

EVALUATION TITLE, AUTHOR, DATE: Final Evaluation of YAPPIKA-ActionAid Tsunami Emergency Response and Recovery Programme in Central Sulawesi, Indonesia. Authors: Yanti Lacsana (Circle Indonesia) and Nila Wardani (RUMPUN). Date: October 2020

OVERALL COMMENTS FROM ACTIONAID:

The evaluation Terms of Reference was jointly developed by Yappika-ActionAid and ActionAid UK and advertised nationally within Indonesia. The successful applicants, Yanti Lacsana (Circle Indonesia) and Nila Wardani (RUMPUN) were contracted and managed by Yappika-ActionAid. Following a participatory inception period, fieldwork took place in Q3 2020. Due to restrictions on internal freedom of movement due to the ongoing COVID-19 pandemic, the evaluation team remotely managed data collection activities in Palu from Jakarta. This arrangement was satisfactory in that a comprehensive and high-quality dataset was collected due to the efforts of committed local research assistants and demonstrates that a remote management model for humanitarian response evaluations is viable.

Due to COVID-19 restrictions and the fact that a wide range of quantitative data had already been gathered through project monitoring activities, the decision was made not to include a large-N quantitative survey in the evaluation methodology. As a result, the evaluation lacks a representative, population-level quantitative estimate of the degree to which project outcomes (as opposed to project activities and outputs) were realised at the community level. However, the evaluation does report findings on project effectiveness, based on qualitative data collection activities such as FGDs and interviews, which together with monitoring data provide a rich picture of changes occurring at community level.

RECOMMENDATION	ACCEPTED, PARTIALLY ACCEPTED, OR REJECTED	EXPLANATION: IF "ACCEPTED", ACTION PLAN FOR IMPLEMENTATION OR IF "REJECTED", REASON FOR REJECTION	TIMELINE AND PERSON RESPONSIBLE FOR IMPLEMENTING ACTION POINTS
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<p>1. Set up a proper management structure for the ERR team: A defined management structure through partnerships or direct implementation would increase its effectiveness in managing humanitarian actions</p> <p>4. Invest more in capacity building: Ensure that sufficient resources are being invested to map the available local institutions and human resources, with a clear mechanism and faculty for capacity building. This is particularly relevant to areas that are key to YAA/AAI such as in WLCBP, various humanitarian standards and frameworks, organizational management, including the capacity to evaluate environmental impacts. This applies to both partners and internal organizations</p> <p>9. Ensure all internal systems for programme support and management are well understood by all parties involved: It is important that all staff and partners involved understand what to expect from the project's performance. The MOU should clearly spell out the rights and obligations of the partnership, including accountability measures, M&E system, grievance mechanisms, transparency and all the dos and don'ts to avoid mishaps or misinterpretation along the way.</p>	Accepted	<p>1. Develop formal Terms of Reference among YAPPIKA and partners for humanitarian action and resilience unit (with support from IHART) and develop standard operating procedures for emergency response.</p> <p>2. Set up yearly refresher trainings on emergency preparedness and response.</p>	<p>1. Q1-2 2021. Responsible: Fransisca Fitri, ED</p> <p>2. Q3-4 2021. Responsible: Hendrik Rosdinar, Program Manager.</p>
<p>2. Have YAA lead on coordination: For the coordination to be effective and strategic, YAA, based on its strengths and extensive experience, should take a leadership role in coordination from an early stage</p>	Rejected	<p>YAA does not rule out that in the future it may wish to play a humanitarian coordinating role at national level. However, this is to be discussed further during the setting up of the humanitarian</p>	N/A

		action and resilience unit described above. It is highly unlikely that YAA would ever wish to play a role coordinating humanitarian response at a local level given its commitment to the localisation agenda and empowering local organisations to take a lead in response.	
<p>3. Focus on organizational strengths and comparative advantages to increase visibility and significant impact: The promotion of WLCBP and AA's Accountability Framework in humanitarian action would be more beneficial in the long run rather than investing in physical construction where AA probably has limited experience and expertise</p>	Partially accepted	The response had a significant WLCBP element but it is also important that our humanitarian response is relevant to the needs of the affected population, and the evaluation confirms that what people needed was shelter, based on needs assessment. We cannot ensure that shelter would be provided by another actor. We will explore working with technical consultants in future for shelter work.	Fransisca Fitri, ED; Hendrik Rosdinar, Program Manager (timeline N/A)
<p>5. Use screening tools to select partners: No matter how small the window of opportunity is to conduct a stakeholder analysis, it is imperative to choose partners that are strategic to implementation based on a proper assessment. The use of YAA tools such as OCPAT would be useful to assess the capacity of local civil society organizations to engage in humanitarian action;</p>	Accepted	YAA will refer to existing AA organisational tools (AA OCAT, YAA OPCAT) and the multi-agency SHAPE Framework to develop a screening tool that will help Yappika identify partners for long-term partnerships throughout Indonesia, with a possible commitment to work with those	Fransisca Fitri, ED; Hendrik Rosdinar, Program Manager; representative [tbd] from ActionAid IHART (timeline: Q4 2021)

		<p>partners if a humanitarian crisis arises in that location.</p> <p>However, it is difficult if not impossible to carry out adequate screening in the immediate aftermath of the onset of a humanitarian crisis, given the timeframes involved and the operational environment.</p>	
<p>6. Set exit and sustainability strategies: Despite the short period of engagement, it is necessary to integrate an exit strategy into each programme's design so as to ensure that there is a proper handover in place, and to sustainably map out interventions that have potential to develop post-ERR;</p>	<p>Accepted</p>	<p>An exit and sustainability plan was developed at the outset of the response. The challenge has been to implement this plan in a way that builds on local partner capacities. Each partner has staff in place who are continuing to support the communities since the project has ended. One area that needs more consideration going forward is how to focus on advocacy with the local government on service provision to increase the sustainability of the action on the ground. Yappika recognises the need to internalise the value chain mechanism within the livelihoods work. There are currently eight WFS and more than 40 women focal points that are real protection assets in the community – there is a need to continue supporting them in the</p>	<p>Fransisca Fitri, ED; Hendrik Rosdinar, Program Manager (timeline: ongoing)</p>

		interests of building community resilience. These actions are all contingent on getting further financial support and as such they have been collated in a business plan.	
<p>7. Proactively seek engagement with the government early on: It is important to engage early with the government, not only to increase visibility, but also to pave the way for future work should there be themes that need to be scaled up, promoted or supported by the government, and also to ensure a smooth handover of the programme by the end of the intervention. Such a relationship is also useful in case the programme and/or partners have an advocacy agenda related to survivors' rights and empowerment in the aftermath of a disaster</p> <p>11. Build local CSOs organizational strength for follow up advocacy programmes: YAA in Indonesia is recognized as an advocate to promote inclusive education and often leads in advocating socio-economic and citizens' rights, both at the sub-national and particularly at the national levels. It would be strategic to use this experience and expertise to support local advocacy groups in their identifying issues that need to be tackled post-disaster. Further discussion with local CSOs as well as coordination with the local government could be the next step that YAA takes in the future.</p>	Accepted	<p>Engagement with the government should be dependent on context as in different contexts the government presence will vary.</p> <p>For this response, there was an engagement and advocacy plan but the problem was with implementation of the plan. Yappika and partners were preoccupied with direct implementation.</p> <p>In the next humanitarian response, Yappika will work with partners who have pre-existing relationship with government actors and have similar advocacy approach – not just opposing government positions but also engaging government and offering alternatives. Yappika commits to including these criteria in it partner screening tools and related tools for identifying</p>	Fransisca Fitri, ED; Hendrik Rosdinar, Program Manager (timeline: Q4 2021)

		capacity development needs, especially on governance.	
<p>8. Document and study ERR programme experience: It is important to continue learning from experiences, to continually improve humanitarian action considering that disasters could happen anywhere in different forms, scales, and circumstances. To enrich YAA's repository, documentation and inventory of best practices, lessons learned, and successful models of women-led disaster management programmes where ActionAid has engaged would be valuable input for the organization in developing effective engagement strategies</p>	Partially accepted	<p>Some documentation of the ERR programme experience has already been produced, and the evaluation report is good material for internal reflection, in particular via this management response. But Yappika recognises that documentation by itself is not enough – what matters is how it internalises this learning in how it carries out the next humanitarian response.</p> <p>Typically Yappika uses all the lessons from the previous project to develop the plan for the next project. Yappika plans to have an internal workshop to review the lessons in advance of the next response. This workshop will involve relevant staff not just from the Programmes team but also the Fundraising team.</p> <p>Following national advocacy, Yappika has developed a reputation at national level as a humanitarian organisation focusing on women-led protection. Yappika will develop materials and campaigns that</p>	Fransisca Fitri, ED; Hendrik Rosdinar, Program Manager (timeline: ongoing)

		focus on these areas to build on Yappika's identity at national level.	
<p>10. Set up a support system available to staff involved in the humanitarian response: Emergency situations are extremely stressful and hard on staff. It is important that proper services are also available to address staff well-being and avoid occupational hazards. Psychosocial services, R&R and other incentives to create a work-life balance should be integrated in SOPs and HR policies</p>	Accepted	<p>IHART already working on identifying staff support needs before, during and after humanitarian response. There are currently no response SOPs given that Federation is highly decentralised. R&R entitlements and availability of trauma support service are key issues in this respect that have budgetary implications.</p> <p>Yappika to work with AAUK and IHART and consult local peer organisations to figure out what these revisions to policies might look like in practice and how to resource them.</p>	<p>Fransisca Fitri, ED; Hendrik Rosdinar, Program Manager; Rachid Boumnijel, AAUK Head of PQA; representative from IHART [tbd] (timeline: Q2 2021)</p>
<p>MECHANISM FOR FOLLOW-UP ON RECOMMENDATIONS AND ACTION POINTS AGREED IN ADVANCE:</p> <p>Yappika-ActionAid, ActionAid UK and potentially ActionAid's International Humanitarian Action and Resilience Team will review progress towards all action points together in Q2 2021.</p>			
<p>SIGNED OFF BY: FRANSISCA FITRI, YAPPIKA ED, NOV 18 2020</p>			

Rachid Boumniel

RACHID BOUMNIJEL, ACTIONAID UK, 03.12.2020

FOLLOW-UP ON ACTION PLAN (to be updated six or twelve months after initial sign-off):