

## **Appendix 5: Terms of Reference**

### **Terms of Reference for the Real time evaluation of the OI response to Cyclone Sidr in Bangladesh**

#### **1. Introduction**

In late November, tropical storm Sidr caused widespread damage to the southern areas of Bangladesh. According to an official report from MoFDM (Ministry for Food and Disaster Management) the number of deaths is estimated to be around 3256 with 8.4 million people (1.9 million families) affected. Casualties and damages of houses, livestock, crops, educational institutions, roads and embankments have been reported from 1867 unions of 200 upazilas of 30 districts. Most deaths and damages have been attributed to the storm surge.

- Oxfam has responded in the four most severely affected districts: Bagerhat, Patuakhali, Barguna, Pirojpur assisting 30,000 HH. The main components of the response are around water, sanitation, hygiene promotion and emergency shelter.

In all districts Oxfam has previous partners enabling a quick response community level. The partners and Oxfam are jointly responsible for delivering the project at the field level. Oxfam will provide management guidance and technical support to local partners in order to ensure compliance with donors' contractual obligations and achieve the objectives of the project.

#### **2. Purpose of the Real Time Evaluation**

Oxfam International 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 succinct reports with recommendations for action and/or lessons identified.

The overall objective of this RTE is to review progress to date, and capture emerging lessons both for the Bangladesh country programme as well as being of relevance to other operations responding in South Asia to similar emergencies, and where possible draw on learning from previous RTEs. Taking place in the first phase of a response requires a very flexible approach from the RTE team to fit in with the demands and challenges facing the country team/s, partners and affected population.

#### **3. Objectives**

To review the response against established benchmarks and to recommend immediate changes

To identify good practices

To identify persistent weaknesses for organisational learning

To promote a learning approach within the participating Oxfams

To promote cross-affiliate learning and to identify enablers and constraints for good affiliate cooperation

#### **4. Methodology**

The assignment will be undertaken by a two teams of two with experienced team leaders responsible for assessing a range of programme performance and management and production of the report. They will be supported by two colleagues who bring a particular field of expertise.

The team should carry out the exercise as follows:

An initial discussion with Oxfam GB and the country team to ensure that all are clear on expectations and outcomes

The team should draw on existing reports to maximise incremental learning from RTEs across the organisation

Use the six benchmarks with sub-headings set out below

Discussions with OI affiliate staff, partners and other stakeholders to reach conclusions against these benchmarks

Ensure that the affected population is consulted and that participatory tools are used as far as possible

Assess the critical enablers and barriers (internally and externally) that contributed to the programme implementation, “seeking the explanations.” If agreement between informants on “explanations” cannot be achieved, then the differing opinions will be separately recorded  
Submit lessons identified for OI affiliates, partners and other stakeholders  
Present to the team and management in a workshop before departure to discuss findings and give opportunities for the team/s to agree on action points, learning and recommendations

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

The speed and timeliness of the response will be good relative to other actors, with consideration of emergency preparedness measures in place

- *What were the critical factors affecting the speed and appropriateness of our response at country level (and with respect to partners, and other affiliates)?*
- *How is the Oxfam response relative to other actors responding to the emergency?*
- *Could we have done something different in terms of response?*
- *What were the organisational expectations (at various levels) versus the actual response?*
- *How flexible was the response to changing situations and phases of the response?*
- *Was there a contingency plan and how was this utilised?*

Relief provided is of a quality and scale appropriate to the context that would be expected of Oxfam’s capacity, and is valued by the affected population

- *What is the scale of the response in comparison to the size of the disaster?*
- *Who was targeted and were the targeting methods effective and accurate?*
- *Was the technical aspect relevant to the situation (taking culture and socio-economic factors into consideration)?*
- *Was gender taken into consideration and are there good examples of innovative thinking?*
- *Is there evidence of women being consulted and their needs being met?*
- *Is there evidence of men being consulted and their needs being met?*
- *How have safety issues for women, men, girls and boys been addressed?*
- *What evidence is there of affected population consultation and satisfaction with services/goods supplied?*
- *Was post-distribution monitoring conducted?*
- *Is there a monitoring system in place and how effective is it?*
- *Is there an accountability system and are all staff aware of accountability issues?*
- *How has the flow of information been to the affected population?*
- *Is there a complaints system in place?*

An effective management structure is in place, that provides clarity and well-communicated decision-making and direction (including partners) and is appropriately accountable to the affected population

- *Any evidence of affected population feedback influencing decision-making?*
- *How was the assessment carried out and were decisions based on the findings?*
- *How were decisions made regarding targeting, number of affected population and the areas for response?*
- *What assumptions were made regarding the response by different affiliates?*
- *Who made the decision about the categorisation of response and was this justified?*
- *How do other players view the response in terms of scale?*
- *How are decision-making results disseminated down to field staff?*
- *How are decisions made by the lead agency disseminated to other affiliates?*
- *How would you rate the level of decision-making in terms of the appropriateness of the response?*

Key support functions are sufficiently resourced, and being effectively run. Risks that are being taken are being calculated and documented

- *Have the essential programme support functions (including finance, HR, logistics, media and communications) been quickly and effectively set up and resourced, and performing to an appropriate standard?*

- *How efficient were procurement procedures and what could have been done better?*
- *Are risks being adequately assessed and documented?*

Our internal OI relationships are productive and well coordinated, under the leadership of the Lead Agency, and we are having a positive influence on other actors. OI inter-affiliates agreements are examined according to the Humanitarian Dossier

- *How was the coordination between the lead agency and the affiliates both in country and at higher levels (for example headquarters)?*
- *How effective has the co-ordination effort been with other NGOs, coordination bodies such as the clusters and Government authorities?*
- *How effective and coherent has management, leadership and decision-making been between the lead agency and the affiliates?*
- *If there are new partners for any affiliates, how has this worked?*

The programme has considered the longer term implications and has taken connectiveness into consideration

- *Are the plans for the next phase robust enough? What needs to change? What should be done beyond the initial timeframe?*
- *What evidence is there of /communities consultation for their longer term needs?*
- *Will there be rehabilitation or recovery programmes to link emergency response to the longer-term solutions?*

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#### **5. Presentation and documentation of findings and recommendations**

The RTE team will debrief with the field teams and senior representatives of Novib and OGB on its main findings at a Day of Reflection workshop, and complete a draft report for comments upon return to their base. A final report should be produced ideally within the following week.

The report should be brief, around 15 pages plus some short annexes containing the Terms of Reference and a timeline. The final report will be posted on the dashboard. Each affiliate will be responsible for taking forward the action points and recommendations.

#### **6. Ownership, resourcing and timing**

The RTE commissioning manager is the Regional Humanitarian Coordinator of the country lead agency.

Administrative and logistical support will be provided by the Bangladesh OGB country office.

#### **7. Assumptions and requirements**

Evaluators will have access to all documentation and can take part in relevant meetings and field trips

Evaluators will have access to key staff in all responding affiliates for conducting interviews

Evaluators will have access to members of the affected population for conducting interviews

Evaluators will take into consideration confidentiality and objectivity during the process