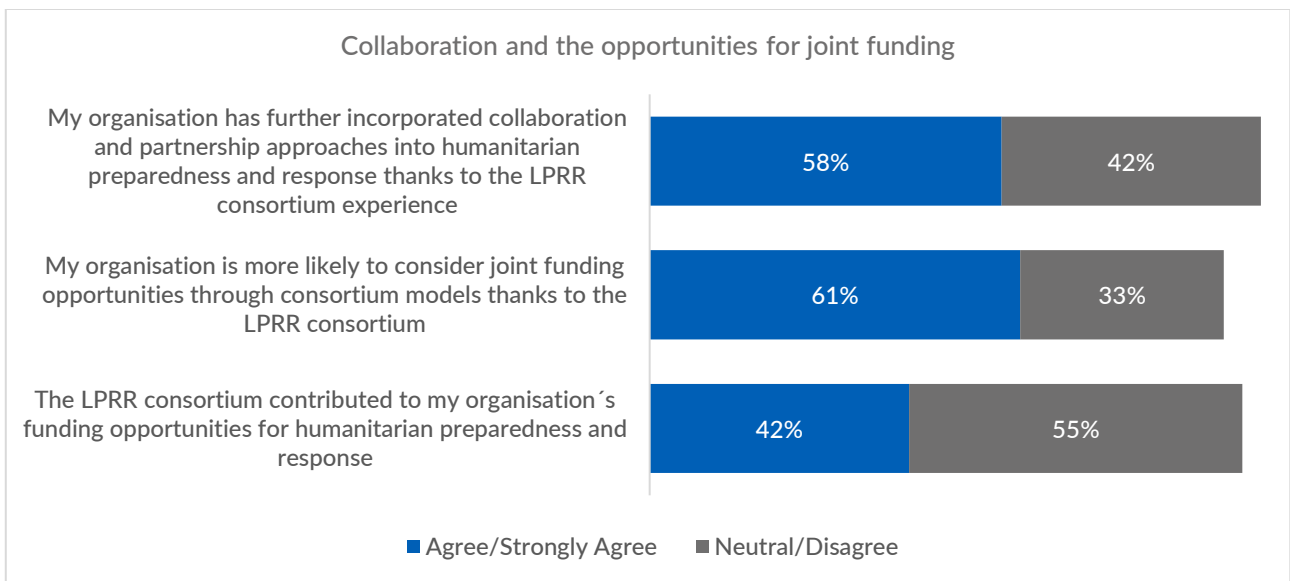
partners. Interestingly, one interviewee from academia mentioned they would be interested to work in humanitarian consortia again in the future as “the quality of outputs is much higher”.

A notable aspect of the key informant interview questions was the reflection around LPRR collaboration and elements of improvement, or opportunities that could be further explored. In some cases, the LPRR project became the starting point for networking and ad-hoc partnerships to emerge; examples include specific bilateral relations such as in the case of Saferworld and Christian Aid, or Christian and World Vision who developed new links or shared specific learning, and broader opportunities that resulted in joint trainings and learning events. As mentioned before, the development of networks and joint areas of work (i.e. needs assessments, learning initiatives, tools) has been one of the most useful effects of collaboration.



On the other hand, ‘new project initiatives’ scored fairly low in the list of examples of collaboration (27 percent). Some interviewees stated that the outputs from the LPRR project could be integrated into wider initiatives of the humanitarian and development sector, such as conferences to share learning, or through involvement with local actors. Synergy with other DEPP projects was also identified as a missed opportunity. In Kenya, the collaboration on national level was not active, and linkages between the project and local government structures were missing. In terms of what could be improved in the collaboration, the interviews mainly indicated the need for more commitment from consortium members (often relating to time commitment in the partnership), clearer roles and responsibilities for each partner and involving more local and community-level organisations in the consortium.

Joining forces for applying for funding is also a significant element that was mostly seen as a missed opportunity (only 45 percent of survey respondents said that the LPRR consortium contributed to funding opportunities); however, some organisations did collaborate bilaterally for different projects (outside LPRR). In any case, the evaluation results illustrate that collaboration models are likely to be considered and applied in future projects as the preferred approach of working in preparedness and response, due to their benefits for individuals and organisations. Some comments from the discussions indicated that the relatively short duration of the project compromised the impact of the outputs and collaboration, and since time is critical in developing and sustaining partnerships, this is something to be taken into account for future similar programmes.



*\*total percentages differ as some respondents skipped questions*

# 4 CONCLUSIONS & RECOMMENDATIONS

## 4.1 INDIVIDUAL LEVEL CHANGE

Outcome indicator one aimed to evidence *'improved understanding of best practice in preparedness and resilience, in both conflict and response contexts, amongst relevant agencies (Level of Affirmation: 80 percent);* with the research questions asking:

1. How effective has the project been in improving understanding and utilisation of best practice amongst consortium members at the individual (staff) and organisational (agency) level? What are the enabling and the hindering factors for doing so?
2. Which of the individual (staff) practices that were acquired because of the project are likely to be sustained, and why?

The survey allowed this evaluation to prove that the project has **been effective in achieving outcome indicator one at the individual level, with 82 percent of respondents indicating that they both understood and utilised the project outputs, which represent emerging best practice in resilience and preparedness approaches.**

Interviews indicate that the enabling factors for this high level of affirmation were the following:

- ✓ high levels of participation by respondents in project activities, such as reading project documents, providing feedback on documents and attending events;
- ✓ hosting workshops as capacity building exercises to facilitate co-learning;
- ✓ hosting project events to encourage sharing of successes, as well as network building.

The hindering factor for the understanding and utilisation of project documents was the fact that the nature of individuals' work meant project documents were not always applicable to them. Sustained use by individuals is intended, though it is worth noting that organisational uptake of documents will be key in facilitating this (which appears to be facilitated in organisations which already have a partner-led approach to delivery, and NNGOs whose smaller structure makes them more flexible), as will the provision of sufficient resources.

### 4.1.1 Good practice and recommendations for sustaining individual level change

For those looking to design a project aimed at eliciting change at the individual change, this evaluation highlights the following examples of good practice seen during the LPRR project, as well as making recommendations for the future of the project, or similar projects.

- ✓ Good practice: Involving practitioners in the generation of project outputs generated a feeling of shared ownership and increased uptake.
- ✓ Good practice: Assigning of budget for regular face-to-face meetings to encourage networking, the exchange of ideas and provide a platform for feedback.

- ✓ Good practice: Creation of summary documents to make large project outputs easier to digest and utilise.
- ➔ Recommendation: In light of the ending of the DEPP and LPRR project, establish a community of practice amongst consortium partners in order to facilitate continued generation of evidence and learning, as well as to encourage sustained utilisation of approaches amongst individuals.

## 4.2 ORGANISATIONAL LEVEL CHANGE

Outcome indicator one also aimed to evidence “*improved utilisation of best practice in preparedness and resilience, in both conflict and response contexts, amongst relevant agencies (Level of Affirmation: 80 percent)*”; with the research questions asking:

1. How effective has the project been in improving understanding and utilisation of best practice amongst consortium members at the individual (staff) and organisational (agency) level? What are the enabling and the hindering factors for doing so?
3. Which of the organisational (agency) attitudes that were acquired because of the project are likely to be sustained, and why?

Though over 80 percent of individuals were able to promote project outputs within their organisation, it is less clear how effective the project has been in ensuring these practices are institutionalised. **Evidence does indicate that as much as 78 percent of survey respondents’ organisations have formally incorporated outputs into organisational policy or practice.**

It appears that enabling factors for organisations to formally incorporate outputs are:

- ✓ Organisations which already have a partner-led approach to delivery of assistance
- ✓ Organisations which operate as NNGOs, and are therefore more flexible when it comes to changes in policy and practice than INGOs

The most cited hindering factor preventing organisations from formally institutionalising knowledge is the converse to this, specifically the time it takes to agree changes to organisational ways of working in large INGOs. However, there is substantial evidence that project outputs have been incorporated into organisational programmes, and are felt to add value both to the quality of programming, and importantly for the communities served. Enablers for this included:

- ✓ The framing of the project within the wider localisation agenda
- ✓ The presentation of resilience approaches with a humanitarian language, thereby making it more accessible to humanitarian staff and organisations
- ✓ The development of a clear guide for approaching preparedness, response and resilience in this way.

#### 4.2.1 Good practice and recommendations for inducing organisational level change

This evaluation highlights the following examples of good practice for those looking to instil both organisational and individual level change, as both are mutually reinforcing. It also makes recommendations for the future of the project, or similar projects.

- ✓ Good practice: Where possible, aligning projects with global agendas in order to help give approaches context and buy-in.
  
- ➔ Recommendation: Involve or train a significant number of staff from each organisation on the new approaches/practices, and involve the senior management when applicable, in order to enhance organisational buy-in.
- ➔ Recommendation: Prioritise continued funding in pilot project areas in order to generate sufficient evidence for outputs to be institutionalised.
- ➔ Recommendation: Develop an exit strategy that encourages continued adoption and integration of project approaches as early as possible, to prevent funding gaps at the end of a project.
- ➔ Recommendation: Encourage individuals involved in the LPRR project to become 'champions' of the approach even after project closure (perhaps through the community of practice mentioned above).

### 4.3 INCREASED COLLABORATION AND PARTNERSHIPS

Outcome indicator two aimed to evidence that 'humanitarian partnerships and wider collaborations are strengthened (Level of Affirmation: 80 percent)', with the research questions asking:

4. How has the project contributed to an appreciation of the added value of collaboration and staff willingness to work through partnership models? Is there evidence that learning and capacity development is more effective when undertaken as a multi-agency collaborative approach, as per the programme's theory/business case?

Collaboration took different forms depending on the country and contextual realities of partners. The evaluation findings indicate that the partnership approach added value to the project, particularly in sharing learning and in building capacity of country staff and communities. However, different organisational cultures, time commitment, and the short duration of actual 'implementation' held the collaboration back from flourishing; as such, the project missed opportunities in terms of seizing new opportunities, particularly related to joint funding or developing new project initiatives. Evidence shows that 76 percent state to have increased their professional collaboration with organisations both nationally and internationally, whereas 58 percent stated that partnership approaches were incorporated in

their organisations' programming for response and resilience. Therefore, the project is seen to have had more influence and contribution in the appreciation of the partnership model at the individual level, comparing to actual use of partnership models by organisations. In any case, whether individuals got a stronger or weaker 'sense' of collaboration, the consortium approach was felt as the most appropriate for this type of project.

#### 4.3.1 Recommendations for increased collaboration and partnerships

The following recommendations provide a framework for facilitating collaboration and partnerships in future projects:

- Recommendation: Assign budget (and time) for individuals/organisations to attend consortium meetings. Also formal agreements and MoUs in country can make it easier for staff to justify their commitment to their organisation.
- Recommendation: For programmes with a large portfolio of projects like the DEPP, actively pursue opportunities for collaboration and synergies (i.e. learning) across the different projects from the start.
- Recommendation: The concept of collaboration needs to be contextualised. The aspects of coordination will differ in every country/region, therefore tapping into existing networks and platforms may be more appropriate in some cases rather than creating new ones.
- Recommendation: The relatively short duration of the project may have compromised the impact of the outputs and collaboration, and since time is critical in developing and sustaining partnerships, this is something to be taken into account for future similar programmes.

## 5 ANNEXES

### 5.1 ANNEX 1 – LIST OF INTERVIEWEES

Country	Name	Organisation	Interview Date	Comments
UK	Sonya Ruparel	Action Aid	-	Answers in writing
UK	Simone Di Vicenz	Christian Aid	12.01.18	
UK	Mark Pelling	Kings College London	02.02.18	
UK	Tim Midgley	Saferworld	18.01.18	
UK	Shveta Shah	START Network	26.01.18	
UK	Maggie Ibrahim	World Vision UK	18.01.18	
Kenya	Sharon Kibor	Christian Aid	01.02.18	
Kenya	Mamo Abudo	MIO-NET	-	Answers in writing
Kenya	Dub Guyo	PACIDA	26.01.18	
Kenya	Emmy Auma	Saferworld	02.02.18	
Kenya	Hezron Masitsa	World Vision Kenya	06.02.18	
Pakistan	Simir Khan	RAHBAR	16.02.18	
Pakistan	Aurangzeb Khan	World Vision Pakistan	01.02.18	
Myanmar	Yeeshu Shukla	Christian Aid	01.03.18	
Myanmar	Nay Thar	DEAR Myanmar	01.02.18	
Myanmar	Sayama Myaung Mya Paw	Karen Baptist Convention	17.01.18	