

Terms of Reference
2010 Haiti Earthquake 'Reflections' After Action Review Workshop
(ver. Nov 1, 2010)

Introduction

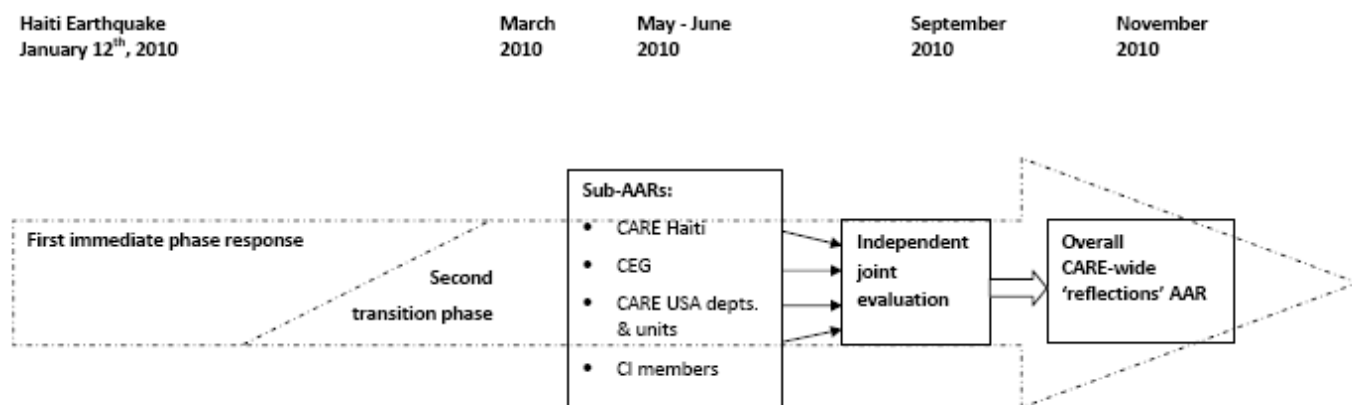
The earthquake that hit Haiti on January 12th this year caused one of the most devastating humanitarian crises in recent years. CARE launched a major response to this humanitarian emergency, providing relief and recovery assistance to many affected people, which continues to this day. As with the 2004 Asian tsunami, the 2010 Haiti earthquake required a coordinated and concerted effort virtually across the whole of CARE International to respond to the emergency.

Due of the scale and complexity of CARE's response in Haiti, it is critical that the organization learns as much as we can from our experience to improve our global operations. Since this emergency response involved a variety of members and functional units within CARE, it was decided to adopt a three phase process that involved:

- Encouraging CARE members and functional units to hold separate "sub-AARs",
- Commission an independent evaluation, and
- Using relevant inputs from the sub-AARs and evaluation, capture learning from the Haiti earthquake relevant to our global emergency organization during a "Reflections" AAR workshop in November 2010.

The process is illustrated below.

CARE Response to Haiti Earthquake
After Action Review & Evaluation Schedule (ver. July 20, 2010)



"Reflections" AAR Workshop Objectives

The main objective of this exercise will be to use our experience in Haiti to help CARE identify shortcomings, recognize good practices, and improve upon CARE's humanitarian policy framework **and how CARE International approaches emergency response at a global organizational level** in a way that we can apply these lessons to large-scale humanitarian crises we may face in the future.

Similar to the last organization-wide review undertaken for the 2004 tsunami, it is anticipated that the Haiti Earthquake Reflections Workshop will review:

1. Roles & relationships: Clarify roles and responsibilities, accountability, coordination, and management oversight.
2. How successful we were at getting the right people at the right time, including deployment modalities, staffing transitions, etc.
3. Programme design and absorptive capacity. Emergency preparedness planning, capacity assessments, strategic planning and transition from relief to development
4. Performance in core sectors (food security, shelter and/or WASH) and integration of cross-cutting issues (gender, DRR, etc.) given that CARE's response needs to be based not only on needs but also on its technical and absorptive capacity
5. How effectively was the transition managed between successive phases (e.g. relief to recovery)
6. Effectiveness of programme support, humanitarian accountability, fundraising, and media and communications – all of which influence the quality and timelines of an emergency response

Participant Profiles

It is anticipated that there will be between 25 to 35 full-time participants with representation at a managerial and technical level from CARE Haiti, CARE International Members, various functional units of the Lead Member (CARE USA), and the CARE Emergency Group. Given the focus on organizational issues and implications for policies and practices, there will be a suitable mix of Director-level staff and focal points from CARE's Emergency Response Working Group with members of CARE USA's Executive Team joining the workshop at suitable intervals.

Roles & Responsibilities of the Workshop Facilitators

The workshop will be led by an independent facilitator, supported by Sarah Ralston in her capacity as a member of CARE's Standing Team of Quality & Accountability Specialists who have been asked to accomplish the following;

- A. ***Undertake workshop preparation***, more specifically:
 - i. Clarify goals, objectives and expectations for this workshop with the Haiti Earthquake Reflections Steering Committee;
 - ii. Identify and review relevant background documents provided (key documents include CARE's Humanitarian Accountability Framework, sub-AARs, sub-AAR synthesis and evaluation report); and
 - iii. Based on findings from above discussions and background reading, along with a list of potential participants, review workshop materials and recommend adjustments to the workshop design in order to meet stated objectives
- B. ***Manage the learning process during the workshop***, including:
 - i. Ensure that participants have clearly understood objectives and group tasks
 - ii. Establish a 'safe' environment where participants can speak openly and constructively about their experiences without feeling threatened by hierarchy, etc.;
 - iii. Manage the flow of the workshop, maintain momentum and relevant focus
 - iv. Ensure that all participants have an adequate contribution in the discussion and capture their perspectives;
 - v. Summarize key points of learning, issues left unresolved, etc
- C. ***Monitor the learning process*** and ensure it moves participants toward desired outcomes, through formal and informal assessment techniques and approaches;

- D. ***Collaborate with the co-facilitator*** from CARE to ensure that s/he is clear about his/her respective role and that s/he is used as an appropriate resource to better understand the organization and facilitate the realization of practical and realistic workshop outcomes;
- E. ***Provide appropriate supervision of notetakers*** to:
- i. Document the proceedings in such a way to facilitate the production of a concise and user-friendly workshop report
 - ii. Ensure participants receive any background information in a timely way; and
 - iii. Collect and collate participant evaluation forms
- F. ***Participate in debriefing meetings*** with a “feedback group” of participants at the end of the first day and make adjustments/recommendations to the program on the basis of their feedback.
- G. ***Evaluate the outcomes of the workshop*** by means of individual questionnaires to help CARE assess the usefulness of the process, highlighting which aspects are most valued by participants and what could be improved in future such activities. Questions may include:
- What was most useful about the AAR for you?
 - What could have been done in a different way?
 - What did you learn over these two days?
 - What is one change you will make in yourself/how you do your work as a result of participating in the AAR?
- H. ***Review drafts of the workshop report*** and comment as appropriate.

Management Arrangements & Logistics Support

Management of the facilitators will be assured by Jock Baker, Program Quality & Accountability Coordinator for the CARE Emergency Group supported by the CI ERD, LAC Regional Director and EHAU's Director/Deputy Director from CARE USA. He will also be responsible for production of the report. Logistics support for participants will be provided by Allison Prather from EHAU aprather@care.org

Workshop Design

Within CARE, AARs for a specific emergency response typically follow a sequence of:

1. “Scene-setting” that includes participant introductions (including what role they played during the emergency response, establishing chronological “timelines” of key events (both internal to CARE and external), synthesis of results of relevant reviews (e.g. sub-AARs) and evaluation results.
2. What went well (i.e. what should be repeated next time) and what should be improved in future?
3. Action planning

However, in the case of this particular workshop, the overall objective is to look at organizational level learning so – while the focus is on reflecting on Haiti as a case study – the workshop design will aim to first draw out key lessons from the sub-AARs, evaluation and other relevant learning from Haiti, identify those relevant at an organizational level and reach agreement to ensure these are internalized...including at a top management level.

This design means that we are aiming for a mix of participants who will be able to make practical links between concrete operations and translate these into strategic changes at a global level...using our experience in Haiti as a “reality check”. Comparisons with CARE’s experience with the tsunami will be brought in as appropriate.

Duration:

It is anticipated that the Lead Facilitator will start interviewing a sample of participants towards the end of October and it is hoped to have the report finalized on Nov 30th.

- Oct 20 – Nov 12 Preparations (document review, facilitator interviews/discussions with key staff and preparations for the workshop)
- November 15-16 “Reflections” AAR workshop
- November 17 (morning only) group of “volunteers” to synthesize/organize outputs.
- Feedback on draft report (between end of workshop and the end of November).
- End Nov/early Dec report finalized.

Expected Outputs:

The structure of the main AAR report would normally follow the workshop “flow” and not exceed 15 pages (not including annexes):

1. Introduction
 - a. Purpose/objectives of the “Reflections” AAR with reference to CARE’s policy guidelines;
 - b. Brief background to the disaster, both local context and from CARE’s capacity (previous emergency experience, pre-disaster capacity, status of EPP, etc.), drawing in other comparisons with large-scale emergency responses as appropriate (notably the tsunami);
 - c. Chronology “timeline” describing/illustrating key events identified by participants (this can be a graphic in the annex).
2. Methodology/approach (participant and facilitator profiles, very brief description of techniques used)
3. Significant examples of good practice that should be replicated with just enough “how to” information so that CARE “outsiders” have some guidance in terms of how to implement such an approach.
4. Significant gaps that were identified along with recommendations identified by participants on how these should be addressed in future. Recommendations should be realistic, targeted at specific stakeholders, provide adequate guidance for follow-up and not be too general.
5. Description of follow-up action plan with clear accountabilities for those responsible for specific actions.

Key Contacts: Primary CARE contacts will be Jock Baker baker@careinternational.org and Sarah Ralston sralston@care.org