



After Action Review – Emergency Food Assistance for Somalis project (EFAS)

WORKSHOP REPORT

FINAL

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Acronyms

AAR	After-Action Review
BBRS	Biometrics Beneficiary Registration System
BVA	Budget Variance Accounts
CBP	Cash-based programming
CWG	Cash Working Group
EFAS	Emergency Food Security for Somalis
FCRM	Feedback Complaints and Response Mechanism
FFP	Food for Peace
HH	Household
IDP	Internally Displaced Person
MEAL	Monitoring, Evaluation, Accountability, and Learning
MEB	Minimum Expenditure Basket
PAL	Pre-Authorization Letter
PDM	Post Distribution Monitoring
USAID	United States Agency for Development
WASH	Water, Sanitation, and Hygiene

1.0 Background

1.1 Purpose of the review

CARE implemented the Emergency Food Assistance for Somalis (EFAS) project over twelve months (April 2017 – March 2018) in the Sool and Sanaag regions of Somalia/Somaliland. The project provided unconditional cash transfers to communities in need in 135 villages under Caynabo, Lascanod, Cerigabo, Celafweyn and Badhan Districts to 13,182 households (HH). As part of the project evaluation, CARE sought to complete an After-Action Review (AAR) with the staff who supported the project implementation¹.

1.2 Objectives and methodology of the review

The review used a standard AAR process adapted for CARE's needs (See Annex 1 and 2). The process itself is meant to assess a significant activity, in the case of the EFAS project, allowing team members and leaders to discover what happened and why to reassess direction and review both successes and challenges. The five questions that guided the methodology included:

- What was supposed to happen?
- What was the reality?
- What went well?
- What could have gone better?
- What should be changed for next time?

The AAR reviewed the tasks and goals of the project as they were initially understood. From then, the group evaluated whether these tasks and goals were effective after implementing the activity. Ultimately, the AAR was expected to serve as a tool that can potentially redefine goals or future works. In the case, the findings may be immediately applied to an upcoming Food for Peace (FFP) project.

1.3 Background on review

CARE contracted the service of an external consultant to facilitate the AAR. By using an external facilitator, CARE hoped to create an open environment, promote discussion and draw out lessons learned led to the support of someone not involved in the project. On the 2nd and 3rd of May 2018, 16 CARE International Somalia staff came together for a day and a half workshop in Mombasa, Kenya. The staff were a mix of senior and junior levels, from different functions (e.g., program and operations), and represented Nairobi, Puntland, and Somaliland offices. (See Annex 3). The event used a standard AAR guidance (See Annex 2) and was facilitated by an external consultant. The objective of the workshop was to review the USAID Food for Peace (FFP) funded EFAS project. The following document chapter summarizes the discussions and is a collation of the tools that guided the process.

¹ CARE also commissioned an evaluation of the project, which is captured in another document.

2.0 Review Findings

This section covers the highlights of the AAR event findings running through the participants 1) expectations, 2) understanding of the EFAS project objective, 3) what happened in the intervention, 4) what went well, 5) what could have gone better, 6) best practices and lessons learned from the project, and 7) what should change for next time in a similar project. The section covers the highlights and points of convergence that were agreed upon by the participants. It makes liberal use of annexes, which are referred to in their corresponding sections, to allow for ease of reading and to capture the richness of the conversations.

2.1 Expectations

The participants were asked to introduce themselves and share one expectation that she or he had for the workshop. The expectations broadly fell into the following categories:

- **Lessons learning:** about the project, its implementation, cash-based programming
- **Participation:** wide-scale, honest reflection, learning with and from others
- **What went well:** learning about, sustaining and applying what went well especially for upcoming FFP project
- **What did not go well:** learning about the challenges, what did not go well, and changing for future programming to be more effective and improved
- **Create a shared understanding of success:** individual and collective

The AAR process was then introduced, reviewing the central questions to be covered, ground rules and the agenda using a PowerPoint presentation (See Annexes 1 and 2).

2.2 What was supposed to happen?

Participants were asked to explain what they thought the objective of the project was. They were groups composed of staff from the same geographic area of work and divided into three groups 1) Nairobi, 2) Puntland, and 3) Somaliland. Each group wrote their thoughts on a flip chart and shared them with the larger group in turn; groups identified about five objectives each (See Annex 4). The two most frequently mentioned points were to:

- Increase access to food and purchasing power of drought-affected HH
- Provide lifesaving support



Figure 1: Fadumo Dahir Deputy Head of Office Somaliland doing presentation

Two of the groups also felt that the intervention had the women in mind—addressed their needs and to put resources and power into their hands. There were some different perspectives, perhaps because of function (e.g., Nairobi team identifying the project as a contribution to the prevention of famine response).

From the responses, it was clear that the intervention was understood to address different concerns that were arising from the drought conditions (e.g., loss of livelihoods, debt, market conditions). It was agreed that the use of cash-based programming, especially as in the case of this project it being unconditional and unrestricted, lends itself to address different layers of need. While the project had a food security objective, the participants agreed that it would be essential to capture in the donor reporting the extent to which the project was able to contribute to the improvement of the crisis-affected population's lives and livelihoods as a result of the project.

2.3 What was the reality?

In same groups from the previous activity, participants were asked to work on a timeline for the project. They were invited to place actions or points involved in the project along a timeline on the wall that spanned the period of March 2017 to April 2018. Each group used post-its placed on a timeline along the wall to identify the actions to show the breadth of the intervention.

Some points learned from the exercise were:

- All teams, functions, and areas were involved throughout the project
- Many actions were connections across different levels
- Many activities were happening in any one month
- April and May were particularly busy months, which coincided with the start-up, and August corresponding with the scale up

The teams noted that there was a difference between what was in the project work plan and what was the reality of implementation. The team also discussed the impact of events external decisions, such as the change in the amount of the transfer based on the decrease of the Minimum Expenditure Basket (MEB) had on the project. Lastly, the team remarked that two critical actions that aided in the timely implementation of the project were the Pre-Authorization Letter (PAL) issued by FFP and the allocation of those funds toward the cash transfers, rather than other costs.



Figure 2: Timeline of project activities

2.4 What went well? What could have gone better?

Participants were asked to reflect on two questions based on the results of the timeline activity:

- What went well?
- What could have gone better?

In the same groups as the previous activities, participants wrote down their ideas on post-it notes, which were later shared with the larger group (See Annex 5). Groups identified three to seven actions, many of which were unique to their group only. The topics shared across different teams for what went the best were:

- **Stakeholder engagement- internal and external:** CARE played a significant role in Cash-based assistance coordination. CARE took the lead in a joint evaluation on cash transfers in Somalia and was managing the evaluation by contracting the consultant on behalf of the CWG. CARE leads the Somaliland cash working group. CARE participated in interagency, food security, and other cash working groups; in CARE there was

good coordination between support, programs, as well with peer organizations.

- **Targeting:** For the sites and the beneficiaries and process on both.

Regarding what did not go well, each team identified five different issues. The topics shared across the groups were:

- **High cash transfer rates/commissions from the financial service provider:** Rates were higher than peer organizations and negotiations were seen as sub-optimal.
- **Cash pipeline delays:** The second half of the transfers were delayed because of not timely liquidations and subsequent disbursements from the field to Nairobi levels.
- **Protection and gender aspects of the project:** Post Distribution Monitoring (PDM) tools were updated late in the project to include gender and protection issues; generally monitoring and evidence of intentional activities on these aspects was not documented.

2.5 Drilling down on critical topics

The groups then drilled down to look at three areas more in-depth 1) Process in finance and procurement, 2) Gender and Protection, and 3) Private sector engagement, answering the same questions as the previous section—What went well? What could have gone better? Participants were encouraged to self-select which group that she or he would like to join; after they made rounds to each topic adding or adjusting information, as needed. A common thread across the three groups was timeliness and clarity on the capacity for different stakeholders. The general findings by topic are seen in the following text boxes:

PROCESS IN FINANCE AND PROCUREMENT:

Went well: There was a mix of timeliness (e.g., financial service provider, cash projects) and untimely execution of activities (e.g., liquidations, cash flow).

Could have gone better: Some activities already mentioned, such as the negotiation of commissions for the FSP could have been done with peer organizations and so thus improved. For finance, the participants acknowledged that there was some lack of precision on monthly costings or cash estimates, which in turn affected cash flow and budget variances. Lastly, some key documents such as the audit were either not shared or stored in a way where parties involved could reach them.

GENDER AND PROTECTION:

Went well: Participants highlighted that more than 50% of the project participants were women and that the cash injection has helped them in decision-making at the household level. That the teams added gender and protection questions to the PDM was positive, albeit late in the project cycle.

Could have gone better: The group felt that there were not enough resources—human, capacity or money—to do justice to these topics especially at the early stages where there was an urgency to save lives and livelihoods. While the project design included gender and protection analysis, the actual implementation was not easy to understand as it was not documented.

PRIVATE SECTOR ENGAGEMENT:

Went well: The FSP had good networks, services and the use of mobile money reduced risks. The selection of the FSP was made competitively.

Could have gone better: The commission for the FSP's services could have been better. The capacity of the FSP was lower than expected (timeliness, reporting, communication between the branch and capital offices).

The group then sought to answer the question “Why?”, as related to the perceived successes and failures of the project, based on the previous discussions. In self-selecting groups, the teams were able to find one or two sources of the successes and failures. Interestingly, process featured as an enabling and disabling factor.

Table 1: Factors for success and failures on crucial project aspects

SUCSESSES	FAILURES
PROCUREMENT AND FINANCE	
A change of policy to emergency procurement was helpful making approvals happen fast. There was involvement of all departments allowing early preparations.	System bureaucracy Inaccurate budget variance accounts (BVAs) because of erroneous data entry at requisition stage and review by approvers. These inaccuracies resulted in the processes taking longer and causing delays
GENDER AND PROTECTION	
We engaged women in design and implementation of the project	We did not have a mechanism to get their feedback frequently
PRIVATE SECTOR ENGAGEMENT	
There is good coverage of the selected companies, and virtual money is widely accepted	Failed because some of these companies have not been prepared for a big crisis. Also, there has not been an induction for these partners by CARE

2.6 Best Practices and Lessons Learned

On the second day, the group started with an analysis of best practices and lessons learned, grounded on what the team discussed the previous day. They were divided into groups and asked to identify up to three practices and lessons. As a frame of reference, the following definitions were offered to the group when considering their responses:

Lessons learned is “knowledge or understanding gained by experience. The experience may be positive or negative. .A lesson must be significant in that it has a real or assumed impact on operations; valid in that is factually and technically correct; and applicable in that it identifies a specific design, process, or decision that reduces or eliminates the potential for failures.”

Best practice: a procedure that has been shown by experience to produce optimal results and that is established or proposed as a standard suitable for widespread adoption.

Lessons learned that the group identified were:

- Mobile money an efficient and secure means to deliver cash transfers and reach a large number of beneficiaries.
- Participation and involvement of all teams and components optimize results.
- The integration of gender and protection in all phases of the project is essential. Otherwise, the project may not be able to capture issues and essential facts related to the topics.
- As part of the mobile money company mapping, CARE should engage with peer agencies to discuss the commissions/rates the companies charge.
- There is a need to reorganize country office to prepare well for such a project.



Figure 3: Mohamed Ahmed, Senior Procurement Officer doing group presentation

- Startup meetings should occur with mobile money companies before the project implementation to be clear about expectations, timelines and capacities of the parties (e.g., differences between field and capital).
- Timelines must be clear and are required for critical action especially for cash flow.

Best practices identified included:

- Use of Biometrics Beneficiary Registration System (BBRS) for registration is a unique way to identify targeted beneficiaries to minimize the risk of fraud, reduce the potential duplication of beneficiaries, to ensure transparency, and data reliability
- Switching to the use of Mobile Money for humanitarian cash transfers was a success
- Coordination and networking through and leadership in the CWG and local authorities was essential to the project success
- Beneficiaries' and stakeholders' involvement at all levels contributed to the project's success
- Collaboration with other programs/support teams contributed to the success of the project
- Women's fair representation in the village development committees

2.7 What should be changed for next time?

To stimulate the discussion on what needs to be done differently for a similar type of project in the future, the group was presented with a practical scenario. This was based on the implementation of a new project, which was recently signed by the same donor. Two smaller groups of eight people were formed, balancing out to have a representation of different functions in each group.

The group was tasked to identify:

- Three critical actions that need to happen before the end of May
- Three longer-term actions that are not an immediate priority

The critical actions fell into broad categories (See Annex 7 for full list):

- Project start-up activities
- Defining the work plan
- Sensitization and planning with staff and vendors
- Financial projections
- Review of approval processes
- Setting up the internal Coordination and monitoring of project

The participants agreed that the teams need to start beneficiary identification and registration as soon as they are back in the field; other actions will happen as implementation continues. The first disbursement should occur by 15th June in preparation for Eid. The team also discussed that if the transfer value needs to be changed during the life of the project beneficiaries and other stakeholders need to be informed in good time before the change is effected. The new project has a contingency line in case there is a need to increase the transfer value or in the event of a new crisis during the life of the project.



Figure 4: Amran Shire, Humanitarian Manager, Somaliland.

Mid-term priorities identified by the group were:

- Gender and protection mainstreaming documentation especially evidence of the impact of cash on gender and protection.
- Training staff on mainstreaming gender and protection.
- Explore the full use of BBRS in verification and entire process as the second level of verification.
- Advocate and ensure more women representatives in VRC for better representation.

The groups were tasked with taking the analysis to another level to look at “learning and unlearning.” In the same two groups they were asked to answer two other questions:

- How do we document lessons learned on cash programming moving forward?
- What measures need to be taken in the lead up to rapid and slow onset disasters to incorporate what we learned?

The teams were asked to look at the questions from programmatic and operations perspectives and identifying opportunities and gaps.

AGREEMENTS ON DOCUMENTATION OF LESSONS LEARNED:

Processes of learning:

- Documentation will be continuous process throughout the project cycle life.
- AAR are suggested to be used for the current and future projects.

Capturing lessons learned:

- In reporting (e.g. monthly field reports) there should be a dedicated a section on lessons learned shared with programs and operations teams.
- Program staff should identify events or meetings where lessons will be shared.; quarterly events could be an opportunity to do so.

Ways to capture lessons learned:

- Studies, monthly case studies, PDM, monthly price monitoring, progress reports, pictures, videos, documentaries.
- User friendly; writing should be one to two pages only

Dissemination:

- Lesson learned should to be disseminated widely including internally, peer agencies, donors, other CARE International members.

On analyzing the second question, the teams identified three main disasters in Somalia 1) flood/outbreak of diseases, 2) drought, and 3) conflict. The first and third are sudden onset, while the second is a slow onset crisis. For both slow and rapid onset, the teams agreed that the country office needs to develop contingency plans for each of these scenarios, preposition supplies, as feasible, and build capacity within its staff. The teams felt that the guidelines for emergency preparation and contingency planning needs should be updated.

For rapid onset crisis, the teams suggested that the activation of waivers for operational procedures important for swift response; communicate of this activation should be related to all staff immediately. The also identified that the country office should create an emergency response roster mapping out the capacities of staff who could be rapidly deployed. For slow-onset, the teams suggested that CARE pre-identify partners key to the emergency response including private sector actors.

3.0 Next steps

At the close of the second day, the group discussed some next steps after that would follow the event, led by Abdinur Elmi, Humanitarian Coordinator. Some of the points mentioned were:

- Great ideas have come out of the AAR, and they need to be operationalized
- The information shared needs to be consolidated and actions put into timelines.
- Urgent actions should be shared immediately for action and with deadlines; the facilitator agreed to do so within five days of the close of the event. The Senior management team then agreed to allocate roles to different people to actualize the actions
- Boniface accepted to lead a team on the flow of activities to move processes.
- Participants committed taking the actions that correspond to him or her forward and not wait for the event report to be finalized, but rather “Walk the talk from here.”
- The learnings and action points from the AAR will be combined with those of the new FFP project rollout; both must feed into preparation for the June meetings with FFP.
- The team committed to scheduling a Webex by the beginning of May; the next Wednesday after this meeting for information sharing; the WebExes should continue as a good practice every week for updates.



Figure 5: Group work

4.0 Evaluation

Overall the participants were receptive to the event and the methodology. At the end of each day, written evaluations were completed by each person (See Annexes 8-10). An analysis of these anonymous responses made it clear that participants found the AAR to be useful and helped each one reflect personally on her or his work. They appreciated that the conversations were open, honest, engaging and participatory. Participants found the topics important especially the lessons learned and planning, the action points, and discussions on gender and protection. In the words of one participant, the AAR offered an opportunity to “Pause for a moment, look in the mirror and reflect on your successes and gaps.”



Participants did not identify many things that they would have wanted to change beyond more staff participating and more time for some of the sessions. Regarding changes that participants will make as a result of participating in the

AAR, the most common responses were improving documentation of lessons learned, better planning, faster and response times. The sage contribution of one participant committed to “Always consult, take the phone and make a call instead of waiting for email responses.”

There was a resounding interest to continue to use the AAR methodology in other or all programs and projects. Additionally, participants wanted to be sure that the outcomes of the meeting could be shared with other staff who were not present at the event.

Annex 1: Guidance AAR

Objective:

To review the EFAS cash transfer project in Somaliland.

Main questions to be explored:

- What was supposed to happen?
- What was the reality?
- What went well?
- What could have gone better?
- What should be changed for next time? How do we document lessons learned on Cash programming moving forward?

Ground rules for the event:

- Focus on tasks and goals that were to be accomplished
- Focus on what can be learned, not who can be blamed.
- Listen
- Participate
- No attribution and no retribution

Steps in the process:

For steps 1-5, individual participants write their responses on post-its, which the facilitator clusters to reflect particular themes, or the group could respond to each question collectively, and the facilitator writes the responses on a flip chart.

Step 1: Participants, grouped by area, write down their understanding of the objective or intent of the action.

Step 2: Participants then write down what actually happened – possibly working as a group to construct a timeline of key events and changes over time in the situation or the program. Cards that can be placed on a board or wall to show the timeline are useful for this exercise. The project time will be March 2017 to April 2018.

Step 3: The group then addresses two questions: What went well? What could have gone better? Common themes will be grouped (Process in finance and procurement, Gender, Private sector engagement). Sub-groups by function will work on the activity, which will be then embellished by the other sub-groups.

Step 4: The group will then look at the question of Why based on the previous sessions to understand the causes of successes and failures; this will be by function and round robin.

Step 5: This is followed by a discussion on what could be done the next time differently; this will be based on the scenario of a new project. Groups will work on an action plan (based on geography), facilitated in a participatory manner. At the end of which the facilitator summarizes all the lessons that have emerged and asks participants to vote for what they regard as the three most important lessons. The focus will be on scaling a new and similar project and what needs to change.

Step 6: Participants will identify the best practices and lessons learned by the group and shared out.

Step 7: The key lessons learned, and any actionable recommendations, are documented and circulated to all participants. A timeframe, for example, six months to a year, may be agreed on for assessing progress towards implementing the recommendations. Identify critical operational actions by June and longer terms; this is back into function and up to three.

Step 8: The teams will then look at measures that can be taken in the lead up to rapid and slow onset disasters based on the previously discussed topics.

Step 9: The teams will discuss how to set up learning opportunities based in the questions: how we will learn how to learn what we need to learn and maybe also how to unlearn what we need to unlearn if any.

Step 10: In last minutes each person will be able to share say one more thing (only) about the process. Participants should look at the work done during the day and add or emphasize one thing she or he thinks if important. Participants can pass. The facilitator will call on each participant; the last participants should be the commissioning managers.

Participants:

- Somaliland, Puntland, Nairobi: programs, operations (finance, procurement), MEAL
- 16 people total

Tools needed:

- Computer and projector
- Note-taker
- Post-its of different colors (4-5 different colors)
- Markers
- Flip charts
- Tape

Post-AAR activities:

- Debriefing on content and process with select CARE staff

Notes:

- *Participants will be grouped by function in advance though mixing of groups will also be used in a guided manner.*

Annex 2: AAR Agenda

Hour	Min.	Topic	Activity	Facilitator
Day 1				
9:00	5	Welcome	Welcome participants to the event	CARE
9:05	25	Setting the stage	Introductions & expectations, review the AAR objectives, questions to explore, be ground rules, agenda; selection feedback group	Holly
9:30	45	What was supposed to happen?	Clarification of objective by participants; grouped by function or geography; presentation by a group	Holly
10:15	15	Break		
10:30	60	What was the reality?	Collaborative reconstruction of a timeline of events; same groups as a previous activity; regroup by geographic or function	Holly
11:30	60	What went well? What could have gone better?	Discussion of strength and areas where improvement is needed: What we did right; What we could improve	Holly
12:30	90	Lunch and prayers		
14:00	45	Feedback on the previous session	Discussion of key issues	Holly
14:45	60	Why?	Discussion on previous sessions to understand the causes of successes and failures; by function and round robin	Holly
15:45	15	Evaluation day 1	Feedback group; Evaluation on process, facilitation	Holly
Day 2				
8:00	15	Welcome and review of the previous day	Recap of points of the prior day; calcifications as needed; review of evaluation results	Holly
8:15	45	Best practices & lessons learned	Groups identify up to five best practices seen in the response	Holly
9:00	60	What should be changed for next time?	Scenario-based on scale-up; action planning; based on the previous day	Holly
10:00	15	Break		
10:15	60	Action plan & learning	Selecting up to top three actions that need to happen before action, and three good to do but not a priority	Holly
11:15	20	Personal reflection	Participants share one point that they think is missing or needs focus; facilitated closely for a time	Holly
11:35	10	Next steps	What the process will be to reflect on what we learned and how it will be disseminated.	CARE
11:45	5	Evaluation	Short survey on content and process	Holly

Annex 3: Participants

	Name	Title
1	Sahara Dahir Ibrahim	Partnership Initiative Manager
2	Abdi Nur Elmi	Humanitarian Coordinator
3	Ibrahim Hassan Ahmed	Emergency program Director
4	Amran Ahmed Shiire	Humanitarian Program Manager - SL
5	Sabdown Bashir	Humanitarian Team Leader - North
6	Asli Ahmed	Protection Manager/Deputy Head of Office
7	Ahmed Abdinaser	Senior Program Officer
8	Mohamed Hassan	Senior Procurement Officer (Puntland)
9	Fadumo Dahir	D/HOO Somaliland
10	Peterson Mucheke	Monitoring & Evaluation Specialists
11	Muhammad Hassan Q	Head of MEAL
12	Mukhtar Mumin	Office Manager/ Manager-Rural Women program (Erigavo)
13	Boniface Kilonzo	Finance Director
14	Mohamed Ibrahim A. (Cadaroosh)	Finance Officer -Hargeisa
15	Agnes Mbuya	ICT Manager
16	Nelson Olouch	Procurement Manager

Annex 4: What was supposed to happen?

Participants were asked to explain what they thought the objective of the project was. They were groups composed of staff from the same geographic area of work and divided into three groups 1) Nairobi, 2) Puntland, and 3) Somaliland. The results by group included:

Nairobi -Group 1

- Increase access to food for vulnerable HH
- Improve purchasing power
- Reduce chances of malnutrition/starvation cases in targeted communities
- Contribute to the revival of local economies
- Prevent famine in Somalia

Puntland - Group 2

- Improve lives of drought-affected populations
- Save lives/livelihoods, protecting assets, and reducing HH debt
- Address needs of vulnerable women
- Increase access to food among IDPs/recently displaced HH
- Reduce the pain of affected populations

Somaliland -Group 3

- Provide lifesaving support to drought-affected HH
- Increase HH food purchasing power through cash injection+
- Reach most affected HH in remote areas
- Put power and resources in the hands of women

Annex 5: What went well? What could have gone better?

Groups	WENT WELL	COULD HAVE BEEN BETTER
Puntland	<ul style="list-style-type: none"> • Proposal approval in good time • Staff redeployment to project • Stakeholders engagement at all levels • Coordination meetings (Food security livelihoods coordination meetings and ad hoc humanitarian meetings. CARE participated and led some of the meetings. These were external to CARE. Helps in avoiding overlapping by presenting the target areas). • Targeting: beneficiaries and sites • 1st four months cash transfer • 1st 4 PDM 	<ul style="list-style-type: none"> • No formal project start-up meeting with support and program teams • High cash transfer rates/commissions from the financial service provider • Cash flow challenges in the field • Last 4 PDM delayed • Last transfer cycle delayed
Nairobi	<ul style="list-style-type: none"> • Enabling processes (i.e., got a policy waiver on cash disbursement and procurement from CARE HQ) • Data management, beneficiaries screening, registration and data storage • The population reached (i.e., minority, marginalized, hard to reach areas, 50% females) • Coordination (CARE taking the lead in joint evaluations and cash working groups) 	<ul style="list-style-type: none"> • Delays in disbursements • Documentation, presentation, and visibility of the project • Lack of clarity on internal processes, roles, and responsibilities • Protection and gender aspect on PDM mainstreaming within the project • Negotiation on commission on cash transfer with the financial service provider
Somaliland	<ul style="list-style-type: none"> • Use of Mobile Money transfers (i.e., cost-effective, timely and less risk) • Targeting – registration, selection, BBRS • Coordination (support, programs, and interagency) 	<ul style="list-style-type: none"> • Sector integration to address multiple needs of the people (i.e., WASH, nutrition, and cash) • PDM monitoring aspects in gender, protection, and FCRM • Cash pipeline (i.e., disbursements, liquidation, from Nairobi to the field) • Transfer companies (i.e., coverage, delays, capacity, sending teams to the field) • Harmonized transfer rates with other agencies and within our programs

Annex 6: Finance & procurement/gender & protection/private sector engagement

	WHAT WENT WELL	NEEDS IMPROVEMENT
Process in finance and procurement	<ul style="list-style-type: none"> • Procurement- timely cash facilitator identification • Finance –cash-projection follow-up • Biometric registration of the beneficiaries assisted finance in easing documentation and liquidation 	<ul style="list-style-type: none"> • Procurement: Facilitating liquidation process, Negotiation on commissions not done well, Lack of coordination with other agencies • Finance- managing cash flow pipeline, delay in liquidation and not accurate BVAs though sent in time and every month. Maybe due to program team lack of clear costings • Share internal audit report • Storage of final document (record management)
Gender and protection	<ul style="list-style-type: none"> • 50% or more beneficiaries were women • Gender and protection component was added to monitoring tools (e.g., PDMs in February 2018) • Cash injection has improved women decision making in the household 	<ul style="list-style-type: none"> • Enough resources • The project design includes gender and protection analysis, but not related activities • Participation of gender and protection representative in all the processes and ensure criteria is fully followed • Staff capacity • Documentation of the relationship between gender and protection
Private sector engagement	<ul style="list-style-type: none"> • Golis and Telesom- have a good network, good with MMT services, MMT services have fewer risks(security) • Competitively selected 	<ul style="list-style-type: none"> • Negotiate for better commission rates • No quality and timely reports • Increase number of field staff for sim cards distribution • Improve communication between HQ and field offices • Induction of private sector on our cash program (emergency preparedness level) • CARE to harmonize contracts for money transfer companies-terms and conditions • Look for more or other private sectors actors

Annex 7: What needs to change for the next time?

- MMT companies' induction and preparing them for the emergency response. Include magnitude of the task and encouraging strong linkages with their branches. Map MMT companies in the south (Maybe also Somtel). Relook and clarify contracts with MMT companies
- Program to prepare their projections and send requests early in May to Finance. Finance ensure there is enough cash in the field. 1st transfer expected in June. Clear timelines of cash-flow and liquidation
- Assess office/staff capacity and preparedness to deliver the project and upscaling where necessary especially Galkayo, Burao, Galmudug.
- Sector integration (Nutrition, WASH, protection, and FSL)
- Re-look approval process to expedite the process to support emergency implementation.

Key Activity	Activity	Responsibility	Tentative Date	Comments
1. Project Start-Up	1.1 Start-Up Meetings at field level	1.1 Area Managers/Emergency Team	1.1 15 th May	1.1 One start-up meeting already in Hargeisa 1.1 Startup meetings to be carried out in Nairobi, Erigavo, Garowe
	1.2 Startup with cash facilitator	1.2. Procurement	1.2 15 th May	1.2 After completion of the contractual process, procurement will take the lead on this. 1.2 Agreement with them how they will facilitate CARE and project. 1.3 HQ to provide a focal point for the field location.
	1.3 Mobilization of internal staff	1.3 SMT	1.3. Mid- June	SMT will make a decision related to mobilization of staff about the project.
2 Work Plan	2.1 Work plan with dates and location to be finalized and shared among all team members with clear roles and responsibilities.	2.1 Program manager with the support from all team members	15 th May	2.1 A work plan will be developed and shared with all key team members.

Key Activity	Activity	Responsibility	Tentative Date	Comments
	2.2 Revision of beneficiaries' selection criteria about Gender and Protection	2.2 Gender and Focal Adviser, Project Manager, MEAL	15 th May	
	2.3 Development of tools including the checklist, case study, video documentary and other templates for documenting gender and protection	2.2 Gender and Focal Person Adviser, Project Manager, Head of MEAL	10 th May	At least 2 case studies per district every month. One documentary per month.
3 Internal Coordination and Monitoring of project activities	3.1 Internal WebEx call every week to know the program related challenges and to provide immediate support and guidance	3.1 Program Manager/Director Emergency	30 th May	WebEx calls will be held among key program members, OPS, Finance and MEAL to monitor the progress and address the issues.
4. Feedback and Complaint Response Mechanism	4.1 A toll-free number will be established.	3.1 Head of Office/M&E specialist	30 th May	

Annex 8: Evaluation Day 1 Results

1. **Today was useful to me:** 100% Yes

2. **Today helped me reflect personally:** 100% Yes

3. **One thing that was useful**
 - I know quite a lot about the project, and I supported actively without having direct interactions with the program team. I am now aware of the expectations in the new project coming up.
 - Group work for different departments (support & programs)
 - Team discussion was healthy
 - What going well and what will go better
 - Timeliness; participation of team
 - The engagement and participation of different staff from different units of organization
 - The session on failures and successes with the group
 - Overall process; facilitator's way of handling
 - Gender and protection in our program and ways to improve them; documentation causes and relationship with other programs
 - Honest discussions
 - Understanding my role in the project
 - Group work kept us engaged throughout
 - People openly expressed successes and failures
 - To have a common understanding of what went well and what needs to be improved
 - Discussion around what could be done better

4. **One thing that should have been changed for tomorrow**
 - Nothing (7)
 - Time management breaks-lunch
 - I would create gender and protection proper documentation
 - More focus on gender and protection
 - Link AAR to evaluation
 - More specific agenda & timing should be shared
 - Use 1-3 grouping rather than Nairobi, Somaliland, Puntland
 - People not to bring phones and laptops
 - It would be good to leave the workshop when we have agreed on a common plan of how to work on the areas that need improvement
 - Consider what others have said about the project. Any case studies.

5. **Comments and suggestions**
 - This is the best way to involve the players involved in the project implementation as we all play different roles (i.e., program, program support, and finance). Our interaction and coordination are important for a successful implementation of a project. I would suggest we consider doing this for all project startups.
 - Lunch will be ready on time
 - To properly document what came up in this AAR and provide concrete recommendations for future improvement
 - The way forward and recommendations should be clear
 - Good start
 - Very systematic and useful
 - The workshop was so interactive and related to the project; I wish this to continue the second day.
 - It is going well, and the procedure should remain.
 - Can we end earlier than 9 and increase lunchtime?
 - To keep group engagement and brainstorming
 - Area facilitation and participation

Annex 9: Evaluation Day 2 Results

1. **What is your overall assessment of the event? (1 = insufficient - 5 = excellent) Average 4.8**

2. **What was most useful about the AAR for you?**
 - The conciseness of the topics; the output of the teams was wonderful
 - Sessions on Day 2
 - Using lessons from past project for future programming
 - Agreed priorities for the next FFP
 - Facilitation skills and engagement of the participants
 - Planning; brainstorming; facilitation
 - The learning was great; I understand the issues and challenges faced by people in the field
 - Sharing challenges in project phases like finance, procurement, and program
 - What was done well; what could have been done better; identification of best practice
 - Group discussion and presentations/action points and responsibilities
 - Deep dive discussions on gender and protection
 - Participation; a reflection of the reality
 - Yes, and reflected my work

3. **What did you learn over these two days?**
 - Learned how to facilitate AAR process; teamwork is very useful
 - The way was presented
 - Pause for a moment, look in the mirror and reflect on your successes and gaps
 - Gaps and some areas that need improvement
 - These were the gaps identified in the project implementation
 - Reflection of the former project; sharing experiences; how to lead AAR
 - How to evaluate my work
 - I have learned the way you do an AAR, the steps to follow
 - I learned team building; more understandable for the new and current project
 - Good planning; lessons learned and program learning
 - Learned that there was great teamwork
 - Key success & challenges during the project; how outcomes will help meet rollout of the new project
 - I learned the lessons learned from the project, challenges, solutions, and plans

4. **What could have been done differently in the AAR?**
 - Provide the output of the sessions
 - To deploy more staff
 - Challenges & successes of the program
 - One more day added to the schedule to solidify outcomes and plans
 - All was well
 - It was done well
 - Inviting more field staff to the meeting
 - All points were captured from lessons learned could have been differently
 - Linkages with another program (program, support)
 - Involve more people have the participation of about 25 staff
 - Yes, this was better to continue more than two days for deeper discussions

5. What is one change you will make in yourself/how you do your work as a result of participating in the AAR?

- I apply the facilitation skill
- Staff for time for responding
- Document lessons learned/project impact (2)
- Use lessons learned
- More organization, planning and participating in monitoring
- Improving the level of mainstreaming gender and protection in project implementation & monitoring
- Participate more, act fast, push more where necessary
- I will focus on gender and protection issues; I will make sure that project staff consider this issue as the main point
- Good planning; coordination among program team and support team
- Always consult, take the phone and make a call instead of waiting for an email response
- Achieve engagements with different CARE units and the other stakeholders for common understanding
- I will give my support and efforts to support an upcoming project

6. Comments and suggestions

- Continue this kind of review for all programs/projects (4)
- The representation of the participants (geographies & functions) was good
- The outcome of the meeting should be shared with all staff
- It was a great facilitator
- Keep up
- To regulate such meetings for sharing experiences

Annex 10: Feedback group results on Day 1

Interest: High-level participation; positive contribution all members; honest opinions (not defending), focus on the project; no issues related to blame; level of understanding of what well well/not, people were concerned; gave the teams to participate because they had been involved in the project; composition appropriate (mix senior/junior; female/male; functions; geography)

Pace: Overall was ok; liked movement; some sessions were a bit rushed in the afternoon, perhaps were not able to give input; not feeling fatigued

On task: Mostly on-task; some afternoon sessions; need more details to make the successes; connection to larger response needs to be strengthened