

## Annex 2

### Terms of Reference

#### Real time evaluation of Oxfam's response to the Java Earthquake of 27<sup>th</sup> May 2006

##### Introduction and purpose

Two weeks after an earthquake struck Java, Indonesia, Oxfam's emergency relief effort has reached around 130,000 survivors. The Indonesian Government now estimates over 122,000 homes destroyed, with over 415,000 having suffered some level of damage. Estimates on the number of people left homeless are as high as 1.5 million. The death toll currently stands at 5,722.

Oxfam has now set out plans for a 3-month emergency programme, aiming to reach 160,000 people on community-led projects to:

- Improve basic water and sanitation provision
- Improve hygiene practices
- Improve the quality of temporary shelters
- Re-establish livelihoods

Meanwhile, Oxfam remains on alert for a second potential humanitarian disaster with the possible volcanic eruption of Mt Merapi.

Oxfam is committed to assessing and improving the quality of its humanitarian programmes. As a contribution to meet this commitment, and create space for humanitarian teams to "step back" from their work, the organisation has begun to make use of "real time evaluations" (RTE). These reviews are usually completed at an early stage of an operation, and lead to the production of brief reports with recommendations for action.

The overall objective of this RTE is to review progress to date, and capture emerging lessons in order to inform the next phase of the programme. It is also intended to identify lessons of possible relevance to other operations. Oxfam has not undertaken many RTE exercises as early as this in the 1<sup>st</sup> phase of a response and a very flexible approach will be required from the RTE team to fit in with the demands and challenges facing the Indonesia team, partners and beneficiaries.

##### Methodology

It is proposed that the team carry out an exercise adapted from the UNHCR format as follows:

- Identification of up to 5 broad benchmarks to approximate effectiveness and progress against them - areas to be agreed with the CPM, see suggested question areas below.
- Discussions with staff and other stakeholders to reach conclusions against these
- Assess the critical enablers and barriers (internally and externally) that contributed to the above, "seeking the explanations"
- Submit recommendations for Regional and Country management and other stakeholders
- Present the above to the team and management in a Day of Reflection

While seeking to obtain an understanding of the complex challenges facing Oxfam in this operation, the RTE will seek to focus on the following areas of enquiry:

- What were the critical factors affecting the speed and appropriateness of our response at country level (and with respect to partners, and support from RMC and HQ)?

- How significant were the preparedness measures in place for Mt Merapi for this response?
- Given the early stage, is the programme performing satisfactorily in terms of established standards – technical, gender and accountability to beneficiaries?
- What particular challenges have arisen in these areas?
- What evidence is there of positive impact on beneficiaries?
- Have the essential programme support functions (including finance, HR, logistics, media & communications) been quickly and effectively set up and resourced, and performing to an appropriate standard?
- How effective has the co-ordination effort been with partners, other NGOs and Government authorities?
- How effective and coherent has management, leadership and decision-making been?
- Is the analysis of risk and management measures put in place sufficient?
- With findings on the above in mind, are our plans for the next phase robust enough? What needs to change? What should we do beyond this 3-month timeframe?

### **Resourcing and timing**

The Real Time Evaluation assignment will comprise of one colleague from the Humanitarian department (assessing a range of programme performance and management) and one colleague from International Finance (to be confirmed, assessing risk analysis and management). The team will engage in headquarters discussions to capture perspectives from supporting functions prior to undertaking a seven-day mission to Indonesia during late June. Basic administrative and logistical support will be provided by the Jogja office. During this assignment, interviews will be conducted with Oxfam staff, partner agencies and beneficiaries. The team will debrief the Indonesia team and representatives of the RMT on its main findings on June 27<sup>th</sup> and complete a summary report upon return to Oxford. Debriefing meetings will also take place in Oxford to share learning.

David MacDonald & Ivan Scott  
12<sup>th</sup> June 2006