



# Oxfam IOD Induced Drought Response Program in Somali Region of Ethiopia

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## *Annual Program Quality Review and Lesson Learning Workshop Report*

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## Table of Contents

Acronyms .....	ii
1.0 Program Background .....	1
2.0 Overview of achievements .....	1
3.0 Workshop Methodology .....	2
4.0 Workshop Findings.....	2
4.1 Water, Sanitation and Hygiene (WASH) .....	2
4.2 Emergency Food Security and Vulnerable Livelihoods (EFSVL) .....	6
4.3 GENDER.....	10
4.4 Protection .....	13
4.5 Monitoring, Evaluation, Accountability and Learning (MEAL).....	15
4.6 Management.....	17
4.7 Operations .....	19
4.8 Partnerships .....	20
5.0 Bridging the Divide between Humanitarian and Humanitarian Programming .....	21
6.0 Self-Evaluation Program Quality Standards Review (PQR) .....	21
6.1 PQR Results .....	21
6.2 Improvement Plan .....	26

## Acronyms

AWD – Acute Watery Diarrhea  
CAHWs –Community Animal Health Workers  
CFW – Cash for Work  
CLTSH – Community Led Total Sanitation and Health  
DPPB –Disaster Prevention and Preparedness Bureau  
EFSVL – Emergency Food Security and Vulnerable Livelihoods  
EPP – Emergency Preparedness Plan  
GBV – Gender Based Violence  
GIS –Geographical Information Software  
ICT – Information Communication Technology  
IDP – Internally Displaced Persons  
IOD – Indian Ocean Dipole  
IP – Implementing Partner  
KAP – Knowledge, Attitudes and Practices  
LMMS – Last Mile Mobile Solution  
MEAL – Monitoring, Evaluation and Learning  
MHM – Menstrual Health Management  
MOU – Memorandum of Understanding  
NFI – Non-Food Items  
NGO – Non-Governmental Organization  
PDM – Post Distribution Monitoring  
PQ- Program Quality  
PQR – Program Quality Review  
PSNP – Productive Safety Net Programs  
PVP – Private Veterinary Pharmacies  
RRT – Rapid Response Team  
SMFI – Somali Micro-Finance Institution  
SMT – Senior Management Team  
WASH – Water Sanitation and Hygiene  
WASHCOMMs – Water Sanitation and Hygiene Committee

## 1.0 Program Background

Ethiopia has experienced recurrent droughts in recent years leaving households and individuals in desperate situations. Most of the Somali region in Ethiopia experienced below average rainfall as a result of the negative effects of the 2016/2017 Indian Ocean Dipole (IOD). When the rains finally came in mid-April 2017, they were characterized by a delayed onset, low intensity, erratic distribution and an early cessation in most of the Somali region, providing very little opportunity for recovery from the effects of the El Nino induced drought. The Dyer assessment led by the Somali Regional Disaster Prevention and Preparedness Bureau (DPPB) revealed that approximately 1,252,070 individuals in 460 *kebeles* of 63 *woredas* (70%) in nine zones of the Somali region faced critical shortages and needed urgent humanitarian assistance. This situation negatively impacted agricultural and pastoral activities in the Somali region, leading to food insecurity, water shortages, poor sanitation and hygiene practices, loss of livelihoods and increased vulnerability to protection issues as well as gender inequality.

In view of these humanitarian needs, OXFAM in Ethiopia developed a comprehensive strategy and plan to respond to the IOD induced drought in Ethiopia in the beginning of 2017, entailing Emergency Food and Sustainable Vulnerable Livelihoods (EFSVL), Water Sanitation and Hygiene (WASH) and Protection components, with Gender cutting across all components. This strategy was reviewed and revised twice based on changing context including emerging humanitarian context. The overall objective of Oxfam's drought response was "To contribute to the reduction of mortality and morbidity, protection and restoration of livelihoods, maintenance of human dignity and building of resilience of drought-affected populations". The IOD induced drought response programme started rolling in January 2017 to offer support to one million worst affected people (including drought induced IDPs) in seven out of eleven zones, namely Doolo, Afder, Korehe, Jarar, Nogob, Erere and Fafan in the Somali region of Ethiopia.

## 2.0 Overview of achievements

Acute water shortages in the region contributed to one of the worst Acute Watery Disease (AWD) outbreaks in the region. Oxfam swiftly responded to the water shortages by providing water to over 650,000 people through water trucking in 2017 including in schools and health facilities with sustained, predictable and reliable water supply and hygiene interventions during the emergency period. Oxfam facilitated the drilling of 14 boreholes and conducted the rehabilitation/expansion of 30 boreholes (18 completed) in the targeted drought affected areas, and is further advocating for the sector to invest in resilient water supply systems. Use of renewable energy for water was also started, with 5 boreholes installed and running on solar system in turn contributing to the sustainability of these water sources.

The IOD induced drought resulted in severe food shortages leading to a rise in cases of Severe Acute Malnutrition and disruption of livelihood activities within the Somali region. As part of Oxfam's intervention, unconditional and conditional cash transfers were rolled out reaching a total of 34,954 households (27,265 female and 7,689 male). In terms of livestock protection, Oxfam implemented livestock treatment, livestock vaccination, livestock restocking and livestock feeding interventions. A total of 653,268 livestock were treated - 59,388 camel/cattle and 593,880 shoats under the livestock treatment intervention, while 1,870,496 livestock were vaccinated (303,167 camel, 1,323,964 shoats, 234,528 cattle and 8,837 donkeys) for 146,995 households.

In response to the IOD drought induced protection needs, Oxfam implemented the Emergency Protection Response for Most Vulnerable Groups in IDP Sites of Somali Region in twenty (20) IDP camps of Warder, Danot and Galadi *woredas* in Doolo zone and seven IDP sites in Gashamo and Gunagado *woredas* of Jarar zone. In the Protection component, Information sharing sessions, particularly on hygiene, were received positively by the community. Communities obtained some information about the different roles and mandates of different organisations in the drought response. They also received dignity kits comprising of menstrual kits and materials for handicrafts. A total of 5 Mobile Protection Teams, 2 Protection Officers and 1 Protection Team Leader/ Coordinator were assigned for the full implementation of the Protection component.

### 3.0 Workshop Methodology

An annual program quality review and lesson learning workshop was conducted on the 31<sup>st</sup> of January and the 1<sup>st</sup> of February 2018 in Addis Ababa, where about 49 participants comprising of Oxfam staff including senior management, government representatives implementing partners and others attended the workshop. Being largely participatory in nature, the World Café methodology was used where participants were clustered in 7 tables to form 2 EFSVL groups, 2 WASH groups, 1 protection group, 1 gender group and 1 management group. The World Café methodology ensured that all participants rotated from one table to another and made contributions to each component. In these groups, participants discussed issues on program implementation so as to derive lessons learnt and to assess program quality. The discussions were guided by the following questions: What went well and why? - where participants were expected to identify a least 3 best practices; and What did not go well and why? - where participants were expected to identify key challenges, opportunities and recommendations. Basing on the above questions, participants were then tasked to identify key lessons learnt. A self-evaluation of Program Quality Standards was conducted in 6 random groups. Panel discussions were held to discuss issues on bridging the divide between Humanitarian and Development programmes, and on improving gender equality and women leadership in emergency response and recovery. Question and answer sessions and power point presentations were also done to deliberate on and present issues of consideration in developing the 2018/19 strategy and program plan.

### 4.0 Workshop Findings

#### 4.1 Water, Sanitation and Hygiene (WASH)

##### 4.1.1 What went well and why?

- Establishment of Oxfam offices at field level allowed for flexibility and adaptability in the implementation process, allowing for a quick response to water shortages and responding to AWD outbreaks at community level. This allowed for more focused and consistent monitoring of field activities, and prompted an increase in Oxfam's visibility in program sites.
- As a result of the AWD outbreak, an AWD Rapid Response Team (RRT) was established and this proved instrumental to the reduction of AWD cases in the affected communities. The role of the AWD rapid response team, coupled with Oxfam's field offices, allowed for the team to realize the magnitude of the AWD outbreak and to respond speedily to the situation and actively control the effects of the outbreak throughout the implementation sites.

- The RRT for the AWD response and containment enabled the institutionalization of emergency water trucking in schools and health facilities.
- With water shortages at a peak, Oxfam's water trucking intervention came as a life-saving intervention of the WASH component of the Oxfam Drought response program reaching over 650,000 people in the Somali region.
- With water being one of the priority needs in and around the affected communities, water trucking allowed for a timely response to the immediate needs of the beneficiaries. Oxfam's decisiveness and flexibility during program implementation contributed to the timeliness and effectiveness of the emergency response efforts.
- The supply and distribution of water in beneficiary communities was done through a community level voucher system for water trucking where vouchers were given to the supplier by WASH committee members or water tap attendants upon production of weigh bills. This was part of the water trucking monitoring systems put in place.
- Working through Implementing Partners (IPs) enabled Oxfam's response efforts to be speedy and hence, increase coverage and reach more beneficiaries in the seven targeted zones. In the implementation of the WASH component, partners such as OWDA aided an increase in program effectiveness as well as program impact on the beneficiaries during the response period.
- Working with established and well positioned IPs also heightened the extent of program success because of pre-existing relationships with target communities as well as government authorities.
- Additionally, the diversity in the human resources working towards the successful implementation of the emergency response programme allowed for greater quality through the sharing of different perspectives from various backgrounds including national and international expertise and knowledge.
- Not only did Oxfam play a life-saving role in the affected communities, but Oxfam acted as a bridge between the regional community and the rural community, with multiple donors including ECHO, OFDA, UNICEF, USAID, UKAID and the Government of Japan among others coming in to support the response efforts.
- Throughout the program implementation period, community level engagement was maintained, with Oxfam working through community leaders and religious leaders in order to increase community engagement and ownership of the program.
- In an effort to have in place more sustainable water sources available to the beneficiary communities, sustainable water supply constructions were initiated during the first phase of the emergency response, with drilling of new boreholes being done, rehabilitation of existing boreholes and installation of taps particularly in IDP camps.
- Guidelines and strategies that were developed to guide all program activities were adhered to so as to ensure quality delivery in all water trucking activities and during the construction of sustainable water sources.
- In order to ensure complementarity of programme activities, conditional cash transfers were integrated with the WASH component, especially in latrine pit digging and environmental

cleaning activities, in turn increasing community sensitization on all program activities, while increasing program results under each component.

#### *4.1.2 What didn't go well and why?*

While Oxfam played a life-saving role in the lives of the affected communities, there were a plethora of challenges that were faced during implementation of the WASH component as well as all other program components due to the magnitude of the burden from the surrounding communities.

- The extent of the resource mismatch to the needs of the affected communities was significant, with needs far exceeding the available resources. Not only was there a mismatch between the available resources and the needs, such as with the number of latrines constructed, but the program demands also overwhelmed the organizational logistics as a result of a poor and uncoordinated supply plan, affecting some elements of program delivery, particularly where program sites were remote and not easily accessible.
- Delays in the establishment and operationalisation of field offices, together with delays in the signing of MoUs particularly by the government
- Shifting priorities and focus between drought induced IDPs and conflict induced IDPs, and host communities affected the programme delivery in terms of having a clear direction on the scope of the drought response programme.
- There was pressure to deliver water to other additional unplanned sites where emergency response was required or where the government felt required emergency water assistance, in turn stretching available resources in order to accommodate these locations.
- While water trucking was a life-saving aspect of the WASH intervention, the water trucking project was an expensive operation due to the costs involved with the transportation of water as well as the distances involved in water delivery, particularly to the most remote sites. The limited capacity of private sector contractors to do water trucking and borehole construction also increased costs and affected program efficiency due to the bad condition of water trucks which resulted in frequent breakdowns that affected the delivery timing of the water to beneficiary communities. Adding to operational costs, there was also the potential of breakdowns of water sources as a result of the excessive demand for water.
- Corruption in the water trucking projects was one of the challenges of the program, for instance, it was reported that weigh bills will be recording 5000m<sup>3</sup> of water, while communities reported that they received less water.
- There was a lack of people-friendly latrines designed for the program such as the shared latrines for both male and female members of a community which became unpopular amongst the women. Additionally, little to no consideration was given for people living with disabilities during the design stage of the program as well as during the implementation phase, for instance, in the WASH component, there were no disability inclusive latrines constructed in the program sites. This therefore further highlights that there was an inadequate budget allocation for latrine construction from the programme design stage.



- Poor management of funds (cash etc.) resulted from Oxfam not having field level bank accounts, in turn affecting the process of funds disbursement. Field level bank accounts would have allowed for speedy processing of payments in response to the field needs.
- Ground level implementing staff had insufficient capacity and there was also inadequate coordination and working relationship between procurement teams and support functions, which affected the quality of program delivery in some aspects during the early stages of the implementation period.
- Poor clarity of reporting channels, affected ground level response efforts and implementation timing of the interventions.
- Poor pre-positioning of essential life-saving supplies such as AWD items, as well as a lack of familiarity with the implementation areas also affected the initial phases of the program implementation efforts.
- There was a high illiteracy rate especially amongst adult females and this limited the extent of their participation in the different groups.

#### ***4.1.3 What should be done? Recommendations for 2018-2019 Strategy and Programme Plan***

##### ***Water Supply***

- Invest in more sustainable water supply interventions – drilling more boreholes, constructing rain water harvesting structures, rehabilitation of dysfunctional boreholes and installation of new taps, and expanding the geographical coverage.
- Invest in renewable energy for powering water systems, such as procuring and installing solar powered water pumps, where applicable.
- Improve management of the existing water supply systems through training water attendants and WASHCOMMs on operation and maintenance of manual, motor driven and renewable energy driven water supply systems.
- Put women at the center of water sources management through increasing their representation in WASH committees.
- Water trucking should continue, but the approach and system has to change to community based water trucking where local suppliers are rigorously vetted to establish their capacities. Scaling up water trucking should change on needs basis and make use of the existing community associations to own water trucking (enhancing community ownership).

##### ***Water Quality***

- Oxfam should invest in chlorine injectors for the borehole.
- Data-base for water quality tests for boreholes rehabilitated should be expanded with strong support from Oxfam.
- Scaling up the distribution of household water filters such as Minch filters, Sawyer filters and water treatment chemicals to reach more beneficiaries in communities hard hit by water shortages.
- Bring innovative ways of treating river and saline water.



- Hold symposiums for different options of water filters to agree on the best solution and promote the selected option closer to the beneficiaries.

### ***Sanitation***

- Link sanitation with water interventions and ensure that sanitation is a pre-condition for water intervention.
- Adapt community led total sanitation and hygiene (CLTSH) approach in host communities and permanent settlements (bigger towns and villages) where there are expressed needs. The CLTSH approach entails introducing smart subsidies like provision of digging materials to a group of households and dome-shaped slabs for latrine construction.
- Training artisans from communities (masonry and carpentry) in vocational colleges to equip them with construction skills. Additionally, these artisans can be linked to microfinance institutions for them to get loans as a livelihood economic empowerment option hence integrating WASH with EFSVL.

### ***Hygiene***

- Link hygiene with sanitation/water supply interventions.
- Address hygiene in holistic approach, for example, delivering a package comprising of menstrual hygiene, Menstrual Hygiene Management (MHM) sensitive latrines, hand-washing facilities and proper garbage disposal.
- Introducing School-Led Total Sanitation and Hygiene interventions as part of Institutional Hygiene and as an entry point for MHM.
- Increase budgeting for monitoring of impact/sustainability checks of interventions.
- Scaling up and expanding the geographical coverage in NFI dignity kits distribution.

### ***Capacity Building, Contingency Planning and Knowledge Management***

- Increase resource mobilization efforts in order to address the resource miss-match
- Provide practical trainings for staff, partners, government partners, RRT, WASHCOMMs and community on WASH and AWD containment. In order to strengthen the experience of Oxfam and IPs in WT at a large scale.
- Improving knowledge management systems on WASH in order to capture best practices, lessons learnt and challenges to inform future programming.
- Prepositioning of critical stock (including storage) to prevent/contain AWD.
- Conduct market mapping analyses to help decide whether to do cash for water and/ or direct water trucking.
- Discourage humanitarian thinking and encourage humanitarian plus thinking (thinking towards long term programming) which brings sustainable water sources.

## **4.2 Emergency Food Security and Vulnerable Livelihoods (EFSVL)**

### ***4.2.1 What went well and why?***

- Oxfam's intervention through cash transfers was needs based considering the food insecurity challenges posed by the drought within the region. Cash transfers were an appropriate response

mechanism to household food requirements in food insecure communities including IDPs, through enhancing household food basket and enhancing household disposable income.

- Additionally, Oxfam's integrated approach of Cash for Work and WASH/Public Health Promotion allowed for a comprehensive response to community needs, which in turn increased the extent of the programme impact in the lives of the beneficiaries, particularly with regards to the income generation activities as well as the PHP activities.
- Conducting a comprehensive needs assessment to establish the impact of the drought on livelihoods and food security was critical in designing and rolling out interventions and activities that suited the prevailing humanitarian context in culturally appropriate and acceptable ways.
- Oxfam's Implementation of a community based beneficiary targeting and selection criteria where the most vulnerable and food insecure households in IDP camps and host communities were given priority was a success in the drought response programme. The methodology for targeting was clear. Involvement of target communities in the beneficiary targeting and selection was a strong participatory method employed by Oxfam.
- Use of the Last Mile Mobile Solution<sup>1</sup> (LMMS) technology in disbursements of cash entitlements to beneficiaries was one of the most effective techniques embraced in the drought response programme. The system is linked to a central data management system and it ensured that money went to the correct registered cash recipients and avoided cases of misallocation of cash.
- Development of a gender checklist ensured that the different needs of women and men were aligned in the response programme.
- Cash transfers had a multiplier effect on the local economy through stimulating markets. Availability of food commodities in local markets was enhanced as cash transfers increased money circulation.
- Private sector involvement as a modality in cash transfers (engaging the Somali Micro-Finance Institution) reduced risks associated with handling and distributing large volumes of money. The partnership also linked beneficiaries to the financial institution and strengthened Oxfam's relationship with local institutions.
- The voucher based livestock treatment was an effective response to the escalating livestock diseases despite that the approach was being implemented for the first time in zones such as Doolo. The voucher based livestock treatment did not only ensure that drought affected communities retain their livestock, but it also linked the private sector, that is, Private Veterinary Pharmacies to Community Animal Health Workers (CAHWs). The interaction and relationship established will greatly contribute to sustainable animal health systems within the communities.
- Capacity building through trainings and refresher workshops for government officials and CAHWs ensured government integration into Oxfam's interventions and local ownership of livestock interventions.
- Constant community engagement and consultations were instrumental in ensuring that Oxfam livestock interventions were adapted and adjusted to suit the changing context. For instance,

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<sup>1</sup> The LMMS system is beneficiary registration software where a card will be printed for each beneficiary for receiving cash and the cash recipient has to produce this card on the cash distribution date.

the livestock feeding intervention was changed to livestock treatment after realising the regeneration of pastures.

- Working with partners was a great success as it ensured a wide geographical coverage, quick response and relevance in responding to the humanitarian needs. Partners engaged had experience working in Oxfam's areas of intervention hence making it easy to effectively respond to the humanitarian situation.

#### ***4.2.2 What did not go well and why?***

- The cash transfer value was too low to cover household food requirements. The 1200 ETB/HH/month covered 45% of the food basket.
- Lack of a preparedness plan affected the timeliness of the response as the initial round of cash distributions was done in late June 2017.
- The modality for cash transfers did not ensure the best Value for Money due to a high service charge (7.5%) from the Somali Micro-Finance Institution.
- There were technically unhealthy relations between the programme team and supportive functions as the former was action oriented whereas the later was procedure oriented. The programme team felt the procedures were somewhat cumbersome and not applicable in an emergency humanitarian context.
- The emergency programme was not linked to recovery/ resilience/ developmental projects.
- Protection was not fully integrated into the EFSVL component.
- There was limited monitoring of livestock activities and analysis of the intended impact on the beneficiaries by programme staff and the government.
- Assessments to quantify the coverage of needs amongst target communities lacked in rigour.
- Due to the short-term nature of the emergency response, beneficiary targeting was not thoroughly executed.
- There was a lack of coordination between the market and the cash transfers at national and regional level in terms of the transfer value and the cash distribution modalities.

#### ***4.2.3 What should be done? Recommendations for 2018-2019 Strategy and Programme Plan***

##### **Cash Based Intervention**

- Oxfam should explore other cash transfer modalities that ensure the best value for money. For instance, exploring the mobile money transfer and pilot the modality prior to full scale implementation. The modality is not only efficient in terms of timeliness in reaching beneficiaries, but it also reduces risks involved in handling large volumes of cash. In contexts where mobile money transfer is not applicable, Oxfam should explore the market to identify other financial service providers with low service charges compared to the 7.5% service charge from SMFI.
- In order to have a more realistic picture of food and nutritional requirements in drought affected communities, Oxfam should invest in in-depth food security analysis and coverage through an extensive use of food security indicators such as food consumption score, coping strategy index, household hunger scale and household dietary diversity score.

- To ensure that aid goes to the needy, the beneficiary targeting and selection should be more rigorous through utilising a targeting criteria informed by food security data or indicators and vulnerability complexities in different communities. Food security and vulnerability should not be homogenous across all areas of interventions in cases where contexts differ. Use of a feedback appeal mechanism can also strengthen the beneficiary targeting process.
- Response timeliness should be improved to efficiently and effectively address humanitarian needs. Oxfam should develop a comprehensive Emergency Preparedness Plan (EPP) to ensure timeliness of operations. Also, there should be different procedures for development and emergency interventions with sufficient time line as a way to swiftly respond to emergencies.
- In matching cash transfers value to local markets, Oxfam's cash transfers should be aligned to productive safety net programmes (PSNP) and implement the risky financial mechanism through influencing and lobbying.
- Cash for work (CFW) activities should be integrated with WASH to improve hygiene and sanitation issues particularly in IDP sites. WASH activities that can be absorbed to CFW include latrine and garbage pit digging and collection of garbage.
- Strengthen the beneficiary targeting process to allow for appeal and feedback throughout the targeting process, as well as using food security data/indicators as targeting criteria.

#### **Livestock Based Intervention**

- To ensure that communities retain their livestock, monitoring livestock activities and analysing the intended impact of livestock loss to the beneficiaries is critical. Oxfam should expand on the monitoring systems of livestock related interventions and conduct market analyses for the livestock component.
- Mapping of the existing animal health service providers (CAHWs and PVPs) and linking them to the communities should be prioritised. Refresher trainings and regular review meetings with CAHWs should be done whilst supporting the existing PVPs in their service provision.
- In building and strengthening local capacities such as training of CAHWs, Oxfam should consider partnerships with local institutions such as schools of pastoralists. These institutions have extensive researches locally, hence they can impart sustainable livestock technologies in communities.
- The livestock treatment and livestock vaccination interventions through the voucher system should be scaled up and strengthened.
- In worst case scenarios, livestock feeding interventions should be prioritised to prevent loss of core breeding animals.
- It is critical to do livestock destocking activities in worst case scenarios characterised by acute shortages of pasture and water.
- There is need for in depth food security analysis and coverage, use of food security indicators as well as influencing of relevant stakeholders in order to have more transparent processes in surveys.
- Expand on the monitoring systems on livestock related interventions and increase 'process' monitoring.

#### **Agriculture- crop production**

- Oxfam should undertake agricultural researches to modify local varieties to become more drought-tolerant. This can be achieved through utilising local existing resources and capacities after extensive mapping.
- Conduct vegetable and fodder market analyses to deduce the viability of vegetable and fodder production.
- Support the production of fodder crops and introducing livestock feed preservation techniques in communities.
- In terms of geographical coverage with existing livestock activities and crop production (proposed), interventions should continue in areas where there was implementation during the 2017 drought response programme and also expand the geographical target as an investment in resilience building.
- Hold regular review meetings with CAHWs, exploring multi-purpose cash for livelihood provision and agricultural crop production.
- Oxfam should forge more strategic partnerships with local implementing partners in its endeavours to link humanitarian work to resilience building.

#### **Income Generation Activities/ Small Businesses**

- Support women/ women headed households and youths with start-up capital through grants for small businesses such as fodder production, fodder retailing and operating restaurants.
- Initiate and support savings and lending schemes through fund allocation and technical assistance especially for women in IDP camps.

## **4.3 GENDER**

### **4.3.1 What went well and why?**

- For the EFSVL component, 80% of cash transfer recipients were women and this ensured that most of the money received was used for food which is managed by women. Women's decision-making power was enhanced as a result of control over financial resources.
- As a way of ensuring that women become the majority cash transfer recipients, sensitization sessions on the essence of registering women as cash recipients were catalytic in convincing men to agree with the approach.
- In setting up cash committees, 50% of the cash committees were women and this ensured that female beneficiaries could openly raise their complaints or any program related issues to women representatives.
- NFI- dignity kit distribution improved menstrual hygiene of women especially in IDP sites.
- Representation of women in WASHCOMMS was high with some communities reaching the 50% guideline on women representation by the Ministry of Water and exceeding in other communities. These WASHCOMMS have the capacity to communicate with Oxfam and government staff at woreda and zonal level which implies that women issues at grassroots level can be presented to policy makers and implementers.

#### ***4.3.2 What did not go well?***

- In terms of staffing, there is still a gap in personnel specifically assigned for the gender component. Available gender officers and gender assistants are not enough for both OXFAM and partners.
- Limited staff awareness and a somewhat negative attitude of staff to mainstream gender is attributable to low integration of gender in the drought response program.
- Another reason cited for low integration of gender is low leadership commitment to address gender inequality.
- Gender imbalances in staffing especially in front line staff and also lower level staff is also considered to be limiting the full incorporation of gender. As a result, women beneficiaries feel discouraged to make complaints to male staff and this leaves a lot of issues affecting women at community level partially attended or unattended to.
- Very low inclusion of gender staff in proposal development which results in less incorporation of gender variables in the program design.
- Low decision making power and ownership of productive assets such as livestock by women; the majority of women in the Somali region continue to be confined to the unpaid care economy with limited access to and ownership of resources which exacerbates their vulnerability.
- Latrine construction is not proportional to the male/female composition in IDP populations. It has been noted that women outnumber men in most IDP sites hence women require more latrines than men. However, the latrine construction intervention did not take cognizance of this.
- The humanitarian gender budget commitment (15% of the total allocated budget) was not implemented. This resulted in the partial incorporation and implementation of gender and related activities in the overall drought response program.
- There was limited coordination between the Gender and MEAL teams which resulted in few gender variables being included in monitoring tools.
- Although women representation in WASHCOOMs has improved, their (women) leadership status remained limited. This is an indication that women's influence in local WASH activities in the Somali region is limited resulting in some of their concerns being left unaddressed.
- The high illiteracy rate especially amongst adult female beneficiaries limited their participation in development groups, in turn affecting the effectiveness of the program.

#### ***4.3.3 What should be done? Recommendations for 2018-2019 Strategy and Programme Plan***

- To ensure full scale incorporation of gender in Oxfam responses, more gender personnel should be recruited. Terms of Reference for field based gender positions should be developed and inform project managers about the inclusion of lower level gender positions in the 2018/2019 strategy. Also, the Human Resources department should conduct an analysis and come up with suggestions on how to improve gender balance in staffing, especially to recruit more female staff. Alternatively, female interns should also be recruited as a way of increasing female staff.
- Conduct a knowledge attitude and practice (KAP) assessment among staff as an initial step to mainstream gender internally. More capacity building training on gender mainstreaming should be done to equip staff with knowledge on the importance of gender mainstreaming.

- Internal gender working groups should be introduced within Oxfam which will constantly engage with staff including at management level on gender issues. Additionally, the gender policy should be fully operationalized.
- Gender staff involvement in all proposal development should be enhanced to ensure that salient gender variables are incorporated. The gender analysis reports must be used as a reference in programming.
- Oxfam and partner interventions should target women (not only women headed households) in livestock promotion and/ or restocking activities. This can be achieved by initially undertaking a correct and comprehensive gender impact assessment. Another avenue for correcting imbalances in livestock ownership in both host and IDP communities is through awareness raising for both men and women on improving women decision making power and ownership of core breeding and transport animals.
- In latrine construction, there is need to consider the proportion of women to men and ensure that more female user-friendly and all-time accessible latrines are constructed. There is need to consult target community members on the siting and design of latrines which is in accordance with the sphere standards. In latrine design and construction, it is also crucial to consider people living with disabilities, the chronically ill, the elderly and pregnant women.
- Appropriately utilizing resources as per budget allocations- the 15% gender budget allocation should be assigned to gender activities. Gender staff should be made aware when there is budget allocation for gender as this will improve planning for more gender related activities and reach out to many beneficiaries.
- In improving gender monitoring, Gender and MEAL departments should prioritize joint monitoring, thematic planning and reporting. To an extent possible, separate gender and accountability monitoring should be conducted especially after cash distribution under the EFSVL component.
- Extensive lobbying and capacity building in all committees should be done to strategically position and empower women. Oxfam and partner organizations should also utilize leadership manuals and/ or develop new manuals for grassroots level capacity building. Capacity building of partner organizations on gender policies and mainstreaming should be scaled up. The Gender team should also start exploring and addressing underlying causes of gender in-equality, working to change social norms through engaging religious and traditional leaders. Developing IEC materials on gender is also critical to complement lobbying in reaching out communities with information.

#### **4.3.4 Key Learning Points**

- Male engagement in program activities is important for buy-in by all community members
- Apart from focusing largely on service delivery, more efforts on awareness raising and behavioral change communication in beneficiary communities need to be made
- Leadership commitment is critical for effective gender mainstreaming such as in the allocation and use of the budgeted 15% for all Gender related activities in Oxfam, timely filling in of vacant gender posts, as well as in the engagement of the gender team in program/project proposal development



- In order to allow for effective gender mainstreaming, an adequate number of gender focal persons across all programme components is critical
- Additionally, staff capacity building on and support with adequate tools is important for overall gender mainstreaming
- It is critical for coordination efforts between gender and all other thematic functions such as MEAL to be increased in order to ensure that gender elements and or variables are considered in all programming efforts
- Building women's committee (CASH, WASH etc/leadership is important

## 4.4 Protection

### 4.4.1 What went well and why?

- Introducing the concept of protection as a standalone project was an informed humanitarian intervention by Oxfam especially considering the vulnerabilities with which women and girls living in IDP camps were exposed to during the drought.
- Establishment of safe spaces for women and girls encouraged women to break the silence and voice their opinions about humanitarian interventions. This led to changes in programming and targeting. For instance, women identified some vulnerable households that were not targeted by cash transfer. They communicated that gap through the safe spaces and the EFSVL team adjusted the targeting.
- Staff training on protection improved the incorporation of concerns of women and girls in the WASH response through enhanced awareness raising on WASH response and service mapping.
- Community engagement was enhanced by increased representation of community through friendly spaces. A total of 27 safety committees were established and are working in 27 IDP sites in Doolo and Jaraar zones. These committees are serving as a pillar of community feedback mechanism through supporting other Oxfam sectors (WASH & EFSVL) in conveying program information. The committees are also involved in environmental cleaning activities within IDP camps.
- Through consultative meetings with women, women's meeting in Jigjiga office and community level meetings in Jaraar, the latrines were modified to ensure privacy in utilization by women. Initially both men and women shared 1 block of latrines, but after consultations, separate blocks for men and women are being constructed, particularly in Jaraar zone, and this promotes privacy, an issue of concern to most Somali women.
- The Protection team held weekly meetings in coordination with WASH and EFVSL to encourage the use of women friendly space.

### 4.4.2 What did not go well?

- Referral mechanisms at community level are not strong to ensure that issues affecting women and girls in IDP camps are effectively addressed. There are limitations in the availability and/ or provision of services such as psychosocial, legal and medical support after referral.
- The protection component has not yet been fully integrated in other components for example in cash transfers.

- The Protection staff is not commensurate to the work on the ground. Available Protection officers and assistants are not enough both at OXFAM and partner level.

#### *4.4.3 What should be done? Recommendations for 2018-2019 Strategy and Programme Plan*

- Increase access of women in vulnerable communities to productive assets and decrease their workload. One way of ensuring this is through the provision of donkeys and donkey pulled carts to women which can be used as a mode of transport. In introducing such interventions in communities, there is need to capture the perceptions of women and men through consultative meetings.
- With regards to sanitation in Somali region, more latrines in IDPs should be constructed to curb open defecation in and around the camps. However, prior to construction of these latrines, Oxfam and partners should do community consultations so as to construct more culturally and locally acceptable and appropriate latrines where both women and men comfortably use.
- Oxfam should expand and have a strong program on protection in all Woredas in all zones where there is implementation of both EFSVL and WASH activities. Currently, protection is fully operational in 27 IDP camps in 5 woredas of Jaraar and Doolo zones only. Protection activities should be scaled up to reach areas not covered including host communities. Expansion of the activities should also include increasing protection staff, capacity strengthening for Protection teams and supporting with adequate tools for mainstreaming and monitoring.
- Enhance coordination with other thematic support functions like MEAL at woreda and zonal levels. Work-plans and field monitoring reports should be shared often across all programme sectors to strengthen the overall response.
- To establish strong referral mechanisms and ensure safety of women in communities, the Protection teams should scale up awareness raising and sensitization, and dynamically communicate on behavioral change at community level targeting local leaders and the entire community. Protection teams should be involved in cash transfer beneficiary selection and utilize the platforms for lobbying. There is need to scale up activities around women and child friendly spaces through increasing the number of the friendly spaces and fixed structures used by both host and IDP communities.
- NFI dignity kit distribution should continue at large scale to promote hygiene and sanitation of girls and women.
- Innovate measures such as mass awareness or community campaigns on preventing early marriages and abolishment of female genital mutilation which should capitalize on international events like 16 days of activism against gender-based violence.
- Support should be provided to community based organizations with specific focus on establishing men and boys groups working on gender-based violence prevention.
- Building capacities of existing government arms (BoWCA), local partners, traditional and religious leaders and traditional birth attendants to promote awareness raising in protection and GBV issues.

#### **4.4.4 Key Learning Points**

- It is important for the Protection team to work closely with the other WASH and EFSVL component teams, including through sharing activity reports and involving the other teams in their program activities in order to strengthen overall response
- 'Safe programming' protection must be reinforced in all the sectors such as through regular inter-sectoral referral mechanisms as opposed to through monthly reports alone. Additionally, protection teams should be involved in the beneficiary selection process such as in the EFSVL program component in order to ensure quality assurance management on safe programming
- In order for the Protection vision to be driven right through the overall program implementation, a strong relationship should be fostered between the Protection team and OXFAM's partners
- Trained protection staff should be introduced to safety committees and work with existing committees such as for the EFSVL and WASH components in order to fully integrate protection aspects throughout the overall drought response effort
- It is also important for service mapping to be continued in order to develop relationships with potential and strategic service providers to enable the timeliness of future programming efforts

### **4.5 Monitoring, Evaluation, Accountability and Learning (MEAL)**

#### **4.5.1 What went well and why?**

- Enhanced ICT in MEAL contributed to efficiency in data and information management. ICT also improved the Oxfam monitoring and accountability system. For instance, beneficiary registration through Real Time Data collection (using Mobenzi application) improved program efficiency.
- Designing and piloting the SurveyCTO powered complaint and response mechanism was a success. The SurveyCTO system was piloted in Gambella and Doolo zones. Designing of the electronic application was done through a private partnership.
- Designing and use of the Last Mile Mobile Solution (LMMS) technology in cash distributions was one of the most effective techniques embraced in the drought response programme. The system is linked to a central data management system and it ensured that money went to the correct registered cash recipients and avoided cases of misallocation of cash.
- Consistency in reporting- a Master MEAL Framework was developed, 6 monthly progress reports and one mid-year report compiled. Situational reports were compiled on a monthly basis, and a weekly and monthly MEAL Plan was developed. Additionally, weekly MEAL updates were successfully executed.
- Establishment of Appeal Committees as a feedback mechanism was a success. Appeal Committees were established in Korahey and Jaraar zones.
- ToRs for field visits and reporting template were developed and put into use.
- Dedicated MEAL teams are in place both in Addis Ababa and at field levels for humanitarian response programs.

#### ***4.5.2 What did not go well?***

- For the MEAL team, reporting timeliness and quality of reports was a bit of a challenge. For instance, post distribution monitoring (PDM) reports are expected to inform the next round of distribution and provide data on necessary adjustments in cash transfers. However, this was not the case as PDM reports did not timely reach the program team so as to effect adjustments in the interventions.
- The MEAL team had limited learning events or review meetings which could have better served as information sharing platforms and self-reflection events to inform program implementation.
- With regards to data and information management, there was limited capacity building on GIS and other ICT software (statistical, data management, data visualization) for the MEAL team. In-depth knowledge and skills could improve monitoring and accountability during the drought response phase.
- There was limited staff particularly female MEAL staff as well as limited management involvement in accountability

#### ***4.5.3 What should be done? Recommendations for the 2018/2019 strategy and program plan.***

- To strengthen Oxfam's accountability system, MEAL staff should continuously be capacitated on accountability through training or workshops.
- Adequate attention of Oxfam Management towards MEAL is critical for a full-fledged monitoring and accountability system within Oxfam. Management should increase commitment in allocation of resources (financial and human) to the MEAL department.
- The MEAL team should be involved in proposal development/project design and introduction of new assignments.
- Considering the monitoring is a challenge if the Program implementation plan has not been shared on time, there should be integration between the MEAL and Program teams in order for the MEAL team to ensure quality program delivery.
- The involvement of the MEAL team during proposal development has started and it has to continue in this manner.
- In terms of Learning and Knowledge Management the MEAL team should compile brief notes of PDM reports and survey and share with management for quick decision making.
- An adequate MEAL budget should be set aside and the benchmark for budgeting should be the 5% CAMSA standard.
- Accountability officers should be recruited in all zones to complement one Accountability Officer in Jarar zone.
- Establish a hotline as a community complaint mechanism. However, the MEAL team needs to assess mobile network coverage in areas of intervention prior to full adoption of the mechanism (hotline).
- Develop a web based information sharing mechanism where monitoring data, best practices, new tools, innovative approaches and success stories will be shared.

#### ***4.5.4 Key Learning Points:***

- ICT in MEAL programming was highly efficient, sufficient and effective in data and information management improving Oxfam's monitoring and accountability system. This was achieved through the use of Mobenzi application which enabled beneficiaries to register through Real Time Data collection enhancing program efficiency
- Adequate attention of Oxfam Management towards MEAL is critical for a full-fledge monitoring and accountability system. This can be done by increasing commitment in the allocation of resources (financial and human) to the Meal Department
- Conduct more capacity building trainings or workshops in order to empower Oxfam staff on accountability related issues
- Involve MEAL team in the development of proposals/Project design and introduction of new assignment
- Standardize all Meal trials

### **4.6 Management**

#### ***4.6.1 What went well and Why?***

- Of importance is to note that security is a major concern in the Somali region and it is a high risk zone for project implementation. Despite these issues, Oxfam took the risk and continues to compromise working in the region with the goal to save lives. Given these security concerns, continuous security briefing, induction and alerts by Oxfam greatly contributed to the safety and security of Oxfam and Partners' staff and assets. For instance, doing water trucking in Somali Region was and is a risky intervention, but Oxfam, having a strong and willing management team, took it to its mandate to address the severe water challenges and took a well-informed risk of carrying out water trucking at large scale and this has been successful.
- Oxfam raised the profile of the Horn of Africa drought response initiatives through a timely recognition of the scale of the drought and needs in the Somali region. Through influencing donors, Oxfam managed to mobilize financial resources to the tune of 37 million USD from various donors to address the WASH, food and nutrition, livelihood and protection needs of 1 million target beneficiaries in seven zones of South and South east Somali region.

#### ***4.6.2 What did not go well?***

- Lack of response preparedness,
- poor familiarity with the areas,
- poor/lack of staff orientation,
- Shifting priorities and focus between drought induced IDPs and conflict induced IDPs, and host communities affected the program delivery in terms of clarity on which group to prioritize (Drought IDPs/Conflict IDPs/Host Community), and
- Short contracts (28 Donor Contracts) were a challenge in terms of limiting the resilience aspect of the program.

#### ***4.6.3 What should be done? Recommendations for 2018-2019 Strategy and Programme Plan***

- Timely recruitment of humanitarian response staff and/ or planning ahead to ensure efficiency in responding to humanitarian crises.
- Given the scale and the pervasive impacts of the IOD induced drought in Somali region, it was noted that emergency response preparedness is key towards timely, effective and efficient response. Management should prioritize response preparedness planning and set an emergency response preparedness plan, and also put in place practical contingency plan.
- Management should design financial systems including logistics and human resources ahead of the response and strengthen capacity building on the new systems for swift action.
- Program quality, gender and influencing should be constant in decision making instead of only focusing on delivery.
- Staff contracts should be reviewed and pegged to not less than 6 months to maintain established relationships with stakeholders and consistency in management and implementation.
- Cross learning and experience sharing should be strengthened both at local and international levels.
- With regards to finance and budgeting; Oxfam should move from a currency based budgeting to geography based budgeting. A one-contract-one-zone approach should be considered for short-term projects whereas the one-contract maximum two zones for large contracts is rational. It is also recommendable to ensure flexibility and simplicity in the budgeting process considering that the current system is very specific and rigid.
- Internal policy/guidance (including cost recovery) is mandatory to guide the budgeting process that needs to be facilitated at Addis level.
- For the logistics department, there should be a clear sense on how to simplify the Helios system. The Addis Country Office should discuss this and come up with a best practical decision.
- In terms of staffing in the logistics department, it is recommendable to have an ad hoc pool of volunteers for logistics (preferably female volunteers) with proper reference check.
- A well planned procurement and supply plan must be established and do away with last minute requisitions. This should be accompanied by more training and capacity building for staff as well as sensitization of suppliers on systems and procedures of Oxfam procurement and quality delivery.
- Decentralize management structures to have field offices headed by Program Managers and create better program management and MEAL.

#### ***4.6.4 Key Learning Points***

- Security management should be non-negotiable.
- Security briefing and induction is a good practice and should continue
- Influencing efforts have so far been effective but the efforts need to be organized and interlinked within the organization. Additionally, influencing through donors such as OFDA and ECHO works well in Ethiopian context, and communication with other key players is important to motivate or engage others and foster program successes.
- Streamlining of communication lines is important towards enhancing accountability

- Emergency response preparedness is the key towards timely effective and efficient response for Oxfam. Management needs to give it urgent priority.
- Financial management (Global Builders) is a high priority for management
- Well-informed risk taking is very important and has been successful.
- Strong voice from SMT on gender and program quality makes a big difference.

## 4.7 Operations

### 4.7.1 *What went well and why?*

- Timely and quick decisions by the drought response management team at both country and field level were key in putting brakes to the rapid spread of AWD. Oxfam should thus continue with these security measures in its humanitarian and developmental interventions in Somali region.

### 4.7.1 *What did not go well?*

- Corruption and fraud in awarding of tenders to local service providers and in delivery of aid/services to beneficiaries under WASH was a challenge during implementation - corruption was reported specifically in water trucking activities.
- Poor, delayed and uncoordinated supply plans led to inefficient procurement that in turn slowed down operations. Additionally, the centralization of the Oxfam financial system also meant that everything had to be procured through the main office in Addis Ababa.
- Short staff contracts, made it difficult to create lasting relationships with IPs and Government throughout program implementation.
- High staff turnover meant poor commitment of staff to the program, and ultimately the organization, in turn affecting the level of consistency in program delivery.

### 4.7.2 *What should be done? Recommendations for 2018-2019 Strategy and Program Plan*

- With regards to fraud and corruption, information sharing on blacklisted suppliers and former employees with other INGOs and NGOs should be prioritized to create accountability with stakeholders and enable better negotiations with Regional Water Bureau to take suppliers.
- Oxfam should maintain its status as the lead for WASH in Somali region and bring in innovative approaches and changing the systems to improve efficiency in service delivery and reaching many beneficiaries.
- It is recommended that the operations group should conduct market mapping for critical project items that are available in areas of intervention. Sourcing locally reduces costs incurred in transportation whilst avoiding delays in delivery and also promoting local markets.
- Clear communication lines between technical matrix management and line management must be a priority to ensure timeliness of operations.
- The fleet of field vehicles should be increased to timely implement all program activities.
- A comprehensive and consolidated supply plan should be developed in order to warrant a smooth flow in procurement processes.
- Conduct market mapping for critical items to inform future programming efforts on food security.



- Staff contracts should not be less than 6 months in order to ensure good rapport with program partners
- In terms of staffing, Oxfam should ensure proper grading of international staff, proper induction for new staff and capacity building for staff in all functions.
- Increase capacity building for staff in all functions
- Sufficient equipping of offices (including in donor proposals) - recommendation
- Involvement of field team in proposal development and budgeting is critical.
- Ensure that clear communication lines between technical matrix management and line management are strengthened
- Facilitate cross learning and experience sharing both from in and outside the country.

## 4.8 Partnerships

### 4.8.1 *What went well and why?*

- Effective and continuous communication with other key players in the response was crucial for the success of the Oxfam drought response program in the Somali region. During the implementation course, it was observed that communication is important to motivate or engage key stakeholders such as Implementing Partners and relevant government departments. Also, streamlining of communication lines enhanced effective activity coordination and accountability to programme stakeholders.

### 4.8.2 *What did not go well and why?*

- There were no clear guidelines on partnerships management, with unclear channels of communication and decision making roles across program departments
- While Oxfam managed to enter into partnerships with local NGOs, there were no clear guidelines established on partnership management and the channels of communication were unclear.
- A lack of project based strategic partnerships between Oxfam and partners' was a cause for concern.
- Signing of Memorandum of Understanding (MoU) between Oxfam and regional government took long than expected which delayed implementation.

### 4.8.3 *What should be done? Recommendations for 2018-2019 Strategy and Program Plan*

- Signing of a master one- year strategic MoU setting an indicative amount with regional government while maintaining project based MoUs for smooth operation.
- Oxfam should apply and enter into long term contracts with donors to allow linkage and/ or transition from humanitarian interventions to long term resilience building/ developmental interventions.
- Integrate with Education Institutions to promote on-the-job training for Oxfam staff.
- Oxfam should leverage the trust that has been gained from the communities, the Donors and the Government in order to forge strong partnerships that are focused more on resilience building and sustainability, as opposed to emergency programming alone.

- It is also crucial for Oxfam to engage and maintain partnerships with well capacitated partners who can drive forward the agenda that Oxfam carries. Not only is it important for Oxfam to engage and maintain good relationships with capable partners, but with the Government as well.
- Program design and implementation should be done jointly with all relevant departments in order to fully incorporate program aspects based on the differing expertise of each department. This will enable the designing of well-focused and comprehensive program designs.
- Enhance institutional learning so as to strengthen organizational capacity to effectively respond to similar future drought situations
- Lengths should be taken to strengthen relationships between Oxfam and stakeholders including IPs and Government, in order to improve trust and engagement
- Increase strategic engagement with partners including government around the establishment of IDP sites

## **5.0 Bridging the Divide between Humanitarian and Humanitarian Programming**

Linking humanitarian work and development work is critical in achieving more sustainable results in any emergency response programming. In response to the IOD induced drought in Ethiopia, Oxfam took lengths in providing solutions to affected communities through WASH, EFSVL, Gender and Protection interventions. Although so, some of the implemented projects did not promote resilience building. This is noted in Oxfam's distribution of sanitary wear that were only sufficient for one month's use. Alternatively, could have invested in skills training for female beneficiaries on how to make their own sanitary pads. Additionally, in the WASH component, water trucking was a life-saving emergency intervention that ensured that communities had access to enough water for their survival. Although so, water trucking is and was an expensive intervention that consumed a large sum of the mobilized resources towards the drought response. In order to increase sustainability and resilience building, investment into more sustainable water sources should be prioritized. There is therefore need to link humanitarian and development work by merging both short-term and long-term solutions in order to foster resilience building and ensuring that communities are better positioned to face similar emergency situations in the future as well as promote good daily hygiene practices.

## **6.0 Self-Evaluation Program Quality Standards Review (PQR)**

A Program Quality Review self-assessment was conducted during the lesson learning and PQR workshop in Addis Ababa. Below is a tabulated summary of the PQR.

### **6.1 PQR Results**

Program Standard/Benchmark	Program Standard/Benchmark	Overall assessment program performance (see dropdown menu)	Improvement Priority (see dropdown menu)	Capacity Building Needs Identified During the PQR	Notes/Remark
<b>Timeliness - initial assessments on the first day after a disaster and assistance started within three days</b>	1. 22nd of October EW alarm and meeting organized by OCHA, Oxfam started the assessment 18 the Dec - 6th Jan ECHO HIP 17 assessment. 2. Declaration of emergency as CAT 2 - December 3. CAT funding requested and approved in 20th of December 4. Water tucking Started in 22nd of December 16 5. 4thJan HSP deployed 5. Restricted funding from OCHA and OFDA secured 16th Jan 6. Mid march strategy was singed off. 17.5 million USD 7. 22nd of March Declaration of CAT 1 8. partner engagement - Partnership discussed and agreed in Jan 9. RTE conducted within 7 weeks of the response	Green - Meets expectation	Not a priority but necessary	Preparedness for large scale response. Quick scale up of cash intervention	
<b>Coverage – as appropriate to context (500,000 to 1,000,000 in a large-scale programme)</b>	1. Total affected people in Somali region is 2.5 million and Oxfam reached 864,000 people. 600,000 people reached within the critical time of the disaster.	Green - Meets expectation	No need for improvement		

<b>Technical aspects of programme measured against Sphere and Oxfam quality standards</b>	Most of the quality check have been reviewed and met by the current programming with the exception of few areas of the checklists ( for which partial met eg technical advisor visits from Addis and internal audit , accountability strategy )	Green - Meets expectation	Urgent	Common contextualised formats procedure and protocol for the visit	
<b>Indicators (both process and impact) in place and being measured</b>	We have met all the standards but improvement is needed for the gender part / statements in PIP. We need specific gender indicators.	Green - Meets expectation	Urgent		
<b>Feedback/complaints system in place and functioning and documented evidence of consultation and participation</b>	There is a feedback/compliant system and flow up mechanism in place and communities have a room to complain (Phone, compliant desks etc) and receive feedback	Amber - Partially meet expectation	Not a priority but necessary	<ol style="list-style-type: none"> <li>1. More awareness on the compliant system</li> <li>2. Capacity building on feedback mechanisms</li> <li>3. More spaces/desks for complains</li> <li>4. Diversify the complaint mechanisms</li> <li>5. Improve documentations and recordings</li> </ol>	The feedback mechanism should be contextualised
<b>Partners fully engaged in all aspects of the project cycle</b>	Partnership agreements have been signed, Partners are engaged in different level assessments, Planning meeting reports are in place, Monitoring and accountability framework are in place, Partners have capacity assessment plans and documented, Interviews carried out for partners about relationship with Oxfam	Green - Meets expectation	No need for improvement		

<b>Programme reflects measures to address dignity and protection issues</b>	Assessments look at safe access to services and other protection issues Inadequate documentation that programme has acted upon identified protection needs	Amber - Partially meet expectation	Urgent	Stakeholders including OXFAM needs to be training	Under staffed and under budgeted
<b>Programme delivery addresses gender and specific needs of vulnerable groups</b>	Gender analysis carried out and documented Some evidence of attention to needs of men and women and vulnerable groups but not consistent Inadequate documentation of special needs addressed in technical programmes	Amber - Partially meet expectation	Urgent	Stakeholders including OXFAM needs to be training	Under staffed and under budgeted
<b>Exit strategy/recovery plan in place</b>	Enough attention was not given for exist strategy during proposal development; issues are missing including gender and programs. Partially some of the steps are mentioned in exist strategy but not strong and comprehensive. Recovery plan not in place. On RTE the issues are raised. Some of the Projects on OPAL are not closed. The community are partially informed about the exit strategy of some programmes such as water trucking and cash, but recovery plan are not discussed with the community.	Red - Not meet expectation	Urgent	All programmes, support and operation, cross cutting themes such as gender.	

<b>Evidenced utilisation of contingency plan in last humanitarian response</b>	We have contingency plan in system (2014). Revision needed. For some of the areas there are always contingency plan (eg WASH and AWD) however not strong for all. Lesson learned and reflections don't include Contingency plan.	Red - Not meet expectation	Urgent	All programmes, support and operation, cross cutting themes such as gender.	
<b>Programme addresses advocacy issues</b>	The strategy needs to be reviewed, updated and signed off	Amber - Partially meet expectation	Urgent	Training and orientation required both at Jigjiga and Addis levels on appropriate advocating, consistent messaging, increased evidenced based influencing, awareness of advocacy approach at different levels of management.	New position - influencing coordinator to add capacity to the policy/influencing team
<b>Programme is linked to/will be linked to DRR interventions in area</b>	Some of the programme activities build resilience in the areas we are working in such as borehole drilling, but other activities such as CTP and WT are emergency activities with little focus on DRR	Amber - Partially meet expectation	Urgent	For the 2018 programme cycle has an increased focus resilient activities and DRR. We are also building relationships and capacity of local partners and government actors. Technical capacity building and influencing on DRR and resilience will be important for our programme to be more focused on DRR in the coming programme cycle.	
<b>Overall Program Assessment: Amber</b>					

## 6.2 Improvement Plan

Program Standard (Choose from drop down menu)	Action(s) needed	End date	Challenges / mitigation measures	Responsible	Resources needed (HR / ££)	What will success look like?
Technical aspects of programme measured against Sphere and Oxfam quality standards	capacity building of the staff (Oxfam and partners) in planning monitoring and evaluation (against international and Oxfam standards) regular and timely collection of data on technical sector indicators incorporation of lesson learned in programming	all in the life of the program	short term projects staff turnover external challenges such as government PSNP program in determining transfer value	Program managers coordinators	5% of the project budget (MEL team)	the quality process should start from the beginning , will be success full if there is commitment
Indicators (both process and impact) in place and being measured	include gender specific gender indicator along with mainstreaming gender across sector specific indicators ( such as WDDS		short term projects staff turnover external challenges such as government PSNP program in determining transfer value	Program managers coordinators	5% of the project budget (MEL team)	will be successful
Feedback/complaints system in place and functioning and documented evidence of consultation and participation	More awareness on the compliant system capacity building on feedback mechanisms More spaces/desks for complains Diversify the complaint mechanisms Improve documentations and recordings	Jul-18	. Budget . Commitment from staff	MEAL	To be identified	
Partners fully engaged in all aspects of the	Continue the trend and fine tune regularly	NA				



project cycle						
Programme reflects measures to address dignity and protection issues	Stakeholders including OXFAM needs to be trained	31/03/2018	Shortage of protection experts OXFAM should bring experts on the area	Protection Coordination OXFAM and Partners management	20,000	Assessments look at safe access to services and other protection issues Documented evidence that programmes respond to identified protection issues Protection issues identified by other actors acted upon Protection expertise called in when programme requires it
	Recruitment of protection officer at each field base	4/1/2018	Shortage protection personnel in the country	Protection Coordination OXFAM and Partners management	4,800	Assessments look at safe access to services and other protection issues Documented evidence that programmes respond to identified protection issues Protection issues identified by other actors acted upon Protection expertise called in when programme requires it

Programme delivery addresses gender and specific needs of vulnerable groups	Stakeholders including OXFAM needs to be trained	31/03/2018	Shortage of gender experts OXFAM should bring experts on the area	Gender Coordination OXFAM and Partners management	25,000	Gender analysis carried out and documented Programme planning includes attention to needs of both men and women and vulnerable groups Special needs addressed in technical programmes
	Recruitment of Gender officer at each field base	4/1/2018	Shortage gender personnel in the country	Gender Coordination OXFAM and Partners management	4,800	Assessments look at safe access to services and other protection issues Documented evidence that programmes respond to identified protection issues Protection issues identified by other actors acted upon Protection expertise called in when programme requires it
Exit strategy/recovery plan in place	All proposals should have clear exit strategy for all programs. Community level discussions on the revised exist strategy	2 months	resource / budget	program managers and MEAL	lump sum / not specified	
Evidenced utilisation of contingency plan in last humanitarian response	Revision of contingency plan, develop contingency plan in new proposals, engage program staff in development the plan	2 months	resource / budget	program managers and MEAL	lump sum / not specified	

Programme addresses advocacy issues	See Previous Sheet	March 15th	The changing political context - continually updated risk and power analysis	Solyana / New Coordinator	2018 Influencing Budget to be finalised	Clear Advocacy / Influencing objectives achieved!!!
Programme is linked to/will be linked to DRR interventions in area	See Previous Sheet	2018 Strat	Continuing emergency needs / changing context	HPM / DRM / PC / Tech Cos and Advisors		Programme activities increasingly focused on DRR and long term impact