



## Advancement for Recovery Initiative for Safer Ethiopia (ARISE) Project



**Mobilizing relief for flood affected communities in Afar: Implementation process, good practices, and lessons identified**



The right side of the page features a series of overlapping, semi-transparent geometric shapes in various shades of blue. These shapes include vertical bars, trapezoids, and parallelograms, creating a modern, abstract design element.

This publication was developed following an After-Action Review of ARISE interventions for flood affected communities in the Afar region. It was compiled and published in April 2022.



building efforts that were integrated into emergency response operations.

The project was designed and implemented to enhance the Ethiopian Disaster Risk Management Commission's (EDRMC) capacity to manage the emergency coordination system that targeted beneficiaries, procurement, and distribution of NFI supplies. It also identified key learning and corrective action plans through an After-Action Review (AAR). The comprehensive review was possible because affected community members and other emergency response partner organizations provided their inputs.

The distribution team was composed of representatives from ADPC, EDRMC, and local administrators. These efforts are traditionally only led by the regional Disaster Risk Management Commission (DRMC). Although the initiative was intensive, it enhanced transparency and fostered greater confidence among target communities. Team members worked in a cooperative manner to ensure that the distribution process was more manageable and efficient in all locations.

This document compiles experiences and lessons learned from a participatory implementation of flood response in the Afar Region, and subsequent AAR to identify lessons and plan corrective actions for successful future interventions. The information presented in this document is sourced from consultations and interviews with various stakeholders from EDRMC, ADPC, Afar region's Disaster Prevention and Food Security Program Coordination Office (DPFSPCO), and community members. The document is meant to serve as a tool for sharing good practices and lessons for EDRMC and other like-minded organizations. The observations, perspectives, and data seek to improve their flood emergency response practices for future interventions.

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## Preface

Drought and flooding caused by extreme weather conditions have increasingly impacted the lives and livelihoods of millions of Ethiopians over recent years. Between June and September 2020, heavy and prolonged rainfall during the kiremt (rainy) season led to flooding and landslide incidents across six regional states. These areas include Afar, Amhara, Gambella, Oromia, Southern Nations, Nationalities, and Peoples' Region (SNNPR), and Somali. Over 1 million people were affected by flooding in these regions, of which 292,000 persons were displaced by flooding<sup>1</sup>.

River and flash flooding from the Awash River and heavy rainfall from highlands severely affected three Zones in Afar Region. These events displaced nearly 163,000 people<sup>2</sup>. The government of Ethiopia appealed to mobilize resources for a flood emergency response plan in June 2020 to address the humanitarian requirements for food, non-food, and water and sanitation.

The Asian Disaster Preparedness Center (ADPC) developed an emergency response proposal and secured funds from the Bill & Melinda Gates (the foundation) at the request of the Ethiopian Government. The initiative would respond to requirements for non-food items (NFI) of 4,000 households in the Afar region through the Advancement of Recovery Initiative for Safer Ethiopia (ARISE) project. The hands-on experience of the project provided ADPC with capacity

<sup>1</sup> The Ethiopian Disaster Risk Management Commission (EDRMC) report

<sup>2</sup> Joint Government-Humanitarian Partners Flood Response Plan September 2020

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# Executive summary

In the year 2020, the Government of Ethiopia and the humanitarian community targeted 7 million out of the 8.4 million people identified as in need of humanitarian assistance. 73% of this population needed acute humanitarian support, or immediate interventions. The number of people targeted in 2020 included all the 1.78 million internally displaced persons (IDPs) in Ethiopia, of which 70% are displaced because of conflict and 30% because of climate-related disasters (HRP, 2020).

Afar Region was also affected by flooding caused by heavy rainfall in the surrounding highlands of Amhara and Tigray regions. The floods were mainly caused from the overflow of the Awash River and its tributaries and rainfall from nearby highlands. As of early September 2020, over 162,000 people were affected and over 128,000 people were displaced by floods in Zone 1 (Asayita, Dubti, Mille, and Garani), Zone 2 (Afambo, Dalol, Tero), and Zone 3 (Amibara, Haruka, Gelealo, Gewane, Awash town, Dulecha, and Awash Fentale) (Joint Government–Humanitarian Partners Flood Response Plan September 2020).

To address the food, health, emergency shelter/non-food items (ES/NFI), water, sanitation and hygiene (WASH), and early recovery needs of the flood-affected and displaced people, the Government of Ethiopia presented a Flood Emergency Response Plan in June 2020. The plan was shared with donors and international agencies as part of the government's role in mobilizing resources for response activities.

In addition, the Afar regional government, in collaboration with Ethiopian Disaster Risk Management Commission (EDRMC) and partners, activated a zonal Emergency Coordination Center (ZECC) at Awash Arba town in Zone 3 to facilitate local-level, multi-sectoral coordination with full engagement of various sector offices and humanitarian partners operating in the affected woredas. zonal ECC also enhanced response operations which aimed to address the emergency needs of the flood-affected people and manage the social, economic, and political impacts of the flood hazard in the affected part of the region.

Based on the support request from the Government of Ethiopia, Asian Disaster Preparedness Center (ADPC) developed an emergency flood response proposal through a supplementary phase of the Advancement of Recovery Initiatives for Safer Ethiopia (ARISE) project and secured funds from Bill & Melinda Gates (the foundation) and responded to ES/NFI and WASH needs of 4,000 households (2,298 Male households and 1,702 Female households) from October 24, 2020 – November 14, 2021. The project was implemented in collaboration with EDRMC and provided support for affected populations in 16 kebeles in Amibara, Gelealo and Haruka woredas with 14 categories of ES/NFI and WASH items.

This response operation provided an opportunity to document good practices and lessons learned for improving future similar interventions. This document specifically highlights what worked well and where improvements are needed in the NFI standardization processes. Key findings, lessons, and recommendations presented in this documentation were developed based on the results of focus group discussions and interviews with beneficiaries and direct project participants, as well as reviewing relevant documents. The following are key lessons identified and recommendations for future interventions:

- **Consultation with relevant stakeholders during the initial stage**, starting from proposal development, facilitated successful implementation of the project. A program orientation meeting with partners ensured joint project implementation planning with a clear timeline, shared roles and responsibilities, agreement on modalities and processes of project management, stakeholder participation/engagement requirements, as and quick decision making and high-level commitment for executing the project.
- **Formation of the ARISE project implementation committee and project orientation session** for partners provided clear guidance on the roles and responsibilities of stakeholders, timely implementation of the activities and effective coordination and decision making.
- **Existing government mechanisms and organizational structures** from the national to community levels were crucial for successfully implementing the project. Utilizing the government structure and



Photo by ADPC

resources (e.g., staff, warehouses, transport fleets, tools for commodity tracking) facilitated time and cost-effective procurement, transportation, storage, and distribution of the supplies. Additionally, ADPC provided support in grant management, standardized procurement, technical assistance to ensure accountability in targeting and distribution, integrated processes and tools for participatory approaches, and joint monitoring and complaint handling.

- **A joint beneficiary targeting and distribution team** comprised of ADPC, EDRMC, local administrators, and a community targeting committee was an effective and transparent process for targeting and decision making. Strong cooperation among the team members also led to an efficient distribution process in all locations.
- **Coverage was inadequate compared to the high level of needs.** The overall response did not meet the needs of the total affected population. The number of the affected people was high in the targeted kebeles and the response addressed only 30-40% of the population. Non-targeted persons created mass crowds in some

distribution sites (Badhamo Kebele of Amibara woreda; Halidabay Kebele and Bonta kebele of Haruka woreda).

- **Standardization of the NFIs is needed.** The supplies were procured as per the national ES/NFI quality standards and procurement process. The quality of the items provided by different organizations falls within the standard established by the cluster represented by the government and partners.
- **There is high demand for dignity kits for girls and women.** In almost all districts, among the target beneficiaries, there were a high demand for dignity kits by women and/or girls aged 15 – 49 years. However, there was competition for dignity kits, which can potentially lead to conflicts. Proper assessment and crowd management need to be in place to manage the situation. Dignity kits are not readily available near IDP sites and women and girls found the inclusion crucial at IDP sites as it is almost impossible to find a substitute. This is an urgent need to include gender considerations in future response plans and implementations. Gender inclusion as target beneficiaries represents 45.5% of the total beneficiaries.

- **NFI items were sourced from the national market to expedite the process.** During the program orientation meeting, the management decided on the national procurement option to expedite the NFI procurement process. The decision-making process occurred in a more participatory and transparent manner and was successful for conducting the procurement process as per the required standards and timeline. Management also decided to immediately reactivate of the original ARISE project procurement technical committee under the leadership of ADPC, with the involvement of EDRMC, ES/NFI cluster, and International Organization for Migration (IOM).
- **Recommendations from the original project phase of conducting procurement from local vendors improved the timeliness of the procurement process.** Additionally, involvement of high-level officials during the program orientation session improved the commitment and decision-making process. The overseas procurement took significantly longer than local procurement and was unsuccessful in meeting project timelines. Thus, the team opted for local procurement of supplies for ARISE Phase I as well. Compared to Phase I, which took eight months to finalize overseas procurement of just four supplies, the procurement of ARISE Phase II was completed in just one month for the procurement of 14 items.
- **The project channeled the resources through established government structures and logistics systems,** which was effective for timely implementation and reducing logistics and other operational costs.
- **A community based early warning system (EWS) needs to be strengthened to ensure reception of messages and actions are taken by communities.** The national and regional government confirmed release of three consecutive alerts in different months before the floods. During the AAR, it was confirmed that most of the community had been reached with the alert through various media outlets. Still, many community members resisted evacuation.
- **Establishment of a long-term Flood Risk Reduction Strategy** can help to address the recurrent flooding problem and develop lasting solutions. The strategy may include flood prevention measures such as river training, construction of dykes and small dams, and use of the water for irrigation and environmental rehabilitation activities, including area regeneration and tree planting on the watershed.
- **Household and livelihood rebuilding are urgently needed.** Most of the houses and means of livelihoods were damaged or destroyed in the floods. The Government must provide support to people for rebuilding homes, farms, and livestock-based livelihoods.
- **The AAR process provided the opportunity to consult with and document direct inputs from concerned project stakeholders.** This included partners, different levels of government structure, ADPC staff, and community members.
- **The major challenge was IDP site management due to lack of experience, lack of resources, large IDP population, and limitation of human resources.** At first, the situation did not allow for targeting of the IDPs that required special attention and treatment such as pregnant women, children, breastfeeding women, people with disabilities, and elderly people. The response did not fully meet the requirements for NFI and WASH of the overall IDP population.
- **Despite multiple challenges, the overall search and rescue operation was successful in saving lives.** As large-scale flooding was new to this area, coordination of stakeholders from the federal to community level was vital to achieve success with lifesaving and response activities. In addition, failure to evacuate people before the flood-hit incurred a higher cost than lifesaving operation and response activities. The participation of the private sector during response and recovery was invaluable and the involvement of this sector in disaster response activities should be strengthened where possible.

# 1. Introduction

## 1.1 Background

Enacted and immediately put into effect in 2013, the National Disaster Risk Management (DRM) Policy of the Federal Democratic Republic of Ethiopia (FDRE) has strategized that disaster risk reduction activities are integral to the development plan framework (FDRE, 2013). The EDRMC was mandated to lead the DRM implementation activities according to the endorsed policy and strategy. Accordingly, the commission in collaboration with its partner agencies developed the DRM Strategic Plan and Investment Framework (DRM-SPIF), which was approved by the FDRE in 2013. Following the approval of the strategy by the federal government, the National DRM mainstreaming guidelines were developed and officially launched in October 2018. Guided by the nationwide strategy and guidelines, the EDRMC has embarked on an initiative to mainstream disaster risk management across all sectors, line ministries as well as regional states (EDRMC, 2020).

In recent years, Ethiopia has experienced multiple climate-related extreme conditions such as droughts and floods. In 2020 alone, heavy and prolonged kiremt (rainy season) (June, July and August) caused floods and landslides in Afar and five other regional states. As a result, reports indicated that as of the first week of September, close to 1,017,854 people were affected, and 292,863 people were displaced by the floods across the country (EDRMC, 2020).

The floods affected the communities residing along the upper, middle, and down-stream plains of the Awash River in parts of Oromia and Afar regions and populations along other river basins in the country.

The EDRMC, in collaboration with regions and partners, coordinated successful lifesaving operations, and despite multiple resource constraints and other challenges, implemented successful emergency response and rehabilitation of the affected populations.

This process documentation aimed to capture the experiences of ADPC's partnership with EDRMC in the standardized provision of non-food items (NFIs) and WASH items to flood-affected communities through the Advancement of Recovery Initiatives for Safer Ethiopia (ARISE) Project.

## 1.2 Project overview

ADPC's partnership with Ethiopia's Disaster Risk Management Commission began with the Strengthening Institutional Capacity and Preparedness for Emergency Response in Ethiopia (SIPERE) program. The program worked towards building the institutional capacity of EDRMC by strengthening emergency response, Emergency Coordination Centers (ECCs), EWS, DRR mainstreaming, DRM research and training, information technology, and knowledge exchange through South-South Cooperation.

ARISE, a joint ADPC-EDRMC partnership project implemented with support from the Bill and Melinda Gates Foundation, is a practical translation of SIPERE, in which capacity building was integrated with emergency response operations. The program focuses on strengthening the institutional and human resource capacity of federal, regional and woreda level government and other stakeholders who are involved or participate in humanitarian response and risk reduction activities in Ethiopia. The project offers a formal platform for capacity development, provision of technical inputs and tools for preparedness, and emergency response and recovery planning. ARISE was designed based on the SIPERE program's overall vision of building DRMC capacity in Ethiopia, while ARISE has a specific focus on integrating institutional capacity building into emergency response practices. The original ARISE program was implemented during the Oromia-Somali conflict crisis, whereas the supplementary phase of ARISE responded to the IDP crisis as a result of flooding along the Awash River Basin in the Afar region.

The supplementary ARISE phase addressed gaps with standardized provision and distribution of NFIs to flood affected communities (IDPs and returnees) in the Afar Region. The aim of this investment was to strengthen the EDRMC capacity in response operations by providing specific humanitarian response and recovery support while strengthening the capacity of national and



regional emergency operations centers (EOC) and documenting good practices and lessons learned during the response, rehabilitation, and recovery processes.

The EDRMC analysis indicated that Afar region was one of the worst affected regions by floods in 2020. Reports also highlighted that the region was lacking basic humanitarian needs, Emergency Shelter, and recovery support as the need was not fully addressed by humanitarian assistance programs due to other urgent humanitarian needs caused by conflicts in other parts of the country.

Field monitoring of the flood situation in the Afar region indicated that, as of 7 October, 2020, due to overflow of the Awash River and flash floods, over 240,000 people were affected and over 163,000 were displaced from 17 woredas in the region.

The flood hit Zone 3 especially hard, where the discharge of excess water from the Koka Dam affected more than 183,000 individuals and displaced over 132,000 people in six woredas in late August 2020. The displaced people camped in 47 IDP sites situated in high ground areas in Zone 3.

Routine disaster emergency response in Ethiopia is that the EDRMC conducts a situation analysis and calls for emergency appeal in collaboration with the UNOCHA. However, with the objective of piloting the functionality of its SIPERE program that aims to strengthen disaster prevention,

preparedness, and emergency support, ADPC conducted a situation analysis in the flood affected areas of Afar to address the gaps with emergency NFIs.

In response to the emergency response prioritization by the joint Government-Humanitarian Partner Response Plan (HRP) in September 2020, ADPC formed a team that conducted a rapid assessment to better understand the level of vulnerability of flood affected communities and related immediate needs in the Afar Region of Zone 3. The assessment report became the basis for establishing a supplementary project phase of ARISE that targeted support to 4,000 internally displaced households (20,000 people) with NFIs and WASH materials in Amibara, Haruka and Gele'alo woredas within one year (October 2020 – November 2021). The project channeled the resources through the established government structure and logistics systems, and employed a joint implementation approach that involved ADPC, EDRMC national, regional zonal, Woreda structures and communities.

The overall objective of the proposed investment was to strengthen the emergency response, rehabilitation, and early recovery efforts of the Government of Ethiopia to manage the 2020 flood emergency and early recovery needs of the affected communities in the Afar region.



Figure 1: Overall objectives of the ARISE project

## 1.3 Methodology and documentation design

This documentation of the supplementary phase of ARISE implementation processes and key lessons employed multiple, human-centered, qualitative data collection techniques. The data collection techniques included Key Informant Interviews (KII), Focus Group Discussions (FGD), and field observations, as well as individual interviews of ADPC and EDRMC technical staff in Addis Ababa. In addition, inputs from attending the AAR workshop and review of periodicals, progress assessments, and monitoring and evaluation reports have been used to enrich this document.

### 1.3.1 Sampling technique and sample size

The documentation employed a purposive sampling technique. Targeted smaller sub-administrative rural and urban kebeles from selected areas were identified based on the discussions and documented information collected from the EDRMC and ADPC.

KIIs were conducted with EDRMC/ADPC at the federal level and from Afar Region's woreda Pastoral and Agriculture Development Office (PADO). Two kebeles from each three woreda of Zone3 (Amibara, Haruka and Gelealo) were visited. Six FGDs with targeted community members and six KIIs with each Kebele's DRM focal persons were conducted. Moreover, six community members were interviewed for developing case studies.

### 1.3.2 Data collection tools

#### a. Desk review/ secondary data source

Analyzing secondary data includes review of existing quantitative and qualitative data on the project, rapid assessment reports, and monitoring and evaluation reports. This review provided a strong understanding of the project activities and achievements as well as the initial identified gaps by the rapid needs' assessment survey. Information from secondary data analysis combined with guideline materials also helped to identify what worked well and what requires improvement. A review of the SIEPRE program was also consulted as the program aims to boost the capacity of EDRMC with key

areas of emergency response, emergency coordination centers (ECCs), EWS, DRR mainstreaming, DRM research and training, information technology, and knowledge exchange through South-South Cooperation.

The lesson documentation also combines the learnings identified through the AAR workshop and its own assessment of ARISE accomplishments.

#### b. Key informant interview (KIIs)

The quality of KII rests largely on choosing the right informants who participated in the project who have detailed information and knowledge about the project and the target community. There were two major sources used in this case: 1) project implementers, and 2) beneficiaries. The beneficiaries' information focused on the disaster situation, impact on their livelihoods, the selection process of beneficiaries, and the impacts of support in improving their livelihood status. On the other hand, partners and lead implementers reported on the overall beneficiary targeting and the project implementation process, results, challenges, and identified lessons. Key informants from communities participated in interviews in the field and during the AAR workshop. Implementers and partners from EDRMC, region, and woredas were interviewed during the AAR workshop and in their offices. All KIIs were audio-recorded to ensure accuracy.

#### c. Focus group discussions (FGDs)

FGDs were held at the identified areas in the field to showcase community participation in planning, implementing and monitoring and evaluation as well as to visualize level of partners/stakeholder's engagement in coordinating implementations. Major local stakeholders and lead implementers took part from the government and concerned CSOs. FGDs, on average, consisted of 6-12 heterogeneous groups, and all sessions were audio recorded and photographed.

#### **d. Observation and image documentation**

The consultant conducted field observations of the support provided and situation of the cause of flooding and IDP situations. Physical structures (of Awash Rive Area), beneficiary communities, discussions with communities and government staff and other relevant images were captured from the same samples identified for the KIIs and FGDs used in this documentation report.



*Photo by ADPC*

## 2. Documentation approach and objectives

### 2.1 Approach and organization of the process document

Documenting good practices and learnings help to generate knowledge and lessons for future improvement of disaster preparedness and response interventions. Accordingly, the ARISE program team and consultant have developed this report of good practices on key processes of the NFI standardization process throughout the implementation of Emergency Response Project to Flood Affected Communities in Afar Region. Key findings, lessons, and recommendations presented in this documentation are the result of meticulously organized and facilitated discussion sessions with beneficiaries and direct project participants supplemented by interviews and document reviews. Individual case studies have been included to showcase the impacts and reflections of the direct beneficiaries of NFIs.

The documentation structure singled out key elements of implementation processes as NFI standardization by key stakeholders, ARISE orientation workshop, re-activation of flood response committees, beneficiary targeting, feedback mechanisms, procurement processes, distribution mechanisms post-distribution monitoring and AAR. The ARISE project is a joint effort by the Government of Ethiopia (EDRMC) and the ADPC supported by the foundation. The project was based on an innovative model that combines a three-tier approach the interventions composed of providing support to enhance the capacity of EDRMC on emergency response. The project provides NFIs to meet the immediate needs of flood-affected internally displaced persons (IDPs) in the Afar Region. In addition, the project aims to increase the capacity of NDRMC and its partners to ensure timely, effective and well-coordinated responses to future complex emergencies in Ethiopia.

The implementation process of the ARISE project followed ADPC's approach of building on the EDRMC's existing mechanism:

- Orientation with stakeholders (EDRMC, ADPC Headquarter, ADPC-Ethiopia, the foundation);
- Establishment of program management committee (EDRMC and ADPC) and reactivation of procurement committee established during phase-I ARISE implementation (EDRMC, ES-NFI cluster, IOM and ADPC – Ethiopia);
- Reactivation of beneficiary targeting team (EDRMC, ADPC-Ethiopia and interns); and
- Deploying NFI distribution team (EDRMC, ADPC-Ethiopia and interns) at different levels.

### 2.2 Objectives

#### General objective:

The general objective of the documentation is to enhance learning and knowledge management as well as communication procedures of EDRMC through documenting the process, good practices, and case studies from the supplementary phase of ARISE project in Ethiopia.

#### Specific objectives:

- i. Document key processes of the NFI standardization processes from ARISE response approach and processes with emphasis on project management, coordination, targeting, procurement and distributions.
- ii. Identify key good practices and lessons from NFI standardization process and propose recommendations for future improvements for future similar disaster situations.
- iii. Develop case studies to showcase the impacts of shelter, NFI and WASH support on the most vulnerable targeted affected population.

## 2.3 Key stakeholder groups participated as sources of information

The following stakeholders participated in the data collection activities as sources of information and perspectives:

- i. Beneficiary communities in focus group discussion and KII
- ii. Woreda and regional level leadership and taskforce in focus group discussions and key informant interview (Afar Region, Amibara, Haruka, Gelealo)
- iii. National project implementation team as key informants (EDRMC, ADPC).
- iv. NFI procurement and distribution team (EDRMC, ADPC)



Photo by ADPC

## 3. Findings of good practice

The supplementary phase of the ARISE-I project focused on strengthening the emergency preparedness and response as well as rehabilitation and recovery efforts of the Government of Ethiopia to manage the 2020 flood emergency situation in the Afar Region. The project provided shelter materials, dignity kits, NFIs, and WASH support to fill the government gap with standardized provision of these items. It also aimed to build capacity of the government, including EDRMC and other government offices at the federal, regional, and local levels, and an AAR of the Afar flood response was also conducted.

### 3.1 Standardization of emergency NFIs, WASH, and emergency shelter support

#### **The Process and Implementation Activities:**

The implementation process of the ARISE project followed ADPC's approach of building on the EDRMC's existing emergency response systems and mechanisms – orientation with stakeholders, reactivation of program management committee, procurement committee, beneficiary targeting team and NFI distribution team at different levels. Moreover, adopting and/or contextualizing standards had been carried out with the support of ADPC.

Gaps in the standardization of an emergency response guideline that fits major types of disasters was among the key challenges faced during provision of emergency supports in Ethiopia. Through the ARISE project, ADPC collaborated with the EDRMC to provide emergency NFIs, WASH, and shelter to communities affected and displaced by the Awash River flooding in 2020. ADPC collaborated with EDRMC and also worked closely with the WASH and ES/NFI clusters, conducted a gap analysis, and standardized procurement and distribution of emergency items to the target beneficiaries.

The support targeted and distributed the supplies to 4,000 households (20,000 affected people). IDPs and returnees were provided 14 NFI packages, which included household items, emergency shelters, emergency sanitation and

hygiene items as well as dignity kits, to facilitate rehabilitation and recovery process from the impact of the flood. A full package of dignity kits (underwear, re-usable sanitary pads and multi-purpose soaps) was distributed to 839 women and girls between 15 – 49 years of age.

The project distributed the items through the existing EDRMC logistical and government response structure, for which ADPC provided capacity building support through previous projects. Utilizing existing government structure, systems and resources was time and cost-effective and saved resources to be allocated for operation and logistics.

**Objectives** - The following three specific objectives of the ARISE project were as follows:

- i. Ensure ES/NFI access to flood affected communities in three woreda of Afar region and improve their living conditions.
- ii. Ensure WASH items access to flood affected communities in three woredas of Afar region and improve their living conditions.
- iii. Strengthen organizational preparedness and emergency provision capacity of the EDRMC and its woreda and kebele structures through technical training support.

The steps for NFI standardization were described in one-on-one interviews with ADPC and EDRMC Addis Ababa Staff who were directly involved in the assessment, procurement, targeting and distribution teams.

Through SIPERE and the first phase of ARISE project activities, ADPC supported the EDRMC with capacity building on emergency preparedness and response. The latest phase of the ARISE-I project makes use of lessons and recommendations from the previous process documentation and AAR to improve the standardization of NFI and other emergency item provision process. Accordingly, this current implementation has shown improvements on coordination, NFI packages, procurement process in terms of timeliness and distribution as well as post-distribution monitoring.

As a customary procedure, when a disaster hits, a community level taskforce led by Kebele administrator conducts needs assessment and

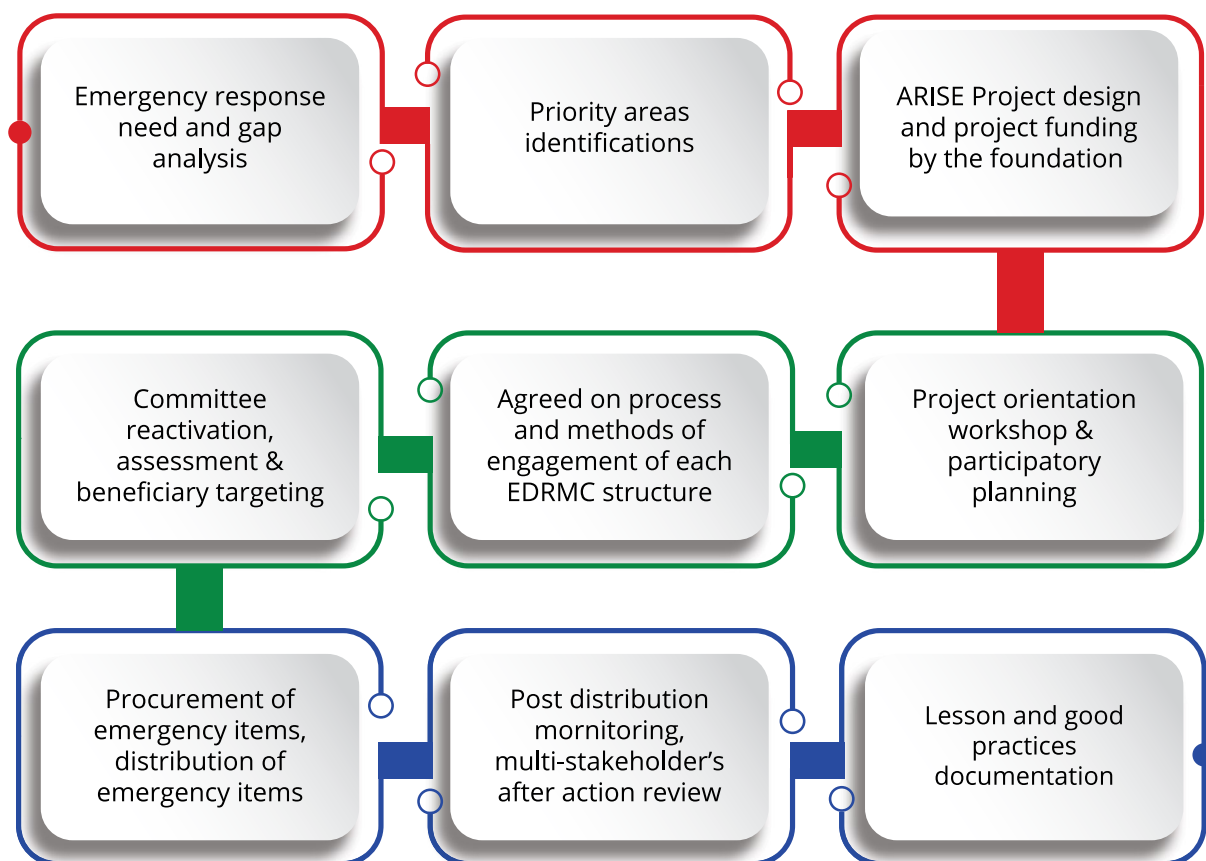


Figure 2: NFI standardization process

reports to the woreda level DRMO. Woreda DRMO assesses the needs and responds if it is within its capacity, if not, it reports to the zone level DRMO. This chain continues to the federal level (EDRMC) if the response capacity is beyond the capacity of the zones and regions. EDRMC responds from its stock or procures or appeals to the donor communities if the need is beyond the capacity of the commission. EDRMC uses its own logistics and warehouses to transport and store emergency assistance and finally delivers to the regional level DRMO. The region, zone and woreda level government offices coordinate the overall distributions to the final beneficiaries. The different structures play their specific roles in targeting, resource mobilization, allocation, and distribution.

Following the gap in the NFI requirements, the ARISE Phase II project intervened in the response of the Afar flood crisis to respond to the appeal by EDRMC. The number of displaced people and low response by the emergency response partners challenged the response operation to meet NFI requirements. From the beginning, ADPC participated in cluster meetings and followed up on the response process to

remain informed about the humanitarian requirements and gaps.

The ECC report also indicated a gap in the NFI response where ADPC participated, and the partners initially involved in the response diverted their commitments to new emergency response in the conflict affected areas in Northern Ethiopia. At the time, the displaced population were at IDP camps and the needs for NFIs, WASH, and shelter was enormous.

Based on this context, ADPC developed the project proposal for a supplementary ARISE project phase and secured emergency funding from the foundation in October 2020 as a supplemental grant to the ongoing capacity building project in October 2020. Once the fund was secured, ADPC held consultative meetings with EDRMC high officials, and the regional DRMO and NFI cluster about the resource and areas of interventions. The region guided the project to work in the priority areas of Zone 3 (where the flood impact was worse). A meeting was organized with Zone 3 DRMO, where they advised ADPC to work with the three worst affected woredas – Amibara, Haruka and Gelealo. Meetings

with woreda level DRMO identified 16 priority kebeles such as four kebeles in Amibara, four kebeles in Haruka and eight kebeles in Gelealo woredas.

ADPC, together with experts from EDRMC, the Afar region, woreda DRMO and kebele community taskforce, led a rapid assessment mission to identify and retarget 4,000 of the most vulnerable households including prioritizing pregnant and breastfeeding women, elderly people, people with disabilities, and very poor households with large family sizes. After selection of the households, community leaders and elders who have the best knowledge of the beneficiaries evaluated the beneficiaries' list based on the targeting criteria, verification at displaced community meetings and finally approved and stamped by the kebeles and woredas administration. The assessment also identified local warehouse facilities close to the beneficiary communities.

A procurement committee was activated with participation from EDRMC, IOM, and NFI clusters. The committee prepared specifications, invited bids through a request for quotations, and went through a rigorous sample and production capacity checking and selection process before purchasing the items.

The procured items were supplied to the central EDRMC's warehouse in Adama and transported to woreda warehouses (FDP sites) and distribution sites as available using the EDRMC trucks and emergency warehousing and fleet management system as part of the contribution of the government to the intervention. EDRMC logisticians/drivers were expected to collect a delivery receipt from the warehouse storekeeper and submit it to the logistics unit of EDRMC. Normally the regional government is responsible for handling the distribution process, which is not supported by a strong monitoring system.

In this distribution process, with input from the EDRMC and ADPC teams, distribution dates and times were well-scheduled and distribution locations were identified and conducted at the nearest distribution centers such as farmer training centers (FTC), schools, kebele offices, etc. The woreda and kebele officials informed the communities about the distribution schedule and centers in advance. In the presence of the selected communities, beneficiaries were given an orientation and explanation on the

distribution package and selection criteria of the beneficiaries.

A scattered settlement of the targeted population forced establishment of secondary-distribution sites to bring the emergency items closer to the target households, although this caused additional costs for distribution and organizing security management in collaboration with local administrative structures.

The selection of final distribution sites was reached after discussions with the targeted communities during the rapid assessment targeting in addition to the decision-making power of the community task forces and the woreda government, which depended on the accessibility and availability of secured warehousing facilities and central location for the majority.

Community members were also informed about how to address their complaints on both targeting and distribution as a mechanism to facilitate complaint handling and to ensure transparency. Representatives of the kebele distribution committee were present at the distribution site to collect and address complaints at the distribution sites.

During distribution, identification of the beneficiaries was through documentation checks and further confirmation was provided by community leaders or Kebele administrators. Beneficiaries did not sign any documents as it was important to respect COVID-19 physical-distancing protocols. Instead, the Kebele administrator and distribution committee signed the distribution list. Recipients had to check the supply package based on the orientation given to them before the startup of actual distributions. In Gelealo woreda due to conflict and road blockade, communities from 8 kebeles received items from one distribution center, but in other woredas the distribution centers were relatively close to the beneficiaries, and complaints were smoothly handled at all sites. A post-distribution monitoring visit was conducted to learn how the support was beneficial, assess if the distribution was transparent in nature, determine if the process was participatory, and determine if needs were adequately addressed.





Communities and local level government administration provided positive feedback on the joint distribution operation, as it improved the transparency of the delivery of the supplies to the targeted community members and handled complaints from beneficiaries and non-beneficiary local communities. The targeting and distribution list were well documented.

## 3.2 NFI standardization process by key stakeholders

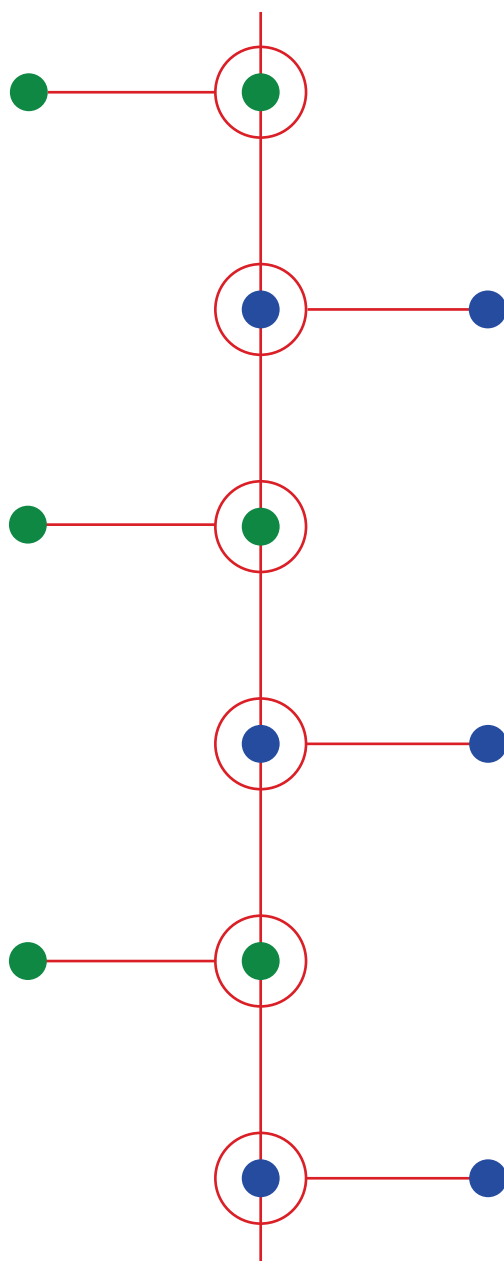
### Community members and kebele administration

Overall, the alert system and information sharing platform were weak due to road, network, and electricity disruptions. The lifesaving operation was successful in moving those who had been trapped by the floods for up to three days. Helicopters and boats were vital to reach IDPs as part of lifesaving operations and emergency food aid, but not enough compared to the overall level of need as these means of transport could only deliver a few items and transport few people at a time.

**Early warning** – Flooding was expected as the rainy season intensified. A Woreda level flood preparedness and response committee was established to work with local administrations to alert vulnerable communities about the risks of flooding and put in place a preparedness plan.

**Flood hit** – Major flooding hit 6 kebeles in Haruka Woreda in the first week of September 2020. The flooding broke through dykes at two locations and a massive flood covered a wider area. The flooding impacted a larger population and their physical assets as well as infrastructure and social and health service centers.

**IDP camps and emergency responses**  
– Two committees were established to work as a liaison between IDPs and higher committees and support with targeting and screening of beneficiaries based on priorities and distribution of aid items to the IDPs.



**First evacuation** – After the early warning alerts, a few communities evacuated from some Kebeles, but many people were reluctant to leave their crops and household assets behind. About 80% of the vulnerable population didn't evacuate

**Major evacuation** – Many people were evacuated by different means including military vehicles, trucks and traditional boats before the flooding worsened, but later on when the flooding blocked transport links, those trapped by the flood were evacuated by military helicopters and boats.

**Recovery and rehabilitation**  
– The Woreda prepared a recovery plan but couldn't secure enough resources to implement it. Food support was continued as part of PSNP for the most vulnerable communities but most of the affected population supported themselves with their own remaining resources.

Figure 3: Experience map of NFI response by stakeholders (Community and kebele administration)



**Early warning messages** - EDRMC had developed three flood alerts to the region in April, June and August 2020 which were further disseminated to the lower level structure of the government system and community. Despite the alerts, many communities didn't take action to evacuate.



**Preparedness actions** - As part of the national and regional flood preparedness action, some flood mitigation and DRR activities including river dyke maintenance were carried out with the support of Awash Basin Authority, Region Water Works Enterprise and the military.



**Major flood happened** - the flood displaced 64,000 people, and their livestock and crop- base livelihoods as well as their houses and villages were damaged. Similar flooding events occurred in 1998 and 2015 but not on the scale as the one in 2020.



**Lifesaving actions** - Many people were evacuated by themselves to hills and higher areas on foot and with all available means of transportation including military trucks. But many were trapped by the flooding and evacuated by military helicopters and boats.



**Flood IDPs - Community** - Based response committees were established to support IDP registrations and screening to coordinate targeting for emergency response activities. There was a capacity limitation of IDP management during the entire stage of displacement as a result of overwhelming situation and limited resources.



**Emergency Response** - The Woreda first dispatched food aid from its stock for PSNP and reached flood IDPs with special attention given to people with special needs including pregnant women, breastfeeding mothers, children and elderly people . Additional food aid, and NFI and WASH support eventually arrived.



**Return and recovery** - There wasn't a clear return and recovery plan . IDPs returned by themselves, and out of seven kebeles and two remained at IDP sites as they were concerned about the risk of future floods The returnee faced lack of basic services and livelihood rehabilitation support.

Figure 4: Experience map of NFI response by Ambihara Woreda Administration

Flood prevention and mitigation measures were also not enough to reduce future flood risks. Previous flood mitigation activities often began during the rainy season, which created setbacks for heavy machines. If mitigation activities are planned for a given year, they should be done long before the beginning of the rainy season.

The affected communities were still not fully recovered from the flood even a year after the incident. Farmers are had not returned to farming activities due to risks of floods and irrigation canals are not properly and fully maintained. Agriculture and livestock support was also not provided for the affected communities. Woreda level emergency response capacity needs to be strengthened, and a clear sector coordination guideline for a flood taskforce should be in place as well as a permanent flood emergency coordination center established.

For a long-term solution, a robust flood disaster risk management system needs to be in place to prevent flooding or reduce impacts on vulnerable communities. In terms of coordination, a strong and consistent coordination system needs to be linked along government administrative structure and lines. Woreda level EWS needs to be strengthened with expertise and technology as well as traditional information sharing system (dagu) to share information on timely basis and disaster risk management ownership at woreda level needs to be ensured.



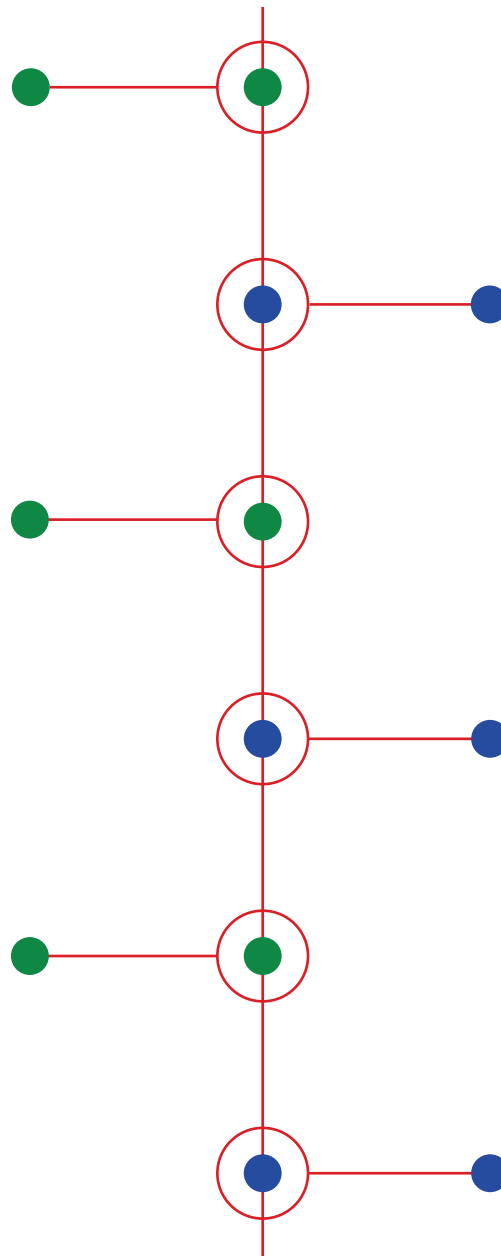
Photo by ADPC

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**Recovery and rehabilitation**  
– The Woreda prepared a recovery plan but couldn't secure enough resources to implement it. Food support was continued as part of PSNP for the most vulnerable communities but most of the affected population supported themselves with their own remaining resources.

Figure 5: Experience Map of NFI Response by Haruka Woreda Administration

As the Awash River overflow caused frequent flooding, flood EWS required strengthening to reduce its impact on vulnerable communities and enhance their ability to take quick actions to evacuate before floods hit. Mitigation measures are not implemented even after the flooding and private investors who were involved in cotton

farming could not resume their farming activities, which is a lost opportunity for local communities to recover from the impact of the floods by working in the farms.

**Flood early warning alerts** - The region received weekly situation data and reports from Woredas through Zones. Based on these inputs, the region conducted a participatory case scenario analysis and planning with partners and offices including all Woredas. All Woreda flood task forces were activated.

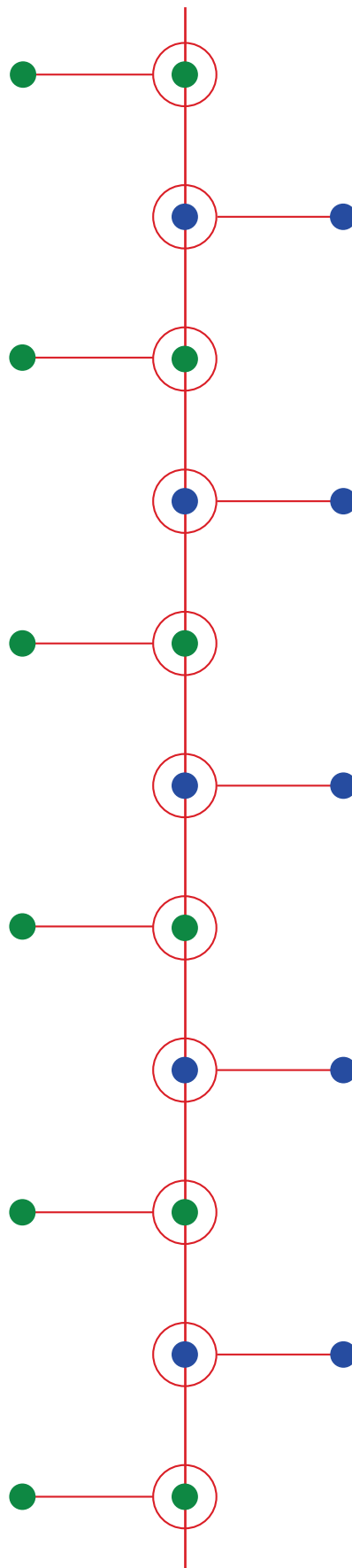
**Definitive strategies for response** - The region put in place emergency preparedness plan which comprises mitigation activities, early response activities and malaria prevention activities. In terms of coordination, the regional government mobilized community members to involve in some flood prevention works along the river.

**Alert and informed** - Together with partners, the regional government coordinated delivery of early warning messages on radio and face-to-face. This might have its own contribution in increasing the awareness of approaching flooding dangers and the actions needed to be taken by local level government structure and vulnerable communities.

**Evaluate, execute, and evacuate** - Despite alerts, not all vulnerable people were evacuated before the flood hit. This implies that a preparedness plan should have been prepared well before the flood months and comprehensive enough to guide actions related to before, during, and after the flood events, lead to timely and proper evacuation.

**Revised emergency response plan** - There were differences in the scenario analysis and actual situation on the number of affected people and scale of flood impact. It put pressure on response operation. Based on this, the region revised its emergency response plan.

**Return and recovery plan** - A recovery plan was in place to support rebuilding of damaged community livelihoods and carrying out of mitigation measure to reduce future flood disaster risks. However, there were huge resource gaps to meet the requirements to support recovery and rehabilitation activities.



**Information based approaches** - Based on the meteorological data and scenario analysis, the region identified the 16 most vulnerable target Woredas and categorized four Woredas as most vulnerable with 12 Woredas classified as normal case scenario. Based on the scenarios, the task force put in place a scenario planning of what each Woreda was expected to do and prepare for.

**Definitive strategies for response** - It was estimated that 64,000 people would be affected by the flood. The region requested the EDRMC to preposition food and non-food items for this population. Nearly 50% of what the region requested was supplied by EDRMC. In terms of timeliness, the plan was prepared before the flood hit, at the preparation stage.

**Alert and informed** - Floods hit three days after the high-level flood alert. The first was a flash flood caused by rain but followed by a massive flood from the overflow of Awash River which caused the major displacement.

**Enhancing camp capacity** - IDP camp management was weak due to the urgency of the disaster and resource limitations. IDP sites were congested and up to five families were accommodated in a single classroom. This implies the need to explore the opportunity to utilize a trained staff in the government or local humanitarian actors or facilitate capacity building in IDP camp management.

**Emergency response and coordination:** The region started responding from its stock. Food support was well addressed gradually, but there were gaps in NFI stocks, water and shelter availability. Commitment by NGOs and other partners were not met on time, and there was some duplication of interventions.

Figure 6: Experience map of NFI response by Afar Regional Administration

This happened due to the fact that the 3Ws developed by ECCs could not guide the actual response distribution over affected kebeles due to the fact that NGO and government emergency resources arrived in a slow and scattered manner over long durations. The preparedness/contingency plan should be supported by well-coordinated advocacy at all levels for effective and timely donor fund raising and resource allocations to the most vulnerable areas identified by the scenario planning.

The regional taskforce held regular meetings every three days with the participation of partners and multiple sectors, and later divided into two management teams deployed at Zone 1 and Zone 3. The team was comprised of regional administration and woreda task forces who were deployed at the woreda levels to manage incidents.

One month later, a high-level ministerial team visited the areas and as per their recommendations two ECCs were established in Zone 1 and Zone 3. Zonal ECCs were established to coordinate multi-sectoral emergency response and coordination with representatives from EDRMC, line ministries, regional entities (health, WASH), the UN, and non-governmental organizations (NGOs).

However, a normal line of communication and management chain was not observed as the ECC should have been timely established/activated at the region level and sub-regional ECCs at zone and ICPs at woreda levels. Instead of reporting through the region, Zone ECCs were reporting directly to the region, which resulted in some coordination problems. There was a case when Zone 3 directly requested resources from EDRMC and resources mainly arrived in this zone, partly neglecting other zones. Transportation limitations and resource limitations affected evacuation and conducting monitoring missions.

Many IDPs experienced loss of their houses and household items. NGOs and individuals supported some recovery activities in three woredas with restocking, non-food packages, house renovations and reconstruction, and cash for food schemes.

The major challenge was IDP site management due to lack of experience, lack of resources, as well as the large IDP population and limitation of human resources. At first, the situation didn't allow targeting of the IDPs that required special attention and treatment such as pregnant women, children, breastfeeding women, people with disabilities and elderly people. The response didn't fully meet the requirements for NFI and WASH of the overall IDP population.

Despite multiple challenges, the overall search and rescue operation was successful in saving lives. As the large scale of flooding was new to this area, coordination of all stakeholders from the federal down to community levels was vital to achieve success with lifesaving and response activities. In addition, failure to evacuate people before the flood hit incurred a higher cost than lifesaving operation and response activities. The participation of the private sector during response and recovery was invaluable and the involvement of this sector in disaster response activities should be strengthened where possible.

### **3.3 Formation of ARISE project implementation committee**

The implementation committee was formed on 6 November, 2020, comprised of Early Warning and Early Response (EW&ER), Logistics Operation Management, and Strategic Food and Non-food Administrative Directorates from the EDRMC. The committee was mainly tasked to ensure reactivation of the Project Implementation Technical Committee, a group with the responsibility of overseeing planning, distribution, and Monitoring and Evaluation (M&E) of the ARISE project. Accordingly, the technical committee was reactivated with its members from EDRMC (EW&ER, DRR directorate, and WASH and ES/NFI cluster coordination), ADPC (ADPC Headquarters, ADPC Ethiopia), and the foundation Ethiopia representatives working for the achievement of the project objectives.

During such nationwide disasters, activation measures are part of regular duties of the EDRMC, but there were gaps regarding clear minimum and maximum standards to be followed for effective emergency response. The technical committee was responsible to ensure standardization throughout planning, beneficiary targeting, and distribution activities. Accordingly, the committee established technical criteria for

identification and prioritization of emergency items based on WASH and ES/NFI clusters minimum standards.

With the purpose of filling the gap in the flood emergency response in the Afar Region, ARISE-flood response was activated and when the fund was secured. ADPC planned and implemented the response beyond its mandate emergency response capacity building due to limitations on the part of the government and humanitarian partners in timely and effective flood response. ADPC's response was activated after a month of flooding and activation of ECCs/The response operations by the major humanitarian actors was almost coming to an end due to resource limitations and lack of commitment.

### 3.4 Project orientation meeting with partners

In order to agree on the standardization process and address limitations, the ARISE project organized a joint partner workshop on 11 November, 2020. Accordingly, a clear orientation was provided to partners and the technical committee by the EDRMC and ADPC/the foundation on the renewed ARISE project, its framework, and expected outcomes. The workshop clarified the respective roles and responsibilities of ADPC and EDRMC. Decisions

were made to improve the timeliness of implementation of the project by bringing together all concerned stakeholders.

### 3.5 Reactivation of procurement technical committee

With close monitoring by the EDRMC, ADPC led the reactivation of procurement technical committee composed of EDRMC, ES/NFI cluster lead from the IOM and ADPC Ethiopia.

A project implementation committee set technical criteria for the identification of priority emergency items based on WASH and NFI clusters minimum standards. Following this, the procurement team from ADPC and EDRMC developed a request for quotation (RFQ) and advertised for local suppliers from the national market. The bid analysis, quality control, and detailed purchase process were jointly handled by the procurement team. This has improved the timeliness of the procurement process and delivery of quality items.

ES/NFIs and WASH emergency support, either in cash or in-kind, is normally mobilized and/or procured and stored in warehouses at designated centers. The EDRMC has experience procuring from local markets and overseas and distributing

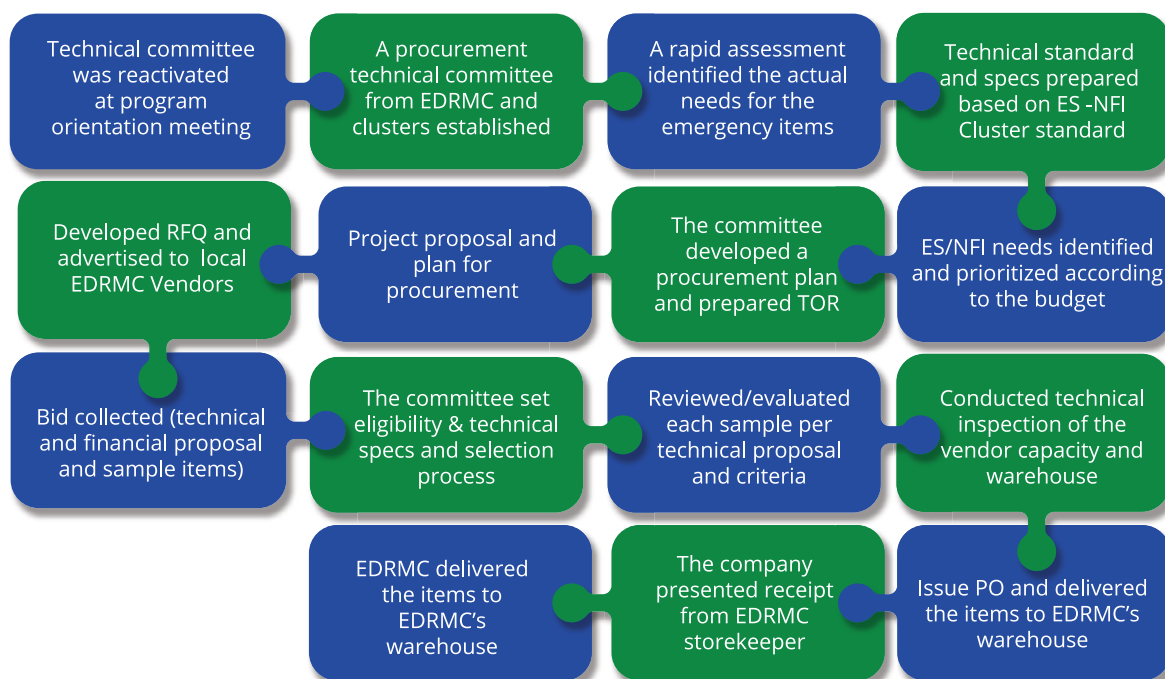


Figure 7: NFI procurement process





the items. With the ARISE project, however, ADPC immediately started the procurement process without compromising the regulation of the commission. Accordingly, the procurement technical committee established and/or adopted standards, identified reliable vendors and stored the necessary items in the warehouse. Since target communities and required emergency ES/NFIs and WASH materials were identified during the project proposal development, the procurement process started even before a rapid assessment of beneficiaries by the ARISE project was conducted with the intention of retargeting if necessary. This was to ensure flexibility and avoid further delays of providing necessary support to the target communities.

The procurement technical committee that was established for ARISE-I project was reactivated for ARISE-II. The agreement with EDRMC, ADPC, and the foundation during the program orientation meeting was for the procurement to be led by ADPC with technical experts from ADPC, NDRMC, the ES/NFI cluster, and IOM.

In terms of timeliness and standardization, the procurement process was effective as the process was completed within one month of the activation of the procurement committee. The project was launched on 24 October 2020, with the program orientation conducted on 21 November 2020, and the procurement was

finalized by 15 December 2020, and distributed in January 2021. This procurement of 14 package items was completed in just one month. Recommendations from the original ARISE project phase of conducting local procurement in a participatory way improved the overall speed of the procurement process and its standardization as per the set criteria. The products met the required technical specifications and quality criteria set by the national and cluster standards.

Participation of representatives from a range of organizations with sound experience and knowledge of NFI and WASH clusters in the procurement technical committee also contributed to the success of the procurement process. Instead of working as one organization, the diverse technical capacity was useful in setting standard criteria and speeding up the procurement processes. High level decision makers attended the program orientation session where procurement was also part of the priority agenda. The issue was brought to the attention of the decision makers which was crucial to speed up the procurement process.

## 3.6 Rapid assessment and verification

The normal procedure by the EDRMC allows humanitarian emergency and relief support providers to use the joint Government-Humanitarian Partner Response Plan (HRP) produced from coordinated assessment report. In addition, ADPC conducted a rapid assessment from 26 November to 2 December 2020 in the suggested three woredas (16 kebeles) of Zone 3 by the Afar region with the purpose of gaining a better understanding of the level of vulnerability of the flood affected communities and related immediate needs.

The assessment mission specifically aimed to identify the situation of the flood affected people, IDPs and returnees, for ES/NFI and WASH interventions for the ARISE project response in partnership with ADPC, EDRMC, and the foundation. Moreover, ADPC used the implementation of emergency support to flood-affected communities as an opportunity to translate capacity building support through the SIPERE program into practical actions. The SIPERE program has an overall objective of strengthening EDRMC's capacity of implementing emergency response interventions.

The team was formed from EDRMC (a DRR expert and two interns) and ADPC (two staff) with the mission of identifying the needs for ES/NFIs and WASH items and other emerging concerns following workable standards employed throughout targeting, prioritizing, prepositioning, and distributing activities. The assessment team employed both primary and secondary data collection tools including focus group discussion and interviews. As well as field level observations.

From the overall population of about 121,790 in three woredas, nearly 85,000 were displaced. Of the displaced, 20,000 were targeted for emergency and recovery support. The assessment team found that beneficiary targeting and verification mechanisms were not well established especially for fast onset disasters like floods and conflict in the Afar region. Though national level prioritization was conducted, chaired, and co-chaired by Disaster Response and Rehabilitation Directorate and UN-OCHA respectively, the joint Humanitarian Response Plan (HRP) does not have a direct focus on ES/NFIs and WASH. The team also assessed the capacity

of other partners that were operating in the area to explore opportunities for partnerships in emergency operations and better plan and coordinate the emergency response.

The assessment collated the following findings, which informed the implementation of ARISE project in the Afar Region:

- Based in Awash Arba, the zonal level ECC coordinated the overall humanitarian response until the second week of November 2020. This helped to provide an organized response for the flood-affected and displaced communities, mainly food supply and water trucking. However, following the deactivation of the zonal ECC, there was no responsible body to consistently coordinate the required humanitarian interventions for the affected community. There was also huge unmet emergency needs in the IDP population. The zone administration had to handle the coordination of the humanitarian system.
- Food supply was addressed well with some minor challenges, but there were some kebeles with problems of accessing drinking water supplies. Furthermore, there were critical gaps with the provision of ES/NFI and WASH needs in all kebeles of the selected three woredas of Zone 3.
- Displaced households were returning to their homes after the flood had receded, however, there were limited recovery and rehabilitation interventions to restore the damaged/destroyed means of livelihoods of the community.
- Despite the return of most IDPS to their areas of origin, the damaged houses, social service infrastructures like schools, health institutions, and water schemes were not rehabilitated. Damaged river dykes were not rehabilitated to prevent future flooding. Communities also indicated maintenance of irrigation canals for the restoration of their income generation activities.
- Proper complaint handling and feedback mechanisms were not in place to ensure transparency and accountability of targeting and distribution.
- Standard documentation and report handling system as well as proper data on the types of delivered items and sex aggregate data were not in place.

Direct beneficiaries were targeted based on vulnerability criteria. These included the following categories of people, based on their vulnerability status compared to other members of society:

- Those households who did not receive NFIs from previous distributions
- Pregnant or breastfeeding women with dependent children
- Female or child headed households
- Households with at least one elderly person
- Large families (at least five children under 18 years old)
- Households with meagre or no means of income
- IDP households who have limited or no NFIs
- Households in IDP temporary makeshift shelters
- Host community members with limited capacity of shelter option
- Women or girls of 15 – 49 years old
- Households with at least one disabled or chronically ill person

The Woreda and community-based targeting committee led the targeting process. The Kebele screening committee selected targeted households for the ES/NFI and WASH distributions based on the list of criteria established from the supplementary ARISE project response, which was discussed and agreed upon with the local level targeting team. The woreda and community-based targeting committee took leadership of the targeting process. Subsequently, the woreda Pastoral and Agriculture Development Offices (PADO) and DRM desk prioritized the target kebeles and allocated the supplies based on the set criteria.

The rapid assessment team also reactivated the beneficiary targeting and verification team both at the woreda and Kebele levels whilst conducting the assessment. The team made thorough discussions with woreda and kebele level government structures, Emergency Coordination Centers, opinion and religious leaders, etc. and existing community targeting committee on criteria and standards set for identification of the most affected households.

Following this, the team conducted a registration of target beneficiaries and endorsed the document by targeting committee chaired by the chairmen at Kebele level and woreda PADO. Demographic information about each household (household head, ID number, residence village, age, family size, etc.) and type of WASH, and ES/NFI items received was collected on the adapted format from the local government.

### 3.7 NFI distribution team

EDRMC and ADPC assigned a distribution team to organize transportation and deliver ES/NFIs and WASH items to the prior identified and targeted beneficiaries. While two interns and an expert were assigned from the commission, ADPC assigned two additional technical experts to ensure effective distribution at all distribution sites. Woreda PADO and the DRM desk also played a leadership role during the distribution and addressed local diversity, cultural, religious, ethnic, and linguistic issues. Two trucks were allocated by the EDRMC to transport the items from the Adama warehouse to the three target woredas (Amibara, Gelealo and Haruka) in Afar.

The distribution team discussed and set agreed on the distribution schedule with woreda PADO and DRM Desk. As the beneficiaries (IDPs and returnees) were already identified with the guidance of the Kebele administration and community targeting committee, the distribution was conducted from 1 - 14 February 2021.

Community leaders (elders) and members of a distribution committee (volunteers from local communities) effectively managed crowd control and ensured the facilitation of special support to the disadvantaged and marginalized groups. Moreover, affected communities and their families were well informed about the process, quantity, and items and complaint/feedback mechanisms that should be followed before actual distribution was started.

The deployed team and security presence assigned by the Kebele administration ensured an orderly and peaceful distribution process. Attempts to receive the items by taking advantage of authority and presence of a large crowd were fully controlled and only those targeted by the project received the items. The community FGD indicated that the ARISE project distribution process was peaceful and there was no theft of emergency items by gangsters or others.

The following eight steps were followed at the distribution center for the IDPs:

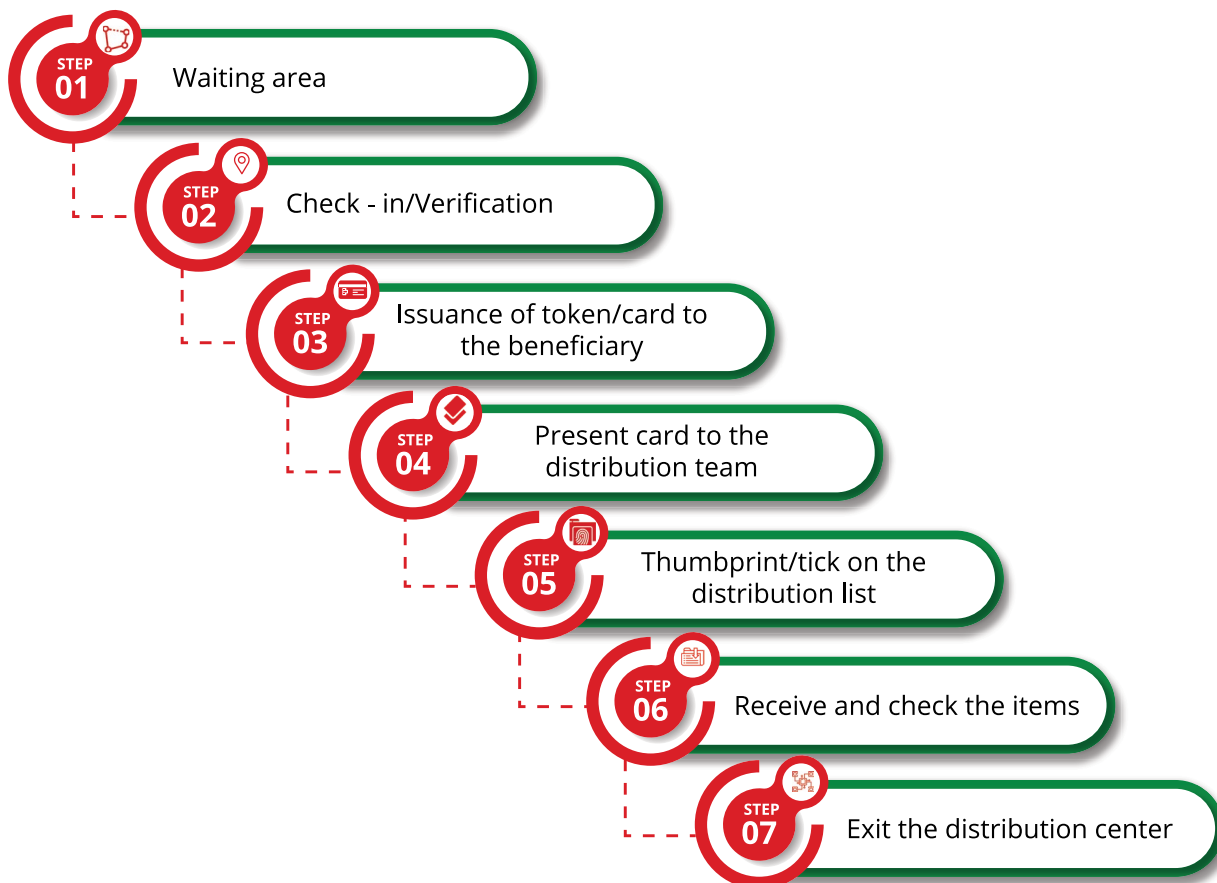


Figure 8: Steps followed at distribution centers

Beneficiaries were instructed to submit complaints or feedback to the Community Complaint Handling and Feedback committee at the distribution center before they exited the center. Such community complaints included missing items from some packages and targeting of dignity kits, which were both addressed at the distribution spots with providing the items.

### 3.8 Distribution of supplies

Guided by the humanitarian criteria of accessibility, security, and safety, the kebele administrations were responsible for identifying and selecting distribution sites based on local knowledge and context.

Local authorities worked with NFI and WASH clusters to inform the local communities about the distribution dates and locations. The information reached the target communities three days before the distribution date. The authorities also assisted with identifying community volunteers that formed the targeting and distribution

committees (TDCs), who were actively involved in the targeting and distribution activities.

On the day of the distribution, the relief distribution committee (community volunteers) marked the distribution sites indicating entry and exit points as a way of ensuring order was maintained throughout the distribution process. They also supported the distribution team to verify the target beneficiaries by crosschecking with the targeting and registration forms.

At the same time, local leaders together with relief distribution committees (RDCs) acted as crowd controllers and ensured that beneficiaries formed organized lines based on their vulnerability status (pregnant, lactating women, and elderly) or lines based on gender (males or females) to ensure the orderly distribution of the items.

Before the distribution commenced, the beneficiaries were briefed on the distribution process, targeted and prioritized population, and the supply package as well as where to complain



Photo by ADPC

or give feedback. The distribution team also implemented a strategy to ensure equal access for all, including pregnant/lactating women, the elderly and persons with disability, among others.

The ES/NFI and WASH supplies were broadly categorized as:

- Household items: Cooking pot, kettle, plastic caps, ladle, and plastic plate
- Shelter related items: Plastic canvas, plastic sheets, and rope
- WASH items: Jerry cans, jugs, laundry soap, body soap, and water purification chemicals
- Dignity kits (package): Sanitary pads, underwear, and body soap
- Other NFI items: Sleeping mats, and blanket/bed sheet

Inputs for transitional shelters aimed to serve the IDP centers and later supported with upgrading their makeshift houses when they returned to their areas of origin. Although the shelter materials were distributed upon return for most of the IDPs, they indicated it was extremely useful, as there were no houses left after the flood, and no rehabilitation support was rendered to address the urgent needs.

As such, transitional shelter assistance is not 'one-off' shelter assistance but a planned process that included several steps to build durable shelters.

Local authorities guided the selection of distribution sites based on accessibility, convenience, closeness to water point and proximity to targeted communities as well as safety and security of the location.

## Beneficiary numbers: breakdown by population and support type

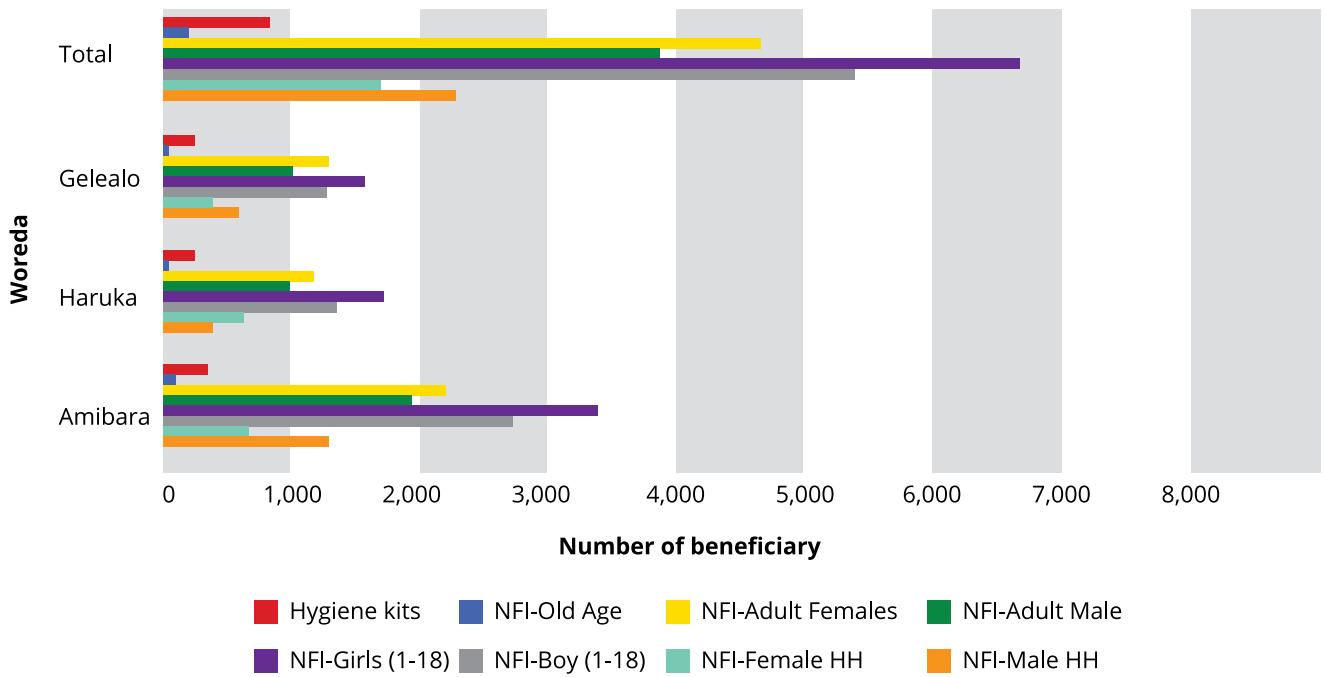


Figure 9: Beneficiary numbers against support type and target woredas

### 3.9 Distribution process

Following the assessment for household targeting, a distribution team was assigned by NDRMC and ADPC. The regional government in collaboration with NDRMC and partners is responsible for facilitating local-level multi-sectoral coordination with full engagement of the various sector offices and humanitarian partners operating in the woredas. The respective woreda Pastoral and Agriculture Development offices (PADO) and DRM desk experts provided overall leadership of the distribution process and addressed the local diversity, cultural, religious, ethnic, and linguistic matters as part of the community targeting committee. An expert was also assigned from the DRR Directorate of NDRMC the field team along with two interns. NDRMC provided two field vehicles with drivers. ADPC assigned two staff (program coordinator and program officer) to guide, participate, and ensure a transparent and appropriate distribution process and adherence with humanitarian standards.

### 3.10 Compliant handling mechanism

The operationalization of a complaint handling system is crucial to ensure the beneficiary and non-beneficiary voices are heard and adequate feedback can be provided about the beneficiary targeting, distribution mechanism, quality of distributed items, and any other issues related to the implementation of the project in the communities.

Accordingly, a community complaint handling committee was activated with the proper links to the woreda and kebele representatives as well as ADPC staff. Information was given to the beneficiaries about where to log their complaints or feedback. The station for logging feedback was made to be particularly visible with staffed assigned for this purpose at distribution sites, along with information about the selection criteria and content of the kits.

A banner was displayed at each distribution site listing the items to be distributed and the contact details for any complaints/feedback. This was also explained to the targeted beneficiaries in each distribution site before the distributions started. This improved accessibility of complaints handling and feedback mechanisms to

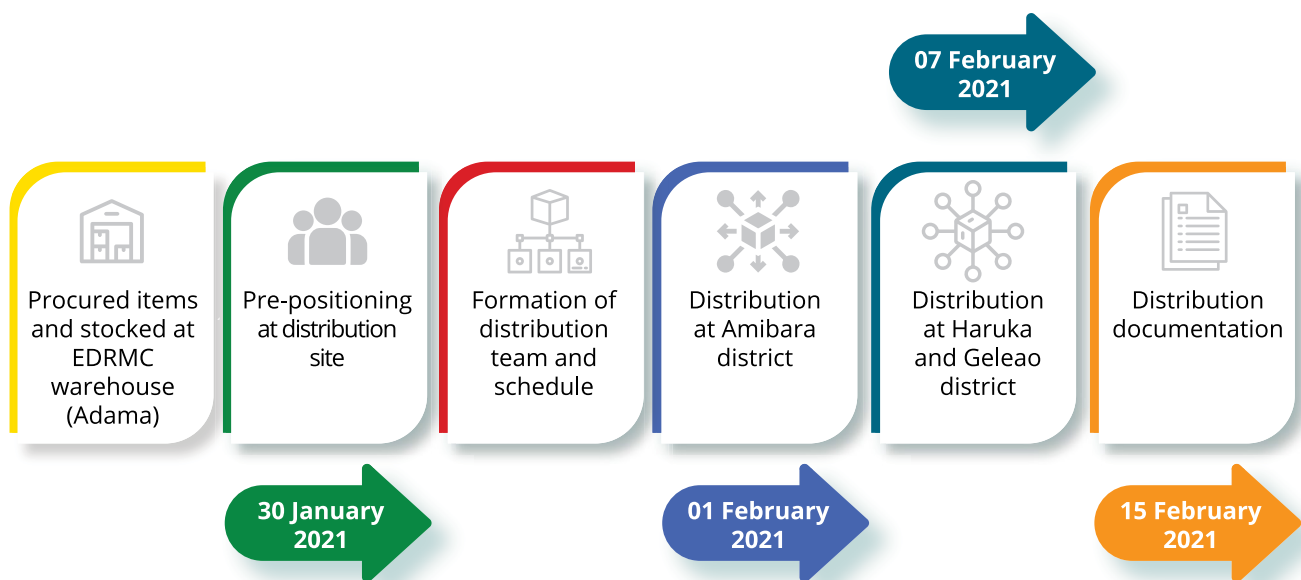


Figure 10: NFI distribution process

community members at all stages of the response process. One limitation was a lack of time to address the complaints raised as well as receiving various types of feedback during the response itself.

### 3.11 Coordination: Partners engagement and community participation

The coordination and participation of different stakeholders was crucial for the implementation of ARISE project, which identified the relevant actors and clarified their respective roles. The following actors were involved in decision-making regarding the distribution process: EDRMC, regional government at different levels, ADPC, UN Agencies and community representatives.

The response coordination system is usually provided through established platforms. There is the prioritization committee, which is chaired by the Disaster Response and Rehabilitation Directorate and co-chaired by OCHA. The committee is tasked with resource identification, response coordination, and prioritization activities. However, the prioritization committee only works on food related issues. ES/NFI and WASH responses are coordinated by the respective clusters. Health and agriculture related issues are handled by the Ministry of Health and Ministry of Agriculture respectively through the Health and

Nutrition Taskforce and Agricultural Taskforce, respectively.

At the regional level, response activities are led by Disaster Prevention and Food Security Program Coordination Office (DPFSPCO) and Disaster Risk Management Technical Working Group. Partners (particularly UN agencies like OCHA) played a significant role in coordinating response activities. Likewise, woreda administration and DRM Office lead response activities during emergencies at woreda level. Line ministries at all levels may also take a lead in coordinating response activities in case the emergency situation directly concerns them.

The following actors played different roles in the supplementary phase of ARISE Afar flood response as explained below:

- a. **EDRMC** was involved in the procurement process as part of the procurement technical committee, and as part of the targeting and distribution team, sending a support letter to Regional DRMCs, sharing information to partners, transporting the items to the distribution site, and jointly distributing items to beneficiaries.
- b. **ADPC** managed the procurement process with EDRMC, IOM, and ES/NFI cluster representatives; organized the distribution team; arranged logistics and necessary equipment and distributed the items to the target beneficiaries. ADPC also sensitized

the community of what to expect and the distribution procedures as well as demonstrated how to use the received items. Furthermore, they conducted some exit interviews to collect feedback for future improvements and identification of lessons.

- c. Local authorities** (Woreda and kebele officials): The woreda and kebele authorities played crucial roles in supporting the distribution teams with information regarding the security of the target areas, selecting appropriate distribution sites, informing the community about the distribution dates and location, mobilizing community participation for the distribution, supporting the identification of officers to handle crowd control measures. The local authorities also helped compose the distribution committees as well as verify and confirm the identity of the beneficiaries. They also ensured security and access were granted during the response as well as supervised and monitored the registration and the distribution process.
- d. Beneficiaries:** Members of the beneficiaries supported the response process by arriving at the distribution sites, sharing information, taking part in the response as crowd controllers, serving as distribution committee members and providing feedback about the response during exit interviews. They also elected representatives for the targeting, distribution, and complaint handling committee.
- e. Community volunteers** were identified from the target communities including crowd controllers, RDCs played a major role in the identification, registration of the beneficiaries, packing of items for easy handling, keeping order during distribution as well as helping the most vulnerable individuals in receiving and loading the supplies.

- f. Humanitarian partners:** Partners working in the area include International Rescue Committee, Friendship support Association, International Rescue Committee Cooperazione Internazionale (COOPI), and Islamic Relief International played different significant roles. In addition to conducting the needs analysis, the partners arranged for the delivery and distribution of the items in some other non-targeted areas and households. They also contributed to field and cluster level information for the design and implementation of ARISE, and contributed to organize and deliver AAR.
- g. UN agencies:** IOM, United Nations Children's Fund (UNICEF), NFI and WASH Clusters are worth mentioning their major roles as significant and without their leadership, this response would not have been successful. They held various coordination meetings with cluster members and partners to fill the 5Ws (who, what, when, where, and why) matrix and capacity building of partners and regular updates on reporting hub to avoid resource and effort duplication. In addition, they supported the procurement process by providing minimum standards for ES/NFI and WASH dignity kits.

### 3.12 Post-distribution monitoring

Post-distribution monitoring provided two key benefits: to ensure whether the target population have received and utilized the supplies and to learn the impacts of support on the life of the beneficiaries. To this end, in participation of key stakeholders including ADPC, EDRMC, and regional level stakeholders, a post-distribution monitoring exercise was conducted through structured interviews and observations. Beneficiaries and local level administrators participated in interviews, which served as a primary source of information.

The main objective of the post-distribution monitoring was to assess beneficiaries' perception and satisfaction on the quantity and quality of ES/NFI and WASH items they received, and relevance and timelines of the response.



It aimed to assess:

- Beneficiary participation on the process of targeting and verification, and
- Accountability system during this response focusing on information sharing, feedback and complaint mechanism.

Response from beneficiaries:

- The distribution site selection was well done and was suitable for the beneficiaries to access items without any safety and security issues.
- Information sharing to beneficiaries was done well ahead of the distribution date as well as on the distribution date.
- The feedback and complaints mechanism were in place and the majority of respondents were aware of the system and the type of channels in place. The community help desk was indicated by the majority of respondents as one of feedback and complaints channels. This kind of community-based feedback and complaint handling approach is much appreciated and needs to be strengthened.

- The response was timely and relevant, which helped the beneficiaries to meet their immediate needs and improved their safety. Respondents also indicated that they were satisfied with the quality and quantity of ES/NFI and WASH items provided as well as with timeliness and targeting of beneficiaries.

### 3.13 COVID-19 protocols

The project implemented safe COVID-19 protocols throughout the assessment and distribution processes, including during discussions and distributions, and all involved people were advised to follow the following precautions: use of hand sanitizer, keeping physical distance, and wearing a face mask (distributors and interviewers). The distribution form was signed by the Kebele chairperson and woreda PADO Head at the end of the distribution to avoid risky contacts.



Photo by ADPC



Photo by ADPC

## 4. Lessons identified and key recommendations

This process documentation identified key lessons, good practices, and recommendations from the supplementary phase of ARISE interventions in capacity building and standardization of NFI responses to flood affected communities in Ethiopia's Afar Regional State. The methodology employed a participatory approach to data collection through interviews and focus group discussions and aimed to improve the future disaster preparedness and responses and articulate recommendations to key government and non-government actors for future disaster preparedness and response. These findings offer practical coordination mechanisms that are necessary for future initiatives.

At the time of the response in the third and fourth quarters of 2021, Ethiopia was impacted by multiple disasters including floods, desert locust, conflict, and droughts. Despite the complex humanitarian situation, the ARISE supplementary phase flood response was conducted effectively, transparently, and in participation of key stakeholders including the government, communities, and humanitarian actors.

Below are some major lessons identified and recommendations for future interventions:

### Coordination mechanism

- Consultation during the initial stage: Involving relevant stakeholders starting from proposal development supported a smooth implementation of the project. The program orientation meeting among partners was important for designing a proper implementation plan with a clear timeline, shared responsibilities, and quicker decision-making and commitment to executing the project in a timely manner. There was the full engagement of stakeholders, mainly the government different structures, and the affected community at different stages throughout the project design and implementation were considered to be empowering.
- Commitment of stakeholders involved in the process was crucial to facilitate a timely response. The commitment from the ADPC, the foundation and EDRMC for clarifying the interventions to support the flood-affected community and quick decision-making from each side in project design and signing of agreements for immediate initiation of the implementation was crucial to facilitate an effective response.
- Existing government mechanisms and organizational structures from the national to community levels were useful for the successful implementation of the project. Utilizing the government structure was time and cost-effective for procurement, transportation, storage, and distribution of the supplies.
- The participatory beneficiary targeting and distribution team was jointly composed of representatives from ADPC, EDRMC, and local administrators rather than giving this responsibility solely to either EDRMC or regional administrators (where EDRMC is usually practicing). This was an intensive for the team but was found to be more transparent and built more confidence among the target communities. The cooperation among the team members also made the distribution process more manageable and efficient in all locations.
- Participatory selection of distribution sites was well guided by local authorities and community members to ensure the accessibility, safety and security as well as providing other services like shade in cases of rainfall/heat, closeness to a water point, and within the proximity of the targeted communities.
- Participatory verification assessment and beneficiary selection was conducted in the selected woredas/IDP sites by the regional, zonal, and woreda governments with the participation of affected communities. Community participation ensured the interventions were implemented in a timely and orderly manner.
- In terms of coordination, strong and consistent coordination system needs to be linked along government administrative structure and lines. Woreda level EWS needs to be strengthened with expertise and technology as well as the traditional information sharing system (dagu) should be utilized to share information effectively

and on a timely basis. It is recommended to ensure ownership of disaster risk management at woreda levels. Response monitoring and documenting what worked well and challenges faced during the response requires improvement.

- Despite multiple challenges, the overall search and rescue operation was successful in saving lives. Since large-scale flooding was new to this area, coordination of all stakeholders from the federal down to the community level was vital to achieving success with lifesaving and response activities. In addition, failure to evacuate people before the flood-hit ultimately incurred higher costs than lifesaving operation and response activities. The participation of the private sector during the response and recovery was invaluable and this needs to be strengthened for future emergency response interventions.
- Formation of an ARISE project implementation committee and project orientation session for partners provided guidance on the roles and responsibilities of stakeholders and timely implementation of the activities as well as effective decision-making and coordination.
- The zonal ECCs were prematurely deactivated in the second week of November before the emergency operation was completed. Following the deactivation of the zonal ECC, the humanitarian coordination system in zones become weak. Instead, the zonal government administration, who lacked the expertise and capacity to fulfil the function, began to coordinate the emergency and recovery interventions by different partners.
- A community complaint handling committee was activated with the proper linkages to the woreda and Kebele representatives and ADPC staff. Information was given to the beneficiaries in terms of where to go to file complaints, but the spot should be particularly visible and additionally staffed at distribution sites. There was a time limitation to address complaints raised as well as receive various feedback during the response.

### **ES/NFI, WASH and protection response**

- Overall, the project successfully implemented the planning, coordination and distribution of ES/NFI and WASH items to 4,000 households. The items benefitted

the communities with their most immediate needs and supported them with the recovery activities as they lost their shelters, household, and WASH items. The items served the emergency needs of the targeted IDPs in a recovery setting for the fact that emergency needs continued after the return due to inadequate humanitarian response actions in IDP setting.

- However, the needs were very high compared to the actual support provided by the intervention. Limited intervention compared with the need in the areas due to the multiple crises in the country led most humanitarian actors to shift their focus and respond to prioritized interventions elsewhere. The number of the affected population was high in some targeted kebeles, and the distribution benefited only 30% to 40% of the affected population. In turn, the non-targeted population often crowded at the distribution sites also seeking possible support, which was not possible at that time (Badhamo Kebele of Amibara woreda; Halidabay Kebele and Bonta Kebele of Haruka woreda).
- Standardization of Emergency Shelter, Non-food and WASH items - Although all emergency items were procured based on strict adherence to the national ES/NFI and WASH cluster standards, the preference at the community level was beyond the standard range (e.g., the tarpaulin quality was within the standard thickness, size and strengths). The durability material according to the feedback from the targeted IDPs during the post distributions monitoring indicates might be limited to three months in windy semi-arid environment like the Afar and Somali regions, after which it requires replacement. The available tarpaulin in the national market only meets the cluster minimum standards.
- The ES cluster set the standard for emergency context with the idea that IDPs stay in temporary shelter for two to three months. This can be an area of advocacy for adjustment, since the displaced population in Ethiopia in most cases stay in temporary shelter for over six months. Either two rounds of distribution, or changing the type of shelter materials to more sustainable ones such as tents or imported tarpaulin with improved thickness and strengths for those IDPs in hot, arid and windy environments is recommended.

- Reportedly some communities did not appreciate the new brand water purification tablet/powder (water purifier sachets) and showed reluctance to use it. Proper sensitization to new products and follow-up monitoring is required to respond to address any misconceptions or reason for not using the items.
- High demand for dignity kits for girls and women: In almost all the targeted districts, there was a high demand for dignity kits by women and/or girls typically between the ages of 15-49 years old. However, there was a competition for dignity kits which potentially created conflicts among segments of the communities who did not receive these items. Proper assessment is needed before the distribution to avoid any conflict in the community. Gender inclusion and balance in the targeted households is 45.5% of females of the total beneficiaries.
- Distribution of NFIs before the IDPs return to their areas of origin: There was a delay to reach those beneficiaries who had already begun to return to their places of origin. This created some inconvenience in cases where beneficiaries traveled long distances back to the distribution centers to avail of the support being provided.
- The NFI-supported households had to cope with a shortage of household items. The beneficiaries mentioned that they had no other support to fulfill their needs as they lost all their assets due to the flood. FGD participants in Amibara stated that while the NFI was a small contribution overall, it arrived in a timely manner since they had lost all assets.
- Communication to the target group of distribution is essential. Serious negative incidents did not happen as the crowds at the distribution sites were generally well-managed. However, a proper system should be in place to inform communities that only targeted beneficiaries should attend the distribution sessions. Proper scheduling of all target groups can help avoid mass gatherings and would allow the distribution team to better distinguish between the target beneficiaries from the non-target groups. Overall, it was a good arrangement to have a complaint feedback mechanism at the distribution centers and contact details for the communities to give feedback.
- Separate lines and assistance for vulnerable groups were established to ensure that the most vulnerable groups like persons with disabilities (PWD), the elderly, pregnant women, and the sick were supported.
- With regard to protection, no serious protection concerns were reported, but the conflict near Gelealo district limited the distribution center into one area for eight kebeles, which caused long travel and overcrowding. There was no apparent security threat and violence for IDPs to return to their areas of origin but some people preferred to stay at IDP camps fear of similar future flooding events. This came up as a result of no developments on closing broken dykes and flood prevention measures. During non-ADPC NFI distribution, communities reported that there were problems with screening as some committee members favored their own relatives for inclusion in the beneficiary list. There were also other reports of IDPs permanently migrating elsewhere before receiving support. The security tension of some of the areas and inter-ethnic conflict between the Afar and Isa tribes of the Somali region border created some delays in the distribution. Persons with special requirements (persons with disability, elderly, women, children etc.) were given adequate priority during the screening and distribution procedures.
- COVID-19 Protocols - COVID-19 protocols were considered during the distribution sessions. Due to the onset of COVID-19, the ADPC project team implemented the COVID-19 prevention protocols during the distribution process. Hand sanitizer was available, and it was ensured that physical distance with the beneficiaries was adhered to and the distributors used personal protective equipment (face masks and gloves) while in the proximity of the beneficiaries. The distribution form was signed by the Kebele chairperson and woreda Head of PADO at the end of the distribution to avoid unnecessary contact with each beneficiary household.

### **Procurement, logistics and distribution**

- The procurement of NFI items was sourced from the national market to expedite the distribution. The decision during the program orientation meeting for the domestic procurement option and immediate reactivation of the ARISE procurement technical committee from the



Photo by ADPC

first project phase under the leadership of ADPC with the involvement of EDRMC, ES/NFI cluster, and IOM to expedite the NFI procurement process in a more participatory and transparent way was effective to complete the procurement process in a timely manner.

- The project channeled the resources through the government structure and logistics system, which was effective in reducing logistical and operational costs as well as speeding up the process.
- Recommendations from the original project phase of conducting procurement from local vendors improved the timeliness of the subsequent procurement processes, and the involvement of high-level officials during the orientation session improved the commitment and decision-making among the stakeholders. Compared to the first phase of ARISE during which it took eight months to finalize overseas procurement of just four types of supplies, the procurement for the Afar response was completed in just one month for the procurement of 14 types of items.
- Poor mechanical condition of the trucks assigned by the government created some delays in the transport of items from the main warehouse to the distribution site.
- The country's political instability and multiple threats of conflicts and humanitarian crises in different regions created some delays in the timely transportation of items and response for the Afar flood-affected IDPs. EDRMC was overstretched and resources and expertise were diverted to high-priority conflict areas.
- Limited logistics support in some areas by local administrators was required to transport the items from the targeted warehouse to beneficiaries' locations as most of the IDPs had already returned to their areas of origin. Logistics problems also affected the transportation of all items and delivery to some kebeles (like Komogidaro) before the specified distribution date.
- There were delays in transporting some items like body soap and the hygiene kits: these were not transported to the specified distribution sites (Badhamo kebele of Amibara woreda and Haruka district) from the main warehouse to the distribution site in good time which caused some

inconvenience to distribute items as per the schedule.

### **Early warning system**

- Normally the summer season (June – August) and raising of river water levels serve as a form of early warning for the communities living near the Awash River. In addition, the government released three alerts via mainstream media using Amharic and Afar languages. Regional government and NGOs also alerted vulnerable communities using village loudspeaker campaigns and the media, and communities shared flood information among themselves including kebele administration on phones and traditional informational sharing (dagu) system. However, many community members reported that the alert messages didn't reach them; while others were reluctant to evacuate on time. The community-based EWS needs to be strengthened to ensure messages are received and actions are taken by communities to relocate. EWS includes monitoring and follow up after the message communication to ensure timely actions.
- As the Awash River overflow causes frequent flooding, the flood EWS needs to be strengthened to reduce its impact on vulnerable communities. The communities also need to be equipped with the necessary knowledge and skills to take quick action and evacuate before floods hit. Mitigation measures were not implemented even after the flooding, and private investors who were involved in cotton farming couldn't resume their farms. This is a lost opportunity for local communities to work on the farm and recover from the impact of the floods.

### **Recovery and long-term solutions**

- DRR measures can address the recurrent flooding problem as a long-term solution. These include flood prevention measures, such as river training, construction of dykes and small dams, and the use of the river water for irrigation and environmental rehabilitation activities (including area regeneration and tree planting on watershed zones).

- On recovery response of houses and livelihoods, most of the houses and means of livelihoods were damaged or totally destroyed in the impacted flood areas. The government and partners need to give attention to reaching more people and rebuilding their homes and livelihoods. Livestock and crop-based livelihoods have been damaged. Many have completely lost their livestock and crops. Early recovery should include restocking and provision of seeds as well as providing access to low interest rate credit systems as a means to sustain the livelihoods of the affected communities.
- Many members of the affected communities haven't fully recovered from the flood impact. Many Agro-pastoralists haven't resumed farming activities due to a risk of floods. Irrigation canals are not fully maintained, and agriculture and livestock support have not been properly provided to the affected communities.
- Woreda level emergency response capacity needs to be strengthened, and a clear sector coordination guideline for flood task force should be in place as well as a permanent flood emergency coordination center monitoring and coordination centers at the local level should be established.
- For a long-term solution, a robust flood disaster risk management system needs to be in place to prevent flooding or reduce its impacts on vulnerable communities. In terms of coordination, a strong and consistent system needs to be linked along with government administrative structure and lines. Woreda level EWS needs to be strengthened with expertise and technology and integrated with the traditional information sharing system (dagu) to share information on a timely basis as well as own disaster risk management woreda levels.

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2. ES/NFI & WASH Items Distribution for Flood Affected IDPs/Returnees in Afar Region, Zone 3, Amibara, Haruka and Gelealo Woreda's Response Report.
3. Rapid Assessment and Targeting Verification Report on Flood Affected IDPs/Returnees in Afar Region, Zone 3 selected woredas for WASH, ES/NFI Emergency Response ARISE Project.



# Annexes

## Annex 1: Stakeholders involved in the data collection

NAME	TITLE	ORGANIZATION
Tadesse Bekele	Senior Advisor to the Commissioner	EDRMC
Abera Kassa	Advisor/ECC Coordinator	EDRMC
Mamush Kassa	Property and Warehouse Administration Team Leader	EDRMC
Nazereth Fikru	Program Manager	ADPC
Wossen Yimer	Program Officer	ADPC
Degif Sisay	Finance and Administrative Coordinator	ADPC
Ebrahim Mohammad	Woreda Expert	Amibara woreda
Samson Getachew	Woreda Expert	Amibara woreda
Asehab Jemal	Woreda Expert	Amibara woreda
Abreham Teka	Woreda Expert	Haruka woreda
Ali Hayseme	Woreda Expert	Haruka woreda
Nasir Abdo	Woreda Expert	Haruka woreda
Seid Abdulkadir	Woreda Expert	Gelealo woreda
Seyfemichael Desu	Woreda Expert	Gelealo woreda
Sualih Oumer	Woreda Expert	Gelealo woreda
Ahmed Ali	Community member	Bonita kebele
Ebrahim Mohe	Community member	Bonita kebele
Kedija Abahaba	Community member	Bonita kebele
Abdo Ali	Community member	Bedhamo kebele
Hussein Ahmed	Community member	Bedhamo kebele
Kidist Michael	Community member	Bedhamo kebele
Ali Hame	Community member	Bure kebele
Zahra Amin	Community member	Tutile kebele

## Annex 2: Mission schedule

#	Activity	Timeframe	Responsibility
<b>I.</b>	<b>Planning/Preparation</b>		
1	Preparation: Conducting desk review and designing tools and checklist, and preparation of documentation equipment.		Consultant
2	Submission of Inception Report including documentation tools and checklist for comments/enrichments		ADPC & Consultant
3	Incorporating feedback from ADPC/ NDRMC		Consultant
<b>II.</b>	<b>Capturing the Process (Field Work)</b>		
1	Driving from Addis Ababa to Afar zone 3 and work on ARISE documentation in Amibara, Gele'alo and Haruka woredas (accommodation in Awash Arba and Gewane towns as necessary)		Consultant and ADPC staff
2	Driving to Asayita and conduct data collection on SIPERE (ECC/ICT) and ARISE programs at regional and zone level government and other implementers		Consultant and ADPC staff
3	Driving from Afar to Addis Ababa		Consultant and ADPC staff
<b>III.</b>	<b>Organizing and Analysing</b>		
1	Data analysis, synthesis, write up, submit draft scripts to AEPC/NDRMC for comments and make corrections accordingly on the two programs		Consultant and ADPC/NDRMC
2	Documentation of AAR		Consultant
<b>IV.</b>	<b>Production and Post-production</b>		
1	Layout and design of the final drafts for comments and approvals and preparation of final deliverables		Consultant and ADPC/NDRMC
2	Submission of final deliverables		Consultant

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