

## Oxfam GB Project Effectiveness Review Management Response

**Regional Director:** Sarah Ireland

**Country Director:** Arif Jabbar Khan

**Name of Project reviewed:** 2011/12 Pakistan Flood Response

**Date:** October 5, 2012

**Please return the Management Response form to the International Programmes Director within 4 weeks, copied to PPAT.**

### Summary of Results

Standard	Level of achievement	Rating
1. Timeliness	Partially met	2/4
2. Coverage	Partially met	2/4
3. Technical aspects of programme measured against Sphere and Oxfam quality standards	Partially met	2/4
4. Indicators (both process and impact) in place and being measured	Partially met	1/2
5. Feedback/complaints system in place and functioning and documented evidence of consultation and participation	Partially met	1/2

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6. Partners fully engaged in all aspects of the project cycle	Partially met	1/2
7. Programme reflects measures to address dignity and protection issues	Partially met	1/2
8. Programme delivery addresses gender and specific needs of vulnerable groups	Partially met	1/2
9. Exit strategy/recovery plan in place	Fully met	2/2
10. Evidenced utilisation of contingency plan in last humanitarian response	Fully met	2/2
11. Programme addresses advocacy issues	Fully met	2/2
12. Programme is linked to/will be linked to DRR interventions in the area	Fully met	2/2
<b>Final rating</b>		<b>19/30</b>

5. Did the HIT identify areas that were particularly strong overall in the Region or in a particular country? (i.e. standards fully met)?

**If so, please comment briefly on why you think this was so.** The HIT identified 04 standards out of 12 that were fully met: 1. Exit Strategy / recovery Plan in Place, ii. Evidenced utilisation of contingency plan iii. Programme Addresses Advocacy issues and iv. Programme is linked to / will be linked to DRR interventions in the area.

6. Did the HIT identify areas that were weak or very weak in the Region or a particular country (e.g. standards partly or not met)?

**If so, please comment briefly on why you think this was so.** Out of 12 standards 08 were identified as partially met. There is no area identified as very weak or not met.

7. What actions are being planned in response to the unmet or partially met benchmarks identified?

OGB Pakistan programme is revisiting our contingency planning and focusing on the following actions:

1. Timeliness:

- a. Develop strategic humanitarian partnerships across Pakistan so that they are able to start / lead the emergency response immediately in their areas of operation.
- b. Develop Contingency Plans with partners
- c. Review partner's payment process and come up with suggestions to speed up these. Maintain contingency WASH stock for 10,000 families at strategic locations.
- d. Identify rapid assessment team from within the current staff, comprising of technical leads, logistics, gender, advocacy and communications, security and partner staff rapid assessments.
- e. Maintain HR roster for quick recruitment and deployment of staff.
- f. Carry out emergency tender process and sign Framework Agreements with qualified suppliers.
- g. Develop generic concept notes, budgets in advance.

2. Coverage:

OGB took 20% caseload of the affected population for the 2011 floods response based on the official 2.5 mil affected population of Government, however, these figures kept on changing but the targets were not reviewed afterwards.

- a. For Cat 2: 2 weeks review of programme strategy; 1 month and 3 months reviews will be incorporated into the response strategy.
- b. For Cat 3: review of strategy after 1 and 3 months to be incorporated into the response strategy.

3. Technical aspects of programme:

Following steps will be taken to ensure technical aspects of programme measured against Sphere and Oxfam quality standard.

- a. Trainings / awareness sessions for Oxfam and partner staff on Sphere and Oxfam standards (MEAL, Gender, Protection, Policy and Advocacy linkages, Programme Cycle Management and DRR mainstreaming).
- b. Ensure that Sphere standards are targeted in response strategy for accountability and quality assurance
- c. MEAL mechanisms incorporate performance against Sphere and Oxfam standards.
- d. Mechanisms and processes to be developed for linking humanitarian and development programmes. Early recovery programmes will be especially targeted for integration with long term programmes.

4. Indicators (both process and impact) in place and being measured:

- a. Developing MEAL mechanisms from the start of the humanitarian programmes with SMART indicators –as part of the contingency planning process.
- b. Ensuring capacity for regular monitoring on the progress of indicators during the project cycle management (Oxfam and partners).

5. Feedback / complaints system in place and functioning and documented evidence of consultation and participation:

- a. Feedback mechanisms are in place; however, analysis on their effectiveness will be carried out. Further revisions to the mechanisms will be based on the analysis findings.
- b. Partners will be supported in strengthening their institutional capacity, especially the accountability mechanisms.

6. Partners fully engaged in all aspects of the project cycle:

HIT identified that OGB was able to engage partner at every level except there are no evidence of partner involvement in the strategy development of the response.

- a. Development of contingency partnerships and contingency planning with partners will offset the issue of strategy development in the initial response stages.
- b. Partners will be involved in programme reviews.

7. Programme reflects measures to address dignity and protection issues:

- a. Awareness raising amongst Oxfam and partners' staff, as part of the Sphere and Oxfam Standards.
- b. Humanitarian Advocacy Coordinator to focus on protection issues.

8. Programme delivery addresses gender and specific needs of vulnerable groups:

- a. OGB Pakistan team has conducted a gender audit and developed action plan for incorporating gender issues in policies, practices and all programmes.
- b. Programme reviews to reflect on gender sensitivity and specific needs of vulnerable groups and revise strategy based on such reflection.

8. Are there HIT findings that you would recommend for action by the Humanitarian Department? And how can HD support the Region's response to the HITs?

- a. Support in learning on especially the issue of timeliness.
- b. Clarity on coverage; is it mainly related to numbers but also quality and how to balance the two.