



**Final Extensive Report
Lessons Learned
EVIDEM Consortium
Colombia, Ecuador and Venezuela**



This product is the result of the process of identifying, analyzing and systematizing lessons learned from the EVIDEM Consortium. It was developed through semi-structured interviews, a review of secondary information, and a learning and strategic reflection workshop aimed at reconstructing the main findings, installed capacities, coordination among partners, and strategic decisions of the project in Colombia, Ecuador, and Venezuela.

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Introduction

This document is organized into two complementary analytical sections to clearly distinguish two levels of interpretation that, although closely related, are not equivalent. The first section focuses on the EVIDEM project as an intervention: it examines its relevance, implementation logic, results, installed capacities, limitations and strategic learning across the three countries.

The second section focuses on the organization and the consortium architecture that made the intervention possible, analyzing aspects such as governance, coordination among partners, working culture, internal processes and the institutional conditions required to sustain and scale the model.

This distinction ensures that findings related to project performance are not conflated with potential challenges associated with the organizational structure of the EVIDEM Consortium, and vice versa. It therefore offers a more precise, useful and actionable reading of the lessons learned.

Process



The identification of lessons learned from the EVIDEM Consortium was developed through an integrative qualitative and analytical process, aimed at reconstructing the project experience from multiple sources and perspectives.

First, the process combined a learning and strategic reflection workshop, conceived as a participatory space for collective systematization to review milestones, turning points, impacts, installed capacities, coordination among partners and future decisions. Second, it included 31 semi-structured interviews with key actors, including donors, implementing partners, local organizations and technical counterparts, which made it possible to capture situated assessments of the consortium's usefulness, relevance, results and challenges in Colombia, Ecuador and Venezuela. Third, it included an analysis of secondary information, based on a review of products, documentary inputs, workshop materials, graphic records and other project records. Inputs related to use, usefulness and impact produced over the three years of the project were also considered, including concrete results of support provided through the EVIDESK platform and interview findings that informed the analysis.

The 259 responses obtained through the impact measurement instrument — 234 from Colombia, 17 from Venezuela and 8 from Ecuador — constitute a quantitative source that makes it possible to triangulate the qualitative findings from the workshop and interviews with perception metrics on use, usefulness and satisfaction with services. Together, these sources enabled the analysis of findings, the contrast of perceptions and the construction of an evaluative reading not only of EVIDEM's visible results, but also of its less publicly evidenced effects, organizational learning and strategic implications for a possible future phase.

In this regard, throughout the project, it delivered 400 products in support that contributed to the humanitarian architecture in Colombia, Ecuador and Venezuela for decision-making purposes. See annex: [PRODUCT CATALOGUE](#).



Graphic Facilitation Lessons Learned Workshop, 2026.

SEE CANVAS

Methodologically, the canvases and macro-canvases functioned as facilitation and structured analysis devices to organize the workshop's collective reflection and transform it into evaluative input. The thematic canvases (C1–C9) made it possible to break down the discussion into specific dimensions of the project so that each block guided the production of qualitative evidence in an orderly, comparable and use-oriented manner. In turn, the macro-canvases (MC1–MC2) operated as synthesis and projection tools.

Together, these instruments not only energized participation, but also offered a methodological architecture to move from dispersed perceptions to organized, prioritized and strategically useful findings for evaluation and future planning.

Workshop - Canvases and Macro-canvases



Macro-canvas 1. Turning points

The Macro-canvas 1 asked participants to reconstruct the initial problem, assumptions, capacities, milestones, visible achievements and challenges. Several turning points were identified:

- The value of the formulation process was recognized because of the active participation of 3iS professionals and partners.
- The phased expansion towards Ecuador and Venezuela was recognized.
- The need to adapt the model by country became evident.
- The question of sustainability emerged: “Where does the information remain when we leave?”
- The construction of trust and service appropriation became evident.
- Territorial consolidation and openness to alliances were identified.

The main reading is that EVIDEM shifted from being a product-centered project towards a more adaptive, locally-grounded and ownership-driven model.

Canvas 1: Stakeholder map

The C1 canvas asked participants to identify technical and political actors and to distinguish fluid, expandable or sporadic relationships. A dense and multilevel network was identified: ECHO, OCHA, UNICEF, GIFMM, FAO, WFP, academia, observatories, local organizations, LCT (Local Coordination Team), clusters and consortium partners. This suggests that EVIDEM did not operate as an isolated provider of products, but as a bridging actor among cooperation, humanitarian coordination, academia, the State and civil society. The key finding is that its value depended both on the evidence produced and, on its capacity, to circulate and legitimize that evidence across different ecosystems.

Canvas 2: Impact map

The C2 canvas asked where the greatest impact occurred, where the main limitations were, what worked well and where fragmentation persisted. The evidence is clear: on the impact side, the following elements emerged: sustainability of processes, strategic work, generation of inputs, territorial deployment, products, brand positioning, personalization and transparency. On the limitations side, the following issues emerged: access, product repository, excessive meetings, approval times, invisibility, lack of process clarity, connectivity, impact measurement and finance.

Canvas 3: Theory of change

The C3 canvas asked what type of evidence was truly useful for decision-making. It became directly evident that useful evidence was evidence that closed information management gaps, fed decision-making, aligned with the humanitarian cycle and translated into analysis, coordination and capacity strengthening. The mural also identified highly valued specific products: briefings, dashboards and HRP.

The retrospective theory of change that emerges is the following: **if the consortium produces relevant, contextualized and usable evidence, and also transfers capacities to interpret and use it, then it improves humanitarian decision-making and strengthens the response architecture.**

Canvas 4: Results not publicly evidenced

The C4 canvas reviewed what evidence was produced but not used, and why. By country, it became evident that in Colombia there were products that were not visible or had limited dissemination; in Venezuela, internal uses or restricted access due to the context; and in Ecuador, analyses and maps that required excessive validation.

This leads to an important conclusion: part of EVIDEM's value was not public or easily measurable, but that does not mean it did not exist. There were useful products for specific audiences, sensitive processes or restrictive contexts that did not circulate widely. The evaluation must recognize this “submerged” layer of impact.

In addition, during project implementation, systematic monitoring was carried out by M&E in order to collect inputs that, although not public, make it possible to generate metrics on the impact of the Consortium's services in the three countries. This exercise covered not only information products, but also high-impact services such as territorial emergency support and joint work to produce figures on internal displacement in Ecuador.

Canvas 5: Installed capacity

The C5 canvas asked what capacities remained installed and which ones continue to depend on key individuals. The evidence shows that installed capacity took different forms:

- In Colombia: localization, use of EVIDESK, data collection tools, information management with clusters and support to local organizations.
- In Venezuela: capacity transfer, networking, information management, sustainability and production of quality information.
- In Ecuador: alliances, spaces for analysis, data management, academia, displacement monitoring and PiN calculation.

The most important lesson here is that installed capacity was not only technical. It was also relational, methodological, localized and reputational.

Canvas 6: Consortium management

The C6 canvas asked which practices facilitated or hindered consortium work. The evidence shows that there was fluid communication, openness to solutions, willingness to build alliances, use of EVIDESK and leadership, but also long and repetitive meetings, limited anticipation, lack of knowledge of processes, insufficient per diem resources, limited contextual knowledge among some partners and different organizational cultures.

This suggests that consortium management was functional and technically strong, but not free from inter-organizational challenges. Governance added value, although it still requires simplification, greater clarity and better anticipation.

Canvas 7: Plenary matrix

The C7 canvas asked participants to identify three lessons learned and assess them by strategic impact, applicability, transferability and the risk of not learning them. The strongest ideas were:

- Evidence generates value when it responds to concrete needs.
- The visibility of underreported crises is a strategic result.
- Localization works better when it transfers analytical capacities.
- Local organizations can produce high-value humanitarian products when they receive trust, mentoring and standards.
- Sustainability depends on diversifying funding and consolidating a future value proposition.

This means that the workshop did not remain at the diagnostic level: it did produce a strategic hierarchy of lessons. The full matrix is presented below.



Canvas 8: Strategic decisions

The C8 canvas asked what should be continued, started or stopped, what learning should not be lost and which elements of the EVIDEM framework could be scaled. The following was identified with considerable precision:

1. Maintain processes and methodologies;
2. Shorten meetings and rethink spaces;
3. Strengthen collaborative work and organizational structure;
4. Monitor products and information before and after;
5. Deepen localization with a gender approach;
6. Strengthen governance and co-construction among actors.

Macro-canvas 2. Future conditions, priorities, critical capacities and immediate decisions

The ML2 macro-canvas was designed to transform lessons into starting conditions for the future: what should be strengthened, what should not be repeated, what should be institutionalized and what should be done tomorrow. The following was identified:

1. The need to use new ICTs and AI;
2. The constant search for new funding sources;
3. The need to transfer capacities to local actors;
4. The creation of greater local autonomy;
5. The need to standardize knowledge management and internal learning;

This confirms that the workshop succeeded in moving from balance-taking to operational and strategic projection.



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Strategic Lessons: Impact of the EVIDEM Consortium in Humanitarian Action

To synthesize the key learnings of the Consortium to demonstrate how information management improves decision-making and strengthens localization in crisis contexts.

DECISION-MAKING AND STRATEGY



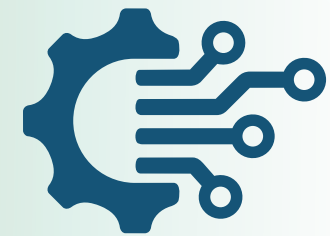
- 1 Evidence must respond to concrete decisions:** Utility increases when products solve operational needs.
- 2 Integrate analysis, coordination, and technical strengthening:** Combining these three dimensions is more valuable.
- 3 Differentiate strategies according to national context:** It is indispensable to design unique operating models.

LOCALIZATION AND SUSTAINABILITY



- 4 Localization through real capacity transfer:** Value arises from empowering local organizations.
- 5 Sustainability based on visibility and diversification:** The model requires a diverse financial approach.
- 6 Traceability of use for accountability:** Documenting how information is used.

TECHNOLOGY AND IMPACT



- 7 Lightweight and easy-to-adopt technology:** Tools only work if they are simple and appropriate.
- 8 AI focused on real operational needs:** Digital innovation must solve concrete problems.
- 9 Visibilize complex crises to generate advocacy:** Positioning data on displacement allows for the inclusion of forgotten crises.
- 10 Articulation with academia, the state, and civil society:** The consortium acts as a bridge between evidence and public policy.

SECTION 1

EVIDEM CONSORTIUM

Following the process, it became evident that EVIDEM was understood as a project created to close information management gaps and convert evidence into input for humanitarian decisions. The “relevance and value” block explicitly includes ideas such as “closed gaps in information management”, “useful actor for decision-making” and the combination of “analysis, coordination and capacity strengthening”.

The project timeline suggests an evolution by phases:

1. 2023: initial consolidation in Colombia;
2. 2024: expansion into Ecuador;
3. 2025: incorporation of Venezuela.

Milestones such as EVIDESK, emergency support, localization and articulation with the programming cycle were also identified. The lessons are presented below.

1. EVIDEM closed a real and strategic gap in humanitarian evidence

The most cross-cutting finding is that the consortium was perceived as a response to critical gaps in data, analysis and humanitarian information management. This gap was not only technical: it was also strategic, because it conditioned the quality of programming, coordination and advocacy. Several testimonies indicate that information management remained insufficient, underfunded or poorly visible, even though it was essential to guide the response.

- EVIDEM is perceived as a mechanism that closes critical gaps in information, analysis and crisis visibility, especially in contexts where evidence is insufficient or dispersed.
- In Ecuador, several actors emphasized that the consortium made it possible to produce or consolidate key figures on people in need, internal forced displacement and crisis severity, facilitating visibility before ECHO, ACAPS, OCHA and other decision-making actors.
- This finding reinforces that the consortium's relevance is not limited to producing data, but to transforming dispersed evidence into legible input for decision-making, advocacy and mobilization.
- The inputs also confirm that the way the consortium relates to others is one of its strengths. Availability, low bureaucracy, horizontal work and rapid response were valued.
- In parallel, consortium management highlighted that tools such as EVIDESK can strengthen traceability and transparency, provided that all partners adhere to the same coordination framework.
- The Community Engagement component also showed a reduction of gaps between humanitarian organizations and communities, significantly facilitating accountability exercises.
- Regarding M&E processes derived from and evidenced in the EVIDESK platform:
- 259 evaluations conducted through the ticketing system show a positive and sustained impact of the services provided by the Consortium in the three intervention countries.
- By country, Ecuador and Venezuela reported the highest values: 87.5% and 88.2% of users respectively reported that the services were highly useful for decision-making, while in Colombia

this indicator reached 70%, reflecting a more diverse user universe and more heterogeneous needs. Across the three countries, more than 93% of respondents rated service relevance as very high or high.

- Regarding usefulness for decision-making, 67% of users reported that the services received were highly useful for decision-making, resource prioritization and humanitarian coordination, while 23% considered them moderately useful. Only 3% indicated low usefulness, meaning that 90% of respondents recognized a significant contribution to their management processes.
- In terms of specific uses of the consortium's IM services, the main reported use was obtaining inputs for coordination spaces (25.8%), followed by the generation of reports relevant to donors, organizations and government institutions (19.5%), obtaining priority information for emergency response (17.1%) and developing new proposals (15.2%). These data show that EVIDESK services went beyond one-off consultation and became strategic inputs within humanitarian response cycles.
- Regarding actions derived from the support received, 32.9% of users reported improvements in existing processes, 15.3% implemented new projects and 14.8% allocated new resources. The aspects of humanitarian coordination most benefited were joint planning (32.4%), inter-institutional communication (23.4%) and project implementation (16.4%).
- In total, 93% of users in the three countries rated the services as very relevant or highly relevant to their initial needs, and 97% in Colombia and 100% in Venezuela and Ecuador expressed satisfaction with the EVIDESK system.

Supporting quotes

- "We like that they are not so bureaucratic... they are one call away." IRC.
- "It has been a horizontal, kind, respectful and consensus-based relationship." APOYAR.
- "It is direct coordination... among equals." Alas de Colibri Foundation.
- "From project management, EVIDESK was identified as a positive turning point for coordination, transparency and traceability". 3iS.
- "We managed to cover information, analysis and capacity-strengthening gaps in relation to the humanitarian crises in the country... and to support coordination." ACAPS.
- "It is mainly about data availability, information availability, analysis and the generation of products for advocacy." UNICEF.
- "It has been fundamental for making Ecuador's situation visible." ECHO.
- "It primarily responds to the challenge of access to information and quality in the contexts we experience in Latin America." IRC.

"There is a funding gap for information management, which is a very important function for the humanitarian architecture."
ECHO.

2. The consortium's usefulness increases when evidence is connected to concrete decisions

Interviewees do not value EVIDEM for producing information in the abstract, but for transforming it into useful input for decision-making. This includes humanitarian planning, geographic prioritization, resource mobilization, setting transfer amounts, designing territorial products and operational security decisions. Practical usefulness appears as the consortium's main criterion of legitimacy.

- Testimonies agree that EVIDEM's value increases when its products respond to a real decisions: territorial prioritization, policy design, program adjustment, response analysis or operational strengthening. In Ecuador, the dashboard of the Permanent Forum for Human Mobility, bulletins and analytical support for civil society products have been used for strategic decisions, advocacy and planning.
- In Colombia, mentoring local organizations to produce briefings and specialized analyses is seen as a concrete capacity for influencing the humanitarian response. It should be noted that up to year 2 of the project, Community Engagement work significantly strengthened the capacities of more than 20 communities in Colombia. In some cases, it was possible to conduct detailed follow-up on the impact of this strengthening, including autonomous community action after the process. One example was the construction of an embankment, achieved through community work based on identified needs and concrete evidence.

By country, the M&E processes carried out during project implementation show concrete results in the accompaniment process.

Colombia

- **Usefulness and concrete use of the products.** The comments reveal a highly strategic use of EVIDEM's products. The main documented uses include the development of the Needs Intervention Plan for multiple clusters (Food Security and Nutrition, WASH, Education, Early Recovery), the construction of the HNRP 2026, donor management and public advocacy.
- Also noteworthy is the use in response to specific emergencies, such as the impact of the cold front in Córdoba or the crisis in La Guajira and Chocó, where the products made it possible to speed up decision-making before official reports arrived.
- **Quality of service and team:** There is a repeated and very positive recognition of specific people in the team, for being high-quality professionals and their great commitment. The comments highlight the proactivity, adaptation to needs, delivery within tight deadlines and the proactive attitude of the team.
- The open comments of the survey confirm and detail these uses: EVIDEM products were used for the development of the 2026 PiN in multiple clusters (Food Security and Nutrition, WASH, Education, Early Recovery), for the construction of the HNRP, for the response to emergencies such as the cold front in Córdoba, and for advocacy with donors on issues such as the recruitment of children and adolescents and the defunding of the mining sector. Users also highlight the speed of response of the team to urgent requests and its adaptation to the specific needs of each cluster.

Ecuador

- In Ecuador, the main use of products focused on capacity strengthening for the JIAF 2.0 methodology, applied with HCT (Humanitarian Country Team) partners, Caritas, and the WASH sector. Comments emphasized that 3iS technical support was essential to launch a new process with HCT partners.

Venezuela

- In Venezuela, comments show a highly operational use of products, with emphasis on coordination among INGOs, visibility of the humanitarian crisis and security and access management. Products included operational presence dashboards, humanitarian needs bulletins, entry and exit records for international staff and infographics with security recommendations.
- Uses in emergency situations were also mentioned, such as the logbook supporting information collection during the January 3 emergency and the construction of the SitRep.
- The impact survey data reinforce this reading. In Colombia, 25.8% of users reported obtaining inputs for coordination spaces as the main result, followed by 19.5% who generated reports for donors and government organizations. In Venezuela, 82.4% obtained inputs for coordination and 52.9% accessed priority information for emergency response — the highest percentage among the three countries for this indicator — reflecting a profile more oriented towards immediate operational response. In Ecuador, 75% of users generated relevant reports for donors and institutions, evidencing a use more centered on visibility and advocacy.

Supporting quotes

- “That informational material also helps other organizations make decisions.” ECHO.
- “The HRP... is a key document for our programming, for decision-making.” ECHO.
- “That capacity mapping has allowed us to know where we are geographically, what we are doing and what elements need to be strengthened.” CISP.
- “We were able to hold several advocacy meetings” based on the joint analysis. Alas de Colibri Foundation.
- “We already have the capacity to produce a briefing.” APOYAR.
- “A guiding document” for technical and policy tables on recruitment. IRC.
- “The estimate of recruitment figures has enabled us to put the issue on the donor agenda as a priority for the humanitarian system.” NGO Forum.
- “We used the report to highlight the underfunding of the mine action sector and draw the attention of the national government.” NGO Forum.

“We offer solutions around evidence-based decision-making, data, technological solutions and information products also based on demand.” 3iS.

3. Country differentiation is essential for evaluating and redesigning the model

Although the core of the model was shared, its expression differed according to the national context. In Ecuador, the visibility of the crisis and the production of estimates that helped position the country in the Severity Index stand out. In Colombia, the emphasis was on the humanitarian architecture, the HRP, emergency management and localization. In Venezuela, the greatest value was observed in capacity strengthening, operational security and the production of useful information in a restrictive environment.

- The inputs confirm that EVIDEM does not operate under a homogeneous logic. Its functions change according to the political, institutional, operational and thematic context of each country.
- In Ecuador, the priority was to make the crisis visible, position data and articulate evidence with academia, forums and humanitarian coordination.
- In Colombia, the recent focus shows a strong orientation towards localization, technical strengthening and territorial analytical production.
- This differentiation must be sustained in the evaluation and in any future design: a shared strategic framework, but country-adapted operational models.

This differentiation is also reflected in the patterns of use and the survey results. Colombia shows a diversified profile, with emphasis on joint planning (40%), communication (28%) and process improvement (25%). Venezuela shows a more operational profile focused on coordination among INGOs and emergency management, with 82.4% of users obtaining inputs for coordination. Ecuador shows a profile more oriented towards methodological capacity strengthening and report production for donors (75%). This heterogeneity confirms that the operating model must be adapted by country, even when the strategic framework is shared.

Supporting quotes

- “It has been fundamental for making Ecuador’s situation visible... and for Ecuador to be included as a crisis in the Severity Index report.” ECHO.
- “EVIDEM supports data consolidation... and allows clusters to carry out their planning for the following year’s interventions.” OCHA.
- “The experience is not the same” across contexts and must be differentiated by country. Lessons Learned Workshop participants.
- “It has been a process of establishing itself in the country and becoming known.” ECHO.
- “We are carrying out a training process to leave installed capacities at the local level.” COROCORAS.



“The training programmed sought to leave tools and installed capacities in those local organizations... given that in Venezuela there is very little public information on humanitarian issues.” CIVILIS.



4. Localization emerges as one of EVIDEM's most distinctive contributions

A central lesson is that localization gained depth when it was not limited to symbolic participation, but enabled local organizations to produce, use and defend their own evidence. The strongest cases show capacity transfer, methodological accompaniment, autonomous production of analyses and new forms of territorial articulation.

- The strongest findings indicate that the consortium does not only deliver products, but transfers capacities to local organizations so that they can produce, interpret and use humanitarian information.
- This trait appears strongly in Arauca and other territories in Colombia, as well as in accompaniment to Ecuadorian organizations. Localization is not viewed merely as participation, but as installed capacity.
- However, the new inputs also show that this localization must be better connected with sectoral implementation, technical sustainability and replication schemes.

Survey satisfaction data also support this dimension: recognition of the team and specific professionals appears as one of the most frequent themes in Colombia's open comments. Users highlight horizontal relationships, proactivity, adaptation to their specific contexts and delivery within tight deadlines — precisely the attributes that make capacity transfer possible in localization processes.

Supporting quotes

- “The project contributed... to the creation of new governance within the UN Venezuela platform... and to strengthening the associative fabric.” CIVILIS.
- “EVIDEM is supporting us... with local grassroots organizations... in that transfer and strengthening of capacities.” OCHA.
- “EVIDEM will leave installed capacities in information management here at the local level.” COROCORAS.
- “Capacity strengthening to manage information from a local organization is the heart of the process”. APOYAR.
- “It would be important to replicate this with other organizations in their own territories.” APOYAR.
- “That they can continue working hand in hand with you... is a source of pride for us.” IRC.



*“For the first time, the Local Coordination Team passed the departmental humanitarian briefing to a local organization... and the departmental humanitarian briefing was approved.”
Tejedoras de Vida.*



5. Capacity strengthening is highly valued when it is practical, applied and decentralizable

Steering committees were valued as spaces for monitoring, strategic exchange and problem solving. However, the experience with technical and advisory committees was more heterogeneous. In some contexts, an advisory committee was not consolidated (Ecuador); in others, trust among partners was

not always sufficient to share information or coordinate agendas smoothly (Venezuela). This suggests that governance must be more adaptive and context sensitive.

- Trainings and mentoring processes are valued for their concrete usefulness, especially when they combine technical understanding, practical exercises and immediate application in the field.
- In Ecuador, these actions are valued for strengthening humanitarian workers and not only decision-makers. The need for greater duration, a second phase and replication beyond geographic centrality was also identified.
- In Colombia, hybrid methodologies and close accompaniment are seen as success factors for producing tangible results.

Supporting quotes

- “The steering committees... are working quite well... but the issue of the advisory committee has not been fully built.” 3iS Colombia.
- “The steering committee did [work]... the technical committee is really not working.” 3iS Venezuela.
- “These methodologies can be somewhat dense... it would be good to have a second moment to consolidate the knowledge.” Alas de Colibri Foundation.
- “What I saw yesterday I liked very much... it had a very important practical component.” CISP.
- “Ideally, this should be replicated in other areas of the country.” CISP.
- “It was a hybrid process... with virtual and face-to-face meetings and practical exercises.” APOYAR.

“They are quite important because they allow us to keep up to date with what is being done and how project implementation is progressing.” ECHO.

6. The consortium gained legitimacy when it combined technical evidence, neutrality and standardization

In several countries, especially Colombia, EVIDEM was valued because it provided technically robust analyses perceived as neutral. This neutrality made it possible to harmonize practices, support decisions by multiple organizations and raise the standard of sectoral discussions. The combination of technical rigor and service to coordination appears as a strong reputational asset.

- Several interviewees highlighted the consortium’s growing technical recognition, especially in Ecuador and Colombia. However, they also insisted that it could still “sell itself better”: communicate more clearly what it does, what it solves and what its differential value is.
- Positioning does not depend only on technical quality, but also on clearer communication of the portfolio, added value and tools such as EVIDESK.
- This need is directly connected to future sustainability and to the consortium’s capacity to expand alliances and diversify support.

This positioning of technical legitimacy is also reflected in satisfaction data: the combined rate of very satisfied and satisfied with the EVIDESK system reached 97% in Colombia, 100% in Ecuador and 100% in Venezuela.

Supporting quotes

- “The baskets allow us to have standardized amounts... and the feasibility analyses... have been very supportive because decisions are made with them.” IRC.
- “With the allocation of OCHA funds, they have asked us for analysis and documents, and they are the ones accompanying us... to guarantee some transparency.” IRC.
- “The dashboards... in Catatumbo and Córdoba... have been shared with governments and partners, and decisions have been made from them.” OCHA.
- “Perhaps sell itself better and better communicate what it does.” ECHO.
- “It is not sufficiently known,” in reference to EVIDESK in some countries. ECHO.
- “I see something very positive: the positioning they are achieving in Ecuador.” IRC.
- “It is positioning itself quite well” as a technical reference. IRC.
- “Very professional support and the analytical resources are of very high quality.” Flagship Community Participation Group.

*“Thanks to the planned and joint work with the Consortium and its team, the EVIDESK ticketing system works efficiently.”
World Food Program (WFP).*

7. Technological tools add value when they solve concrete problems and are light to use

Technology and AI appear in the interviews as a concrete opportunity, not as an empty narrative. Their value was recognized when they made it possible to speed up analysis, democratize tools, strengthen local organizations and create accessible solutions for low-connectivity environments. The lesson is that innovation works when it solves real problems for real users.

- The use of dashboards, Kobo, Power BI, GIS, monitoring tools and ticket management tools is valued when it facilitates context reading, territorial analysis, monitoring and coordination.
- However, a warning also emerges overly complex or heavy systems may limit adoption and sustainability, especially in contexts with restricted capacities.
- The strategic learning is clear: innovation must be functional, appropriable and designed from the real capacities of users.

Supporting quotes

- “They taught us how to use AI... and it allowed exactly that: for us to produce a product... and publish it.” Tejedoras de Vida.

- “Being able to guide on these very new, very technological issues... seems very important to me.” 3iS.
- “They give us the tools... the dashboard would be better this way or with Kobo.” IRC.
- “The use of data and GIS has been a discovery.” COROCORAS.
- “We should not repeat very complex and heavy systems.” 3iS.
- “Much lighter artificial intelligence tools” should guide the future. 3iS / Lessons Learned Workshop participants.



*“Anticipa... as a digital artificial intelligence tool via WhatsApp... so that women can access it as first responders.”
Tejedoras de Vida.*



8. Artificial intelligence, accessibility and applied innovation are an emerging agenda with high potential

- The new inputs clearly broaden the future agenda: artificial intelligence applied to the humanitarian sector, chatbots, light automation, protection tools and accessibility for persons with disabilities and older persons.
- These issues do not appear as cosmetic innovation, but as concrete opportunities to optimize processes, democratize information and expand inclusion.
- The challenge is for these lines to be integrated with the consortium’s accumulated experience and respond to field needs.

Supporting quotes

- “It would be perfect... to guide this strengthening towards artificial intelligence for the humanitarian sector.” IRC.
- “There is great added value... in the use of chatbots for rapid solutions.” IRC.
- “Develop tools for persons with disabilities and older persons.” CISP.



Accessible formats such as braille, sign language and understandable audiovisual content were suggested. CISP.



9. Future sustainability requires more staff, stronger territorial anchoring and a clear post-reset strategy

Almost all positive findings coexist with a cross-cutting concern: the continuity of the Consortium. Dependence on a single funder, funding cuts for information management and the fragility of capacities in the humanitarian architecture make sustainability the main challenge for a next phase. The implicit consensus is that the consortium needs to refine its positioning, priorities its offer and diversify funding.

- Several voices warned that the consortium has demonstrated value but needs greater human and strategic capacity to respond to the demand it has already created.
- In Ecuador, it was explicitly noted that a single country capacity is insufficient for the volume of opportunities, articulations and scaling required.

- In addition, a strategic line of analysis remains pending: studying the before and after of the humanitarian reset, especially after cuts that drastically reduced services and response capacities.
- The Venezuelan case clearly shows that the quality of information also depends on its safe handling. Products were useful when they enabled sensitive data to be shared with confidence, protected sources, anonymized information and transformed evidence into operational protection decisions. In that context, security is not an add-on: it is a design criterion for the information system.

Supporting quotes

- “The consortium’s dependence on ECHO funding... is a problem.” ECHO.
- “There will need to be prioritization of partners, themes and types of products... and a decision on how they want to position themselves.” OCHA.
- “For the number of objectives... there is very little staff in Ecuador.” Alas de Colibri Foundation.
- “The project should contemplate more support.” Alas de Colibri Foundation.
- “There should be an analysis of the before and the now” of the humanitarian reset. Alas de Colibri Foundation and others.
- “Publishing... in Venezuela is very complicated... and getting NGOs themselves to share information... that is unprecedented.” 3iS Colombia.
- “It allows organizations to decide whether to make an evacuation plan... a hibernation plan... or whether to assume the risk of entering Venezuela.” NRC.
- “The quality of the product... has encouraged more organizations to share information they are not sharing in other spaces for security reasons.” NRC.

“Many of the roles that were sacrificed... were information management roles... and EVIDEM helped cover those gaps somewhat.” OCHA.

10. EVIDEM has potential to strengthen advocacy, public policy and work with the State and academia

The findings confirm that not all products have the same strategic value. EVIDEM’s greatest strength appears when information production responds to explicit demand and can be traced to a concrete use. The main risk is dispersion into products with limited audiences, little appropriation or weak traceability of use. This reinforces the need to refine prioritization mechanisms and impact monitoring.

- Testimonies show that the consortium not only supports humanitarian programming. It also has the capacity to open spaces with academia, forums, public mechanisms and state actors.
- In Ecuador, this line is clearly visible in relations with FLACSO, observatories, the Ministry of Education, the Ministry of Interior, Copruna and regularization or human mobility processes.
- The strategic finding is that EVIDEM can be more than a technical provider: it can act as a bridge between evidence, communities of practice and public advocacy.

Supporting quotes

- “The role it was playing with academia... is important.” ECHO.
- “Being able to help them, together with civil society, formulate evidence-based public policies.” CISP.
- “Perhaps sell itself better and better communicate what it does.” ECHO.
- “The consortium can be this entry point that civil society needs” in relation to state actors. CISP.
- “Generate evidence, sustained monitoring and long-term strengthening of local organizations.” IRC.

“EVIDESK...
is a tool for
prioritizing
needs
and also
monitoring
impact.”
ECHO.

Synthesis

Overall, the findings suggest that EVIDEM has a recognizable and relevant value proposition: transforming information management into decision-making capacity, coordination and territorial strengthening. Its next challenge does not appear to be proving that the model works, but deciding where it adds the most value, how it institutionalizes its learning and through which sustainability strategy it can project itself beyond the current funding cycle.

1. EVIDEM is perceived as a relevant, useful and technically reliable consortium, with the capacity to close humanitarian evidence gaps and strengthen local actors.
2. Its greatest differential lies in articulating information, analysis, accompaniment, training and territorial positioning.
3. The strategic priorities that emerge most strongly are sustainability, country differentiation, localization with operational anchoring, capacity strengthening, better institutional marketing, accessibility and applied innovation.



Table 2. Comparative reading by country

Country	Main problem / gap	Main EVIDEM contributions	Most visible products / services	Perceived added value	Challenges / limitations	Strategic implication
Colombia	Gaps in territorial information management, support to the humanitarian architecture and local capacities to produce and use evidence in contexts of triple impact and complex emergencies.	Strengthening local organizations, production of territorial briefings, support to LCT (Local Coordination Team) /cluster, use of GIS, predictive bulletins and rapid emergency response. Localization appears as one of the strongest results.	Humanitarian briefings, territorial bulletins, data collection and analysis tools, training in information management and products on climate variability and GBV.	The strongest case of insertion into the humanitarian architecture and transfer of capacities to local actors. The project helped local organizations gain visibility and technical legitimacy.	Slow pace at certain points, dependence on technical accompaniment, need to expand the model to more organizations and sustain resources for hybrid mentoring.	Consolidate EVIDEM as a model of analytical localization and territorial support, deepening train-of-trainers, scaling to more organizations and improving traceability of product use.
Ecuador	Lack of reliable and timely data to make the crisis visible, especially displacement, violence and humanitarian impacts; weak institutional understanding of the scale of the problem; high dispersion of information.	Visibility of the Ecuadorian crisis, production of displacement and People in Need data, support to the Severity Index, strengthening of the Human Mobility Forum, capacity mapping, training of humanitarian workers and articulation with academia and territorial partners.	Bulletins, Power BI dashboard, displacement analysis, People in Need, shock analysis, studies with academia, tools for advocacy and documents on recruitment and protection.	Key to making visible a crisis that was not sufficiently recognized and to positioning a technical reading against limited or securitized narratives. It also contributed significantly to training and articulation.	Insufficient human capacity relative to expectations, need to better communicate the value proposition, weak external knowledge of tools such as EVIDESK, need for before/after analysis of the humanitarian reset and greater accessibility for older persons or persons with disabilities.	Deepen positioning, expand staff/ operational capacity, decentralize training, strengthen accessibility and better integrate state and academic actors.
Venezuela	Restricted public information, fragmentation of actors, distrust and the need to strengthen local capacities in a more closed and sensitive humanitarian environment. The gap is not only about data, but also about articulation and the safe use of information.	Training, strengthening of local organizations, support to coordination mechanisms, production of useful and reliable information in a restrictive context, networking and development of capacities for analysis and information management.	Bulletins, dashboards, reports, monitoring products and support to networks of organizations, although many had restricted or non-public circulation.	The differential value lies less in public visibility and more in installed capacity, trust and operational usefulness in environments of low openness and high fragmentation.	Greater difficulty in publicly showing results, fragmentation, low sustainability in the country and coordination challenges among partners. Usefulness exists but often remains within internal or specialized circuits.	Measure value through capacities, networks and contextual usefulness, not only through product visibility. Strengthen internal coordination and sustain mechanisms adapted to the restrictive context.

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