

A Review of CaLP's Work in the MENA Region and More Broadly

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Executive Summary

The Middle East and North Africa (MENA) region exemplifies many of the successes and challenges for humanitarian CVA; programming ranges from large scale initiatives such as the Emergency Social Safety Net (ESSN) to NGO cash consortia to sector specific initiatives. In this context, CaLP has played a crucial role as a convener and a facilitator. CaLP's activities between 2018 and 2020 in the MENA region offer best practices – and provide indications of the opportunities and challenges CaLP will face when implementing its new strategy.

This evaluation assesses CaLP's overall contribution to building an enabling environment for CVA programming in the region and more broadly. It assesses past project objectives, considering the MENA context and project aims, and reflecting on the rapid shifts in context. It reflects on the CaLP MENA operation and, to the extent possible and relevant, CaLP global initiatives, to frame future projects and regional engagement approaches. The evaluation focuses on the effectiveness, relevance, and coherence components of the OECD DAC criteria. Effectiveness was measured against the logical framework, and relevance against priorities identified by the literature and key informants. Coherence was measured using an approach specific to networks; network connectivity, health and results were analysed. This approach was taken in order to support forward-looking analysis and recommendations; the analysis and recommendations must be viewed in the context of the fact that the implementation of CaLP's more networked strategy started towards the later end of the project.

Effectiveness: CaLP broadly met the objectives identified in the project logical framework. It conducted capacity building, knowledge management, coordination and policy and advocacy activities across the region in accordance with plans. In the context of COVID-19, with limited travel options and partners and members trying to manage large scale programmatic upheavals, CaLP's capacity to meet objectives constitutes a success.

- **Capacity Building:** CaLP delivered on many of its capacity building commitments, despite the difficulties posed by COVID-19. CaLP took the opportunity to develop blended learning approaches and translate training materials into Arabic; this is a critical step that will improve access to training and basic skills for field staff and local NGOs. There continues to be a strong demand for training that is tailored to the context and delivered in Arabic.
- **Knowledge Management and Learning:** CaLP largely delivered on the learning priorities outlined in the project, with materials being well-received by stakeholders. The ongoing efforts to make materials more accessible in Arabic and to ensure a better repository for Standard Operating Procedures (SOPs) should be continued and strengthened. Social protection, currency and liquidity challenges, as well as accountability in large-scale programs were identified as continued priorities.
- **Coordination:** In the first part of the project period staff turnover posed a challenge for coordination, though staffing stability was achieved over time. Staff turnover contributed to inconsistency in convening and conducting meetings. However, there is overwhelming desire for coordination activities to continue and to be undertaken with more structure. CaLP's role in technical convening and providing a peer-to-peer networking forum was seen as very positive for CVA actors in the region.
- **Policy and Advocacy:** CaLP achieved its policy and advocacy targets. It is notable that CaLP's advantage in the policy field was its link to operations - its rootedness in and understanding of operational issues gave it a legitimate voice in policy forums.

Relevance: CaLP's activities were perceived as highly relevant, particularly during the COVID-19 pandemic - but there were some areas which CaLP should address through a deeper and more structured approach and deeper engagement, most notably localisation.

- **COVID-19:** CaLP engaged strongly, purposefully, and immediately with the COVID-19 response. The first phase response was strongly in line with CaLP's intention to be a networked organisation - a crowdsourcing approach was used that both built on CaLP's technical expertise and supported network members to collaborate. It was highly appreciated. CaLP also conducted two MENA information-sharing and learning events about COVID-19 response, with Cash Working Groups (CWGs).
- **Social Protection:** CaLP has invested strongly in developing an evidence-base regarding humanitarian cash assistance and social protection. In this area, CaLP serves two roles: raising awareness and supporting operationalisation as a facilitator. Informants found CaLP's concrete operational support to be useful; they pointed to this intervention as a potential best practice.
- **Digitalisation:** Digitalisation has been a priority at the global level for CaLP in the last years, but while CaLP has made progress, it is not yet seen as a leader. Regionally, specific efforts to engage with digitalisation have been limited. CaLP's resource library has only seven documents addressing digitalisation specifically in the MENA region.¹ There is strong demand for more.
- **Localisation:** CaLP has been engaged at a global policy level on localisation - though engagement at the MENA region specifically has been limited. Translation of materials into Arabic represents a prerequisite for engagement. CaLP has started translation efforts over the course of the GFFO funded project, and progress was made, with more materials available in Arabic and translation now routinely considered. However more remains to be done. Some key capacity building materials and key tools were not available in Arabic; this was a limiting factor for meaningful engagement.
- **Scale and Humanitarian Cash:** The issue of scale refers to the fact that humanitarian CVA is, increasingly, being delivered at scale by UN agencies; as this shift takes place it can be challenging for smaller agencies to find their place, and for a range of sectors to be appropriately recognised in cash programming. CaLP engaged on this issue, including by outlining a systematic analysis of the shift in the State of the World's Cash report – but this could have been enhanced by developing a 'frame' for the issue and encourage collective buy-in. There is demand for thought leadership on this topic and this could be an opportunity for engagement in the next project period.

Coherence: For CaLP, the coherence criterion can be used to assess the degree to which CaLP's network approach serves its purpose. To delve into the network approach, the consultants are using a framework developed by Network Impact/Centre for Evaluation Innovation's approach², which identifies three pillars of network evaluation. *Network connectivity* refers to membership in the network and the structure of the network. *Network health* refers to the resources at the network's disposal, the infrastructure and internal systems of the network, and the capacity for joint value creation. *Network results* refer to the outcomes and impacts of the network - or whether the network achieves tangible change. This structure and framework was adopted to support forward-looking analysis; it aims to support CaLP in identifying steps to support roll out and implementation of the 2020 strategy. At the start of the GFFO project period, CaLP had not yet identified the network approach as an objective; as

¹ 'Digitalisation' refers to the themes of blockchain and cryptocurrency, data protection and digital payments. The items available are: (1) World Vision's Roadmap and Milestones, (2) Oxfam's note on stepping up CVA with COVID-19, (3) 2 CCD notes, on linking social protection and CVA in COVID-19 and on Grand Bargain accomplishments, (4) CaLP's presentation/webinar on remote registration and verification, (5) 2 documents on mitigating risk of abuse of power. While these are interesting, they do not address demand on, for instance, use of digital wallets in Jordan, etc.

² http://www.networkimpact.org/wp-content/uploads/2014/10/NetworkEvalGuidePt2_Casebook_Rev.pdf

such, this section aims, not to comment on CaLP's achievements in the last period, but rather, to reflect on opportunities and risks going forward.


- **Network connectivity:** CaLP currently consists of over 90 members, and its membership spans a range of agencies including UN and INGO actors. Private sector actors also play a role in CaLP; this is a benefit and provides opportunity for stronger engagement on digitalisation. The membership includes few local NGOs - only 4 from the MENA region³ - and few dedicated development and social protection actors such as Development Pathways and HelpAge International. Some key actors, such as ILO and the World Bank, are not members.⁴ CaLP communicates across this network of members through a variety of channels (e.g., website, DGroup, newsletters, training, CashWeek) that are broadly considered effective. As the new strategy is being put in place, and due in part to its existing infrastructure, there is a perception that CaLP is an anglophone organisation; this may restrict membership and future connectivity, particularly in the MENA region.
- **Network Health.** CaLP's human resource profile in the region has stabilised and improved over the project period. New staff are being recruited; this is an essential and positive step, as CaLP's resources are currently too stretched to allow it to participate in some key forums and discussions. For the project period, an adequate level of funding was secured to support the planned work and staffing structure. Until now, CaLP has taken a more partnership-based (rather than network-based) approach to determine research priorities and advocacy priorities. As the network grows, however, tensions are also growing about where CaLP invests its resources. Development of clear and transparent processes around prioritisation may reduce these tensions and issues. Similarly, more coordinated engagement with the global and regional levels of UN agencies may support smoother decision-making as the network expands. CaLP has a clear added value and advantage for members - but to maintain and leverage this, it will need to develop infrastructure and systems (eg clear processes around selection of research priorities and selection of case study countries, explicit guidance on coordination processes and norms, etc).
- **Network Results.** CaLP has defined a strategy that is consistent with its added value and strengths - but there is confusion within the network regarding: (1) what specific support to expect from CaLP, and (2) on what subject matters within humanitarian CVA they should focus their engagement with CaLP. It will be challenging for CaLP to generate results through a network approach unless more is invested in communicating with the network and ensuring a clear understanding between CaLP and its members.

Recommendations: The consultants have included a variety of recommendations through the report, but the critical, larger scale recommendations can be summarised as follows:

- CaLP should develop specific value propositions for different types of network members. Specifically, CaLP should develop value propositions for local organisations considering becoming members, as well as UN agencies who have joined recently and potential social protection members. Such propositions should explain the types of support and engagement CaLP can offer and be tailored to the target type of actor.
- CaLP should invest in outlining processes of engagement to support the network: these should include processes for identifying priority themes for research, processes for identifying countries for

³ Of the 4 members, 2 joined within the last GFFO project period; this demonstrates that CaLP is starting to make efforts internally to address localisation issues.

⁴ While these actors are not members of CaLP, CaLP does engage with them on a range of specific activities and within the context of regional and global forums.



more extensive engagement, and documentation of what CaLP considers to be neutral and appropriate facilitating and convening, particularly regarding UN agencies. CaLP should support this by ensuring that engagement is coordinated between global and regional levels.

- CaLP should build on efforts to support localisation and recognise that providing materials in Arabic is only a prerequisite. Conducting webinars and training in Arabic, expanding the network to include more local NGOs from the MENA region, promoting tools and resources on social media in Arabic, and developing a value proposition for and with local actors will support a substantive approach to localisation.
- CaLP should continue to build on its recognised technical expertise and should establish a reputation for supporting uptake at an operational level. CaLP's strongest successes in the region - the COVID-19 response and the social protection work - have been due to achievement of tangible operational results. Policy and advocacy measures, as well as coordination measures, should continue to be strongly linked to operations.
- CaLP should conduct a re-visioning of its engagement with coordination; this includes piloting a re-designed CWG leads meeting that prioritizes thematic discussions and learning, prioritising regular engagements, and developing smaller communities of practice.



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The report presents the views of the authors and does not necessarily represent the views of GFFO or CaLP.

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Context

Following the Grand Bargain agreement in 2016, humanitarian cash and voucher assistance (CVA) is now a widely accepted and critical component of every humanitarian response. The question is no longer whether CVA will be a component of responses, but what approaches will be applied. As a result of continued advocacy, increasing proportions of annual funding are directed to supporting humanitarian CVA responses. Cash assistance regularly appears as a separate chapter in country Humanitarian Response Plans (HRPs) produced by UN Humanitarian Country Teams (HCTs). The COVID-19 pandemic has once again placed pressure on agencies to adapt their programming, including approaches to delivering cash assistance in a safe, dignified, and effective manner.

As the Grand Bargain enters its fifth year, questions surrounding next steps. Continued refinement of CVA approaches - including linkages with state systems, localisation, accountability, gender and inclusion, and rethinking cross-border and regional responses remain major priorities for the humanitarian community across responses and modalities. CVA actors must consider these priorities while also grappling with the need for improved accountability systems, data protection and security, and the need to adapt to changes in technology.

The Middle East and North Africa (MENA) region exemplifies many of the successes and challenges in CVA. While the region has some of the largest cash programmes in the world - the Emergency Social Safety Net (ESSN) in Turkey (EU/WFP) and Lebanon (World Bank/WFP) as well as the UNHCR cash assistance programme in Jordan - it also has the challenges that accompany programmes at scale: concerns about quality, accountability, data protection, and long-term solutions. The MENA region also hosts two of the largest NGO cash consortiums, the Cash Consortium of Iraq (CCI) and the Cash Consortium of Yemen (CCY) - both of whom have brought innovation but who are challenged to link programming to state social protection. Yemen, Gaza, Syria, and Libya are challenged by difficult operating environments with inconsistent access and state and non-state actor-controlled areas. Inflation, liquidity, and challenges surrounding financial service providers continually challenge CVA in these contexts.

The Cash Learning Partnership (CaLP) is a global network of over 90 member organisations and individuals. CaLP works directly with the humanitarian community to support areas of mutual interest and benefit: capacity building for staff (programme, monitoring, and support functions), investing in research and development of best practices, support for country-level Cash Working Groups (CWGs), and policy and advocacy.

To better engage with and provide support to its members, CaLP founded a Regional Office in Amman, Jordan in 2017. In 2018, CaLP received funding from the German Federal Foreign Office (GFFO) to support further expansion of regional presence that would facilitate more intensive engagement on capacity building, research and knowledge management, coordination support, and policy and advocacy objectives. This includes delivering a range of direct training initiatives, webinars, research initiatives, and development of tools (in English and Arabic). As the project nears the end of the implementation period, CaLP has contracted Meraki Labs to conduct an evaluation.

Purpose and Objectives

The evaluation of the GFFO-funded CaLP initiative to Improve Cash and Voucher Assistance in the MENA Region (2018-2021) aims **to assess CaLP's overall contribution to building an enabling environment for CVA programming in the region and more broadly**. It serves two purposes: (1) To capture learning from the programme in terms of what worked well and what could have been improved, for use by the CaLP staff team and will be used to help shape CaLP's future work; and (2) To assess progress against objectives and fulfil CaLP's agreement with GFFO for an end-term evaluation.

The evaluation aims to assess past project objectives, not only in the light of the MENA context and project aims and objectives, but also considering rapid shifts in context, upcoming challenges and the new CaLP global strategy. **It reflects on the CaLP operation in MENA and more broadly to frame future projects and engagement approaches.**

Approach

This evaluation adopts an analytical framework adapted to CaLP's nature as an evolving organisation which has taken the decision in the last funding period to adopt a network approach. The evaluation aims to be forward-looking: both to provide recommendations on activities, and to conduct analysis that supports CaLP as an organisation to move toward its vision of a networked approach.

Analytical Framework

The analytical framework for this project needs to balance two factors: on the one hand, CaLP is moving toward a structure in which it is a dynamic network aiming to work through a diverse range of partnerships to maximise the potential of humanitarian CVA, but on the other hand, the evaluation is conducted during a time period in which CaLP was determining its future strategy, and on a project structured along traditional lines, with a logical framework and concrete output and outcome indicators. To manage this tension, the evaluation takes a two layered approach.

The overall evaluation is conducted in line with the OECD DAC criteria; the project is assessed using the relevance, coherence, and effectiveness criteria. Efficiency, impact, and sustainability were excluded from the evaluation by design; there are limited robust tools to assess the efficiency of networked approaches, and impact and sustainability analyses would require a more in-depth approach, with more resources and a stronger data collection structure than was possible in this evaluation. Within the three selected criteria, the evaluators used specific and targeted approaches.

- **Effectiveness:** The criterion of effectiveness refers to “the extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.” effectiveness is assessed, in the context of this evaluation, against the logical framework, as well as some specific questions identified by CaLP in the Terms of Reference for this evaluation.⁵

⁵ Notably Question 1a: Were planned outcomes achieved (summary of outcomes and indicators annexed)? Question 1b: What reach was achieved in terms of scale (e.g. number of participants, downloads) and range of actors engaged and how did it contribute to achieving the intended outcomes? Question 1c: How did targeted audiences use the outputs generated by the programme?

- **Relevance:** The criterion of relevance refers to “The extent to which the intervention ... responds to ... needs, policies, and priorities, and continue[s] to do so if circumstances change.” The consultants identified five of the most significant regional and global priorities through literature and confirmed these through interviews. Key informants commented directly on the degree to which CaLP activities responded to these priorities. Contextual changes - including the consequences of COVID-19 - were factored into this portion of the evaluation.
- **Coherence:** The criterion of coherence refers to “The compatibility of the intervention with other interventions.” Given CaLP’s structure as a network, rather than an implementing agency, the coherence criterion can be seen, for CaLP, to refer to the success CaLP achieves as a network. To evaluate CaLP as a network, the consultants drew on Network Impact/Centre for Evaluation Innovation’s approach, which identifies three pillars of network evaluation. These pillars are network connectivity, network health and network results.⁶ The consultants aim, through the analysis and the recommendations in the Coherence section, to be forward looking. The purpose of this section is less to evaluate the activities conducted by CaLP – especially given that CaLP has only started the adoption of the network approach in 2020 – and more to provide reflections and recommendations to support successful implementation of the new strategy.

This evaluation framework builds on and corresponds to the questions outlined in the Terms of Reference and inception report; a detailed description is provided in Annex 1.


Methodology

This evaluation used a combination of desk review and key informant interviews to conduct the evaluation. This approach was selected for a combination of practical reasons, including the time allotted for the evaluation as well as the difficulty in adequately measuring performance quantitatively for this type of programme. As a result, there are several methodological limitations that may have influenced the results of this evaluation. The following section details the approach and these limitations.

Desk Review. Internal and external source materials were reviewed. Internal materials include project documentation for the GFFO funded project (proposal, logical framework, work plans, reports, requests for revision) as well as CaLP perception surveys, training feedback, data on downloads of research reports and activity trackers. External source materials comprise two major components: documentation produced by CaLP was reviewed, including case studies and research reports pertinent to the region and to the global context (*e.g.*, State of the World’s Cash Report) and evaluations and research from other sources were reviewed. In addition to considering research about cash and financial assistance, the consultants also reviewed literature on networks, influence, social impact, and evaluating networks/network approaches. The inclusion of network approaches and influencing took place to ensure that the evaluation framework was appropriate to CaLP’s structure, aims and organisation.

Key Informant Interviews. Key informant interviews were conducted with 27 actors. The actors were selected to represent a diversity of stakeholders, notably donors, UN agencies, INGOs, consortia, Cash Working Groups and CaLP staff. Respondents were identified by CaLP staff; where relevant, the

⁶ Network connectivity refers to membership in the network and the structure of the network. Network health refers to the resources at the network’s disposal, the infrastructure and internal systems of the network, and the capacity for joint value creation. Network results refer to the outcomes and impacts of the network - or whether the network achieves tangible change.



evaluators supplemented the list of interviewees through their personal networks. A semi-structured questionnaire was used to conduct the interviews. Inductive coding was used to identify major themes. Qualitative analysis was then cross-checked against existing literature to verify results. A full breakdown of key informants is provided in Annex 2.

Limitations

This study had multiple limitations. At an overarching level, COVID-19 represented a significant limitation, both in that it invalidated several of the assumptions on which the GFFO-funded project was based, and in that the evaluation could not be conducted in person. Another limitation was associated with the theory of change (TOC); the TOC in the project proposal was vague, which was appropriate given the evolving nature of CaLP but challenging to evaluate against. In addition, COVID-19 represented a challenge to the TOC that could not have been foreseen. Second, the evaluation relies on secondary data and qualitative primary data to assess results, neither of which represent adequate samples of the CaLP target audience. The evaluation has mitigated this limitation by deviating from the traditional evaluation approach and instead focusing on opportunities for CaLP to adjust to the cash landscape going forward. Third, the evaluators were not able to directly interview any local NGOs or local governments for this exercise. This represents a major limitation, as localisation was identified as an important factor for CaLP's continued relevance. Requests were made for contact details of relevant local actors, but no one was identified.

While not specific to this evaluation or CaLP in particular, this evaluation was subject to staff turnover inherent in multi-year projects. Several positions within the CaLP team had turnover, notably the Regional Representative position and the Thematic Analyst position. Similarly, there was a high degree of turnover in the environment (among donors, CWG leads and NGO and UN stakeholders). This is a key limitation as some key insights and lessons may have been lost because of turnover. The evaluation team has made efforts to combine multiple time-bound perspectives and triangulate with documentation on file.

Findings

This evaluation finds that CaLP is addressing the issues that are relevant to its members and the CVA community at large, with a few gaps in terms of approach and thematic areas of interest. Over the course of the implementation period, CaLP has spread in terms of scope and scale and has also amended its global strategy. The evaluation not only assessed the past project, but also took a forward looking approach in which some of the opportunities and challenges of using a network approach were analysed. The evaluation finds that moving to a more networked approach is appropriate; however, one of the potential risks associated with implementation of network approaches is overreach and lack of decisive vision in terms of mandate - and CaLP is facing this risk. By attempting to be as flexible as possible and serve as many needs as possible, CaLP runs the risk of unclear expectations from members and stakeholders about what practically to expect from CaLP. This is a particular challenge at the country operation-level. CaLP could also further leverage its strengths with some refinements in approach, more proactive strategic communication, and ensuring that practical solutions and support are not sidelined.

The following section is divided into three subsections - beginning with the narrowest components of the assessment and broadening out to overarching strategic issues. First, effectiveness of the

programme against key questions outlined in the evaluation TOR and priorities identified through key informant interviews. This section works to balance typical logframe-based output measurement against the flexible and responsive approach CaLP tends to take. Second, the overall relevance of the programme was considered. Several contextual factors and priorities were used to measure relevance, including COVID-19, social protection, digitisation, localisation, and economies of scale. The final section reviews the overall coherence of the project. To assess coherence, the framework developed by Network Impact/Centre for Evaluation Innovation was used due to CaLP's unique positioning as a network actor. It considers network connectivity, network health, and network results.

Effectiveness

The following section outlines the four output level objectives of the programme. While the introduction to each output reflects the project proposal and logframe activities, the Terms of Reference for the final evaluation focused the scope of the evaluation significantly to questions that CaLP identified as a priority to guide future work. To this end, each section also outlines the specific questions that were to be addressed for each component. Assessment of the effectiveness has been derived both from the interviews conducted for this evaluation as well as secondary research. Recommendations come directly from themes and concerns identified through key informant interviews.

Capacity building

Objectives in the GFFO Programme: Provide specialist capacity building services and advice.

Activities: The GFFO programme intended to support ongoing work in developing capacity building tools and the roll-out of further core courses and specialised training alongside the delivery of Training of Trainers courses. The programme also included adapting training materials to the MENA context in terms of subject matter content (e.g., digital payments and data protection, social protection, tailored market analysis). As part of CaLP's strategy to increase the availability of facilitated training sessions (versus online self-directed learning), CaLP also was to partner with two training providers that could be contracted by organisations with greater flexibility. To increase donor awareness and capacity of CVA programmes, CaLP also planned to conduct training for GFFO staff through a combination of in-person and virtual training. While all components of capacity building were affected by COVID-19 in some way, two components were removed completely because of the pandemic. First, CaLP MENA had intended to build on a pilot conducted in the West Africa region, the Building Individual Expertise Programme (BIEP) approach, through targeted support to one local organisation involved in CVA delivery in the same country and conduct a targeted capacity building roadmap to support their CVA process development (Activity 1.1.11). While this activity is still relevant, COVID-19 restrictions on travel and face-to-face meeting limited the feasibility of this activity. Similarly, face-to-face ToT sessions were no longer possible considering the contextual changes (Activity 1.1.4). The approach to capacity building going forward was significantly revised because of the new Global Strategy Process, which will see CaLP staff lead fewer trainings directly and greater emphasis on developing a network of certified trainers and focus on developing training materials. The new approach to capacity building aims to expand the reach of CaLP-certified trainings; it should increase availability of trainings, and ensure that trainings can be delivered at lower cost and with greater local context.

Implementation and progress against relevant key questions:

Were the planned outcomes achieved? How did they adapt to the changing context during the implementation period?

Many of the capacity building activities were completed in the initial two milestone periods (November 2018-March 2020) of the project implementation period. These included revising market assessment tools and training materials, developing one training partnership (RedR), and delivering four CaLP specialised training modules (two social protection modules and two MATT courses). Six core courses were delivered in late 2018 through 2019 in Turkey, Tunisia, Gaza (2), Lebanon and Iraq. After March 2020, many of the capacity building activities were significantly delayed as in-person trainings were cancelled and training materials were re-worked to be delivered in a facilitated online format. CaLP has recently piloted a remote learning course – Core CVA Skills for Programme Staff – which takes 30 hours over a 3-month period. This CaLP course includes both self-directed learning and facilitated training by accredited trainers. CaLP expects to use this format to deliver on training objectives for at least the remainder of 2021 due to ongoing COVID-19 challenges. CaLP managed to deliver four specialized ToT's online and deliver the GFFO capacity building sessions. While some capacity building activities were not conducted, primarily due to COVID-19 and associated travel and gathering restrictions, the overall target was, by and large, met⁷.

What difference did it make having resources more available in Arabic?

While the Arabic capacity building modules are still undergoing the editing and review process, it was widely acknowledged that English tools were not appropriate for a portion of the target audience in the region - particularly local organisations and more junior level staff. Training resources are expected to make a significant contribution to capacity building efforts in the region; however, several informants pointed to the need to ensure that in-person training was still an option as this was felt to be the most engaging and effective. It was recommended that CaLP conduct ToTs with trainers who speak Arabic and are likely to remain in the region to ensure capacity building activities can continue. This feedback reinforces CaLP's decision to increase the number of certified trainers. Working through local trainers will not only support sustainability and contextualisation, it will also help to manage risks associated with bringing external trainers to challenging areas where trainings can be cancelled due to security.

How did the views of CaLP members and other stakeholders inform revision of-planning and prioritisation?

Key informants nearly universally felt that capacity building was one of the core value-adds of CaLP in the region, both in terms of improving capacity, but also in terms of ensuring common language between stakeholders, setting common standards, and ensuring that technical advice and support needs were being directed towards the CaLP library and online training portal. There were concerns that changes to capacity building approaches and follow up on cancelled or previously requested training were not always clearly communicated. Stakeholders interviewed for this evaluation feel that, while remote training and learning were welcome, in-person training is still the most effective and engaging approach. It should be noted that feedback from the online trainings is very positive, including on engagement⁸. It was universally agreed that the re-adjustments caused by COVID-19 should give CaLP the opportunity to reevaluate the capacity building approach to ensure that local and national NGO staff are prioritised in the future.

⁷ CaLP in MENA had to cancel the BIEP, 2 core CVA courses in Yemen and specialised courses in Syria and Iraq. These activities are being taken forward in the upcoming period.

⁸ It is possible for feedback from online engagements to be positive – reflecting participants' views that they learned and benefited from the course – while interview respondents still find that, comparatively, in person training is preferable. It should be noted that there are limited possibilities to ask comparative questions in regular ongoing monitoring.

“I have noticed that there is a strong need to first build the capacity of local partners. They simply do not have the same opportunities to learn as the INGOs, who can bring in trained staff from other operations or their HQ”.

There was generally a demand expressed, particularly on the part of CWG coordinators, for more specialised learning modules. This is associated with the high capacity to conduct cash programming in the MENA region; as teams in some (but not all) countries are already proficient in the basic skills, a need has developed for specialisation. CaLP has made efforts to meet this need with, for example, new courses that provide training and information on linking CVA and social protection. There is however high demand and more specialised courses could be developed.

How relevant were changes made as a result of COVID-19?

CaLP conducted a major, and successful, pivot as a result of COVID-19. Prior to COVID-19, CaLP’s primary mode for course delivery was in person, and it had just finished piloting its first blended learning course. When the pandemic hit, CaLP rolled out the blended module more extensively than originally anticipated, and also transitioned another core course to online delivery. COVID-19 necessitated a shift in CaLP’s way of working around capacity building. CaLP’s success in completing the change was due both to prior investments – for example in the blended learning pilot – and significant investment on the part of the CaLP team.

Recommendations:

1. Communicate the revised training approach to all stakeholders via the CWG and membership.
2. There is ongoing demand for CVA core modules, Market Assessment Training, and CVA for Support Staff - particularly from local and national organisations who overwhelmingly would require these trainings in Arabic.
3. CaLP should continue to develop and run specialised modules.
4. Continue developing region-specific training modules to accompany each training package to ensure that examples are relevant and relatable.

Knowledge Management and Learning

Objectives in the GFFO Programme: Make the evidence base easily accessible, improve it and apply it through standards and tools.

Activities: Knowledge management and learning activities practically are focused on research and evidence development. The programme has focused on thematic briefings and studies, events, and workshops (including webinars), and building engagement with stakeholders in the MENA through these activities. Output 2 included one activity linked to making training materials available in Arabic. While this is considered under Output 2 in the logframe, this was considered under the capacity building outcome. Several activities were discontinued during the realignment of the project due to COVID-19-related programmatic changes. First, the development of the regional knowledge management and learning strategy was combined with the development of the overall regional strategy. The activity focused on creating linkages with regional fora (1.2.6) was removed due to repetition with conducting learning events, workshops, and product launches (1.2.4). While COVID-19 changed the way Output 2 activities were conducted, it was not assessed to be as disruptive; remote research and online workshops were viable alternatives.

Implementation and progress against relevant key questions:

Were planned outcomes achieved?

Over the course of the project period, CaLP has continually maintained and updated its web presence. This includes ensuring that some components of the website are maintained in Arabic, though there is still significant work to be done to ensure regionally relevant blog content and case studies are translated and communicated out through social media in Arabic. CaLP has published multiple synthesis, studies, and supporting materials (*e.g.*, regional social protection crib sheets, COVID-19 adaptations) over the course of the grant period. Informants for this study appreciated the emphasis being placed on linking CVA to social protection systems both through the case studies produced for Yemen and Iraq, but also the work on the regional crib sheet and the global report on linking social protection and humanitarian assistance. Some of the positive feedback (specifically on toolboxes, global reports and synthesis reports) is the result of investment by CaLP in being a knowledge repository and synthesising agent. This investment was made in direct response to recommendations from the baseline survey. These issues were highlighted as areas of focus for the next three-year period and CaLP was seen to be playing an important role as convener on these issues. CaLP's key role was underlined by the World Bank's recent push to highlight the importance of social protection reform in the region, including the importance of linking state social protection strengthening efforts with humanitarian response (See: World Bank, 2020). All targeted webinars were conducted; most recently, the CVA for Health Outcomes webinar that included a case study from Jordan. Further initiatives were ongoing at the time the evaluation was conducted including a health synthesis study and webinar.

How did targeted audiences use the outputs generated by the programme? What evidence is there that CaLP's work has influenced different target groups?

Informants consistently indicate that CaLP has done a significant amount of work to become the single most important site for accessing CVA tools, resources, and relevant case studies; the CaLP resource library is considered a 'go-to'. In general, informants believed that publications, blogs, and outreach sessions (*e.g.*, webinars, podcasts, events) run by CaLP were high quality and consistently relevant to needs on the ground. Furthermore, CaLP was also perceived to produce trustworthy work as they are not an implementing body and thus are more likely to publish research which can be critical of gaps and weaknesses in CVA, while also remaining fair. Thus, CaLP gains legitimacy through having an 'outsider' perspective on CVA.

"People perceive it to be neutral; CaLP has a high degree of trust and legitimacy".

In general, there was overwhelming demand for both continued country-level research support as well as more regional synthesis on issues of mutual concern. CaLP is seen to be filling a major gap in this regard as country-level research is typically conducted only as relevant to certain implementing partners (*i.e.*, will be biased towards the needs of that specific agency in terms of geography, research questions, etc.).

"We rely on everyone else to support studies on behalf of all members. I hope CaLP can sponsor research that [CWGs] need but do not have the resources to prevent us from just relying on the kindness of NGOs to address national issues we see".

Similarly, few partners are able to sponsor regional work on CVA-related issues consistently - despite the fact that many key challenges identified are regional issues (*e.g.*, social protection linkages, inflation, liquidity crises, barriers to accessing formal financial services and mobile wallets). Regional work done by CaLP on these issues once again benefits from the perceived legitimacy of CaLP's analysis.

Dissemination of learning material takes place, in general, effectively. CaLP is seen to be a key resource and repository for knowledge, both globally and in the region. In order to support more regional and contextual dissemination, it may be useful to build on existing Arabic dissemination channels, and potentially to build new channels. LinkedIn is currently used to disseminate information, and is gaining traction, with regularly increasing views and likes. It would also be possible to start an Arabic language or regional Twitter account to disseminate information.

How relevant were changes made as a result of COVID-19?

CaLP readjusted its knowledge management and learning priorities as a result of COVID-19. The most significant changes are discussed in the Relevance section; they consisted of acting as a repository for cash actors in the initial phases of the crisis, conducting learning and exchange sessions for MENA actors and developing evidence and learning about sector specific (notably health) cash interventions. CaLP knowledge management actors also undertook specific new projects to support global actors to better understand how to manage major cash inflows made to mitigate the effects of COVID-19. All of these adjustments were very well received by partners, and demonstrated the capacity of CaLP to ensure that knowledge products are suited to contextual changes and partner needs.

Recommendations:

5. CaLP should continue to prioritize the development of research and knowledge products. Both country-specific and cross-regional thematic issues were acknowledged to have different but equally important roles in changing approaches and to use for advocacy by implementing agencies.
6. CaLP should consider revising the CaLP library to have a section or a Collection that includes only CaLP produced regional SOPs, checklists, and guidance documents. Some informants found that the search function could be more effective in targeting key words and concepts.
7. CaLP should be added as an author in the filter list for the online Resource Library.
8. Develop and maintain a regional or Arabic language twitter account that can highlight resources in English and Arabic to increase reach. Continue to disseminate material through LinkedIn.
9. Several key thematic topics were identified as priorities for the next three-year period: (1) social protection linkages; (2) inflation, liquidity, and the ethics of 'hard currency'; and (3) integrating participatory approaches into large-scale cash programmes.

Coordination

Objectives in the GFFO Programme: Address coordination blockages and provide specialist support.

Activities: Coordination activities outlined in the GFFO-programme may be better considered 'coordination supportive' activities rather than coordination itself. Specifically, CaLP MENA planned to support Cash Working Groups (CWG)⁹ in peer-to-peer learning sessions, developing regionally relevant coordination support and guidance tools, and providing technical support to country-level CWGs. A total of six in-country bodies (of nine) were intended to receive specific support. To support regional coordination priorities at the global level, CaLP MENA also proposed ensuring regional coordination learning was documented and shared globally.

Implementation and progress against relevant key questions:

⁹ Also 'Basic Needs Working Groups' in some regional contexts.

Were planned outcomes achieved?

Coordination activities in MENA were initially disrupted due to ongoing staffing challenges in the regional office. This included recruiting delays in the early project period and then later a staffing gap for the Regional Manager position. Additional staff turnover during the early COVID-19 period also occurred. This was paired with regular turnover in CWGs themselves. As personal relationships between CaLP staff and CWG leads is essential for coordination, such turnover and lack of consistency in the role was identified as a major barrier to progress in this area - though it is acknowledged to be significantly improved from early 2020 to present. This included more one-on-one outreach to CWG leads. Coordination actors overwhelmingly acknowledged this to be an important role for CaLP and believed it important to continue, particularly considering the MENA region lacking a Regional CWG. The Cash Coordination Tip Sheet was seen as a success, though some actors pointed out that CaLP could have disseminated this tip sheet more actively to a wider audience to ensure common knowledge and understanding. It is also likely, given the complexities associated with coordination, that this tip sheet will require regular revision in order to remain relevant.

How did targeted audiences use the outputs generated by the programme?

Despite the clear desire for CaLP to continue playing this role, there was ample feedback from coordination actors regarding the current format of coordination supportive activities. In-person and virtual meetings were not perceived to be occurring on a regular or predictable basis or with clear consistent objectives. CWG leads generally felt that the meetings had a lot of potential and were important for them to build loose connections with their peers in other country contexts and to stay in-touch with CaLP. Informants indicated that meetings would benefit from clearly defined thematic focuses, with an external expert(s) on the selected theme joining the meeting to give a short presentation and provide advice. For example, several informants mentioned the pressure they feel to provide advice on CVA and protection, though they do not feel like they adequately understand the issue and would benefit from specific discussions with a protection expert and CaLP through this forum. While many informants expressed interest in hearing what their counterparts were doing, they did not generally feel that a meeting format was the best for this as (virtual meetings particularly) were long and were less engaging. It was suggested that updates could instead be shared in a pre-meeting newsletter in bullet points, and the meetings could be kept to discussion. This would minimise the risk of “convening for the sake of convening” and keep discussions focused.

CaLP is currently undertaking efforts to support more streamlined and smooth coordination. Prioritisation of thematic discussions is currently taking place, as are targeted internal and external consultations. These efforts are all indications that CaLP is starting to address issues identified by coordination actors. More and continued effort will be required, however, for CaLP to ensure that these initiatives are understood by CWG actors, embedded in the process, and appreciated. Coordination efforts can often take a long time to be fully understood by all actors, so it is normal that new initiatives take time to gain traction.

What communication platforms do practitioners use to access CaLP resources and engage?

The appetite for more ‘issue-based’ meetings was reflected in broader feedback looking to establish ‘communities of practice’ around certain issues. CaLP was seen to have a role in establishing and maintaining more issue-focused technical experts and interested parties in the region to have ongoing virtual meetings and discussion groups to advance key issues (e.g., social protection linkages, inflation, accountability and participation, data protection). It was also generally acknowledged that one of the key benefits of building coordination support groups or communities of practice were in-person meetings where informal networking and discussions are equally as valuable as the content of the meetings themselves. In this sense, there is a desire to continue online meetings for budget, time constraint, and environmental reasons - but to occasionally offer in-person options.

In general, interviewees who participated in the evaluation accessed CaLP materials because of the network's reputation for quality within their organisation and the humanitarian community. Where information was disseminated, it was often disseminated through the technical newsletters. An appetite was expressed to receive the newsletters more frequently, and in Arabic. While D-Groups were considered useful, they were often found to be repetitive and general; the issues may be addressed through more active curating of the D-Groups discussions. Some demand was also expressed for an Arabic D-Group. LinkedIn has also been used by CaLP for dissemination, and page and post views have been steadily increasing. LinkedIn was not mentioned by respondents as an avenue for dissemination – but it is likely that as page views increase, the dissemination tool will become more effective. Wider dissemination of CaLP products could be seen as useful. Such dissemination efforts could consist of regional or Arabic language twitter feeds.

How relevant were changes made as a result of COVID-19?

CaLP adjusted its approach to coordination due to COVID-19. Meetings were held online and remotely rather than in person, and more one on one coordination efforts were made. Despite the investment of time into these efforts, however, the coordination response to COVID-19 was not fully successful. This is in part due to the nature of online communications – it can be very challenging for participants to maintain focus on long virtual meetings. Similarly, some respondents mentioned that a key benefit of coordination was, not the meeting itself, but the discussions and connections formed over lunch breaks, coffee, etc; it is challenging to reproduce this dynamic in a virtual setting. Finally, the timing of COVID-19 was not optimal. CaLP had difficulties in establishing coordination between CWGs, as outlined above. Efforts made to adopt new approaches to meetings coincided with the onset of COVID-19 and the start of virtual meetings. It was challenging for the new approaches to be highlighted, and to be fully successful, in the pandemic environment. It should also be noted that a key technical staff member left her position due to COVID-19, thus exacerbating the situation.

Recommendations:

10. Pilot a re-designed CWG meeting style that prioritizes thematic discussions and learning for CWG leads, with updates shared in a pre-meeting newsletter or email, building on CaLP's ongoing work.
11. Ensure regional meetings are scheduled for the entire year. Some meetings could be thematically labelled in advance due to external priorities (e.g., HRP preparation). Suggesting other thematic topics with identified technical experts who can join to offer advice would help bring members together over a common purpose. Each meeting should have a concrete offer – bring in external expertise to address these questions.
12. Develop, in line with ongoing efforts, smaller 'communities of practice' not limited to CWG members to discuss priority issues and serve as a key feedback board to CaLP for higher level advocacy, coordination, and research priorities. Consider targeting other prominent CVA actors (e.g., Cash Consortium of Yemen/Iraq, CAMEALEON) and local and national NGOs to specific topics of interest.
13. Cash coordination tip sheet requires more investment on roll out, particularly given turnover in the CWGs across the region. It is recommended that revisiting the Tip Sheet annually would allow for continual updates and continued awareness of the resource. CaLP is already working on implementing this recommendation.

Policy and Advocacy

Objectives in the GFFO Programme: Ensure influential policy processes advance CVA and the global framework for action.

Activities: Policy and advocacy activities consist of a broad range of activities that are largely dependent on context, needs, and opportunities for influencing. The CaLP MENA activity plan for Output 4 activities reflects this; general influencing and engagement and ongoing policy analysis are core activities. Other specific workshops and events comprised Output 4 milestones. CaLP MENA committed to host a global event on the future of financial assistance and to produce and publish digital visualisations of the second State of the World Cash Report. CaLP also planned to host a series of activities linked to regional issues being represented in the CVA global policy process.

Implementation and Progress:

Were planned outcomes achieved?

The intended activities were achieved. CaLP commissioned and published, together with IARAN, a publication, and associated events, on the future of financial assistance. Consultation events as well as a face to face launch were held in Amman. The 2020 State of the World's Cash report was published and included several visualisations. CaLP also hosted activities linked to regional activities - specifically several events associated with cash and social protection, as well as management of COVID-19. Due to the complexities of the MENA context, several quiet advocacy initiatives, consisting of individual and organisational outreach and behind the scenes efforts, were undertaken. These quiet advocacy initiatives often targeted UN actors: while they may not have been fully visible to the entire CaLP membership, they served a strong policy and advocacy purpose.

How did targeted audiences use the outputs generated by the programme? What evidence is there that CaLP's work has influenced different target groups?

CaLP's work in the MENA region was used by donors, UN agencies and INGOs to different degrees. For donors already engaged in cash programming, CaLP's focus on research and case studies helped to develop consolidated messaging around the need to harmonise humanitarian CVA and social protection. CaLP's case study on linking CVA and social protection in Yemen was an example of an activity that was appreciated by donors; the case study was presented to the Donor Working Group on cash and helped donors to develop a consensus position. It also helped to create common ground for discussion between donors and the HCT and implementing partners. For UN agencies, CaLP supported the development of a common language and minimum capacities among local and international NGOs. CaLP's glossary was a specific example of an output that was seen as highly useful. Different UN agencies and implementing partners used slightly different terminology for CVA programming; CaLP's glossary helps them to speak in a common voice. This is particularly important in policy forums such as the Grand Bargain discussion. Among INGOs, CaLP was seen as a forum in which issues could be heard. INGOs could rely on CaLP support to examine issues that are of interest – such as highlighting high quality sectoral cash interventions – and to provide technical support, for example through trainings. It is overall notable that CaLP's advantage in the policy field was its link to operations – its rootedness in and understanding of operational issues gave it a legitimate voice in policy forums. One respondent mentioned that part of CaLP's legitimacy in Grand Bargain discussions came from its ability to cite concrete field examples to back up its policy 'asks' and from its ability to represent a range of actors who have operational presence in hard to reach areas.

How relevant were changes made as a result of COVID-19?

CaLP engaged very strongly with COVID-19 policy and advocacy efforts. This included launching and participating in discussions at the global and regional levels on COVID-19 response packages and options, and developing partnerships with key actors including OCHA to identify ways to use cash to mitigate the effects of COVID-19. The policy and advocacy efforts made to address COVID-19 were

largely seen as both relevant and effective. They were also closely linked with knowledge management initiatives. This link was very positively perceived.

Recommendations:

14. CaLP should work to ensure that its policy initiatives continue to be rooted in field experiences, thus building on its comparative advantage.
15. CaLP should focus policy initiatives on developing an environment to support smoother and more effective implementation, as this is seen as a strong value add by stakeholders across donor, coordination, and implementation roles.
16. CaLP's quiet advocacy initiatives are not necessarily well understood to all members due to the complexity of the MENA context. If CaLP outlines its priorities more clearly, including areas that are of focus and areas in which it is not involved, non-UN participants in the CaLP network may better understand CaLP's objective, even if they cannot directly see the engagement.

Relevance

The relevance component of the evaluation aims to understand the degree to which CaLP's activities addressed critical issues and challenges facing CVA actors. Given the volatility of the MENA context, the changes associated with the COVID-19 pandemic, and the lack of specificity in some aspects of the initial proposal, **relevance was assessed against the most significant challenges as identified through the literature and key informants.** Overall, CaLP's activities were perceived as highly relevant, particularly during the COVID-19 pandemic - but there were some areas, notably localisation, which CaLP should address through a more structured approach and deeper engagement.

COVID-19

Context: COVID-19 represented the most significant change that took place over the project period, affecting households, organisations, and government actors. For humanitarian CVA actors, COVID-19 represented both a challenge and an opportunity. While CVA actors struggle to manage the increasing caseload, there are also opportunities, including the opportunity to capitalise on and scale up emerging trends (eg digitalisation) and to create stronger links with key COVID-19 response sectors, notably health. Simultaneously, the global economic effects of COVID-19 are resulting in reduced funding for humanitarian activities at a global scale. On the other hand, in such a challenging context, the effectiveness and efficiency of CVA in meeting individual needs became more apparent. This, in turn, opened opportunities for humanitarian CVA actors to engage with development and higher-level political actors.

CaLP engagement: CaLP engaged strongly, purposefully, and immediately with the COVID-19 response. The first phase response was strongly in line with CaLP's intention to be a networked organisation - a live document was created to compile standards and guidance from members throughout the network. The crowdsourcing approach both built on CaLP's strengths as an acknowledged technical expert with a strong network and supported network members to exchange and collaborate. It was highly appreciated across actors in the network.

“Something CaLP did very well was crowdsourcing and creation of ideas. In the first months of COVID....CaLP was basically the repository for documents and information from all organisations - it became the go-to source.”

Following the rollout of this successful approach, CaLP also began making longer term structural shifts across a variety of activities and approaches. CaLP proactively engaged with CWGs to support COVID adaptation measures and disseminate best practices and guidelines. In addition, CaLP linked closely with policy and advocacy actors working to mitigate the effects of COVID-19. CaLP worked in partnership with OCHA to support the evidence base for using cash to mitigate the effects of COVID-19; the case studies conducted for this were seen to support CaLP's advocacy measures as well as country goals. CaLP also conducted two regional CWG meetings that focused on COVID in April and December 2020. The meetings were put online, and a blog post that synthesised relevant findings was published in English and Arabic. CaLP also published a study on COVID adaptation practices in Jordan, and is scheduled to produce a synthesis study comparing Jordan and Lebanon shortly¹⁰. Capacity building work shifted from in-person modalities to online and/or blended modalities. Coordination mechanisms, including regional meetings, also took place virtually rather than physically. These initiatives were in-line with global norms and industry movements.

Future Outlook: COVID-19 will continue to dominate the humanitarian environment for the foreseeable future. Actors have started adjusting to the 'new normal' of delivering cash in light-touch ways, but there is a recognised need to develop and drive forward new ways of working that will address crisis, prolonged recovery, and potential future pandemics and/or shocks. These new ways forward will likely need to be strongly linked to social protection and achieving economies of scale.

Recommendations:

17. CaLP should integrate research priorities that arise from COVID-19: how to manage future global shifts such as crises and economic shocks and furthering state social protection linkages.
18. CaLP can engage in a more sustained and regular way with the range of new stakeholders it reached in the first phases of COVID-19.
19. CaLP can continue to conduct best practices and lessons learned exercise - both for the international community and for the organisation. CaLP's internal best practices can serve as a basis for preparedness for any future shocks.

Social Protection

Context: Social protection refers to "Actions carried out by the state or privately, to address risk, vulnerability and chronic poverty. Social protection refers to comprehensive systems including safety nets, social assistance, labour market policies, social insurance options, and basic social services." (CaLP Glossary). There is a growing case for linking humanitarian CVA and social protection. Benefits of linkages include improving the comprehensiveness and coverage of social protection systems, as well as providing the option for transition to sustainable support for those receiving temporary humanitarian assistance. By working together, humanitarian CVA and social protection systems could engage in mutual capacity building; such capacity building can in turn contribute to state building and reduction of fragility (Raftree & Kondakhchyan, 2020)

While there is a strong case for linking humanitarian CVA to social protection systems, there are also challenges and obstacles. Several different types of challenges are associated with developing linkages. Technical challenges related to interoperability of systems, commonality of targeting systems and development of harmonised transfer amounts pose issues. These issues are often subsumed by principle-oriented challenges including the degree to which humanitarian actors can work with state systems while maintaining neutrality and impartiality. In addition, issues such as access to remote

¹⁰ The synthesis study was produced with the Durable Solutions Platform as well as CAMEALEON

and/or non-government-controlled areas (e.g., northern Yemen, northwest Syria, south and central Libya) are significant as are issues associated with engaging state social protection systems.

CaLP engagement: CaLP has invested strongly in developing an evidence-base regarding cash and social protection. The CaLP online library (consisting of resources from across the network) consists of 24 resources developed on cash and social protection in the MENA region: CaLP funded case studies and developed crib sheets, predominantly with a focus on Yemen, Iraq and Lebanon¹¹. The focus on social protection is rooted in engagement with the Grand Bargain processes, which has prioritised humanitarian-development nexus approaches and demand from members on technical expertise related to social protection.

In the area of linking cash and social protection, CaLP serves two roles. The first role consists of raising awareness and capacity. CaLP has spearheaded research and dissemination efforts on social protection to humanitarian actors, some of whom do not have the remit or mandate to explicitly engage with nexus issues. This has been supported by the development, updating and roll-out of training modules on cash and social protection.

“CaLP’s cash and social safety net work is interesting. Some humanitarian actors overlook this connection, including [my organisation]. CaLP’s work helps us to better understand.”

CaLP’s second role has been to support the operationalisation of initiatives through engaging with operations as a facilitator and convener. Informants felt CaLP concretely supported humanitarian agencies to think through and develop options to move forward on linking humanitarian CVA with social protection systems. They pointed to this intervention as valuable, and as a potential best practice.

“What does it look like to incentivise a shift to social protection systems? How do we technically do this when we don’t have the systems and policies in place? ... CaLP has been helpful in thinking through this, developing recommendations, taking it to the HCT and facilitating sessions with relevant stakeholders.”

Future Outlook: It is likely that the humanitarian system will continue to prioritise the development of linkages between CVA and social protection systems. The types of linkages that can be developed will vary dramatically: possibilities for linkages are quite different in stable countries with strong systems, such as Turkey, compared to fragile countries with internally inconsistent systems, such as Yemen. The process of operationalising linkages will require investment that goes beyond development of recommendations, and into how the system can implement linkages.

“CaLP’s evidence is globally recognised ... The evidence [has] really been built up – but how do we turn it into practice? I’d be focusing on not just making a case, but also helping deliver.”

Recommendations:

20. CaLP should expand its efforts to generate tangible results through a networked, facilitated approach, building on best practices from Yemen and Iraq. It should ensure that its criteria for choosing pilot countries are transparent and appropriately communicated.
21. Given the breadth of the social protection space, CaLP should identify priority areas for engagement. These areas should reflect the needs and possibilities for engagement of the humanitarian community.

¹¹ Five more case studies about to be released (Jordan, OPT, Turkey, Greece and update on Lebanon) – they have been delayed due to the need to get country level review from different actors

22. CaLP has a synthesizing role for humanitarian CVA and social protection; it can strengthen this role and provide country and regional overviews. CaLP should also be involved with key social protection forums across the region.

Digitalisation

Context: Efforts to digitalise CVA range from simple measures (e.g., digital data collection) to complex initiatives - such as the use of biometrics for verification. Efforts to digitalise have been undertaken in different ways. Some actors have fully embraced new technological options, others have serious concerns about digital data protection and the capacity of humanitarian actors to protect privacy. For smaller actors, such small- and medium-sized NGOs, understanding about, and capacity to implement, digitalisation in humanitarian CVA remains weak.

“It is sensitive – but honestly, we need to get control over the biometric data. This is also linked to informed consent – you are desperate, is it really consent to have your iris scanned? This information is available forever, it’s not like a phone number.”

CaLP engagement: Digitalisation has been a priority at the global level for CaLP in the last years, but while CaLP has made progress, it is not yet seen as a leader on digitalisation.

CaLP has developed a data responsibility toolkit, published case studies that outline risks and opportunities of digitalisation and convened webinars on topics such as remote verification to support exchange of best practices. Webinars were conducted on data protection. Involvement of private sector actors - who are key to developing solutions and risk mitigation measures in the digital space - took place, but with limited scope. It would be possible for more substantive engagement to take place in the future. Regionally, specific efforts to engage with digitalisation have been limited, though an Arabic version of the data responsibility toolkit is being developed. CaLP’s resource library has only seven documents addressing digitalisation in the MENA region,¹² despite strong demand.

“CaLP MENA previously did a report that was quite good, but in the context of [-], it does not quite translate. We would like a tip sheet, or a contextualized assessment given the difficulty.”

Future Outlook: There is a strong demand for support to adopt digital technologies in responsible ways; this demand can be seen across large and small actors, as well as coordination mechanisms. Demand exists, not only for contextualised research, but also for support in operationalising good practices and achieving policy changes to make digital technologies available to displaced people. Various actors are already making efforts to fulfill demand; ICRC, for instance, has developed a data protection handbook that was identified as best practice by interview respondents. Different data responsibility initiatives, however, are not yet being convened, collated, and tailored for CVA; while CaLP is making efforts in this direction, more work can be done, particularly when the toolkit is available in different languages.

Recommendations:

23. Adapt some best practices from other thematic areas (COVID-19, SP) interventions to digitalisation. Specifically, CaLP can support, not only research, but tailored interventions in which it supports operationalisation in pilot country contexts.
24. Convene more webinars and lessons learned exercises on responsible data management, focused on some of the challenges associated with the MENA region.

¹² ‘Digitalisation’ refers to the themes of blockchain and cryptocurrency, data protection and digital payments

25. Develop or certify specific training on data protection; it can draw on best practices and experiences of members in the network

Localisation

Context: The World Humanitarian Summit (2016) and the resultant Grand Bargain Agreement had set an ambitious commitment to channel at least 25% of foreign humanitarian aid directly to national and local organisations engaged in humanitarian response. Underlying this commitment was not only to increase the effectiveness of aid by reducing transaction costs and supporting localised approaches, but this was also thought to be a means to rebalance a system that has and continues to favour large international organisations, primarily based in the Global North. While some positive progress in regard to localisation and cash was reported in the 2019 Annual Independent Report (AIR) for the Grand Bargain, the 2020 AIR highlighted that the localisation objectives have not been achieved in any substantive way - remaining at about 3% of foreign aid streams - due to continued focus by international organisations on their own priorities and general failure to take bold steps to address lack of inclusion in standard ways of working (Metcalf-Hough, *et al.*, 2020).

“Localisation is a lot more complicated than just getting people to the table – but now they aren’t even at the table. Until we are engaging them substantively, we won’t see a way forward.”

CaLP Engagement: CaLP has been engaged at a global level on the Grand Bargain Localisation Work stream as co-lead, alongside Oxfam, Swiss Development Corporation (SDC), and Women’s Right to Education Programme (WREP) - though engagement at the MENA region specifically is limited. At a global level, CaLP’s most recent State of the World’s Cash report included a chapter dedicated to local systems. This not only raises the profile of local actors, but also brings attention to the issue of localisation at a policy level.

While CaLP is a strong advocate for localisation through its policy positions and publications, more can be done to include local actors within CaLP’s own work. Some activities - including the translation of training materials into Arabic - can be considered as contributing to creating a more inclusive environment in CaLP for locally engaged staff and national and local organisations. Several informants for this study acknowledged that capacity building materials as well as key tools not being available in Arabic was a limiting factor for meaningful engagement. Informants outside CaLP were not able to discuss or outline the ways in which CaLP supports localisation in practice; this is in contrast to other key issues, where informants could concretely point to CaLP’s achievements and successes.

CaLP staff are exploring concepts and methods for working in closer coordination with local actors, including specific research projects, inclusion of local actors in webinars and mapping exercises of local actors in the MENA region. Local actors were included in the Adaptation to COVID-19 study focused on cash actors in Jordan and were represented in the launch webinar. They were also invited to the launch of the Sphere Standards handbook in 2019, and contributed actively to the event.

Future Outlook: Localisation will continue to be a central theme in the humanitarian community. CaLP’s ability to become a leader in practice is critical to its continued relevance. While ultimately CaLP is not responsible for awarding funding or determining how CVA is delivered on the ground, CaLP is a respected thought leader in the evolution of CVA and thus is widely perceived to be an organisation that leads a more practical push in CVA. There is a growing recognition that local actors already play a large role in cash delivery, often without adequate credit and overwhelmingly without direct funding - limiting their ability to engage strategically, rather than as a service provider. Failure to adequately bring local and national NGOs into CVA research, policy, and practical support discussions is a missed opportunity.

There is also understanding that engagement may look different for different types of actors with different priorities, interests, and resources.

“We need to enable getting a view from the frontline. What does aid look like from the local organisation perspective - implementing these huge projects? CaLP can engage on this. We also have to recognise that many national NGOs may also not have a policy person available to attend six hours of meetings a week - so there needs to be a clear value proposition and way of engaging that makes sense for local partners beyond quotas on Steering Committees”.

Recommendations:

26. Develop a value proposition for local and national NGOs to outline what CaLP can specifically and practically do to support diverse voices in CVA and how local and national NGOs can support CaLP’s mission. This could be developed in collaboration with key national NGOs, determining what is both desirable and realistic in terms of resources and priorities.
27. At the regional level, there is a desire for CaLP to engage more directly with national and local NGOs - including directly reaching out to prominent national NGOs in the region and supporting application for membership in the context of a defined value proposition.
28. CaLP should engage more directly with national NGO alliances, which play important communication, coordination, and representation roles in some key country responses (*e.g.*, NGO Coordination Committee for Iraq (NCCI), NGO Platform in Saida (Lebanon)) and have teams dedicated to policy, advocacy, and coordination objectives.
29. Continue to ensure that key SOPs, checklists, and training materials are available in Arabic and are promoted online (*e.g.*, Twitter, LinkedIn) in Arabic.

(Economies of) Scale and Humanitarian Cash

Contextual Factor: The global humanitarian CVA architecture is in a period of transition. Increasingly, cash is being used at scale to reach high numbers of displaced people; COVID-19 has only enhanced this movement. As the scale of cash distributions and efforts increases, organisations that can manage such large operations and logistics are gaining an advantage. More and more cash, in terms of quantity, is being delivered by UN agencies, due in part to their capacity to deliver over large scale; in 2017, 53% of CVA was delivered by UN agencies, compared to 63% in 2019 (CaLP, 2020: 27). Such cash programs deliver support to large numbers of people, and often are able, especially through innovative delivery mechanisms, to reach those in critical need, including people in hard to access areas. Though large scale programming, cash is starting to achieve its potential as a tool for humanitarian actors. Simultaneously, however, there is a greater understanding that large scale cash operations have gaps: they are not designed to fully address specific sectoral needs, and the most vulnerable may experience significant barriers to accessing cash. NGOs have worked on ‘cutting edge’ programs to link cash to referrals and services and adapt cash to specific sectoral needs - but a huge need remains.

"Cash for protection is a huge issue – especially children receiving cash. We just are not sure what the general way of thinking through it is - and I do not think other cash people are either... our cash managers feel pressured to address this ... but [I] really feel like the Cash sector has not ... had this discussion."

The scaling up of cash involves a number of issues, interlinked in complex ways. The growth in large scale cash has implications for different agencies involved in various operational models, with particular models and agencies better suited to scale. Scaling up of cash programming also affects sectoral cash initiatives; scale programs are generally perceived to be rooted in food security and basic needs, and

thus to have limited engagement with specific sectoral issues. Finally, the issue of quality in cash is of significant concern to stakeholders; this was highlighted both in the last State of the World's Cash report and in interviews conducted for this evaluation.

The issue of scale is complex and consists of different component factors - but for implementing agencies, these issues consolidate around questions of *communication* between actors working at scale and actors working with a more tailored approach, differences in *roles and responsibilities*, and the need to ensure *transparency* and awareness of programmes working at scale to ensure complementary actors add value rather than detract.

CaLP engagement: CaLP engaged on the issue of scale versus tailored approach (and the component issues of operational models, quality and sectoral cash), but it could have made a greater effort to develop a 'frame' for the issue and encourage collective buy-in. CaLP's engagement can be broken down by the component parts:

30. CaLP has a workstream on operational models. This work has influenced the State of the World's Cash report, and thus the wider community. The last piece of research to be published was in 2019, and informants expressed a desire for new and updated research on this topic.
31. CaLP has engaged with sectoral initiatives, including highlighting case studies of effective sectoral cash interventions, over several years. The COVID-19 response opened up several new avenues for sectoral cash; for example, health actors indicated that cash for health received more attention from their constituents during the pandemic period. CaLP has engaged with new sectors through COVID-19.
32. CaLP has been supporting quality cash since its inception, through research, knowledge management and capacity building. The conceptualisation of quality cash continues to be challenging, and CaLP is at the front of this debate.

While CaLP engages strongly with each sub-section of the scale issue, it could do more to frame the issue as a whole. A point that arose often among different types of key informants is that actors do not always understand how to engage with each other; scale actors and tailored actors were seen to speak different languages. CaLP could play a key role in developing a picture of the system to support different actors to envisage their role and their interactions with others. This would build on similar past CaLP successes; the CaLP glossary, for instance, achieved a similar success.

Future Outlook: The factors driving the growth of large-scale cash interventions are long-term; they are outlined in the State of the World's Cash 2020 Report, and include institutional capacities, as well as mandates and priorities. There is a high demand among NGOs as well as other sectoral actors to understand how to add value to large scale interventions - to explore different modalities, consider new ways of working and better understand possibilities and potential for collaboration.

"Cash Plus" approaches aren't well understood... [We don't know how well] Referral systems [link to cash], but also there is not a lot of thinking about links between cash and services. We are looking for practical suggestions on how to link this up."

Recommendations:

33. CaLP should consider opening a specific workstream on the cash scale and quality issues. One of the first elements of the workstream should be an attempt to 'frame' the roles of different agencies, considering scale and quality.
34. CaLP should build additional workstreams to support sectoral cash. Sectors should be prioritised at a global and regional level, and at a regional level research and evidence generation should be

accompanied by efforts to support operationalisation, building on best practice such as the Yemen and Iraq case studies.

35. CaLP should create communities of practice around key topics; these could be learning focused and bring together a range of different actors. This is envisioned in the strategy and is starting to be operationalised, with a community of practice forming on CVA and the environment; the consultants therefore recommend that this work is continued and strengthened.

Coherence

OECD DAC defines coherence as “the compatibility of the intervention with other interventions in a country [or] sector.” This criterion is of particular importance to CaLP, as it refers to interactions and engagements within and between humanitarian actors - that is, for CaLP, the coherence criterion can be used to assess the degree to which CaLP’s network approach serves its purpose. The criterion of coherence is particularly relevant given CaLP’s new strategy; lessons learned on coherence from the last project period can support more effective delivery on the strategy in the next year.

Analysis of CaLP’s coherence takes place in a fluctuating environment. Over the period of the GFFO project, CaLP shifted from being a partnership organisation toward a networked approach; CaLP’s strategy was finalised in 2020 while some adjustments were made to ways of working in this year, roll out started formally in 2021. Roll out was also influenced, and limited, by COVID-19 conditions. As such, the consultants consider the analysis in this section to be forward-looking. The aim of this section is not to evaluate the last period - as CaLP was not officially a network during this time - but to provide reflections and learning points that can support effective implementation of the strategy in the future.

To this end, the consultants are using a framework developed by Network Impact/Centre for Evaluation Innovation, which identifies three pillars of network evaluation: network connectivity, network health and network results. Network connectivity refers to membership in the network and the structure of the network. Network health refers to the resources at the network’s disposal, the infrastructure and internal systems of the network, and the capacity for joint value creation. Network results refer to the outcomes and impacts of the network - or whether the network achieves tangible change.

Network Connectivity

What is the criterion? ‘Network connectivity’ refers to both membership within a network and the types of connections between network members. It refers to the number and range of participants within a network, as well as the strength of engagement within the system¹³.

What evidence is currently available about how CaLP meets the criterion? CaLP currently consists of over 90 members, and its membership spans a range of agencies. At the UN level, WFP, UNHCR, UNICEF and UNFPA are all members. In terms of donors, USAID, SIDA, NMFA and SDC are active members. Large INGOs (such as Save the Children, Plan, Mercy Corps, NRC, and DRC and others) are included in the membership; however, only four local organisations from the MENA region were identified in the CaLP member list. Most of the actors interviewed for this evaluation agree that local and national NGOs lack a voice in the cash response in the MENA region; the low level of membership of LINGOs in CaLP reinforces the challenges associated with localisation. Private sector actors including Visa, Mastercard, RedRose, and IrisGuard also form part of the CaLP membership. This represents an opportunity. Greater

¹³ Network connectivity is often assessed using network mapping approaches, but this evaluation did not foresee such a detailed process taking place. As such, qualitative information is used to support an analysis of connectivity.

engagement of these actors in the Middle east region may support members to better understand digital platforms, opportunities, risks, and mitigation measures.

Relatively few purely development and social protection actors form a part of the CaLP network. Critical players in social protection include, not only UN agencies, but also the World Bank, regional banks, and national government actors. In terms of UN agencies, actors with a strong humanitarian presence - WFP, and UNICEF - are CaLP members, but other critical social protection actors - the ILO, UNDP - are not. The World Bank and regional banks, similarly, do not form part of CaLP membership.

It was challenging for the evaluators to fully assess the strength of engagement within the system, as data about communications between members was somewhat limited. COVID-19 has also negatively affected communication, as some key networking events, such as Cash Week, were cancelled or postponed due to the pandemic. Nevertheless, some findings were identified regarding communication channels as well as perceptions. Overall, CaLP is seen to use a variety of channels which are effective. CaLP's development of a Glossary of Terms, and dissemination of this glossary through the website, was perceived as a strong value add. Similarly, its library of resources was seen both to be valuable and to attract new network members. The newsletter was seen as a useful way for technical advisors in regional and field offices to communicate with field staff. A number of people reflected that they had not received newsletters, despite the fact that the newsletters had been shared monthly with an open rate above benchmark standards. By making clear to people when newsletters are expected, it may prompt people to contact CaLP when they do not receive newsletters. Provision of information in Arabic was generally seen as a positive and as a prerequisite for adequate national NGO involvement.

While CaLP does communicate effectively to its members through various channels, the number and variety of members may be restricted by perceptions about CaLP. Several respondents in this survey discussed a perception that CaLP was seen not only as primarily western, but also anglophone. This is a challenge, particularly given that Arabic is the national language for the region.¹⁴ For local NGOs, who may be more willing to come to webinars organised fully in Arabic, and access communication platforms in Arabic.

“Cash, and CaLP, is an Anglophone group of people. A colleague was listening to the Short History of Cash and commented that the people working on cash seemed to be very Anglophone. CaLP is trying to open it up to a broader group of people, but this is hard.”

Recommendations

36. CaLP should develop specific value propositions for under-represented groups. Specifically, CaLP should develop value propositions for local organisations considering becoming members, as well as UN agencies who have joined recently and potential social protection members. Such propositions should explain the types of services and engagement CaLP can offer and be tailored to the target type of actor.
37. CaLP should consciously develop a plan to attract more local NGOs as members, and to build network events around national actors with full inclusion and accessibility for Arabic speakers.
38. CaLP should consider increasing the frequency newsletters in the MENA region and explore new ways of connecting with members, including communities of practice and WhatsApp groups or Telegram groups and channels.

¹⁴ With the exception of Turkey.

Network Health

What is the criterion? ‘Network health’ refers to the internal structure of the network. There are three constituent elements of network health: material resources a network needs to sustain itself, infrastructure, and internal systems (e.g., rules and norms), and advantage (*i.e.*, potential for joint value creation).

What evidence is currently available about how CaLP meets the criterion? CaLP currently has adequate resources as a network and has significant advantage - but could significantly improve its infrastructure and internal systems to manage an expanding member and stakeholder base.

Resources. CaLP’s initial engagements were deemed to be initially inconsistent but stabilized with additional staffing - however, the team requires additional resources to support the network. There was a clear underlying message from respondents that successful networking within the MENA region relies on in person or one-on-one engagement with a variety of stakeholders. Some respondents indicated either that they were unaware of who their focal point in the region should be or that they did not have enough contact with the focal point - indicating personal relationships are driving connection rather than systems in many cases. This lack of engagement is likely to stem from lack of appropriate resourcing or perhaps due to overlapping or vague roles; the additional recruitments that are underway are likely to address this issue.

“In terms of the operational model – there wasn’t any representative in the Middle East [for a long time]. For a couple of things – fight between WFP and UNHCR in Lebanon and Jordan, UNCCS, etc – CaLP has been absent from these conversations. Allowed UN agencies to fight with one another about this.”

Infrastructure and internal systems. CaLP is assessed to have achieved great success in coordination and communication in some areas (e.g., COVID-19), but as the network grows, it will be necessary to develop appropriate internal systems. Consensus around impact areas appears to be reached, not by a conscious and intentional process, but rather by a convergence of member interests. Such convergence is possible, to a large degree, because the CaLP member base consists predominantly of INGOs with a strong common goal and vision; however, as the membership base expands it may be more difficult to achieve consensus. Rather than relying on consensus to identify priorities and activities, CaLP may need to outline principles of engagement and take conscious measures to mitigate tension and find common ground between members.

Currently, there is significant tension between INGOs and UN agencies in the region; this tension plays out in CaLP activities and coordination mechanisms. The tensions are rooted in the external environment (including issues of scale vs tailoring), but they manifest in CaLP in part due to the increasing diversity of the membership. Tensions are demonstrated in a variety of ways including participation or lack thereof in CaLP webinars and events, inclusion in training and participation in joint evidence generation projects.

“When CaLP opened its membership, it changed. Before the UN agencies entered, it was better. Topics are [now] coming from the top... [it] used to feel like CaLP was an advocate for CWGs, not anymore. Now when there are UN agencies involved, it’s always their voices the loudest.”

Tension exists, not only between INGOs and UN agencies, but also between UN agencies themselves. Within the MENA region, UN agencies are not harmonised between themselves regarding cash programming. UNHCR, WFP and UNICEF have distinct operating models for CVA. These models are often

not compatible and in some cases are built on principles that are contested. Internal tensions between UN agencies can affect the ways in which these agencies interact with CaLP staff and initiatives.

The context is also characterised by tensions between country CWGs regarding division of CaLP resources. Interviews with CWGs across the region indicate different levels of engagement with CaLP at the regional level. While some countries have strong engagement with CaLP - and are strongly satisfied with the services and facilitation provided - others feel a degree of neglect by CaLP toward their issues and concerns.¹⁵

Finally, there is a lack of clarity around how research priorities are identified. CaLP has focused on topics for research and evidence generation that are relevant - but member input into the CaLP research agenda is not perceived to be transparent. No clear process exists for identifying priorities - relevance arises more from the commonalities between members than from a deliberate effort to bring a certain topic to the fore.

“The focus on social protection was a snowball effect rather than a specific decision...Gaps come up where the same people are asking the same questions. So, it naturally coalesces.”

Advantage and Added Value. CaLP provides a strong added value to CVA in the region as a critical convener and facilitator of discussions as well as a standard-setter.

“The CaLP glossary has been very helpful, to have everyone agree on what the terms are and what they mean. Early on in the Grand Bargain, CaLP [and the glossary] provided people with a common language..they bring experiences from the field to illustrate principles and issues.”

CaLP supports common added value and advantage through acting as a convener of people and through research and thought leadership. Along both paths, CaLP’s major added value is its link to field contexts, which provides it with legitimacy in global and regional policy discussions. This is also apparent in its capacity to provide operational recommendations and support the first stages of implementation and operationalisation.

Recommendations:

39. Ensure appropriate staffing and outreach, not just to a subset, but to all partners.
40. Develop clear statements of principles and ways of working related to facilitation, for actors who may be experiencing tensions with others.
41. Explain how research topics and countries are prioritised.
42. Engage UN agencies in a coordinated way, across global and regional levels, to reinforce regional ways of working, agreements and outcomes.
43. Reinforce and expand role as a repository for CVA information by creating simple dashboards for MENA countries, comprising commonly needed publicly available information (*e.g.*, market assessments from the logistics cluster, exchange rates, poverty line, last MEB calculation).

Network Results

What is the criterion? The term ‘network results’ refers to the interim and final outcomes of the network - what the network wants to achieve, what practices it wants to spread and what behaviours it would like its members to adopt.

¹⁵ This could be linked to the Activity 1.3.5, where targeted CWG support is only outlined for six CWGs - despite nine being operational in the region.

What evidence is currently available about how CaLP meets the criterion? CaLP has defined a strategy that outlines five intended outcome areas. These areas include: (1) ensuring humanitarian CVA is more coherent, (2) ensuring the network operates according to a shared vision and shared principles, (3) capturing and disseminating the experience of CVA recipients and operational and research evidence, (4) developing and disseminating new ideas and possibilities, and (5) supporting and building individual and organisational capacity.

Stakeholders understand that the network operates along the lines of facilitating, collaborating, generating evidence, and building capacity - but significant lack of clarity remains regarding two questions. Respondents for this evaluation did not understand: (1) what specific services and support to expect from CaLP, and (2) on what subject matters within humanitarian CVA they should focus their engagement with CaLP. This confusion was present across different actor types but was most acute among CWG coordinators. The shift in strategy related to capacity building could have been more clearly communicated. CWG coordinators expressed frustration that CaLP could not deliver face-to-face training; their frustration was enhanced because CaLP capacity building is seen as a strong value add.

Some UN actors and donors also expressed confusion regarding CaLP's mandate. CaLP's added value as a convener was clearly understood, but partners and network members need guidance regarding how to use CaLP's convening and facilitating capacities and the extent they should expect engagement.

“Actors are unclear about what CaLP is about. Is it about policies? Is it about technical assistance and function? ... It's not always clear whether it's policies, research, learning, technical assistance. People are therefore unsure of how to engage CaLP – not sure what they do and don't do. Being clear on that would be helpful.”

Actors need assistance from CaLP, not only in understanding how to access resources and support, but also in understanding where CaLP cannot provide help and assistance. A wide range of actors and members would like support from CaLP about a broad range of issues. For example, capacity building requests range from supporting basic training to developing advanced and tailored courses for niche areas. Similarly, actors would like support from CaLP in building the research and evidence base on subjects that range from vouchers to government subsidies to sector specific cash to resilience. In an area with such a diversity of subject matters, CaLP serves two roles. It both acts directly - especially regarding research and capacity building - and connects actors to each other. To successfully fulfill both roles, however, the CaLP network must understand the limits and boundaries - where CaLP acts directly, and where it facilitates connections. Such clarity is currently missing and undermines the results that CaLP is trying to achieve. Furthermore, perceptions of inconsistency in boundaries and approaches may be viewed as favoritism and damage CaLP's neutral reputation.

Recommendations:

44. Set out a list of areas in which CaLP provides direct assistance, areas in which it facilitates and networks, and areas it does not deal with - and ensure dissemination. Aim to make this a live document that can be changed. CaLP is currently identifying these areas; in the coming project period, it will be important to regularly communicate this division to network participants.
45. Develop a value proposition for different types of actors, so people know clearly what to expect from CaLP.
46. Identify focus and priority areas, ideally through a structured process, and communicate these across the network.

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Annex 1 - Evaluation Framework

Criteria	TOR Question	Inception Question	Data Sources	Relevant Section
Relevance	How relevant was CaLP's work in relation to its capacity building, knowledge management & research, coordination and policy objectives? (Q1)	To what extent was the programme design relevant to the needs of people in crisis and CaLP members?	Desk review (context analyses) Interviews ES Q1, 2, 4 CaLPS Q1, 3, 4, 11, 12, 13 CS Q2, 3, 5, 6,	Relevance (all sections)
	What difference did it make having more resources available in Arabic - in terms of reach, use of materials, understanding and perceptions of CaLP's work? (Q1d)		Upload numbers of Arabic materials Interviews ES Q3a CaLPS Q5 CS –	Relevance (Localisation), Coherence (Network Connectivity), Effectiveness (Capacity building)
	How did the CaLP team use monitoring information and feedback to make adjustments to plans? (Q1e)		Monitoring data + activity data ES – CaLPS Q6, Q7 CS –	Effectiveness (Capacity building), Coherence (Network Health)
		To what extent are the objectives of the programme still valid?	Desk review ES Q5, 6, 7, 8 CaLPS Q10, 11, 12 CS Q8, 9, 10	Relevance (All sections)
	How relevant were the changes that were made throughout the course of the programme, particularly as a result of COVID-19? (Q2)		Perception suveys ES Q1, 2, 4, 7 CaLPS Q3, 4, 6 CS Q7, 6	Relevance (COVID-19)
Coherence	How did the views of CaLP members and other stakeholders inform revision of planning and prioritisation? (Q2a)	Are the programme activities coherent with other responses and relevant policies?	ES Q2, 4 CaLPS Q8 CS Q4, 5,	Coherence (Network Health)
	What options were considered (e.g. training, events and themes) and how were decisions made (Q2b)		ES – CaLPS Q9 CS –	Effectiveness (Capacity building), Coherence (Network Health)
	How well did the implemented changes respond to the needs of the network? How relevant were they (Q2c)		ES Q1, 2, 4, 7 CaLPS Q3, 4, 6 CS Q4, 5, 6, 7	Relevance (COVID-19),

	How did the CaLP team use monitoring information and feedback to make adjustments to plans?	What level of follow-up and monitoring was conducted?	ES – CaLPS Q7 CS—	Effectiveness (Capacity building), Coherence (Network Health)
		To what extent was programme design coherent with global CaLP objectives?	Desk review ES – CaLPS – CS --	Effectiveness, Relevance
		Are activities and outputs consistent with objectives?	Desk review ES – CaLPS – CS --	Effectiveness, Relevance
		Are activities consistent with intended impacts and effects?	Desk review ES – CaLPS – CS --	Effectiveness, Relevance
	Is there evidence that the new strategy has started to affect the ways of working of the CaLP team? How well is the new strategy suited to upcoming challenges ?	Is there evidence that the new strategy has started to affect the ways of working of the CaLP team? How well is the new strategy suited to upcoming challenges ?	Desk review ES Q5, 6, 7 CaLPS Q10, 11, 12 CS Q7, 8, 9, 10	Coherence
Effectiveness	How effective was CaLP's work in relation to its capacity building, knowledge management & research, coordination and policy objectives? (Q1)	To what extent did the programme activities attain their objectives?	Desk review ES Q1, 2, 4 CaLPS Q1, 3, 5 CS Q2, 3, 4, 5, 6	Effectiveness
	Were planned outcomes achieved (summary of outcomes and indicators annexed)? (Q1a)	Which activities are likely to be achieved by the end of the project period?	Desk review ES – CaLPS – CS --	Effectiveness,
		What are the main factors influencing both achievement and non-achievement of objectives?	ES Q4, 6, 7 CaLPS Q6, 9 CS --	Coherence
	What reach was achieved in terms of scale (e.g. number of participants, downloads) and range of actors engaged and how did it contribute to achieving the intended outcomes? (Q1b)		Desk review ES -- CaLPS -- CS --	Effectiveness,
	How did targeted audiences use the outputs generated by the programme? (Q1c)		Desk review (where included in training data, etc) ES Q3	Relevance


			CaLPS Q5 CS –	
	What communication platforms do practitioners use to access CaLP resources and engage with CaLP?		Desk review ES – CaLPS – CS --	Effectiveness (Knowledge Management), Coherence (Network Health)
	How timely and effective were adjustments to program activities?	Addressed in Relevance	ES Q2, 4, 6, 7 CaLPS Q3, 4, 6, CS Q4, 5, 6	Relevance (COVID-19)
Impact	What evidence is there that CaLP's work has influenced different target groups? (Q1f) Desk review (on upload data, etc)	What have been the positive and negative changes produced by the programme, positively and negatively?	ES Q2, 3, 6, 8, 9 CaLPS 5, 11, 12, 13, 14 CS Q9, 10	Relevance, Network Results
	How did targeted audiences use the outputs generated by the programme? (Q1c)	What real, tangible difference has the programme made?	ES Q2, 3, 6, 9 CaLPS Q3, 11, 14 CS –	Relevance, Coherence
		Were there certain categories of activities that were more impactful than others?	ES Q2, 3, 6, 9 CaLPS Q3, 11, 14 CS Q5, 6, 10	effectiveness

* Please note that “ES” refers to the external stakeholder questionnaire, “CaLPS” to the CaLP staff questionnaire and “CS” to the coordination stakeholder questionnaire.”

** Please note that the inception report included secondary questions on efficiency and sustainability. The evaluation was not fully able to address these questions, so they have been removed from this final framework.

Annex 2 - List of Key Informants

#	Area	Type	Organisation	Name
1	Global	Internal	CaLP	Karen Peachey
2	Global	Internal	CaLP	Julie Lawson McDowell
3	MENA	Internal	CaLP	Georgios Frantzis
4	MENA	Internal	CaLP	Mourad Khawaja
5	MENA	Internal	CaLP	Moath Jafar
6	MENA	Internal	CaLP	Thomas Byrnes
7	Global	Internal	CaLP	Sophie Tholstrup
8	MENA	External - Donor	ECHO	Roselyn Mullo
9	MENA	External - Donor	FCDO	Sarah Palmer Felgate
10	Global	External - Donor	SDC	Stefan Bumbacher
11	MENA	External - Donor	USAID	John Lamm
12	MENA	Coordination	CWG Turkey	Ahmet Unver
13	MENA	Coordination	CWG - Syria	Fe Kagahastian
14	MENA	Coordination	CWG - Gaza	Luca Sangalli
15	MENA	Coordination	CWG - Yemen	Rabeea Ahmed
16	MENA	Coordination	CWG - Lebanon	Ruba Cheaib
17	MENA	Coordination	CWG - Libya	Sadia Khan
18	MENA	Coordination	CWG - Jordan	Veena Krishnamoorth
19	MENA	External - Implementing Agency	UNHCR	Giuseppe Simeon
20	MENA	External - Implementing Agency	Unicef	Zehra Rizvi
21	MENA	External - Implementing Agency	ICRC	Alexandre Gachoud
22	MENA	External - Implementing Agency	IRC	Joel Chrisco
23	MENA	External - Implementing Agency	NRC	Sara Castagnola



24	Global	External - Implementing Agency	WHO	Andre Griekspoor
25	MENA	External - Implementing Agency	WHO	Yassmin Moor
26	MENA	External - Implementing Agency	Camealeon	Liz Hendry
27	MENA	External - Implementing Agency	Camealeon	Rachel Eichholtz
28	Global	External - Private Sector	KeyAid	Helene Juillard
29	MENA	External - Private Sector	Red Rose	Mary Cox