

Evaluation of Concern Worldwide's Humanitarian Assistance to Conflict Households in Eastern DRC

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Abstract

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Executive summary

The Democratic Republic of Congo (DRC) is one of the world's least developed countries. Conflict, natural disasters, instability, and weak governance, constrain development. Currently, DRC has 5.7 million displaced people. In this context, OFDA funded this 1-year \$3-million *Humanitarian Assistance to Conflict-Affected households in Eastern DRC* program.

The program **targeted and reached** 120,000 people with Water, Sanitation and Hygiene (WASH) support as well as 16,800 people with Economic Recovery and Market Systems (ERMS) or income generation (IGA) and Cash for Work (CfW) support. In doing so, the program team overcame many challenges, including evacuation from a program area, Nyunzu. Additionally, reaching the targeted number of IDPs required working in more communities than initially planned.

Women, men, and leaders' value all of the program's interventions. Additionally, indicating relative value, groups made more positive than negative comments about ERMS (income generation and cash for work) than WASH. However, WASH benefited approximately seven times more people and cost about three times more. Thus, dollar for dollar, the groups valued WASH and ERMS interventions about the same, indicating a well-balanced investment.

Concern Worldwide's experience in the area and continuous assessments informed its **decisions on sectors.** Although Concern Worldwide did not design the program with communities, all groups are happy with the decisions on sectors, scoring an impressive average satisfaction of 4 out of 5 or 80% *complete satisfaction*. Leaders are the happiest, with returnees a little less satisfied than average.

Women, men, and leaders value the rehabilitation of (protected) water systems highly, with people commenting three times more positive changes to their lives and community than negative ones. People most frequently emphasized the reduction in diarrheal and skin diseases, with some citing "the eradication of Cholera." After that, people emphasized improvements to water quality and volume as well as the reduction in the distance to collect water. Women stressed their reduced risk of violence while collecting water. Although people appreciated these benefits, they are also concerned with the overuse of water points, slow recharge rates, and flow, as well as for some households' distance to the water points and the ability to pay fees. The program rehabilitated more water systems and served more people than planned. The program only rehabilitated broken water systems and did not build new ones. This restriction challenged the program to meet standards and target the most vulnerable, including those communities without any pre-existing water system or those with an influx of returnees or displaced people, increasing the demand on pre-existing water systems. Despite significant improvements to water availability, access, and quality, this approach neither targets nor meets all minimum Sphere standards and key indicators in relation to usage levels, distance as well as water quality. Additionally, overburdening challenges the sustainability of the water system, a considerable challenge in DRC.

Women, men, and leaders appreciated the **sanitation and hygiene** interventions most frequently emphasizing improvements to health. The groups shared positive changes in knowledge relating to open defecation, cleanliness, handwashing, insects, and mosquito control. Groups valued new household and community knowledge, including how to build latrines in sandy locations with local materials as well as handwashing facilities. But said many families need a little more support to *put theory into practice*, especially in constructing latrines, dish and handwashing facilities.

Women, men, and leaders' valued **Income Generating Activities (IGA)** more than Cash for Work (CfW). People most frequently said the IGA interventions resulted in better money management and the establishment of new businesses. People said this improved their living conditions and their ability to meet household expenses. This is a good return on investment with cash transfers costing \$200 per household. Raising protection concerns, a few groups shared that welcomed new sources of income also stressed some household relationships.

Women, men, and leaders made more positive than negative comments for **Cash for Work (CfW)** than any individual WASH component. Although not a program indicator, beneficiaries' most frequently repeated positive change from Cash for Work came from opening the roads and bridges, allowing access to markets and villages. Emphasizing the importance of opening roads, the most frequent negative comment related to wanting to finish and maintain the roads and bridges. This also highlights the risk of dependency. People also emphasized CfW benefits to household incomes, some mentioning that the income allowed them to buy productive assets. The cash transfer was, on average, \$66 for the 2,111 participating households, and the end line reports that 60.8% of households *use the cash received for basic needs*, meeting the target.

Women, men, and leaders said that **targeting** was the main difference between Concern Worldwide and similar agencies such as FAO, CRS, ACTED, or CARITAS. People said other agencies targeted more people or whole communities. People felt Concern Worldwide **targeted too rigorous**. About two-thirds of the focus groups could identify groups with unmet needs citing Twas, elderly, IDPs, recent returnees, women in need excluded from hygiene kits, and people without income or physical strength. Beneficiaries know that community committees decided who benefited from the program and who did not, with Concern verifying these decisions. Targeting criteria for hygiene kits include women between the ages of 9 and 49, as well as criteria related to displaced and returnees. However, no group in Manano knew the criteria used for targeting. Unsurprisingly, beneficiaries in Manano were significantly less satisfied with targeting than beneficiaries in Kabalo, who could cite selection criteria. Kabalo beneficiaries cited a diverse range of selection criteria, such as needing to be a man or strong woman to benefit from Cash for Work.

Concern Worldwide **spread the program's resources thinly, in part to reach the target number of IDPs** reducing efficiency, effectiveness, and potential impact. Concern Worldwide rigorously targets the most vulnerable, including isolated and underserved communities. But, people feel the program missed some groups in need, and selection criteria were not clear. Also, Concern worked in more communities than planned rehabilitating water systems, but not always reaching Sphere minimum standards, in part as the program did not construct new water systems. Logically, working with fewer people in more places requires more resources per beneficiary, reducing potential impact. People echoed opportunities for increasing this potential impact, for example, in replicating hygiene facilities, tools for village cleaning activities, or completing road clearing. Echoing the risk of spreading the program thinly, one group said we need a little more help to *put theory into practice*. All activities are potentially benchmarked by minimum standards and key indicators. Although *OFDA and custom indicators* have elements of Sphere standards and key indicators, their *targets* do not systematically aim to pass minimum sphere standards and key indicators. Issues remain relating to having an *environment free from human excreta* or *distance to a water source* or water quality. The DRC context challenges balancing the risk of dependency and the limits of a one-year emergency program with amplifying impact by supporting *putting theory into practice* and maintaining positive change.

More than half of all groups said the **Complaint Response Mechanisms' (CRM)** “complaint box” did not yield a timely response. As such many recommended allowing *official* complaints to go through a free phone, the village chief, the RECOs (health promoters), or directly to Concern staff. Concern recognizes that Covid-19 and appropriate levels of resourcing challenges the CRM. Concern Worldwide is *overhauling* the system, with focal points in program areas, a more systemized approach to reporting, and additional communication methods considering literacy rates, cost, and access to mobile phones as well as Covid-19 restrictions.

Concern Worldwide's DRC **gender strategy** and investments improved the program. The program mainstreams gender to the extent that some men's focus groups emphasized the importance of menstruation pads, *supporting dignity and well-being*. The program did more than target and empower women, challenging gendered roles, and taboos through cash for work and income generation. A few women's and leaders' groups indicate that changing gender dynamics brings **protection** risks at the household level. Concern Worldwide is considering more investments in protection mainstreaming, including mapping agencies, to allow staff to make referrals. **Mainstreaming of disaster risk** remains only an aspiration after priorities of conflict, poverty, gender, and protection. However, a flood response during the program highlighted the importance of considering disaster risk, including resilience building in water and livelihoods. In 2019, natural hazards displaced nearly a quarter of a million people in DRC.

Methodology: The evaluation collected evidence from 440 people, including 427 people in 43 focus groups, 12 Concern Worldwide staff, and 1 cluster lead from UNICEF. John Ievers led the evaluation from inception to finalization. Papy Tshiteta led the 5-member DRC team. John compiled and triangulated all data from focus groups, documents, Concern Worldwide's staff, and stakeholders in an evaluation matrix. Papy Tshiteta validated this. Concern reviewed a draft of the report before John Ievers finalized it.

Recommendations – working to Core humanitarian and Sphere minimum standards and indicators

Support more people in fewer locations benchmarked to Sphere minimum standards and indicators. Concern changed people's lives, and people are satisfied, but essential needs remain. The program did not systematically aim to bring all communities to Sphere standard in water, sanitation, and hygiene. Indications are that water points are overused. Similarly, the program invested in communities to gain knowledge to replicate sanitation and hygiene facilities. But, opportunities demand additional investments to support people "put theory into practice" and achieve Sphere minimum standards and indicators.

Invest in new water systems to meet Sphere minimum standards and indicators. In many places, meeting minimum standards requires constructing new, not just rehabilitating existing water systems. IDPs and returnees increase demand. Logically, only rehabilitating pre-existing systems will not meet the increased demand for volume, distance, and quality, then new water points are needed. Invest in easier to maintain gravity and Solar PV systems, only where the context allows.

Simplify and expand targeting benchmarked to meet Sphere and humanitarian standards. Few focus groups knew Concern's targeting criteria or cited the proposed selection criteria. Most groups, comprising of targeted beneficiaries, identified other vulnerable groups with unmet needs, including persons with disabilities, the elderly, and the poor. Communities note other INGOs do not target or target more broadly. Targeting is difficult and complicated. Simplify and communicate more targeting criteria to support more vulnerable people. Reaching minimum standards could guide the targeting criteria, where appropriate. This is likely to mean, for example, adapting hygiene kits for incontinence, the elderly, or providing equipment for replication of hygiene facilities to communities or poorer families.

Integrate core humanitarian and Sphere standards and indicators further into the program design, quarterly reviews, and monitoring systems emphasizing practical guidance for minimum standards and commitments at field level.

Recommendations – Mainstreaming and integration of livelihoods with WASH

Explore opportunities in income generation activities to sustain water systems. Concern rehabilitates broken water systems, often built by other INGOs – Caritas, Oxfam, Solidarités, SNHR/CICR, and PPD. The context challenges sustainability but also creates a need that people and water committees will pay to address. Trained technicians can meet this need beyond their own village as a business, with Concern mentoring and initially supporting the action.

Invest in protection, building on the current approach to gender mainstreaming. Concern Worldwide's gender strategy and approach provide a guide template for protection. Concern should also **map protection actors for referral and invest more in understanding risk due to changing power dynamics in households.** The program improved safety for women on roads and at water points. The program empowers women in committees, CFW, and IGA, as well as impressively addressing topics of menstruation with men. The program changes household gender dynamics and brings a protection risk. Thus, mapping and communicating protection agencies for referrals can mitigate some risks associated with significant positive changes in household dynamics, especially relating to income generation.

Invest in understanding disaster and climate risks for pragmatic programmatic resilience building. Disaster and climate risk affect water and livelihoods, with impacts amplified by vulnerability. Building resilience supports

community development, not just the disaster affected. Practical resilience relates to standards or redundancies in water systems or the promotion of diversification in income generation. An understanding of disaster and climate risk builds resilience options in the existing program. In 2019, disasters in DRC displaced 233,000 people. Although only 14% of those displaced by conflict and violence, it is still nearly a quarter of a million people and will likely to increase with climate change.

Recommendations already initiated by Concern Worldwide

The next OFDA program spans 18 months. This additional time opens opportunities to further support water systems sustainability and income generation as well as allowing Concern Worldwide the time to invest in approaches such as **community-led total sanitation**. **The evaluation understands that Concern Worldwide has proposed investing in new water systems in a new 18-month OFDA program.**

Improving the complaint response mechanism (CRM) and communications. Concern Worldwide plans an upgraded Complaint Response Mechanism with many communication methods including suggestion box, free-phone as well as upgraded procedures for staff communicating complaints. Focus groups indicated that when allowed large village meetings, strategies for handling complaints through village chiefs and RECOs are beneficial.

Table of Contents

Executive summary	<i>i</i>
Introduction	1
Context.....	1
Program.....	1
Evaluation.....	2
Methodology	2
Findings	3
Impact	3
Reaching targets.....	3
How Communities value interventions	3
Water, sanitation and Hygiene	4
Hygiene promotion and kits.....	5
Latrines, washing facilities, and community sanitation	6
Economic Recovery and Market Systems (ERMS)	7
Income Generation Activities	7
Cash for Work.....	7
Quality and mainstreaming.....	8
Relevance and appropriateness	9
Targeting sectors	9
Targeting people	9
Different approach to other agencies	9
Effectiveness	10
Minimum standards or targets	10
Communications and CRM	10
Learning.....	11
Efficiency and value-added	11
Cost of rigorous targeting against basic standards	11
Working with more people in fewer locations.....	11
Feasibility and challenges of integration and relocation	12
Recommendations	12
Working to Core humanitarian and Sphere minimum standards and indicators	12
Mainstreaming and integration of livelihoods with WASH	12
Recommendations already initiated by Concern Worldwide	13
Annexes	14
Appendix 1 – Parts of the Terms of Reference from Contract	14
Appendix 2 – Documents and list of people met, and focus groups	17
List of focus groups and villages.....	17
Main documents reviewed	18
Key informant interviewee’s - Concern Worldwide	18
Key informant discussions - Concern Worldwide.....	18
Key informant interviewee’s - External	18
Appendix 3 – Evaluation matrix	19
Appendix 4 – Key informant interview guide	21
Appendix 5 – Focus Group discussion completed sample	23
Appendix 6 - Tables for Graphs	27

Introduction

Context

The Democratic Republic of Congo (DRC) is one of the least developed countries in the world, ranking 179 out of 189 countries and territories on the 2019 United Nations Human Development Index¹. Natural disasters and human-made conflicts, political instability, and weak governance challenge development. Frequent clashes between armed groups and government forces and ethnic conflicts have made the Democratic Republic of the Congo (DRC) one of the world's most complex and protracted humanitarian crises. As of December 2019, there were almost 5.7 million Internally Displaced People (IDPs), mostly from conflict and violence. From January to December 2019, there were 1.8 million new displacements².

The provinces of Tanganyika, Haut Lomami, and Haut Katanga are amongst the provinces with the highest number of IDPs. The displacements are predominantly due to inter-ethnic conflict between the Bantu and the Twa, who are systematically marginalized. The ongoing insecurity in these provinces continues to lead to further vulnerability and additional displacement requiring a humanitarian response. Violence caused the program to evacuate from Nyunzu, in Tanganyika.

Needs assessments continually demonstrate high needs for the populations in the affected provinces, despite the humanitarian assistance that has already taken place. Most IDPs and returnees lost all of their assets following the attacks and had to leave behind essential productive and non-productive assets. WASH and livelihoods – and resultant food security – continue to be amongst the most urgent and essential for the IDPs in Tanganyika, Haut Lomami, and Haut Katanga.

Program

Concern works in DRC since 1994. In May 2019, Concern submitted a proposal to provide *humanitarian assistance to conflict-affected households in Eastern DRC*. The program is the third OFDA supported program in the area.

In August 2019, OFDA invested US\$3 million in this Concern Worldwide's one-year "*Humanitarian Assistance to Conflict-Affected households in Eastern DRC*" program. The program goal is *to meet the immediate humanitarian needs and reduce the suffering of vulnerable households in Eastern DRC affected by recent conflicts through the provision of emergency WASH and livelihoods interventions*.

OFDA funds this US\$3 million program targeting 136,800 individuals, mostly IDPs, in Eastern DRC. The program supports 120,000 people costing US\$2,144,073 million *to address the immediate water, sanitation, and hygiene needs of conflict-affected populations. Additionally, the program assists 16,800 people, with US\$855,927 - to support the restoration of livelihoods of the conflict-affected population.*

¹ Sourced on September 25, 2020 from <http://hdr.undp.org/en/content/2019-human-development-index-ranking>

² Sourced on September 25, 2020 from <https://www.internal-displacement.org/countries/democratic-republic-of-the-congo>

Evaluation

The purpose of the external evaluation is to

- 1. assess to what degree the program and methodology were successful in achieving planned results and objectives as laid out in the program proposal.*
- 2. identify future program interventions and make recommendations for sustainable assistance to IDPs and returnees.*

This information will be used to establish best practices and assist Concern Worldwide in designing new interventions in Tanganyika and Haut Lomami provinces. Lessons learned, including successes and areas for improvement, will be directly applied to the implementation of the next OFDA emergency program in Pweto, Kabalo, Nyunzu, and Malemba.

Methodology

John ievers and Concern's Democratic Republic of Congo team members – **Papy Tshiteta (M&E Coordinator)**, **Emmanuel kabashi (M&E Officier)**, and **Marie Louise (Gender and protection Officer)**, **Lina Nday (Water Quality Analyst)**, **Pacifique Ntabaza (Senior Monitoring and Evaluation Officer)** - evaluated the program during August and September 2020. John ievers led the evaluation remotely, from design to online interviewing of informants to analysis to final reporting. The Concern Worldwide's DRC team, led by Papy Tshiteta, facilitated 43 focus groups in 14 villages in Kabalo and Manano.

The evaluation collected evidence from 440 people, including 427 people in 43 community focus groups, 11 Concern Worldwide staff, and 1 cluster lead from UNICEF. The DRC team facilitated 15 women's, 14 men's and 14 leaders focus group discussions. Each group had approximately 10 people. 49% of all interviewees were women with women groups facilitated by female team members.

Returnees made up 22 groups, hosts 12 and IDPs 2. Additionally, 6 groups included roughly equal numbers of IDP and returnees and one additional group comprised of flood victims. [Appendix 2](#) includes details of the groups.

Groups discussed, ranked, and scored satisfaction levels on program changes, decision-making, targeting, and communication³ (see tools in [Appendix 3 and 4](#)). These results were filtered by area (Manano and Kabalo, group type (men, women, and leaders), and type of activities. John entered the main points of the focus group discussions, the end line data, desk review, and semi-structured interviews into the evaluation matrix. John then triangulated, quantified, and qualified the information extracting findings that were relevant to the evaluation questions. John then drafted a report for validation and discussion with the DRC team. John and Papy sent the first draft to Concern for comments before finalizing.

³ The questionnaire is in Annex 4

Findings

Impact

The program is part of Concern Worldwide's commitment to DRC and people in the area. As such, this third OFDA *Humanitarian Assistance to Conflict-Affected households in Eastern DRC program* benefits from Concern Worldwide's country strategies as well as knowledge, experience, relationships, and offices in the area. Additionally, Concern incorporated learning from previous OFDA and other WASH and livelihood programs in DRC.

Reaching targets

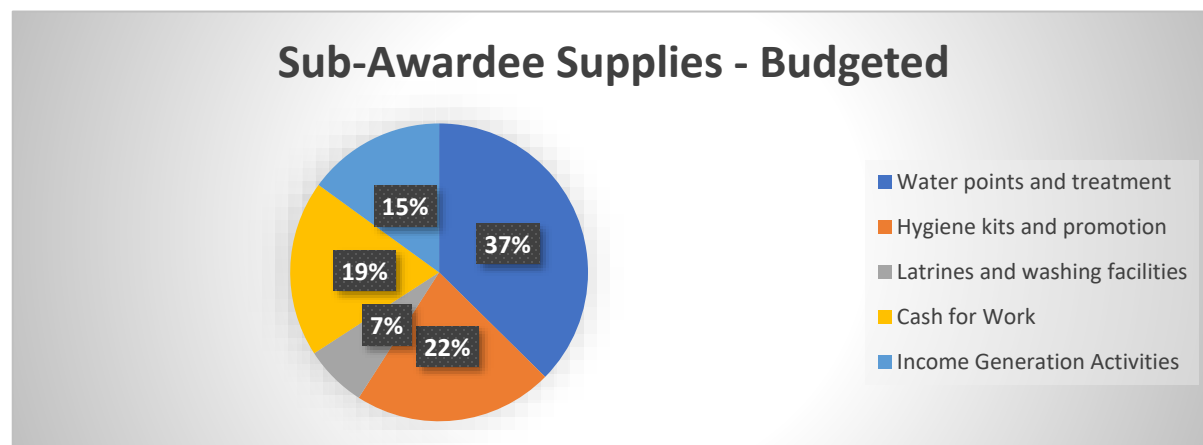
The program reached its targets, reallocating resources after conflict forced evacuation from Nyunzu, a key program area. The program reached 125,070 people (104% of targeted) to *address the immediate water, sanitation, and hygiene needs of conflict-affected populations*. Additionally, the program assisted the targeted 16,800 people (100% of targeted) to *support the restoration of livelihoods of the conflict-affected population*. The program uses OFDA indicators in six sub-sectors⁴. The end line reports the program reached the approximate number of people targeted in five of six sub-sectors and surpassed by 36% its target for water supply.

How Communities value interventions

The program invests in 2 sectors WASH and Economic Recovery and Market Systems (ERMS). In an exercise to ascertain relative value, focus groups valued ERMS more than WASH. Communities with both ERMS and WASH activities valued ERMS interventions (73%) almost three times more than WASH (27%) 73% to ERMS and 27% to WASH. The relative value was calculated for focus groups that had both WASH and ERMS interventions. This is significant. However, the focus groups mostly comprised of women and men that benefited from CFW and IGA interventions as well as WASH.

The program spent twice as much on WASH than ERMS, at the community or sub-awardee level. However, WASH interventions also benefit the community as a whole and target seven times more people. At the community level, the WASH sector invested almost \$18 per beneficiary, and ERMS almost three times more at almost \$51.

Thus, dollar for dollar, women, men, and leaders value WASH and ERMS interventions about the same.



⁴ For clarity and consistency with the evaluation results, hygiene promotion and Hygiene kits subsectors are merged.

Water, sanitation and Hygiene

Satisfaction with WASH

34 of the 43 focus groups benefited from the rehabilitation of water systems. Women, men, and leaders in these groups are satisfied with the rehabilitation of water systems commented almost three times more positive changes to their lives and community than negative ones. On average, groups valued rehabilitation of water systems more than hygiene and sanitation interventions.

In terms of changes to their lives and communities, groups most frequently said reduction in water-borne or skin diseases. Leaders and women's groups mentioned this more frequently than the men's groups. Groups, Concern staff, and reports amplified this positive change noting in some areas "*the eradication of Cholera.*"

Supporting more people but missing SPHERE standards

Women, men, and leaders' groups frequently said the rehabilitation of water systems **increased the volume of available water and decreased the distance travelled to collect water** (25 comments in 34 groups). Although satisfied with the improving situation, a comparable number noted challenging access, noting overuse and low recharge rates, flow, distance, and fees (18 comments in 34 groups).

The end-line survey echoes these challenges reporting the number of people receiving the minimum sphere standard of 15 l/p/d increased from 3.4% to 21%. A life improving increase but also accepting that four in five people are not reaching the Sphere minimum standard. The end line notes this is mainly to the lack of water points but also some noted fees as a challenge. Concern Worldwide programme financial support to



initially support some pay fees. The end line also reports that only 69% of households are targeted by WASH are collecting all water for drinking, cooking, and hygiene from improved water sources, missing the 80% target. The program only supported some displaced households with containers, making this indicator hard to reach through hygiene and safe water promotion.

The end line reports 37% more people benefited from water points than proposed, as larger numbers access the 92 rehabilitated water points. The project initially proposed to rehabilitate 60 wells as well as protect 15 natural springs. This increase allows more people to benefit from protected water sources, challenging over-use, overburden, distance, and, ultimately, the sustainability of water supply and potential conflict.

Water quality

From the 34 groups, 20 comments related to increasing quality of water – “improved turbidity, clearer water, reduced microbes.” However, 10 comments also noted that the water smelt bad and needed boiling. The analysis of households whose drinking water supplies have 0 faecal coliforms is ongoing at the time of the evaluation. However, initial results indicate that about 65% or two thirds will have no faecal coliforms. This results in an increase from a baseline of 6.9% but will miss the target of 80%, leaving about one-third of water points with faecal coliforms.

Water system before and after rehabilitation, from end-line report

Security for women

Women identified more positive changes in their lives than men from water point rehabilitation. Additionally, 4 of 12 groups said the rehabilitation reduced their risk of violence while collecting water.

Sustaining water points

Sustaining water points is a major challenge in the DRC and in these isolated communities. 58% of villages water points rehabilitation benefited from previous (I)NGO WASH interventions. In many communities, the Central health office directed Concern to these broken water points, indicating a limited capacity to maintain or repair water points. The program establishes and trains water management committees and technicians. However, staff and cluster members note access to markets, spare parts, and lack of time to continue mentoring newly trained technicians poses a risk to sustainability. The overuse of water points further challenges sustainability.

Hygiene promotion and kits

All villages sampled benefited from either hygiene promotion or hygiene kits distribution, except for Lukundula in Kabalo, which was a flood response. Hygiene promotion and kits represented 22% of expenditure at the community level.

Hygiene promotion and kits gathered an impressive 5.2 times more positive comments on changes to people's lives than negative comments. Focus groups mostly emphasized reducing sickness through behaviour change as well as having the equipment to ensure good household hygiene. However, dignity with the provision of underwear, menstruation knowledge, and pads gathered many comments, including from leaders and men's groups, who also received and welcomed promotion related to menstruation.

Although Covid-19 is not present in the area, the risk amplifies the value of hygiene promotion, especially handwashing. Importantly all focus groups frequently mentioned handwashing, noting that knowledge is high, but the presence of soap/ash and thus practices was low. Echoing this, the end line reports *93% of people targeted by the hygiene program know at least 3 of 5 critical times to wash hands*. Reflecting on the challenges in the area and previous habits, only 41% possessed handwashing soap/ash and water as opposed to the targeted 80%. A similar result was found for safe and clean storage of water. Concern targeted to increase the *percentage of RECOs with adequate WASH knowledge, capacity, and level of activity from 77% to 80%* but reached 93%.

Negative comments indicate an openness for additional impact. Comments identified women in need not receiving hygiene kits or not having the equipment to replicate household equipment for drying dishes or handwashing. However, a number also criticized some household's reluctance to put theory into practice.



Hygiene Kit beneficiaries at Nyemba/Kale – from End-line report

Latrines, washing facilities, and community sanitation

The sanitation sub-sector received 1.75 more positive comments on changes to people's lives than negative comments. Focus groups emphasized changes at the household level more than the community. Positive changes related to reducing insects in latrines and garbage pits result in cleaner premises, including open defecation. At the community level, focus groups noted behaviour change resulting in cleaner village and battle against mosquitos. However, focus groups requested materials to put theory into practice, such as slabs and disinfectant. Leaders noted the lack of equipment and a community program to maintain changes and combat mosquitos. This may indicate risks of dependency and the level of vulnerability and support needed for the approach.



Sanitation activities of LMC after receiving sanitation kit – from End-line report

More specifically relating to latrines, 2.4 times more people positively mentioned that they replicated latrine and washing facilities than not having sufficient resources to replicate. In appropriate villages, people appreciated the knowledge of how to build latrines in sandy conditions. The end line notes that it met its target of 7,500 people using latrines built by Concern with an average number of users at 50 (sphere minimum standard is 1 in 20), of which 83% were clean. The program did not target a number for replication, understandable given the program's short time frame. Most communities noted their contribution is providing local materials for the demonstration latrines.

Economic Recovery and Market Systems (ERMS)

The end line reports that **Objective 2** met its target to *support the restoration of livelihoods for 16,800 people of the conflict-affected population.*

Income Generation Activities

Women, men, and leaders' focus groups valued Income Generation Activities (IGA) more than Cash for



Work (CfW)⁵. Focus groups commented on 3.3 times more positive changes to their lives than negative ones. People emphasized most frequently better money management and establishment of businesses than the improvement to living conditions and meetings household expenses. Echoing this, the end line reports a significant reduction in negative survival strategies⁶.

Training and Cash transfers cost \$200 per household (\$34.7 per beneficiary). This is a good return on investment, considering the training budget was only \$25 per trainee, but the knowledge is highly valued⁷.

Negative comments were diverse, but some commented on relationship risks and stresses between men and women due to changes in household financial dynamic.

Small business created by a beneficiary after cash transfers at Mbudji/Manono

Cash for Work

Women, men and leaders focus groups valued *CfW* highly above any individual WASH component, in communities with all activities⁸. The program budgeted a transfer of approximately \$66 per beneficiary⁹, budgeting an additional \$60,000 for all road and bridge-building materials.

Although not an indicator, focus groups most frequently said the positive change came from opening the roads and bridges allowing access to markets and villages. Emphasizing the importance of this road opening, the most frequent negative comments relate to finishing and maintaining the road and bridges. This also highlights the risk of dependency.

⁵ This was filtered according to groups with IGA.

⁶ The end line reports a that the coping strategy index reduced from 27.1 to 8.05.

⁷ The end line reported 4,788 beneficiaries from 800 households with a budgeted \$160,000 transfer and \$6,250 for 250 trainees.

⁸ 29 Focus groups benefited from all activities.

⁹ The program budgeted \$140,000 and reported benefit to 2,111 people.

Secondly, focus groups emphasized benefits to household incomes, some mentioning that the income allowed them to buy productive assets. Meeting the target, the end line reports that 60.8% of households *use the cash received for basic needs*. Women, men and leaders focus groups made almost 3 times more positive comments than negative.

Negative comments included too little money for hard work and the lack of safety equipment.

Women emphasized that the road works allowed them to walk more safely at night.



Bridge "Pont Fuke" at Fuke Village/ Kabalo after CFW activities – photo from end-line report

Quality and mainstreaming

Concern Worldwide invested significantly in integrating gender into its country programs benefiting this OFDA program. Concern has a DRC specific gender strategy focusing on focal points and staff capacity to integrate gender into all its programming. Achievements are reflected in program choices, the makeup of hygiene kits and the targeting of women and the use of proxies pregnant and lactating women. Focus groups emphasized the program benefits to women and addressing gender roles, especially in hygiene kits and the inclusion of women in traditionally men's work during CFW. Addressing taboos, some Men's focus groups commented on the importance of support for menstruating women with hygiene pads.

As discussed above in impact, focus groups commented on positive and negative changes relating to gender and protection program components. Some focus groups emphasized improved safety to women but also raised a few concerns about changing household dynamics in terms of managing incomes. The context is difficult, especially for short term programming but Concern is considering opportunities by mapping protection actors and offering referrals but as yet has less robustly invested in systematic protection strategies.

The integration of disaster and climate risk in the area remains an aspiration, after priorities of conflict, poverty, gender and protection. Medium and long term this cannot be ignored especially in a WASH and livelihood program. An understanding of risks and their interactions is challenging in a short-term program in such a context but remains important for the sector.

Relevance and appropriateness

Concern Worldwide did not design the program directly with target communities. Concern's documents' and staff note that experience in the area, continuous assessments and relationships with clusters and authorities informed decisions on locations, sectors, targeting and programmatic approach. Concern management developed concept notes based on ongoing interventions and proposing new sectors according to the assessment, evaluations and feedback through the staff. Concern then proposed and discussed this with OFDA. When asked what intervention or actions communities had in WASH, income generation or Cash for Work, most focus groups said collection of local materials and physical labour. A few noted involvements in selection committees or with RECO (CHECK).

Targeting sectors

All focus **groups are happy with the selection of** sectors scoring an impressive average of 4 out of 5. Leaders are even happier with the selection scoring 4.4 out of 5. Returnee's although still content scored the lowest with 3.76 out of five.

Focus groups in Kabalo feel the Central health office (BCZ), health zone (Aire de santé) then and village chief were most influential in decision making on sectors and targeting the villages, followed in some Kabalo areas by the community themselves and Concern Focus groups noted that the Central health office (BCZ) was influential in guiding Concern towards water point rehabilitation and actions. Whereas **in Manano, almost all communities said Concern was the most influential.**

Targeting people

When asked in Manano most focus groups did not know criteria for targeting of CFW, hygiene Kit and IGA interventions, and scored satisfaction at 3.2 out of 5¹⁰. Whereas in Kabalo, focus groups cited diverse criteria for selections of beneficiaries and scored satisfaction at 4.5 out of 5. Criteria cited varied by community but included being vulnerable, an IDPs, a woman, elderly or person with a disability. A number of groups said beneficiaries for CFW were selected as men and strong women. Few communities reported inappropriate influences and said this influence was communicated with Concern

About two-thirds of focus groups could identify groups with needs that were not targeted. Identified groups include Twas, IDPs, Recent returnees, women excluded from Hygiene kits and people without income or physical strength.

Different approach to other agencies

Focus groups identified targeting as the main difference between Concern and other agencies such as FAO, CRS, ACTED, CARITAS. Other agencies took a community-wide approach and either targeted more or all people in the community (potentially during immediate response) or just did community-level work. Focus groups felt Concerns approach was too rigorous and resulted in those needing assistance not receiving it. This echoes community feedback in many households not having enough capacity to replicate latrines, hand- and dish-washing equipment as hoped for.

¹⁰ The question asked was « Quels critères ont été utilisés pour décider qui a reçu quelque chose et qui n'a pas reçu »

Effectiveness

Minimum standards or targets

OFDA and custom indicators and targets reflect elements of Sphere standards but not consistently. The program uses these indicators as targets or guidelines rather than minimum standards. For example, the OFDA indicator *Estimated safe water supplied per beneficiary in litre/person/day*. The proposal notes that *according to SPHERE guidelines, water access is recommended at 1,000 people per hand pump achieving a water flow of 16.6 l, and 500 people per tap achieving a water flow of 7.5 l/m*. However, the program target aims to increase from 3.37% to 10% of beneficiaries targeted consuming at least 15 litres of safe water. The project achieved an impressive 21% but also accepting that 79% of people do not reach the Sphere minimum standard. Focus groups communicated issues relating to lack of water points of distance, recharge rates, quality and volume of water from protected sources. Concern's monthly reports and end line also note these challenges. The program only rehabilitated water points constraining its ability to meet minimum standards.

The evaluation does not know if other sources of safe water are available. However, noting the context and challenges, the focus groups reported on average 223 households, per village approximately 223 households (approximately 1,000 people). The end line reported 92 water points for exactly 92,000 people, above the initial plan for 75 water points for 67,000. Similarly, the program targets *average number of users per functioning toilet* as 50 whereby Sphere sets a minimum standard *ratio of shared toilets as a minimum of 1 per 20 people* with a maximum

Needs	Quantity (litres/person/day)	Adapt to context based on
Survival: water intake (drinking and food)	2.5–3	Climate and individual physiology
Hygiene practices	2–6	Social and cultural norms
Basic cooking	3–6	Food type and social and cultural norms
Total basic water	7.5–15	

50 meters distance between dwelling and shared toilets. The evaluation notes that *Sphere standards should not be applied in isolation where national standards are lower than the Sphere Minimum Standards, humanitarian organisations should work with the government to progressively raise them¹¹*.

The evaluation recognises that the program demonstrates latrines for replication and that focus groups comments on issues of resources to replicate. A similar target rather than standard approach is indicated for an *environment free from human excreta*, handwashing stations, soap and more. Community FGD indicates that communities feel they do not have the basic means to do that replication or organizations capacity.

Communications and CRM

Communities echoed issues of minimum standards – water quality, flow, availability, recharge rate, open defecation - in focus groups for the evaluation as well as concern reports. However, Concern staff report that most issues coming through the complaint response mechanisms (CRMs) were related to targeting.

Staff recognize that Covid-19 and appropriate levels of resourcing challenged the CRM. Concern is acting to *overhaul* the system, recruit focal points in each area, have a more systemized approach to reporting, and increase the number of communication methods, noting literacy rates, cost and access to mobile phones as well as Covid-19 restrictions.

¹¹ Accessed October 2, 2020 from online Sphere handbook - https://handbook.spherestandards.org/en/sphere/#ch006_002

More than half of the focus groups noted that the CRM “complaint box” did not yield a timely response. As such many recommended allowing *official* complaints to go through a free phone, chef du village, RECOs (health promoters) or directly with Concern staff.

However, when asked which methods of communication defined by the community (can be multiple) worked best, 45% noted the complaint box and 31% Concern staff. Tellingly, 31% of communities defined only one source of communication, either the complaint box or concern staff. Thus, these methods of communication scored artificially high without an alternative. Only 3 communities (4 FGD) defined the freephone but said it worked well¹² and 17 focus suggested changing or adding the freephone. Similarly, where defined the Relais communautaire (community health workers) and chef du village scored 23-28%. Only one group defined mass meetings, limited to 20 with Covid-19, but gave it a score of 60%.

Learning

Concern Worldwide is an established presence in the area, anticipating in Clusters, assessments, and coalitions for learning. Staff report that the program benefits from learning from Concerns graduation program as well as previous emergency programs including financed by OFDA.

Management established a series of quarterly program reviews for learning and quality control. Concern is also considering more robustly linking new program learnings to reviews of previous programs – akin to After Action Reviews.

Efficiency and value-added

Reflecting the staff and logistic challenges in the area, the program only spent a little more than one-third of the budget in communities or US\$1,107,500.

Cost of rigorous targeting against basic standards

Findings from focus groups and staff indicate that Concern invested in rigorous targeting of the most vulnerable as well as defining the number of communities by the number of water points available for rehabilitation. Although it is important to target the most vulnerable, it is also importance to consider minimum standards and the cost of targeting against benefits. The evaluation does not have the information to compare the cost of targeting larger numbers of people (below a minimum standard) in fewer communities to the current cost profile. Similarly, the evaluation was not able to compare the cost of targeting to minimum standards against the current profile of targeting the most vulnerable but notes Concern used coping indexes. However, responses from focus groups on targeting criteria indicate that simplicity would be more efficient.

Working with more people in fewer locations

The evaluation also assumes that working with more people in fewer communities is more efficient, especially in logistically difficult areas where relationships are challenging. Efficiency is balanced by Concern Worldwide’s aim to both isolated and underserved communities as well as targeting disperse displaced people. Staff, some communities and other stakeholders noted challenges in the operation and maintenance of water points in DRC. The program rehabilitated many water points, completed by other INGOs which fell into disrepair. Focus group discussions are also clear of the overlapping benefits between livelihoods and WASH including access to markets for spare parts from CFW activities, fees for water usage and resources to replicate latrines, hand and dish-washing equipment. Access to parts, markets and associate fees could be linked to IGA.

¹² The evaluation understands that although planned the free phone is not yet in place, and could be that of another NGO.

Feasibility and challenges of integration and relocation

A little less than half of the focus groups responded to issues of integration and relocation. However, groups doubt the feasibility of relocation (2.17 out of 5) but feel integration is more feasible (scoring 4.85 out of 5). The groups identified challenges for both integration and relocation, including peace and stability, security and acceptance from the local chief. For relocation, people emphasized the needs for houses, farm (land) and means of livelihood. For integration people additionally noted difficulties in paying for school and health fees.

Recommendations

Working to Core humanitarian and Sphere minimum standards and indicators

Support more people in fewer locations benchmarked to Sphere minimum standards and indicators. Concern changed people's lives, and people are satisfied, but essential needs remain. The program did not systematically aim to bring all communities to Sphere standards in water, sanitation and hygiene. Indications are that water points are overused. Similarly, the program invested in communities to gain knowledge to replicate sanitation and hygiene facilities. But, opportunities demand additional investments to support people "put theory into practice" and achieve Sphere minimum standards and indicators.

Invest in new water systems to meet minimum Sphere standards and indicators. IDPs and returnees increase demand. If rehabilitation-only does not meet this demand for increased volume, distance and quality, then new water points are needed. Invest in easier to maintain gravity and Solar PV systems, where the context allows.

Simplify and expand targeting benchmarked to meet all relevant Sphere and Core humanitarian standards. Few knew Concern's targeting criteria or cited the proposed selection criteria. Most groups, comprising of targeted beneficiaries, identified other vulnerable groups with unmet needs, including persons with disabilities, elderly and poor. Communities note other INGOs do not target or target more broadly. Targeting is difficult and complicated, but the evaluation understands that Concern Worldwide is moving to areas with a greater concentration of displaced people. This concentration facilitates Concerns Worldwide to target different groups within displaced people. Simplifying and communicate more targeting criteria to support more vulnerable people. Reaching minimum standards at the individual, household, and community level could guide the targeting criteria, where appropriate. This change is likely to mean, for example, as suggested in Sphere, adapting hygiene kits for incontinence, the elderly or providing equipment for replication of hygiene facilities to communities or poorer families.

Integrate core humanitarian and Sphere standards and indicators further into the program design, quarterly reviews and monitoring systems emphasizing practical guidance for minimum standards and commitments at field level.

Mainstreaming and integration of livelihoods with WASH

Explore opportunities in income generation activities to sustain water systems. Concern rehabilitates broken water systems, often built by other INGOs – Caritas, Oxfam, Solidarités, SNHR/CICR and PPD. The context challenges sustainability, but all create a need that people and water committees will pay to address. Trained technicians can meet this need beyond their own village as a business, with Concern mentoring and initially supporting the action.

Invest in protection learning from the current approach to gender mainstreaming. Concern Worldwide's gender strategy and approach provide a guide template for protection. Concern should also **map protection actors for referral and invest more in understanding risk due to changing power dynamics in households.** The program improved safety for women on roads and at water points. The program empowers women in committees, CFW and IGA as well as impressively addressing topics of menstruation with men. The program changes household gender dynamics and brings a protection risk. Thus, mapping and communicating protection agencies for referrals can mitigate some risks associated with significant and positive changes in household dynamics, especially relating to income generation.

Invest in understanding disaster and climate risks for pragmatic programmatic resilience building. Disaster and climate risk affect water and livelihoods, with impacts amplified by vulnerability. Building resilience supports community development, not just disaster affected. Practical changes could relate to standards or redundancies in water systems or the promotion of diversification in income generation. An understanding of disaster and climate risks will build resilience options in the existing program. In 2019, disasters in DRC displaced 233,000 people. Although only 14% of those displaced by Conflict and Violence, it is still nearly a quarter of a million people and likely to increase with climate change.

Recommendations already initiated by Concern Worldwide

The next OFDA program is 18 months. This additional time opens opportunities to further support water systems sustainability and income generation as well as allowing Concern Worldwide the time to invest in approaches such as **Community-led total sanitation.**

Improving the complaint response mechanism (CRM) and communications. Concern Worldwide plans an upgraded CRM with many communication methods including suggestion box, free-phone as well as upgraded procedures for staff communicating complaints. Focus groups indicated that when allowed mass village meetings, strategies for handling complaints through village chiefs and RECOs are beneficial.

Further recommendations for discussion with Concern

- Will OFDA allow community-led total sanitation in 18-months?
- Allowing Communities to decide on Community level CfW, rather than defining roads?

Annexes

Appendix 1 – Parts of the Terms of Reference from Contract

Purpose of the Consultancy

The purpose of the external evaluation is to assess to what degree the program and methodology was successful in achieving planned results and objectives as laid out in the program proposal. Second, the evaluation should identify future program interventions and make recommendations for sustainable assistance to IDPs and returnees.

This information will be used to establish best practices and assist Concern Worldwide in designing new interventions in Tanganyika and Haut Lomami provinces. Lessons learned including successes and areas for improvement, will be directly applied to the implementation of the next OFDA emergency program in Pweto, Kabalo, Nyunzu and Malemba.

Objectives and Specific Tasks to be undertaken by the Consultant(s)

Key tasks and main deliverables

Specific evaluation tasks to be undertaken:

1. Assess progress made towards the achievement of objectives, indicators and targets.
2. Assess the appropriateness of the targeting strategy for beneficiary selection.
3. Compare Concern Worldwide targeting approaches with other agencies and to what extent there is coherence across the sector in approaches
4. Support the organization's commitments to accountability to donors, government, public, and beneficiaries through publication of the evaluation report to inform the decisions and actions resulting from findings.
5. Using the DAC criteria, assess the relevance, efficiency, effectiveness, and impact of the project.
6. Assess mainstreaming and integration of protection and gender into program activities, evaluating gaps, areas of improvement, and provide recommendations for next OFDA program.
7. Identify lessons learned and provide practical and innovative program options for assisting IDPs/returnees in a sustainable manner based on integration and/or relocation.

Evaluation methodology:

Evaluation methodology will be finalized with the consultant in advance. The planned multi-faceted methodology which will include:

Desk- Research / Literature Review the consultant will be expected to conduct a complete review of program proposal, progress reports and other supporting documentation provided. In addition, documents published by organizations working with IDPs/Returnees will be reviewed to situate the USAID-OFDA/Concern project within the wider context of humanitarian assistance provision in Eastern DRC. This will include the analysis of end line data, collected by the Concern M&E team.

Remote working: Due to the COVID19 travel restrictions currently in place, it will not be possible for the Consultant to travel the DRC to conduct the field activities outlined in the below sections.

In the initial Inception Report and Workplan, the Consultant will clearly outline the proposed remote working methodology that will enable the completion of the below activities that would normally be conducted during a field visit.

In the field: The consultant (with the support of Concern field staff as required) will facilitate interviews and discussions with a sample of program participants and non-participants, and staff through household interviews and focus group discussions. Key informant interviews with other key stakeholders, including market traders, UN and NGO actors and local government figures, will also provide an insight as to program implementation, and alternative options for more durable solutions for IDPs and returnees, taking in to account an analysis of the protection risks. The consultant will be encouraged to use a variety of techniques including participatory approaches in the field to verify Concern's own findings on results and indicators through reviewing internal program monitoring documentation and end line survey results. Qualitative information on beneficiaries' own experience of the program (involvement in design, targeting, delivery of assistance, follow-up, complaints response mechanism) should be collected to complement quantitative output and outcome data. Program and support staff will also be useful sources of information regarding processes employed during the course of the initiative and will provide insight in relation to some of the successes and challenges faced. The consultant will interview other main actors working on IDP/returnee programs as well as the relevant cluster leads to compare strategies/approaches and developments within the sector, given the nature of the protracted response to the conflict in the DRC, regional specificities and international humanitarian priorities.

Post- field analysis: The consultant (with the support of Concern field staff as required) will facilitate interviews and discussions with a sample of program participants and non-participants, and staff through household interviews and focus group discussions.

Activities

The consultant will be fully responsible, in consultation with Concern staff, for the following:

- Conduct literature review of relevant project documents
- Develop qualitative and quantitative data collection design incorporating participatory methods
- Prepare checklists and questionnaire for data collection
- Develop or prepare data tallying or compilation sheet
- Based on indicators, tabulate, analyse and interpret data collected
- Compare final evaluation data with other available data and analyse trends to draw impact
- Provide recommendations for improving the methodology of future programming for maximum impact.
- Provide recommendations for integrating protection, gender, DRR elements in future programming as well as ensuring program objectives and indicators are gender / protection sensitive
- The consultant will be requested to provide a list of organizations, people or groups interviewed, list of sites visited, abbreviations, maps, charts or graphs that may have been used for this evaluation.

Outputs/deliverables:

The consultant should provide an evaluation report in English (max 25 pages) with a 2-page executive summary that addresses the following points:

- Assess the level of **community involvement** in the program from design through to implementation.
- Assess Concern's adherence to **key standards** including Sphere Standards and People in Aid as well as compliance with Cluster (WASH, Shelter, Protection) guidelines.
- Evaluate whether the objectives were met within the stated timeframe.
- Evaluate the **relevance, efficiency, quality and impact** of program activities (in terms of approach chosen and resources available and used, including choice of cash, voucher markets, NFIs etc.).

- Assess integration of gender, protection, and DRR in all program aspects and activity implementation, identifying gaps, areas of improvement; providing recommendations for opportunities in mainstreaming gender, protection, and DRR in for next OFDA program.
- Assess the appropriateness of **targeting methodologies** used for each program component including synergies between WASH elements and Shelter and assistance of most vulnerable and conflict affected households
- Assess Concern's Complain Response Mechanism (CRM) and MEAL practices under this program and provide recommendations for improving CRM and MEAL practices
- Assess the **added value** and cost-effectiveness of Concerns activities in regard to other humanitarian actors and emergency response in Tanganyika / DRC and Concern's added value in terms of cost efficiency to the broader humanitarian response.
- Examine The **appropriateness of current program regarding emergency response** and for future interventions. This will involve:
 - Analysis of the perceptions of stakeholders (government authorities, donors, NGOs, UN and other international organizations, communities [women and men], civil society) regarding relocation/integration (feasibility, challenges, risks etc.)
 - Making recommendations for future program options for IDPs/returnees in this context

4. Lines of Communication

The Consultant will report to the Country Director of Concern Worldwide DRC and mainly liaise with Program Development and Quality Coordinator, the Program Director and Desk Officer.

Appendix 2 – Documents and list of people met, and focus groups

List of focus groups and villages

	Village	Area	Type 1	Type 2	Men	Women	Total
1	Lwamba	Manano	women	returnees	0	10	10
2	Lwamba	Manano	men	returnees	10	0	10
3	Lwamba	Manano	leaders	returnees	5	5	10
4	Mbudji	Manano	women	returnees	0	10	10
5	Mbudji	Manano	men	returnees	10	0	10
6	Mbudji	Manano	leaders	returnees	5	5	10
7	Muhongo	Manano	women	returnees	0	10	10
8	Muhongo	Manano	men	returnees	10	0	10
9	Muhongo	Manano	leaders	returnees	5	5	10
10	Kalongo	Manano	Women	returnees	0	10	10
11	Kalongo	Manano	men	returnees	6	0	6
12	Kalongo	Manano	leaders	returnees	5	5	10
13	Kabi	Kabalo	women	hosts	0	15	15
14	Kabi	Kabalo	men	hosts	8	0	8
15	Kabi	Kabalo	leaders	hosts	12	4	16
16	Kapekele	Manano	women	returnees	0	10	10
17	Kapekele	Manano	men	returnees	10	0	10
18	Kapekele	Manano	Leaders	returnees	4	5	9
19	Kamenshi	Manano	women	returnees	0	10	10
20	Kamenshi	Manano	men	returnees	10	0	10
21	Kamenshi	Manano	leaders	returnees	5	4	9
22	Kabundji	Kabalo	women	hosts	0	9	9
23	Kabundji	Kabalo	men	hosts	9	1	10
24	Kabundji	Kabalo	leaders	hosts	10	2	12
25	Luy/Camp bantu a proximité du village	Kabalo	women	displaced	0	10	10
26	Mwimbi	Kabalo	women	displaced	0	10	10
27	Luy/Camp bantu a proximité du village	Kabalo	women	hosts	0	9	9
28	Keshola	Kabalo	women	hosts	0	10	10
29	Kifingile	Kabalo	women	hosts	0	10	10
30	Mwenge	Kabalo	women	hosts	0	8	8
31	Mamba/Camp Twa a coté du village	Kabalo	women	hosts	0	10	10
32	Keshola	Kabalo	men	returnees and IDP	9	0	9
33	Keshola	Kabalo	Leaders	returnees and IDP	6	4	10
34	Kifingile	Kabalo	men	returnees	9	0	9
35	Kifingile	Kabalo	leaders	returnees	8	2	10
36	Luy/Camp bantu a proximité du village	Kabalo	men	returnees and IDP	10	0	10
37	Luy/Camp bantu a proximité du village	Kabalo	leaders	returnees and IDP	7	3	10
38	Mamba/Camp Twa a coté du village	Kabalo	men	returnees and IDP	10	0	10
39	Mamba/Camp Twa a coté du village	Kabalo	leaders	returnees and IDP	6	4	10
40	Mwimbi	Kabalo	men	returnees	8	0	8
41	Mwimbi	Kabalo	Leaders	returnees	5	5	10
42	Mwenge	Kabalo	leaders	hosts	6	4	10
43	Lukundula	Kabalo	men	flood victims	10	0	10

Main documents reviewed

1. OFDA 3 proposal documents including budget, assessments and manuals - 26 documents.
2. Baseline report, Information collected in November 2019.
3. Midline report, May 2020.
4. DRC semi-annual narrative report October to March 2020.
5. Concerns Worldwide's OFDA update form November to December 2019.
6. Concerns Worldwide's OFDA Monthly report January 2020.
7. Concerns Worldwide's OFDA Monthly report February 2020.
8. Concerns Worldwide's OFDA Monthly report March 2020.
9. Concerns Worldwide's OFDA Monthly report April 2020.
10. Concerns Worldwide's OFDA Monthly report May 2020.
11. Concerns Worldwide's OFDA Monthly report June 2020.
12. Concerns Worldwide's OFDA Monthly report July 2020.
13. Activity reports for protection mainstreaming.
14. End line report, September 2020 – working draft.
15. Concern Worldwide's budget realignment request.
16. Concern Worldwide's security alerte on Nyunzu – 2 reports and response strategy.
17. Rapport D'activités des Champion(ne)s de Genre de Manano et Kabalo – 7 reports.
18. Final report gender retreat.
19. Master lists for activities by sub-section – 6 lists.
20. Concern Worldwide's Approach to protection paper.
21. Concern Worldwide's approach to Disaster Risk Reduction.
22. Concern Worldwide's DRC gender strategy.
23. DRC, Water and Sanitation Profile, UNAID.
24. Water, Supply and Sanitation Democratic Republic of Congo, Turning Finance into Services for 2015, WSP.

Key informant interviewee's - Concern Worldwide

1. Russell Gates, Country director (Kinshasa)
2. Anne Leewis, Program Director for the period of the program (Goma)
3. David Jones, Monitoring and Evaluation Manager for the period of the program (Kalemie)
4. Lovisa Klason, Gender and Protection Manager (Goma)
5. Abou Sylla, Area Coordinator Tanganyika (Kalemie)
6. Sarah Buss, Livelihoods Program Manager (Nyunzu/Kabalo/Manono)
7. Teddy Kisile, WASH Program Manager (Nyunzu/Kabalo/Manono)
8. Synat Ntumba, Formerly PO, now Program Manager on another project
9. Luc Nyamugandika, Formerly PO

Key informant discussions - Concern Worldwide

10. Papy Tshiteta, M&E Coordinator Tanganyika (Kalemie)
11. Marie d'Argentre, (NEW) Program Director (Goma) – discussion at inception
12. Lucia Medizza, Grants Manager (Goma) – evaluation focal point, briefing, inception and draft discussions

Key informant interviewee's - External

13. Charles Mwambusa, WASH Cluster with UNICEF

Appendix 3 – Evaluation matrix

Evaluation Matrix	
Evaluation questions, criteria and sources of data	
<p>Relevance and appropriateness also answering, from ToR</p> <ul style="list-style-type: none"> • Assessment of level of community involvement in the program from design through to implementation? • Assess the appropriateness of targeting methodologies used for each program component including synergies between WASH elements and Shelter (<i>updated to Economic</i>) and assistance of most vulnerable and conflict-affected households/ <ul style="list-style-type: none"> ○ Assess the appropriateness of the targeting strategy for beneficiary selection. ○ Compare Concern Worldwide targeting approaches with other agencies and to what extent there is coherence across the sector in approaches <p>Note from Desk – The program is part of Concern Worldwide’s commitment to the area.</p>	
Evaluation criteria	Source of data required for analysis
<ul style="list-style-type: none"> ○ Staff, community leaders and targeted group are satisfied with inclusion and communication in decision making (design), targeting and improvement ○ Program involved beneficiary groups in (future) program priorities setting ○ Program and targeting coherent with good practice from clusters, stakeholder and community priorities or operation 	<ul style="list-style-type: none"> ○ Staff and focus groups satisfaction with formal or informal involvement in <ul style="list-style-type: none"> ○ setting (future) program areas of intervention ○ targeting and selection process for beneficiaries ○ communication relating to design or adaption of program ○ Community and focus groups know criteria for selection/targeting, how criteria was developed and can weight who/what influenced the selection ○ Staff and stakeholders report communication or feedback, with communities or stakeholders, resulted in program adapting, coordinating, or learning with good practice. ○ Staff articulate program incorporates good practice and participation in clusters or other systems, including for targeting. <p>Guiding benchmarks: community, group and cluster priorities; Good enough guide to participation and if needed CHS.</p>
<p>Impact and quality</p> <ul style="list-style-type: none"> • Assess integration of gender, protection, and DRR in all program aspects and activity implementation, identifying gaps, areas of improvement; providing recommendations for opportunities in mainstreaming gender, protection, and DRR in for next OFDA program. • Evaluate the . . . quality, the impact of program activities (in terms of approach chosen and resources available and used, including choice of cash, voucher markets, NFIs, etc.). • Evaluate whether the objectives were met within the stated timeframe. ○ Assess progress made towards the achievement of objectives, indicators and targets. ○ Assess mainstreaming and integration of protection and gender into program activities, evaluating gaps, areas of improvement, and provide recommendations for next OFDA program. 	
Evaluation criteria	Source of data required for analysis
<ul style="list-style-type: none"> ○ Level of achievement against objectives, targets and indicators and appropriateness to standards within the timeframe ○ The program resulted in changes that communities and target groups articulate, value and can compare to objectives and indicators ○ The program considered context and systematically mainstreamed (gender, protection and DRR) into design, and implementation for program quality 	<ul style="list-style-type: none"> ○ Community and target group defined changes and compare value ○ Data from end-line, reports including MEAL and CRM. ○ Staff views, available documents, incorporation in design and implementation of mainstreaming (gender, protection and DRR) and quality improvements <p>Guiding benchmarks: Concern Worldwide gender, protection and DRR guides. CHS and good enough guides for involvement of benefices.</p>
<p>Effectiveness and quality</p> <ul style="list-style-type: none"> • Assess Concern’s adherence to key standards including Sphere Standards and People in Aid as well as compliance with Cluster (WASH, Protection) guidelines. • Assess Concern’s Complain Response Mechanism (CRM) and MEAL practices under this program and provide recommendations for improving CRM and MEAL practices. • Using the DAC criteria, assess the . . . effectiveness . . . of the project. 	
Evaluation criteria	Source of data required for analysis
<ul style="list-style-type: none"> ○ Program systematically used good practice, CRM and MEAL to improve to effectiveness and quality ○ Program systematically used standards (people in 	<ul style="list-style-type: none"> ○ Community focus groups satisfaction with systematic consultation, methods of communication and involvement, to communicate raise complaints with program in systematic and safe manner. ○ Community focus groups and staff level of satisfaction with formal or informal with compliant handling and communication

<p>Aid, Sphere, Cluster) and coordination to improve effectiveness and quality including deigned of (future) program.</p>	<ul style="list-style-type: none"> ○ Staff use and view of how influences (standards, guides, benchmarks, clusters, communities) contributed to quality control, improvement and standard setting ○ Staff and communities report level of program adaption or affirmation resulting from program, CRM and MEAL to community consultation ○ Focus group value different types of communication for complaints, suggestions or sources of program information ○ Level MEAL priorities set with program staff or communities and appropriate tools used including for SADD <p>Guiding benchmarks: Concern Worldwide MEAL and CRM objective, international humanitarian standards and guides.</p>
<p>Efficiency and value added</p> <ul style="list-style-type: none"> • Evaluate the efficiency of program activities (in terms of approach chosen and resources available and used, including choice of cash, voucher markets, NFIs etc.). • Assess the added value and cost-effectiveness of Concerns activities in regard to other humanitarian actors and emergency response in Tanganyika / DRC and Concern’s added value in terms of cost efficiency to the broader humanitarian response. 	
<p>Evaluation criteria</p>	<p>Source of data required for analysis</p>
<ul style="list-style-type: none"> • Concern Worldwide systematically compares and contrasts approaches to improve efficiency considering cost, time, quality and cost-benefit. • Staff, communities and stakeholders can articulate Concern Worldwide’s value added relative to others 	<ul style="list-style-type: none"> • Good practice, cluster support, business cases or analysis documents relating to program analysis of cost-benefits of delivery mechanisms for cash programming (NFI, market analysis, vouchers) • Staff can compare and contrast cash delivery approach’s by cost and time and relate those to local benefits challenges or good practice comparisons to other INGO or similar service providers • Level staff, stakeholders and focus Groups can define value added <p>Guiding benchmarks: Cluster and concern analysis and cash good practice from cluster system.</p>
<p>Looking forward</p> <ul style="list-style-type: none"> • Identify lessons learned and provide practical and innovative program options for assisting IDPs/returnees in a sustainable manner based on integration and/or relocation. • Examine The appropriateness of current program regarding emergency response and for future interventions. This will involve: • Analysis of the perceptions of stakeholders (government authorities, donors, NGOs, UN and other international organizations, communities [women and men], civil society) regarding relocation/integration (feasibility, challenges, risks etc.) • Making recommendations for future program options for IDPs/returnees in this context 	
<p>Lessons learnt / practical and innovative /Future Recommendations</p>	<ul style="list-style-type: none"> • Perception and recommendations of all stakeholders toward sustainable solutions for assisting IDPs/returnees including integration and/or relocation • Recommendations structured by <ul style="list-style-type: none"> ○ Programming ○ Program staff including CRM or MEAL and leadership ○ Other stakeholders or relationships with other stakeholders

Appendix 4 – Key informant interview guide

Semi-structured interview guide – for Management, key staff and stakeholders	
Area	Discussion areas of inquiry
Impact, effectiveness and quality	<ul style="list-style-type: none"> • What difference did the program make (prompt impact level)? If you could re-start the program, what would you change, why? If you only had half the resources, what would you change? • What contributed most to program quality in design and approach? Discuss – role of mainstreaming (gender, protection and DRR), and SADD, risk, gender and protection analysis and training.
Effectiveness	<ul style="list-style-type: none"> • What or who contributed most to maintaining program quality? Discuss - Role of CRM and MEAL focusing on systems. • What changes resulted from CRM and MEAL systems investments? How are MEAL priorities set? Did interventions come at the right time? • How satisfied are you with formal or informal with compliant handling and communication (scale 1-terrible to 10 -perfect) Why?
Relevance and appropriateness	<ul style="list-style-type: none"> • How or who designed the current and next program (what to do where)? What or who influenced this design? • How do we decide on targeting criteria? And with who? • How does targeting compare or align with other organizations or approaches? • Can you give example of how communicating with beneficiaries results in program change? What tools work best? • How satisfied are you with the way we involve beneficiaries in targeting/selection (scale 1-terrible to 10 -perfect) and key program decisions (scale 1-terrible to 10 -perfect)?
Efficiency and value-added	<ul style="list-style-type: none"> • In terms of efficiency and how does Concern compare to other organizations or share good practice or approaches (CASH, market analysis and vouchers . . .)? Prompt - Alternative Responses for Communities in Crisis (ARCC) • How do we analyse or compare different cash approaches especially benefits to broader stakeholders and in comparison, with other INGOs? • What is our value added and comparative advantage relative to INGOs?
Future	<ul style="list-style-type: none"> • Is relocation/integration feasible given the desire for a sustainable solution? What are the main challenges? • What are the program options? Who is doing best in this area? • Recommendations and learnings for next OFDA or Concern?

Group work for field staff – case managers and technicians at Kabalo

All answers to be decided as a group – this should take 45 to 60 minutes maximum

Discussion areas of inquiry	Notes
<p><i>Quels changements positifs le program a-t-il apportés à Concern ou aux bénéficiaires ?</i></p> <p>What positive changes did the program make to either Concern or the Beneficiaries ?</p>	<p>Changements positifs (les 3 premiers classés par ordre de différence la plus importante) - Positive changes (top 3 ranked in order of most important difference)</p> <ol style="list-style-type: none"> 1. 2. 3.
<p><i>Si vous pouviez redémarrer le programme, que changeriez-vous ?</i></p> <p>If you could re-start the program, what would you change?</p>	<p>Quelle équipe changerait (les 3 premières classées par ordre de différence la plus importante) ? - What team would change (top 3 ranked in order of most important difference) ?</p> <ol style="list-style-type: none"> 1. 2. 3.
<p><i>Pouvez-vous donner des exemples de changements résultant du système CRM ?</i></p> <p>Can you give examples of changes resulting from CRM systems investments?</p>	<p>Exemples de changements par rapport au CRM (les 3 premiers classés par ordre de différence la plus importante) ? - Examples of changes from CRM (top 3 ranked in order of most important difference) ?</p> <ol style="list-style-type: none"> 1. 2. 3.
<p><i>Pouvez-vous donner des exemples de la manière dont la communication avec les bénéficiaires a entraîné un changement de programme ?</i></p> <p>Can you give examples of how communicating with beneficiaries resulted in program change?</p>	<p>Exemple de changement de communication avec les bénéficiaires et méthode de communication exemple face à face, boîte à suggestions, etc. - Example of changes from communication with beneficiaries and method of communication example face-to-face, suggestions box etc. (top 3 ranked in order of most important difference) ?</p> <ol style="list-style-type: none"> 1.

	2. 3.
Dans quelle mesure êtes-vous satisfait de la gestion formelle ou informelle de la conformité et de la communication ? How satisfied are you with formal or informal with compliant handling and communication	Note 1 à 10 comme convenu par le groupe (échelle de 1-terrible à 10-parfait) - Score 1 to 10 as agreed by group (scale 1-terrible to 10 -perfect) _____
Comment le ciblage de Concern se compare-t-il aux autres organisations ou approches ? How does Concern's johnievers@me.com targeting compare with other organizations or approaches?	Exemples de différences et veuillez noter si elles sont positives ou négatives. - Examples of differences and please note if they are positive or negative. (top 3 ranked in order of most important difference)? 1. 2. 3.
Dans quelle mesure êtes-vous satisfait de la façon dont nous impliquons les bénéficiaires dans le ciblage / la sélection How satisfied are you with the way we involve beneficiaries in targeting/selection	Note 1 à 10 comme convenu par le groupe (échelle de 1-terrible à 10-parfait) - Score 1 to 10 as agreed by group (scale 1-terrible to 10 -perfect) _____
La Relocalisation / intégration est-elle faisable compte tenu du désir d'une solution durable ? Quels sont les principaux défis ? Is relocation/integration feasible given the desire for a sustainable solution? What are the main challenges?	List défis / challenges (top 3 ranked in order of most important difference) ? 1. 2. 3.
Recommandations et apprentissages pour le prochain OFDA ou préoccupation ?	List recommendations (top 3 ranked in order of most important difference) ? 1. 2. 3.

Appendix 5 – Focus Group discussion completed sample

Nom de Village - REMOVED FOR CONFIDENTIALITY		Type de groupe (leaders, hommes - WASH, femmes - WASH, hommes - ERMS, femmes - ERMS)	Femmes
Nombre de ménage dans le village	390		
Heure & Date	10h08/05/09/2020 le	# d'hommes dans le groupe	10 hommes
Le village a-t-il des déplacées ?	Oui_ quelques-uns de longue date	# de femmes dans le groupe	0 femmes
Le village a-t-il des retournées ?	Oui	La plupart du group est (déplacées / hôtes / retournées)	Presque la quasi-totalité des ménages retournés
CHANGEMENTS D'IMPACT [30m]		Heure de début :11h46	Heure de fin :12h 41
Instructions	Notes	Notes générales	
<i>Demandez au groupe de lister sur un papier large les événements avec Concern.</i>	Interventions / investissements de WASH et AGR/CFW de Concern (type et échelle de notes) <ul style="list-style-type: none"> • Construction des 3 latrines de démonstration • Distribution des kits d'hygiène • AGR • Réhabilitation des points d'eau • Promotion à l'hygiène (hygiène et assainissement) 	Dans le village XXXX, CONCERN a implanté les activités suivantes : c'est le seul village des AGR à Manono, la réhabilitation des points d'eau, la promotion à l'hygiène, construction des latrines de démonstration (3) à l'école, la promotion à l'hygiène, la distribution de kit d'hygiène.	
	Interventions / investissements de WASH et AGR/CFW d'autres organisations (type et échelle de notes) <ul style="list-style-type: none"> • Aucune autre ONG • 	Aucune autre ONG œuvre dans notre village.	
	Interventions / investissements de WASH et AGR/CFW de la communauté (type et échelle de notes) <ul style="list-style-type: none"> • Participation dans le creusage des fosses de latrines ; • Contribution avec la paille et stick de bois ; • Participation dans l'orientation de staff CONCERN dans nos quartiers ; • Gardiennage des pièces de pompes et matériels (ciment, ferons) ; • Sensibilisation des ménages par les RECOs ; • Présélection des potentiels bénéficiaires ; • Participation comme journaliers le jour de la distribution et comme journalier à la construction des latrines ; 	Les participants pensent avoir participé dans les différentes activités menées par CONCERN dans leur communauté.	
	Changements positifs	Changements négatifs	Notes générales
Demandez au groupe de discuter et de lister les principaux changements positifs et négatifs que les interventions. Notez : le facilitateur pourra demander les changements du haut niveau – les questions principales sont : Comment les interventions ont-elles changé votre vie (l'argent, le temps, la santé etc...) Quelle différence les interventions ont-elles apportées à votre vie et à votre communauté ?	Approvisionnement en eau <ul style="list-style-type: none"> • La réhabilitation a permis de répondre à nos besoins en eau ; • La proximité du lieu de puisage ; • Diminution de la souffrance en eau car on allait s'approvisionner loin ; • Réduction des microbes et maladies d'origine hydriques ; • Consommation d'une eau d'une source protégée. 	Approvisionnement en eau <ul style="list-style-type: none"> • RAS • • 	8 % # pierres (%). Les participants au FDG ont dit avoir donné un pourcentage de 8% car l'accès au point d'eau est payable soit 500 FC par mois. Ce n'est pas gratuit.
	Assainissement <ul style="list-style-type: none"> • Présence des douches et latrines dans plusieurs parcelles ; • Présence de fosses à ordures ; • Réduction des eaux stagnantes dans le village ; • Multiplication des latrines dans le village suite à la sensibilisation ; • 	Assainissement <ul style="list-style-type: none"> • Les non bénéficiaires d'aucune assistance de CONCERN ne font pas des latrines et douches suite à la démotivation → d'où l'assistance de douches et latrines dans certains parcelles/ ménages. • • 	7% # pierres (%)
	Hygiène promotion <ul style="list-style-type: none"> • Construction des étalages pour mettre les ustensiles / assiettes de cuisine ; • Éviter les microbes ; • Amélioration de la connaissance de moments clés de lavage de mains ; • 	Hygiène promotion <ul style="list-style-type: none"> • RAS • • • 	7% # pierres (%)
	Hygiène kit	Hygiène kit	

	<ul style="list-style-type: none"> • La sécurisation de l'eau à boire dans des récipients propres grâce aux bidons reçus ; • Utilité de tous les articles reçus • Bassin pour nous laver • Le savon à lessiver nos habits etc. ; • Les serviettes hygiéniques ont aidé les femmes pendant leur période menstruelle • Les sous-vêtements dans la protection dans la protection de notre intimité ; • Le bassin pour se laver les mains ; • 	<ul style="list-style-type: none"> • Certains ménages n'étaient bénéficiaires. • 	14 % # pierres (%)
	<p>Latrines de démonstration et urgence</p> <ul style="list-style-type: none"> • Connaissance sur la construction des latrines sur un sol sablonneux avec protection de parois de la fosse avec de stick de bois, • Réduction de la défécation à l'air libre avec la présence des latrines dans plusieurs ménages. • Octroi de lave mains aux 3 latrines construites à l'école. 	<p>Latrines de démonstration et urgence</p> <ul style="list-style-type: none"> • RAS 	4 % # pierres (%) Ils ont déclaré avec donné le pourcentage de 4 au volet latrine car les latrines étaient au bénéfice des élevés pas pour la communauté.
	<p>CFW</p> <ul style="list-style-type: none"> • N/A • • 	<p>CFW</p> <ul style="list-style-type: none"> • N/A • • • 	# pierres (%). Pas d'activités cash for work dans le village XXXX mais c'est la communauté du village voisin XXXX qui a travaillé dans le cash for work pour ouvrir la route.
	<p>AGR</p> <ul style="list-style-type: none"> • Mise en place des AGR ou investissement dans les actifs productifs (petit commerce, élevage, moto, vélo etc.) • Permis à acheter la nourriture, construire la maison etc. • • 	<p>AGR</p> <ul style="list-style-type: none"> • Certains ménages de notre village n'ont pas bénéficié l'assistance en AGR. → cible par zone 266 ménages seulement selon la répartition de la cible total de 800 ménages à assister. • • 	60 % # pierres (%) Selon les participants au FGD, le volet AGR a été le plus important car cette activité les a permis de se relever en mettant des activités génératrices des revenus (petit commerce), ou investi dans les actifs productifs (élevage, achat de moto d'occasion pour mettre ça dans le transport, vélo, achat de semences et voire même se nourrir avec les bénéfices qui découlent des activités AGR

CIBLAGE DE SECTEURS ET DES BÉNÉFICIAIRES [20m]		Heure de début :12h 42	Heure de fin : 13h 10
Instructions	Notes	Notes générales	
<p><i>Comment était-il décidé de faire le ciblage par rapport aux secteurs d'appui et les activités ?</i></p> <p><i>Comment était-il fait, le ciblage de bénéficiaires, et alors, qui peut obtenir les avantages de l'approvisionnement en eau, assainissement, articles non alimentaires kit d'hygiène et Abri ?</i></p> <p><i>Quelles ont été les plus fortes influences dans cela ? qu'est qui a influencé de plus ?</i></p>	<p>Plus influent sur la prise de décision concernant ce qui devrait être fait et qui en a bénéficié - classés par importance</p> <ol style="list-style-type: none"> 1. CONCERN lui-même 2. 	<p>Ciblage de secteurs : Quant au ciblage de secteurs : les participants au FGD pensent que c'est CONCERN lui-même qui a sélectionné leur village sans aucune influence.</p> <p>Ciblage de bénéficiaires : Le ciblage des bénéficiaires : - Le ciblage des bénéficiaires aussi c'est CONCERN lui-même qui est venu dans le village. → Ciblage communautaire avec l'aide du comité local de sélection pour faire la présélection des ménages et CONCERN est passé avec les enquêteurs pour faire le ciblage sur base de liste du comité de local de sélection</p> <ul style="list-style-type: none"> • Aucune influence n'a été cité par les participantes au FGD. 	
<p>Quels critères ont été utilisés pour décider qui a reçu quelque</p>	<p>Critères définis par le groupe</p> <ol style="list-style-type: none"> 1. Pas une connaissance sur les critères établis 2. 	<p>Pas une bonne connaissance claire sur les critères établis</p>	

chose et qui n'a pas reçu	3. 4.	
Est-ce que CONCERN a rendu ces décisions différentes de celles des autres organisations ? quelle était la différence ? Groupe discuter et ensuite la liste des différences.	En quoi Concern était-il différent en ciblant des organisations apparentées à d'autres organisations (par exemple, une ONG) ? 1. 2. 3. 4.	CONCERN fait une sélection sélective des bénéficiaires suivant des critères tandis que les autres ONG nous avaient aidé tout. La sélection des bénéficiaires suivant le critère
Quels sont les groupes qui ont les besoins mais n'étaient pas ciblés ?	Groupes qui ont besoins mais non ciblés (définis par groupe) • • RAS • •	- Certaines vulnérables → le critère de sélection

Nous allons marquer individuellement notre satisfaction dans la façon dont on a décidé ce qui serait fait dans la communauté. Demander aux participants de couvrir les yeux avec une main et pas de coup d'œil (faites ça comme une blague) et avec l'autre main levez les doigts. Si vous êtes complètement satisfaits de la manière dont vous avez décidé de ce qui a été fait, mettez 5 doigts en haut, si vous êtes complètement insatisfaits levez le poing avec sans doigts ; et si vous êtes entre les 2 (satisfaction et insatisfaction), levez 1,2,3,4 chiffres selon le degré de votre satisfaction.

Satisfaction quant à la prise de décision – ciblage des secteurs	Participant	#1	#2	#3	#4	#5	#6	#7	#8	#9	#10
	Genre	H	H	H	H	H	H	H	H	H	H
	Score	2	2	2	3	2	3	5	4	4	3

Satisfaction sur le ciblage des bénéficiaires	Participant	#1	#2	#3	#4	#5	#6	#7	#8	#9	#10
	Genre	H	H	H	H	H	H	H	H	H	H
	Score	3	3	2	2	1	2	3	4	4	1

Notes générales

La satisfaction sur le ciblage des secteurs : les participants

La satisfaction sur le ciblage des bénéficiaires : certains participants n'ont pas été content du fait que le ciblage des AGR était sélectif pas global pour tous les ménages.

EFFICACITÉ – COMMUNICATION [20m]

Heure de début : 13h 05

Heure de fin : 13h 30

Concern veut apprendre à mieux communiquer pour mieux faire. Pouvez-vous discuter et énumérer quels sont les moyens de communication que CONCERN a communiqué avec ce qui se passe dans le programme ? CRM rapide et évaluations si nécessaire, ainsi que réunions en face à face avec le staff ou Focus Groups. Écrivez ou dessinez sur une feuille les moyens dans lesquels les groupes selon quels moyens a mieux fonctionné a communiqué – ramasser les 100 pierres et comme un groupe, selon quel moyen qui a mieux fonctionné.

Rédiger ou dessiner sur une feuille des exemples de changements définis par la communauté résultant de la communication incluant le CRM

Méthode de communication définie par la communauté	% fonctionné le mieux empiement	Notes générales : Pour les participants pensent que le moyen de communication avec CONCERN était de mettre la plainte dans la boîte à plainte. Mais pas réponses à nos plaintes de la part de CONCERN.
Boîte à plaintes	Pierres (%)	
	Pierres (%)	
	Pierres (%)	
	Pierres (%)	
	Pierres (%)	
Exemples de changements définis par la communauté	Notes générales : Les participants pensent communiquer directement avec le staff CONCERN car nos plaintes mises dans la boîte à plaintes ne reçoivent pas de réponses.	
1 parler directement avec le staff de CONCERN		
2		
3		

RELOCALISATION ET INTÉGRATION [20m]

Que vous envisagez de retourner ou de vous intégrer ?

- Intégration
-
-
-

Notes générales

Les IDPS du village XXXXX se sont déjà intégrés et ne pensent jamais retourner dans leur village,

Relocaliser

Intégrer

Notes générales

Défis Quels sont les principaux défis à relever pour la relocalisation ou l'intégration ? Classer par importance	<ul style="list-style-type: none"> • Les IDPS n'envisagent pas se relocaliser ou retourner dans leur village d'origine • • • 	<ul style="list-style-type: none"> • Manque des moyens de subsistance • Accès limité à la nourriture et aux AGR • • 	RAS									
Demandez au groupe de discuter et de définir en tant que groupe d'un à cinq est-il possible (au cours de la prochaine année) de déménager	Faisabilité de relocaliser	Participant	#1	#2	#3	#4	#5	#6	#7	#8	#9	#10
		Genre	H	H	H	H	H	H	H	H	H	H
		Score	0	0	0	0	0	0	0	0	0	0
Demandez au groupe de discuter et de définir en tant que groupe d'un à cinq est-il possible (dans la prochaine année) de s'intégrer ?	Faisabilité d'intégrer	Participant	#1	#2	#3	#4	#5	#6	#7	#8	#9	#10
		Genre	H	H	H	H	H	H	H	H	H	H
		Score	5	5	5	5	5	5	5	5	5	5

Appendix 6 - Tables for Graphs

Table in Impact – taken from budget not expenditure

5. SUB-AWARDEE SUPPLIES		
Water Points and treatment	\$	414,000.00
Rehabilitation and protection of water points (boreholes and dug wells)	Wells	270,000
Water support subsidies for IDPs	HH	28,000
Water Testing Kit	Kit	4,000
Rehabilitation and protection of Springs	Springs	48,000
Water treatment Maintenance Units (Average Monthly Cost)	Month	48,000
Training of Water Management Committees members	Members	16,000
Hygiene Kits and Promotion	\$	240,250.00
Households Hygiene Kits	Kit	133,250
Training of community health volunteers	Volunteers	16,000
Hygiene IEC materials for community health volunteers	Volunteers	16,000
WASH'em	Unit	20,000
Hygiene promotion activities	Unit	55,000
Latrines and washing facilities	\$	75,000.00
Emergency latrines construction	Latrine	45,000
Construction of emergency washing facilities	washing unit	30,000
Cash for Work	\$	212,000.00
Materials for CfW (road rehabilitation)	Unit	12,000
Materials for CfW (bridge rehabilitation)	Unit	48,000
Distribution of cash to CFW beneficiaries	HH	140,000
CfW Visibility	Unit	12,000
Income Generation Activities	\$	166,250.00
Cash transfer to initiate IGA	HH	160,000
Training for IGA	Sessions	6,250
Transport of supplies - NOT INCLUDED IN GRAPH		
Truck hire For Fuel and program materials	truck	72,000
SUB-TOTAL SUPPLIES		1,179,500