

Haiti Earthquake 2010

Real - Time Review

Terms of Reference

1. Background

On Tuesday January 12, an earthquake measuring 7.3 on the Richter scale struck Haiti, with an epicentre 16 km from the capital Port-au-Prince. This was the most powerful earthquake to hit Haiti in more than 200 years. It is estimated to have killed 217,749 and injured 300,572¹. The Revised UN Flash Appeal says that 3M people have been affected, of whom approximately 1.9 million have lost their homes and over 511,000 have left the affected cities. The most affected cities are Port-au-Prince, Carrefour, Léogane and Jacmel.

Two month after the earthquake, major issues of concern remain in the areas of sanitation, vulnerability of the camps to flooding, overcrowding, spread of disease, impact of displacement on host communities and shortages of shelter materials. The scale of the disaster continues to be overwhelming for the local Government and the international community as a whole, who are looking simultaneously at the immediate crisis, impending hurricane season, and the early recovery and reconstruction phases.

The Humanitarian Coalition is a coalition of four Canadian nongovernmental agencies (Care Canada, Oxfam Canada, Oxfam-Québec and Save the Children Canada) with decades of experience in humanitarian assistance, aid and development who undertake joint emergency appeals and action. In Haiti, the Humanitarian Coalition has more than 1100 aid personnel on the ground responding to the crisis and has collectively raised 13 million \$CAD for the response to the Haiti Earthquake. The Humanitarian Coalition is working on developing and testing an M&E Framework in partnership with University of Ottawa and with support from CIDA-IHA (The Canadian International Development Agency's International Humanitarian Assistance Directorate)..

2. Purpose

In addition to joint fundraising, the Humanitarian Coalition members made a commitment to working together to improve program delivery and accountability standards. A significant effort has been given to the development of joint programming standards, a Monitoring and Evaluation Framework and comprehensive financial accountability protocols. As a part of this commitment the Humanitarian Coalition is organizing its first Real Time Review (RTR).²

Implementing a joint RTR in the first phase of a response requires a very flexible approach from the RTR team in order to fit in with the demands and challenges facing the members' team/s, partners and the affected population.

3. Objectives

¹ <http://haitiseisme2010.gouv.ht/>

² For more on Real Time Reviews see Monitoring and Evaluation Framework.

The **overall objectives** of this RTR is twofold:

- **to review progress to date of project activities and capture emerging lessons** for this response, as well as capturing those of relevance to future emergencies, and
- **to test the section of the M&E Framework** that speaks about the initial phase of the response (up to 6-9 mths) and produce recommendations for improvements.

4. Team composition

It is initially projected that the RTR will be undertaken by a four person team. However, additional team members may be added as required and feasible. Together, the team will need to fulfill the following characteristics:

- Strong knowledge and capacity in French (at least 2 of the team members), with preference for Bilingualism (FR&EN) and some Creole.
- Extensive experience with evaluations, and preferably with short evaluation exercises
- Experience with implementation of emergency programs (particularly in WASH, shelter and distribution)
- Facilitation skills, including facilitating focus group discussions
- Experience with Haiti preferred.

Team Composition, in no particular order:

- One member agency representative from the HC Program Committee – should have emergency and RTR experience and a good knowledge of the HC M&E Framework.
- HC Coordinator as HC representative and institutional knowledge of the M&E framework
- One Canada-Based Consultant – expertise with evaluations & emergencies (UofO or independent)
 - Responsible for producing analysis and recommendations concerning the M&E Framework
- One Haitian Consultant (preference for a person linked to one of the member agencies in Haiti, but not from the same agency as other team member) – experience with emergencies, logistics, facilitation
 - Responsible for pre-visit logistics planning, setting-up interviews
 - Support facilitation of consultations, focus group discussions etc.

RTR Team Leader (chosen from the above team members or an additional person)³

The RTR Team Leader is responsible for the overall planning, implementation and follow-up reporting for the RTR process. As such, they are ultimately responsible for:

- Implementing the HC M&E Guidelines for Real-Time Reviews
- Preparation of RTR interview questionnaires and RTR team preparation for data collection.
- Planning workshops and conducting interviews
- Collecting results from the RTR and follow-up workshops
- Producing initial and final reports on RTR findings

³ See Team Leader ToRs in annex for more details.

- Managing RTR team dynamics and ensuring the successful completion of the RTR in line with the expectations of the Humanitarian Coalition Program Committee.
- Assisting the Canada-Based consultant in their responsibility for analysis and recommendations concerning the HC M&E Framework itself.

5. Scope, timings and methodology

Scope and timing

Taking into consideration that this RTR is taking place in the first phase of an extremely complicated response, a very flexible and “light” approach is recommended. The RTR planning will begin by April 15 2010 and the field visit will take place no later than the end of May, 2010. (For detailed breakdown by dates see RTR Action Plan).

Broadly, the scope of this RTR will address the following:

- To review the Canadian-funded portions of the response against established joint HC benchmarks and to recommend possible changes
- To identify good practices
- To identify weaknesses for organizational learning
- To promote a learning approach within and between the participating agencies

Geographically, the RTR will focus on two areas: Port-au-Prince and Léogane. In these areas, the HC members are programming IHA or HC funds, or both, allowing for the RTR team to cover all the member agencies with limited travel.

Where feasible, the RTR will include projects funded by IHA and the HC.

Methodology

The RTR will be composed of three elements:

1) Background Review / Preparation

- An initial discussion with the HC Program Committee (PC) and the host member team (latter will take place once on the ground) to ensure that all are clear on expectations and desired outcomes
- A series of short planning meetings between the RTR team and the member’s representative on the Program Committee to look at the program logic for each of the members (how activities link up to expected outcomes), identify resources, stakeholders and data sources
- RT reviews sitreps, assessments, initial response plans and reports, financial disbursements (top line) and all other relevant material, notably any available outcomes from other reviews (ie. DEC, internal agency reviews, etc.). HC member IRPs and IRRs will need to be updated according to parameters agreed by the PC.

2) In-Country Review –Haiti

- Use the areas of enquiry set out below to undertake consultations in Haiti
- Discussions with members’ staff, partners and other stakeholders to reach conclusions relevant to these areas of enquiry. Make efforts to seek out any staff that were part of the initial response and have since left.

- 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 program implementation - “seeking the explanations.” If agreement between informants on “explanations” cannot be achieved, then the differing opinions will be separately recorded
- Before departure, produce initial findings and recommendations document for circulation among participants and interviewees in Haiti.
- Present to the team/s and management in a workshop before departure to discuss findings and give opportunities for the team/s to agree on recommendations (for field teams and for RT), learning and recommendations (Day of Reflection). Outcomes of the workshop will be integrated into the final RTR report for possible use in later reviews.

3) Follow-up

- Upon return to Canada write the report (internal and not for circulation)
- Hold a day internal workshop with key staff of member agencies (PC + others?) – to look into findings and recommendations for the Haiti Response and for the M&E Framework, determine what findings can be shared publicly, finalise details of the Sector-wide workshop.
- Hold a “sector-wide” learning/reflection meeting (as deemed appropriate by the HC Program and Management Committees – to be determined following completion of the internal workshop)

While seeking to obtain an understanding of the complex challenges facing HC members and their respective international alliances in the Haiti response, the RTR will seek to focus on the following areas of enquiry. Further detail of methodology and interview questionnaires will be elaborated from these and the HC M&E Framework by the RTR Team.

1. The **speed and timeliness** of the response.
2. An **effective management structure** that provides clarity and well-communicated decision-making and direction (including partners) is in place and key support functions are **adequately resourced**.
3. Effective **coordination and collaboration** with existing government and between agencies.
4. Accurate of **self-assessment** by agencies in terms of capacity in the initial stages of response and how this has impacted **planning and reporting**.
6. Members are fulfilling their commitments and striving to adhere to agreed HC **standards and codes of conduct**.
7. **Targeting/scale and coverage**.
8. There is clear thinking about and attempts to **connect relief and recovery phase**.
9. Agencies are **involving beneficiaries** and are **accountable to beneficiaries**.
10. The programs display **relevance/ appropriateness/ respect for culture**.

6. Outputs

- I. Before leaving Haiti, the RTR team will debrief with the field teams and senior representatives of the member agencies, providing an overview of its main findings and recommendations at a **Day of Reflection** workshop in Port au Prince, and complete a **draft report** for circulation to all interviewees, participants or agency staff in Haiti.
- II. A **final report**, concentrating on areas for rapid improvement rather than details 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. Each member will be responsible for taking forward the action points and recommendations internally.
- III. **Presentation of findings and recommendations** to senior HC staff in **Canada** will be organised as a full-day workshop in the two weeks following the team's return from Haiti. This workshop will look at findings and action items for the Haiti Response and for the M&E Framework, determine which findings can be shared publicly, and finalise details of the sector-wide workshop.
- IV. **"Sector-wide" Workshop** and summarised report for dissemination (as judged appropriate by the HC members) - To present the RTR process, with lessons learned, and sharing some of the findings (to be agreed in advance of the workshop).

7. Management and support arrangements

The RTR commissioning manager is the HC Coordinator – Nic Moyer. The Humanitarian Coalition will cover the costs of travel and accommodation for the RTR Team while in Haiti. Arrangements will be made as appropriate to secure lodging and transportation for the duration of the trip. The Haitian Consultant will be primarily responsible for the in-country logistics, which may or may not be arranged through one of the HC member agencies.

- o One member agency will be identified as "host", in order to arrange payments in Haiti for accommodations, in-country travel workshop etc. This will subsequently be billed to the HC. If possible only, this agency could second a staff person to support the RTR as well as a vehicle.
- o Haitian Consultant is responsible for finalising all logistical arrangements prior to arrival of the RTR team.
- o Haitian consultant to make arrangements for interviews, meetings, focus group discussions and the workshop prior to the arrival of the RTR Team. Maximum use is to be made of limited time.

8. Assumptions and requirements

- RTR Team will have access to all documentation and can take part in relevant meetings and field trips.
- RTR Team will have access to key staff in all responding affiliates for conducting interviews.
- RTR Team will have access to members of the affected population for conducting interviews.

- RTR Team will take into consideration confidentiality and objectivity during process.

9. Budget (Presently indicative only)

The following budget for the RTR must be approved by the HC Program and Management Committees. This budget does not include staff costs.

NOTE: 1st Draft Budget only - savings are possible

Budget Item	HC	IHA prj	Total	Comments
1) Consultants				
- Haiti Consultant (20 days x \$250/day)			\$5,000	
- Canada-Based consultant			n/a	No \$\$ if UofO is "consultant"
2) Travel & Expenses (Canada)				
- In-person PC meeting (before RTR)			\$600	(\$200 fr. Montreal + \$400 fr. Toronto)
- Internal workshop (post-RTR)			\$1200	
3) Travel & Expenses (Haiti)				
- 4 return flights from Canada (\$1400 each)			\$5600	On Expedia Montreal-PAP is \$700 tx incl. (March 18)
- Perdiem = \$101.64/person (TB rate for Haiti)			\$4,065.60	10 days x 4 people = \$4,065.60 (we can lower this)
- accommodation = \$100/person/night			\$3,600	9 nights x 4 people = \$3,600
- vehicle rental = \$250/day (fuel incl.)			\$2,500	\$250 x 10 days = \$2500
4) Workshops				
- Haiti Workshop			\$2500	
5) Report completion (translation, dissemination, etc.)			\$4,000	
TOTAL			\$29,065.60	