ADVANCEMENT FOR RECOVERY INITIATIVES FOR SAFER ETHIOPIA (ARISE) PROJECT

Process Documentation, Best Practices and Lessons Identified
Standardized Provision of Non-Food Items (NFIs), NDRMC Capacity Development and After Action Review Process Oromia, SNNPR and Somali Regions, Ethiopia

Photography by Sara E. Baumann

PREFACE

During the year 2018-2019, Ethiopia managed a series of complex humanitarian crises involving drought, human and livestock disease outbreaks as well as massive internal displacement caused by conflict and natural calamities. The Humanitarian Requirement Plan 2019 identified 2.8 million internally displaced people across the country. National and Regional Governments mobilized considerable financial, material, equipment and human resources in response to the crisis.

The Deputy Prime Minister, as chairperson of the National Disaster Prevention and Preparedness Technical Council, led the activation of the national coordination mechanisms. This action led to timely decision-making and provided crucial leadership support to the technical teams deployed on the ground. Emergency Operations Centers (EOC) provided the necessary platform for all humanitarian organizations to coordinate their response through the various cluster working groups in the Regions highly affected by the internal displacement.

The National Disaster Risk Management Commission, through its leadership on the Emergency Coordination Center, coordinated the deployment of senior national and international multi-sectoral experts to support the various functions for the response effort. NDRMC was also at the forefront, providing a leading role to the Internally Displaced Persons (IDPs) for the overall humanitarian response coordination as part of its mandate.

The urgency to provide humanitarian assistance was immense, beyond the available capacity of the Government. As the case was unpredictable, IDPs fled to seek safety they were often sheltered in unorganized and overcrowded encampments while some more were scattered in the host community. The shortage of shelter and Non Food Item (NFI) supplies available during the initial phase of the response further aggravated the situation. It delayed the humanitarian response as quality materials and supplies were not readily available.

Consequently, the challenging situation which arose from this massive emergency operation highlighted the need on the part of the government to enhance its readiness to reduce the suffering and save the lives of the affected communities. Subsequently, significant actions were taken by the government to facilitate the return of the IDPs to their original locations. However, the scale and quality of the response are still inadequate compared to the overall emergency and recovery needs.

The available human resources that have the right knowledge and technical skills in responding to rapid-onset disasters were limited in the country. The demand for experienced staff overwhelmed the existing capacities of the government to ensure an effective simultaneous response in six regional states affected by the crisis. Services, including road and communication networks, water supplies, schools, health centers, and warehouses, were disrupted and damaged during the conflict.

It was against this backdrop that the project **'"Advancement of Recovery Initiatives for Safer Ethiopia (ARISE)"** was designed. The project is a joint effort by the Government of Ethiopia (GoE) through the National Disaster Risk Management Commission (NDRMC) and the Asian Disaster Preparedness Centre (ADPC) supported by Bill and Melinda Gates Foundation (BMGF). The project was based on an innovative model that combines a three-tier approach — the interventions composed of providing support to enhance the capacity of NDRMC on emergency response. The activities

supported the surge capacity of NDRMC staff through an internship program and facilitate the identification of lessons through an After Action Review (AAR) and corrective action plan to improve response operations. In addition to the capacity building interventions mentioned, support is provided to NDRMC for the provision of NFI supplies to assist emergency response to the IDP crisis. It is not the volume of the resources in the support but the system formulated for the response mechanism which proved to have an immense impact in terms of the capacity and attitude of staff involved in the implementation as well as NDRMC as an institution. The unique project approach provided an opportunity for NDRMC to test its emergency coordination system.

The participatory approach in the project builds upon the existing NDRMC structural setup, tools, and systems. It fostered stronger working relationships, information and knowledge sharing, trust-building, and accountability among the NDMRC Directorates. This approach reinforces ownership of the government, leveraging on the added value of the vast experience and technical know-how of the Asian Disaster Preparedness Center.

The After Action Review of the emergency coordination of response, together with providing IDP communities a voice in the review process, is another first in Ethiopia. Engaging the affected communities in the AAR proves that they are essential and that their feedback is fundamental as part of humanitarian accountability.

The publication on good practices and lessons learned are a collection of experiences gained from the participatory process and achievements from the ARISE project. The integrated provision of emergency supplies, capacity building, and process documentation is a model and experience worth sharing. The wealth of information contained in this publication is based on various project documentation, information, and perspectives of multiple stakeholders from national through to community levels. Another crucial element of the document captures the beneficiary stories, which brought up a broad range of issues, experiences, and recommendations for action.

The lesson documentation evaluates and summarizes the good practices and lessons learned from the humanitarian response and recovery interventions. The lessons and good practices documented in the publication are intended to facilitate the exchange of experiences. This knowledge product will support NDRMC to improve its procedures and standards of practice during crisis and recovery/rehabilitation settings and refine mechanisms for appropriately engage stakeholders, including the target community in cost-effective and efficient operations. Excerpts of the documents can be used by the Humanitarian and development community for awareness creation, influencing institutional changes/advocacy to achieve improved interventions in the future.

All processes and innovative practices employed during the project implementation are captured in this critical document. The information contained in this paper represents strong evidence of the government's resolve to learn and improve, which can be shared as a knowledge product for other countries in Africa and beyond to learn and adapt from in their own programs and activities.

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ACRONYMS AND KEY TERMS

AAR	After Action Review
DRM	Disaster Risk Management
DRMC	Disaster Risk Management Commission
DRMO	Disaster Risk Management Office
DPPB	Disaster Prevention and Preparedness Bureau
DSA	Daily Subsistence Allowance
EWS	Early Warning System
IOM	International Organization for Migration
MOWIE	Ministry of Water and Irrigation Engineering
NDRMC	National Disaster Risk Management Commission
NFIs	Non-food Items
NGO	Non-Governmental Organization
RfP	Request for Proposals
SNNPR	Southern Nations, Nationalities, and Peoples' Region
UN	United Nations
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
WFP	World Food Programme
WHO	World Health Organization
Woreda	District

EXECUTIVE SUMMARY

Background

The ARISE project is jointly implemented by the National Disaster Risk Management Commission of Ethiopia (NDRMC) and the Asian Disaster Preparedness Center (ADPC) with generous support from the Bill and Melinda Gates Foundation (BMGF). The project provides non-food items (NFIs) to meet the immediate needs of conflict-inducted internally displaced persons (IDPs) who have returned to their place of origin (i.e. returnees) in two regions (Oromia and Somali) of Ethiopia. In addition, the project aims to increase the capacity of NDRMC and its partners to ensure timely, effective and well-coordinated responses to future complex emergencies in Ethiopia through an internship program.

Since 2016, parts of Oromia and Somali regions have been severely impacted by two major emergencies, drought and ethnic conflict. The violence along the border areas of Oromia and Somali regions since early September 2016 has led to large numbers of people fleeing, leaving behind their assets, homes and livelihoods to seek security in neighboring communities and regions. The Ethiopian government, with support from key development partners, aims to return IDPs to their place of origin to resume their livelihoods, rebuild their lives in a peaceful and stable environment.

To support this effort, the ARISE project supplied NFIs (i.e., blankets, sleeping mats, tarpaulin, and rope) to 5,000 of the most vulnerable households in Oromia and Somali regions via the established government emergency response system. The ARISE project aims were twofold: 1) meet the immediate needs of the most vulnerable by providing staple shelter items and channel these resources through government mechanisms; and 2) provide capacity development to the NDRMC via an internship program to build a cadre of professionals to promote sustainable DRM institutions in Ethiopia.

Process Documentation, Best Practices and Lessons Identified

Each emergency experience and associated response provides an opportunity to generate a wealth of information and lessons for consideration in future operations. In order to capitalize on the wealth of experiences and lessons learned from the ARISE project, the team has developed this report to document and reflect upon key processes and lessons identified regarding the NFI standardization process, internship program, and After Action Review. The findings presented in this report were generated from participatory, human-centered design reflective sessions conducted with program implementation staff and key stakeholders at multiple levels of the ARISE project.

Standardized provision of NFIs in highly affected states of Ethiopia

Overall, input from key stakeholders at multiple levels of the Ethiopian government demonstrated that the NFI standardization process is transparent, decentralized, and appropriate for addressing the most urgent needs of IDPs in Ethiopia. Utilizing the NDRMC structure for disseminating NFIs is a robust process that can be used by humanitarian partners in future response efforts, as it is cost-effective and trusted by community members. Below are key recommendations to build upon in future projects and response activities.

Key Recommendations and Lessons Identified

- **Utilize Government of Ethiopia Systems** – Implementing the project through the Government of Ethiopia systems from the national to local levels helped to build trust, transparency and shared accountability.
- **Invest in Procurement Systems**– Local procurement is recommended but recognizing the limitations and instabilities that may arise with procurement in Ethiopia, investments in the local market vendors in terms of capacity development and evaluating and pre-approving vendors could help to speed up the process in future responses. Additionally, participatory local procurement helped with fast decision making and cost effectiveness.
- **Reduce Time for Creating Vendor Contracts** – Setting up contracts with the vendors was a lengthy process. Establishing a streamlined process that can be followed in the case of a future IDP emergency is recommended. Establishing a pre-approved list of evaluated vendors may support with speeding up the process.
- **Ensure Transparency in Community Targeting** – While the targeting process was largely viewed as positive and transparent, misunderstandings can arise at the community level. Establishing a community complaint mechanism can help to collect data regarding the viewpoints of community members about the project, and support with proactively addressing concerns as they arise, before they escalate into larger concerns.
- **Work Closely with Host Communities** – Host communities are often the first responders and play a key role in initially identifying and raising key issues to the government. In future projects in emergency IDP response, investments in the host community that support their role and capacity development should be considered.
- **Engage Target Community** – The target community played an active role in targeting and distribution, which was essential for ensuring ownership and helped to lessen the number and severity of complaints lodged throughout the project.
- **Improve Delivery** – Hiring local transport resources at the community level, including donkeys and camels, can help to overcome challenges in delivery, especially when roads are damaged and impassable.
- **Provide Support for Improved Monitoring and Evaluation -** There is a need to invest additional resources to monitor the status of the response after delivering the NFIs and to follow up when issues arise (e.g. transport costs, staff time, administrative costs). There is also a need to perform evaluations of the processes implemented to establish lessons learned. It was expressed that the process of following up with stakeholders at multiple levels of the project to better understand processes and experiences by all stakeholders involved was a beneficial task. Therefore, similar process documentation and reflection on best practices is recommended for future projects to amplify the knowledge gained from the project. Finally, standardized reporting templates and trainings should be developed for government staff to improve monitoring and evaluation capacity at all levels.

ADVANCEMENT FOR RECOVERY INITIATIVE FOR SAFER ETHIOPIA (ARISE) PROGRAMME

- **Engage Regional and Zonal Government in Distribution** – Participation of the regional and zonal government in monitoring and observation of the distribution process helped to ensure urgent issues were addressed.
- **Develop a Long-Term Strategy** – There is a need to establish a long-term strategy for peace building and recovery, and to understand how to best support IDPs transitioning from dependency on government support to rebuilding their homes, livelihoods and communities.

NDRMC capacity development to coordinate Emergency Response Operations and Information Management Services (specifically, the internship program)

The internship program of the NDRMC capacity development component in the ARISE project was largely viewed as a positive experience, from both the perspective of the interns and their supervisors in the NDRMC. The ARISE project uniquely combined emergency response (e.g. NFIs) with capacity building (e.g. internship program), which was viewed as an effective intervention approach for developing long-term capacity. All the stakeholders interviewed expressed that it would be beneficial for the internship program to continue. A key lesson identified from the ARISE project was that the internship program helped to fill human resource gaps within the NDRMC, especially related to responding to the complex and demanding IDP response. Specifically, the interns were instrumental in implementing the ARISE project activities such as coordinating a rapid assessment, distribution of NFIs, etc. While the interns felt that the program was extremely helpful in developing skills and gaining on the job experience, they also made several recommendations.

Key Recommendations and Lessons Identified

- **Improve Orientations** – Frame orientations with field-focused, practical content (current orientation is too academically focused) so interns can better understand what will be expected of them in their new positions.
- **Rebrand/Reframe the Internship Program** – The program should consider re-branding/re-framing the program and move away from the title of "internship," as this current title underestimates the range and complexity of work that interns conduct in their positions as experts and leaders.
- **Raise Awareness about the Internship Program** – There is some confusion regarding the roles and responsibilities that interns have, especially among those outside of NDRMC. Therefore, additional awareness raising about the internship program is needed to support with a smoother transition into full-time work after the internship experience.
- **Support Interns to Transition into Full Time Work** – Interns expressed that the weakest part of the program was the transition into full time work. They require additional support in the transition from the internship to full-time positions, as many have found it difficult, especially in later batches, to secure full-time government work.
- **Internship Program Should Consider DRM Mainstreaming** – The program should consider mainstreaming DRM through the internship program by creating positions for interns in other ministries such as WASH and Health.

After Action Review (AAR)

The AAR was viewed as an extremely useful process, which was well-organized, efficient, collaborative and inclusive. The stakeholders were satisfied with the process as it was viewed as appropriate for developing key recommendations and a way forward and encouraged a new way of thinking. However, participants shared few areas for improvement.

Key Recommendations and Lessons Identified

- **AAR is an Engaging Approach for Reflection** – The AAR was the first of its kind in Ethiopia and provided an open and participatory platform for actors involved in the emergency response operation to review and cooperatively learn from their joint operations. Similar participatory reviews are recommended to reflect upon future response operations.
- **Community Representation in the AAR is Critical** – The involvement of community representatives in the AAR provided an opportunity to hear the voices of the target community, which is critical for ensuring the response operations are centered around community needs.

- **Timeliness is Key** – The AAR and its evaluation should happen earlier (immediately after response), more time should be dedicated to the AAR process and the final report should be shared quickly for swift action.
- **Consider Representation** – Stronger efforts are needed to ensure that women and diverse IDP voices are present at the AAR.
- **Ensure Clarity Regarding Methodology** – More information and examples of success from other contexts should be shared before starting the review to familiarize stakeholders with the process and generate buy-in.
- **Plan Accordingly for Translation** – Efforts are needed to streamline the translation process for easy participation, especially for IDPs (i.e. the translation process used during the AAR was lengthy and should be improved).
- **Establish a Standardized Process for Future AARs** – The AAR should be decentralized, but efforts are needed to ensure that AAR follows a standard process and has continuity.

BACKGROUND

The Internally Displaced Persons (IDP) Crisis in Ethiopia

In recent years, Ethiopia has undergone significant political change. In April 2018, Abiy Ahmed became Prime Minister and has made impressive reforms, including signing a peace deal with neighboring Eritrea, and implementing a transformation agenda with a shift towards privatization of government owned enterprises, release of political prisoners, as well as the engagement of rebels and opposition parties in the national political process (Yarnell, 2018). However, in the shadows of political progress, a major internally displaced persons (IDP) crisis has unfolded throughout the country and there are still parts of the country under a state of emergency. Escalating swiftly to crisis levels, the IDP emergency in Ethiopia is considered one of the world's most severe displacement crises (Keating, 2019). Stemming from inter-communal and ethnic violence, the instability has resulted in the massive displacement of nearly 2.8 million people, making Ethiopia the country with the largest number of IDPs in the world (IFRC, 2019) (Internal Displacement Monitoring Centre, 2018).

While conflict between ethnic groups has been relatively quiet over the past two decades (Yarnell, 2018), in recent years, the conflicts have become more frequent and violent in scale and magnitude, also taking on a political dimension related to regional boundaries. In March 2018, violent conflict between ethnic groups resulted in the displacement of 239,000 people from West Guji to Gedeo. The displaced people returned home after a peace and reconciliation deal was brokered by the government. Yet, renewed violence along the borders of Gedeo and Guji between May and July 2019 led to one million people displaced, as well as human suffering, injuries, damage to property, family separation, loss of assets and livestock, and numerous deaths. A significant number of IDPs fled with nothing more than their personal possessions and their houses were fully or partially damaged. Services including schools, health centers, and warehouses were disrupted and damaged. Displaced people were sheltered in collective sites, with host communities, in spontaneous camps, and overcrowded settlements, which put the IDPs in a dire and undignified position.

A rapid observation and assessment by the government and humanitarian partners found that IDPs require support with food and non-food items (NFIs), dignified temporary living conditions, health and water, sanitation and hygiene (WASH) services, access to education, legal services, communication facilities, and protection and safety.

Overview of the Advancement of Recovery Initiatives for Safer Ethiopia (ARISE) Project

The ARISE project is jointly implemented by the National Disaster Risk Management Commission of Ethiopia (NDRMC) and the Asian Disaster Preparedness Center (ADPC) with generous support from the Bill and Melinda Gates Foundation (BMGF). The project provides non-food items (NFIs) to meet the immediate needs of conflict-inducted internally displaced persons (IDPs) who have returned to their place of origin (i.e. returnees) in two regions (Oromia and Somali) of Ethiopia. In addition, the project aims to increase the capacity of NDRMC and its partners to ensure timely, effective and well-coordinated responses to future complex emergencies in Ethiopia through an internship program. The project period is November 2018 to November 2020.

Since 2016, parts of Oromia and Somali regions (East and West Harege zones, particularly lowland areas) have been severely impacted by two major emergencies, drought and ethnic conflict. The violence along the border areas of Oromia and Somali regions since early September 2016 has led to large numbers of people fleeing the border

areas to the Somali region and Djibouti. Families left behind their belongings, household items, and assets such as livestock and homes to seek security in neighboring communities and regions. A majority of the IDPs have fully or partially lost their assets and are no longer able to engage in their traditional income-generating activities. The Ethiopian government, with support from key development partners, aims to return IDPs to their place of origin, so they can resume their livelihoods, rebuild their lives, and live in an environment of peace and stability.

To support this effort, the ARISE project supplied NFIs (i.e., blankets, sleeping mats, tarpaulin, and rope) to a total of 5,000 of the most vulnerable households in Oromia and Somali regions utilizing the established government response system. The ARISE project aims were twofold: 1) meet the immediate needs of the most vulnerable by providing staple shelter items and channel these resources through government mechanisms; and 2) provide capacity development to the NDRMC via an internship program to build a cadre of professionals to promote sustainable DRM institutions in Ethiopia.

PROCESS DOCUMENTATION, BEST PRACTICES AND LESSONS LEARNED EXERCISE

Goals of the Exercise and Organization of the Report

Each emergency experience and associated response activities and actions provide an opportunity to generate a wealth of information and lessons for consideration in future operations. In order to capitalize on the wealth of experiences and lessons learned from the ARISE project, the team has developed this report to document and reflect upon key processes in the NFI standardization process and identify best practices and lessons throughout the project implementation and After Action Review. The findings presented in this report were generated from participatory, reflective sessions conducted with program implementation staff and key stakeholders at multiple levels of the ARISE project. The three thematic areas addressed in this report include:

1) Standardized provision of NFIs in highly affected states of Ethiopia
2) NDRMC capacity development (specifically the internship program)
3) After Action Review (AAR)

For each of these sections, the report outlines key processes, best practices and lessons identified. Additionally, beneficiary success stories are woven throughout the report to highlight community perspectives regarding the project and its implementation.

This knowledge documentation exercise and associated report specifically addresses the ARISE Project Objective 1.3.2: Good practices, lessons learned, and knowledge gained from the response, rehabilitation and early recovery program in Ethiopia documented and shared.

Specific Objectives

There are seven specific objectives of this process documentation, best practices and lessons identified exercise. The specific objectives are outlined below by thematic area.

Thematic Area 1: Standardized provision of NFIs in highly affected states of Ethiopia

1. **Describe key processes of the NFI standardization process** including procurement, targeting, distribution, project management/coordination, and beneficiaries utilizing the items (Data Collection Methods: 1) Experience diagramming with procurement and distribution team, DRMC Regional Staff, DRMO Zone Staff, DRMO District Staff, Community Task Force, and 2) interviews and contextual inquiry with beneficiaries)

2. **Determine best practices and lessons from the NFI standardization process** (Data Collection Methods: 1) rose, thorn bud exercise and affinity clustering with procurement and distribution team, DRMC Regional Staff, DRMO Zone Staff, DRMO District Staff, Community Task Force)

3. **Collect beneficiary success stories** to describe community-impact of the provision of standardized NFIs (Data Collection Methods: 1) interviews and contextual inquiry with beneficiaries)

Thematic Area 2: NDRMC capacity development to coordinate Emergency Response Operations and Information Management Services (specifically, the internship component)

4. **Describe key processes of the staff extension and retention strategy for NDRMC** under the internship program (Data Collection Methods: 1) Experience diagramming with interns and intern management staff, and 2) Review of process documents organized by the project team)

5. **Determine best practices and lessons from the internship program** (Data Collection Methods: 1) recommendations affinity clustering with intern management staff)

Thematic Area 3: After Action Review (AAR)

6. **Determine positive components, components that require some improvement, and components that require significant improvement from the AAR process** (Methods: 1) Rose, Thorn, Bud exercise with key stakeholders from AAR, and 2) Document review including concept note, steps taken to organize AAR, involvement of NDRMC and key stakeholders in the preparatory process, and final AAR proceedings)

7. **Create strategy for taking forward the recommendations from the AAR** (Data Collection Methods: 1) importance difficulty matrix created by ADPC team and inputs incorporated by AAR key stakeholders)

Key Stakeholders Involved in the Exercise

To achieve the objectives, inputs were gathered, and perspectives were explored from a variety of different key stakeholder groups, including the following (for a full list of participants see Appendix A):

- National Project implementation team (NDRMC, ADPC)
- Interns and NDRMC intern oversight staff
- AAR key stakeholders (NDRMC, UNOCHA, WFP, MOWIE, WHO, ADPC, and AAR preparatory committee)
- Disaster Risk Management Center (DRMC) staff from Regional Level (Oromia and Somali regions)
- Disaster Risk Management Office (DRMO) staff from Zonal Level (West Harege and East Harege zones)
- Disaster Risk Management Office staff from District Level (Measo and Babile)
- Community Task Force (Measo Kufasawa Village and Babile Sheku Abdi Village)
- NFI Procurement Team (NDRMC, ADPC)
- Beneficiaries (Measo Kufasawa Village and Babile Oboo Village)

Methodology

Overview
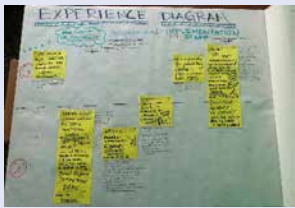
This review of the ARISE project processes and key lessons learned adopted a community-engaged, participatory, and human-centered design (HCD) approach for data collection. The methods used centered around the participants, aiming to engage them in creative and innovate ways to map the key processes of the program and to creatively work together to generate community-driven solutions to challenges faced throughout the project. Key stakeholders had the opportunity to generate data through discussions and utilize HCD tools to engage with the data to establish consensus regarding key aspects of the ARISE project and identify which lessons are relevant as best practices. Utilizing HCD tools and methods allows participants to clearly visualize the findings and to make changes or build upon the recommendations and lessons learned. According to a review of HCD tools, integrating HCD approaches into community-based projects may lead to solutions that "potentially have a greater reach, are more rapidly adopted, are more effective, and add innovation to public health services, products and policies" (Chen, Leos, Kowitt, & Moracco, 2019, pg. 37)

HCD is a powerful concept and mindset that encourages deep participation and creative problem solving to some of the world's most complex issues. It involves utilizing a variety of methods for observing human experiences, analyzing challenges and opportunities, and envisioning future possibilities (IDEO, 2019). A HCD approach is an activities-based way of problem solving, which focuses on putting humans and their experiences at the center of understanding, above all else (LUMA, 2019). Examples of HCD techniques include focus groups, brainstorming, experience mapping, and more. Given the complexities of humanitarian crises today - such as diverse beneficiary groups, logistical challenges of multi-disciplinary or multi-site collaborations - compiling coherent narratives from multiple data sources and generating thoughtful recommendations from different aspects of a project can be extremely challenging. HCD helps to support the existing monitoring and evaluation processes that are standard in the field of global health and development by providing efficient tools that can be utilized to come up with solutions to problems that extend beyond the traditional realm of the scientific method.

Methods, Goals and Outputs

A range of HCD data collection tools were applied to gather data that was stakeholder-informed and participatory in nature. The methods utilized in this review are described in detail in Table 1.

Table 1. Methods, Goals and Outputs used in the ARISE Project Review of Processes and Lessons Learned (Goals and Steps are informed by the LUMA Institute)

Methods	Goals	Steps for Implementation	Outputs
Experience Diagramming	• Understand and analyze challenges and opportunities • Summarize the current processes used • Document critical touch points of the program • Inform subsequent project design activities	• Select an experience to document in detail • Gather stakeholders to make a list of the key tasks involved in the experience and to place them in order as a group • Move the items up or down depending on if the experience was positive, negative or neutral • Provide a reason for the placement of each key task	• Experience diagram • Inputs at each touch point regarding what worked/ didn't work and why
Rose, Thorn, Bud	• Understand and analyze challenges and opportunities • Gather inputs from all stakeholders • Facilitates productive discussion and allows the group to codify key themes	• Identify topic for discussion • Give each stakeholder a pen and 3 sticky pads • Explain color key • Pink = Things that are positive • Blue = Things that are negative • Green = Things that have potential • Instruct each person to generate at least 2 data points for each color • As a group place the ideas into key groups and name each group	• A list of ideas that worked, ideas that didn't work, and ideas that have potential to be improved in the future (i.e. recommendations)
Contextual Inquiry	• Observe a human experience • Reveals what people experience • Deepens empathy • Builds credibility with stakeholders	• Identify a stakeholder and location to document • Prepare questions about their experience • Introduce the project and obtain consent • Ask participant to perform tasks in a normal way • Observe their actions in a unobtrusive manner • Interject questions throughout • Record via video/photographs/ notes	• Video/photographs and notes from perspective of the beneficiary that can be closely studied by the team to better understand the reality of their experience
Interview	• Observe a human experience • Helps to gain information directly from the key stakeholder • Deepen empathy • Builds credibility with stakeholders	• Identify a topic to explore • Prepare questions and recording equipment • Identify people to interview • Introduce the project and obtain consent • Start with easy question then draw out specifics • Listen carefully, take good notes (translate if necessary)	• A qualitative, detailed understanding of the beneficiary's experience in the project

Focus Group Discussion with Affinity Clustering	• Understand and analyze challenges and opportunities • Reveals thematic patterns • Facilitates productive discussions • Builds a shared understanding	• Identify a topic to explore • Discuss ideas as a group and record each separate item on a sticky note • Ask the group to move the sticky notes into groups that make sense • Once the groups are made, have the group members identify a title for each group • Using markers, create arrows/show relationships between groups and between different group items	• Set of key topics by theme that the group has agreed upon
Importance Difficulty Matrix	• Understand and analyze challenges and opportunities • Helps to prioritize items quickly • Facilitates deliberation • Resolves differing opinions • Helps teams develop a plan of action	• Gather the list of ideas that require prioritization (e.g. AAR recommendations) • Make a large poster with a quadrant • Label horizontal axis as "Importance" and vertical axis as "difficulty" • Form a team and gather for a discussion • Plot all the items on sticky notes on the poster first according to importance level (horizontally) • Next, move the items vertically depending on the difficulty level • Based on where the items fall, set priorities: Lower right quadrant items can be addressed as first priority as they are most important and easiest to address, items in the lower left can be addressed as "quick wins" since they are easy to address, although they are not as important, items in the upper right quadrant can be address and longer-term strategic goals since they are important but require additional resources, ad items in the upper left can be addressed when budget and time allows, since they are not very important and also require a lot of input (considered luxury items)	A matrix of items organized by different priority areas (low hanging fruit vs. longer-term strategic goals) to help prioritize were to invest resources in the short/long term for maximum impact

Implementing the Methods

Data was collected using the HCD methods through a series of sessions with a range of stakeholders over a nine-day data collection period in Ethiopia. Each session was conducted by an external consultant trained in HCD methods facilitation. When English was not the preferred language of stakeholders, sessions were facilitated with the support of a translator fluent in Amharic and/or Afan Oromo languages. Additionally, the facilitator was supported by a team member from ADPC and one intern from the project. All discussions were audio-recorded for accuracy. For a complete list of the data collection sessions, including duration, language and methods used for each, see Appendix B.

Data Collection Sites

Data was collected with key stakeholders in the 1) Somali region (Jijiga), 2) Oromia region (East Harege Zone [Measo Woreda], and West Harege [Babile Woreda]), and 3) Addis Ababa with national level staff.

Data Analysis

The rich, qualitative data collected during this knowledge documentation exercise was analyzed using qualitative thematic analysis. The key findings are displayed visually, with figures and photographs, and supported by a narrative description of the data.

Findings

Thematic Area 1: Standardized Provision of NFIs in Highly Affected States of Ethiopia

The ARISE project focused on strengthening the NDRMC IDP response efforts by providing specific humanitarian response support for NFI distribution, while also strengthening the capacity of NDRMC to implement the standardized NFI distribution

process for targeted IDPs in Ethiopia. The goal of the investment was to accelerate the rehabilitation and recovery processes for IDPs and support faster resettlement of returnees by providing necessary shelter and household items, specifically tarpaulin, blankets, mats and rope. Utilizing the NDRMC logistics management system and government mechanisms for response, the ARISE project distributed NFIs thought the existing government structure and provided capacity development support to strengthen existing structures. The following section provides details regarding key steps and processes of the existing structures, and highlights opportunities for potential future improvements.

Overview of NFI standardization process

The key stages of the NFI standardization process were visualized using experience diagramming, in which key stakeholders created diagrams that highlighted the key stages of the project implementation from their perspectives (Figure 1). The experience diagrams throughout this section include input from the NFI procurement, assessment, targeting and distribution teams involved in the ARISE project at community, district, zonal, regional and federal levels of the project implementation.
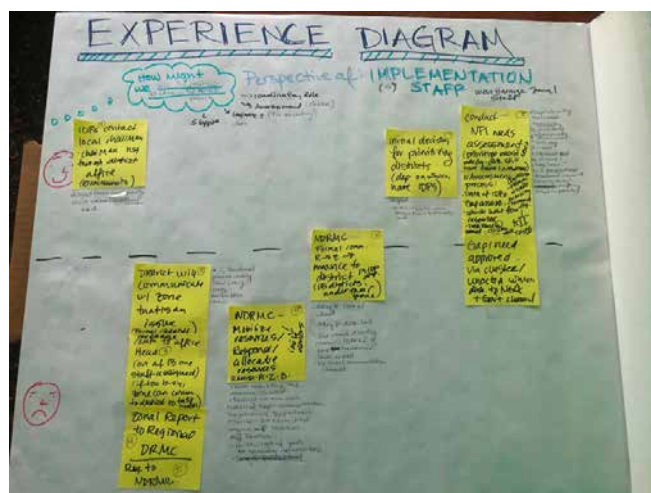
Figure 1. Example of Experience Diagram Created by the Procurement Team

Broadly, the key stages of the NFI standardization process carried out through the ARISE project include:

1. Project implementation committee established, and roles identified, Crisis (Initial assessment and targeting at community level by Community Task Force with support from District, Zone, Regional and National government offices)
2. Need reported using formal government reporting structure
3. Resources mobilized
4. NFI's procured (NDRMC and ADPC)
5. Final targeting (if necessary) (Community Task Force)
6. Distribution (Community Task Force, District, NDRMC)
7. Utilization (Community)
8. Monitoring (primarily the district, with additional zonal support depending on the situation)

Based on the usual procedure, if items are not immediately available in pre-positioned stocks, the NDRMC procurement team procures the items and follows a rigorous review of samples, technical and financial proposals, and quality control checks. After procurement is complete, the regional, zonal and district staff are informed regarding the amount of resources/supplies/items that will be delivered, and if needed, re-targeting occurs (e.g. if 10,000 families were initially identified as in need, but resources were secured to only reach 5,000, re-targeting occurs according to a set of inclusion criteria to confirm that those most vulnerable receive the available items). Re-targeting is primarily led by district staff, with support from the zone, region and national level as needed.

| Crisis | Need reported | Resources mobilized | NFIs procured | Final targeting (if necessary) | Distribution | Utilization | Monitoring |

Figure 2. Overview of NFI Standardization Process Using NDRMC Response Mechanism in Ethiopia

Broadly, the emergency response process in Ethiopia begins when the crisis is identified at the community level. The community task force discusses the issue, identifies those in need, and their request is channeled through the chairman to the district DRMO. If the district DRMO does not have adequate resources to respond, the district sends the request to the zonal DRMO. Similarly, the zone intervenes if resources allow, otherwise they send a formal request to the regional DRMC. If the region can respond, they act, otherwise they request support from the NDRMC. The NDRMC reviews the request, and works to mobilize the necessary resources, either through their own stocks or by contacting donors and humanitarian partners. Additionally, a project implementation committee is established, and roles are assigned.

This emergency response process was modified in the case of ARISE project, as the information from the regular Displacement Tracking Matrix was used to target priority regions and districts with major response gaps which were verified by rapid assessment conducted by the ARISE project. The target community were primarily involved in the identification of the most vulnerable households. However, the regional and local government structure (zone and woreda) actively contributed field level data, which was useful for verification of priority woredas, or districts, and IDP/returnee sites for the NFI distribution.

Additionally, the type of the NFI materials procured through the ARISE project were defined based on the supply gap in the local market. Four NFIs were not available in the local market at the time of the project, and hence NDRMC requested the ARISE project to consider procuring them.

Once the items were delivered to the final delivery points, district level staff informed the IDPs/returnees who came to collect the items after receiving a short orientation regarding properly utilizing the items for maximum benefit. Distribution was undertaken in the presence of joint team expertise assigned from the NDRMC, region, zone, and district. Finally, the beneficiaries confirmed receipt of the items through a transparent process and returned to their village. District, zonal and regional staff were available to respond to any queries or complaints that arose after receiving the items, with the district being the first to intervene, but they received support from zonal and regional staff as needed depending on the severity of the issues/complaints.

NFI Standardization Process by Key Stakeholder Group

The following section provides additional details regarding the processes followed for each key stakeholder group as a part of the NFI standardized distribution process. The figures display key steps that each of the stakeholder groups followed throughout the intervention. Steps in green represent steps of the process that were effective, yellow represents steps that were neutral (require some improvement), and red steps are ones that stakeholders felt required significant improvement. Where available, descriptions in italics provide additional clarify regarding why steps were classified as effective, neutral or require significant improvement.

For determining the NFI package of items to be distributed under the ARISE project, four items were identified by the National Emergency Shelter/NFI cluster based on limited resources. These were the items that were identified as required to meet the most urgent needs of the IDPs (note that the standard full package is a 16 item NFI package developed by the National Emergency Shelter and NFI cluster).

COMMUNITY TASK FORCE

STEP 2
Registration of IDPs, categorization of IDPs, and determine severity.

STEP 4
The request communicated through formal existing government structure (community district zone region national).

(1) → (2) → (3) → (4) → (5)

STEP 1
Receive IDPs into host community.

STEP 3
Share list of IDPs with community chairman, prioritize needs, and submit request to district.

STEP 5
IDPs remain in host community (in this project they waited 1 year for NFIs to arrive).

STEP 7
Distribute NFIs and ensure security is in place at distribution site.

STEP 9
If needed, request additional materials for remaining needs (i.e., water, bedding, kitchen supplies).

(6) → (7) → (8) → (9)

STEP 6
When NFIs arrive, registration list is used to communicate with targeted beneficiaries.

STEP 8
Assist IDPs to utilize the NFIs properly (e.g. help to build shelter, especially for the elderly and disabled individuals).

Figure 3. Experience Map of NFI Response by Community Task Force

● *Effective*
● *Neutral*
● *Needs improvement*

At the community level, the community task force was primarily responsible for raising the issues of the community to the district level DRMO staff. They made initial targeting assessments in partnership with the district DRMO staff (with representatives from the zonal, regional and national levels when feasible), regarding the needs of the community and who was most vulnerable. For the ARISE project specifically, the target population for receiving the NFIs were the most vulnerable IDPs who retuned back to their village after the conflict (i.e. returnees) who have yet to receive any humanitarian support. The most vulnerable IDPs included: 1) pregnant and lactating women, 2) orphans, 3) persons with a critical disability, 4) elderly, 5) female headed households, and 6) chronically ill persons.

In terms of key processes followed by the community task force during the NFI intervention, the process started at the community level when the host community began to welcome IDPs into their community (Figure 3). During this time, the host community registered the IDPs and recorded the family's situation (e.g. female or male headed household, family size, assets lost). They reflected on the situation in partnership with the IDPs to understand the severity and the urgent needs. The community task force then shared this information with the community chairman, who escalated the issue and requested support (e.g. food, blankets, shelter) through the formal government communication channels (i.e. to the district, then zone, then regional, and finally national level). Depending on the situation, the community task force strategizes with the IDPs to determine

which needs are more urgent and escalates those immediate requests firstly. In the case of the ARISE project, the final targeting was completed using participatory assessment and verification of IDPs/returnees using a team deployed from the federal level that closely worked with the zone, district and community. After the request was raised through government channels, they waited for the support. In the case of the ARISE project, it took approximately one year for the IDPs to receive the NFI items requested.

Next, the community task force informed the community members about the support they will receive, and they planned for distribution. The distribution was conducted in the presence of a joint team involving NDRMC, ADPC, and regional and zonal DRMC, who observed the process and jointly addressed complaints that arose. For distribution, security was maintained for the site and household name were checked against the original targeting list. Overall, the distribution was led by the district staff and community task force. Finally, after the NFIs were distributed, the community task force supported IDPs by helping them to utilize the items properly as needed (e.g. building the shelters with the tarpaulin, supporting the elderly and disabled). Additionally, the community task force expressed that they have a role to continue to support the IDPs by putting in additional requests and starting the cycle again if IDPs have remaining needs that need to be met (e.g. for kitchen items, clothing, and water), however, this has not yet occurred in the case of the ARISE project.

Who are members of the community task force?

- Lead: Community chairman
- Elders
- School director
- Youth representative
- Development agents
- Health extension worker (government)
- Representative of victim community (e.g. IDP representative)
- Village women and children's affairs representative
- Religious leaders

Figure 4. Key Members of the Community Task Force

DISTRICT STAFF (DRMO) BABILE

STEP 2
District task force is established, led by the district administrator. The task force approves the request and sends to the zone. *This is a positive experience for a smooth flow of tasks and good to have the support of zone.*

STEP 4
Finalize targeting/screening based on available resources. *This was a useful process for determining the right IDPs and target district(s). Final approval is done by community members who understand the situation in their area.*

(1) → **(2)** → **(3)** → **(4)** → **(5)**

STEP 1
Receive list of needed items from community task force (CTF). *This is a positive experience because the CTF is most familiar with the IDPs and their situation.*

STEP 3
Zone sends request through government communication channels up to national level and resources are mobilized.

STEP 5
Targeted IDPs are registered based on the resources allocated.

STEP 7
After delivery of NFIs, driver submits a voucher to central warehouse for payment.

STEP 9
Storekeepers complete a request form and receive approval. *This is good for storekeepers gain experience with legal procedures and take responsibility.*

STEP 11
IDPs are called according to groups and NFIs are distributed. Fingerprints are taken for legal and auditing purposes.
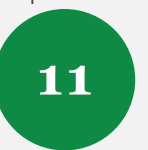
(6) → **(7)** → **(8)** → **(9)** → **(10)** → **(11)**

STEP 6
NFIs are shipped. Driver gives a dispatch note to storekeeper upon delivery. *This step is important because the storekeeper receives evidence of delivery, which is helpful for documentation and auditing processes.*

STEP 8
District writes allocation letter to each community receiving NFIs. *This step is necessary for allocation and delivery transparency.*

STEP 10
Distributer calls community and holds orientation session regarding how to utilize supplies. *This step is important as it informs community members about the supplies and minimizes complaints.*

Figure 5. Experience Map of NFI Response by District Staff - Babile

DISTRICT STAFF (DRMO) MIESO

STEP 2
Based on the set criteria, the most vulnerable villages were selected due to limited resources.

STEP 4
List of HH to receive support is shared with the community and validated. Data on the number of members in each HH is collected. *This was a positive experience because of transparency and community input.*

1 → **2** → **3** → **4** → **5**

STEP 1
Definition of IDP set by government is used to determine who is most vulnerable (e.g. women, elders, and children).

STEP 3
District staff work closely with the community task force (CTF) to finalize household (HH) targeting and to provide orientation on how to use NFIs.

STEP 5
NFIs are delivered to central warehouse by NDRMC transport. *This step is inefficient because the NFIs were delivered but could be improved if delivered to cluster level warehouses. Smaller transport vehicles are needed to avoid beneficiaries traveling too far to collect NFIs.*

STEP 7
IDPs come to the warehouse to collect supplies. *Sometimes non-targeted IDPs come to the warehouse, but it not a challenge due to strong record keeping.*

STEP 9
Distribution of NFIs is completed by group (according to family size) and fingerprints are collected as proof of receipt.

6 → **7** → **8** → **9**

STEP 6
IDPs are informed of the delivery and provided a meeting date and time set up through messages through the CTF/Chairman. *The message delivery is smooth, but it can be challenging for elderly or vulnerable IDPs to travel to pick up the NFIs.*

STEP 8
Community orientation is completed to inform IDPs about how to utilize resources, who the donor is, and consequences if resources are misused. *The orientation process was positive and helpful for IDPs.*

Figure 6. Experience Map of NFI Response by District Staff - Mieso

- ● *Effective*
- ● *Neutral*
- ● *Needs improvement*

At the district level, DRMO staff were primarily responsible for elevating the issues raised by the community task force and chairman and supporting with targeting and distribution when the NFIs arrived. The DRMO staff supported the community task force (CTF) by making initial targeting assessments (also with representatives from the zonal, regional and national levels when feasible), regarding which villages were most vulnerable, and supported with validating the list of most vulnerable IDPs shared by the community task force. The official estimates from the DRMO were shared through the formal government communication channels, in this case the district escalated the request to the zone, who then shared with the region, and finally the federal level (Figures 5 and 6).

The next key task of the DRMO district staff was receiving the NFIs at the warehouse (i.e. final delivery point). They worked with the CTF to inform the beneficiaries that the NFIs arrived (and supported with re-targeting as necessary, depending on the quantity of support received and the criteria attached to the project NFI provision). According to the experience of the district staff in Mieso, they expressed that while most of the NFI process was effective, there is some room for improvement in Step 5 related to NFI delivery. NFIs were delivered to a central warehouse due to challenges associated with the lack of available vehicles during the rainy season, however, district staff suggested transporting the NFIs closer to the sites using alternative local transportation options such as camels or donkeys. However, security challenges must be considered if adopting this approach.

On the day of the distribution, the DRMO district staff led an orientation session for the beneficiaries regarding best practices for utilizing the items and consequences if they are found misusing the items (e.g. if they sell the items instead of utilizing them for their proper purpose). For the distribution process, the beneficiaries were called by groups (separated by number of items they are receiving) to collect the items, and they provided a fingerprint as proof of receipt.

ZONAL STAFF (DRMO) – WEST HAREGE

STEP 2
District will inform the zone about the issue. *This process is quite slow.*

STEP 4
NDRMC allocates resources, mobilizes resources, and invites donors. *The process of mobilizing resources was slow, resources were not readily available.*

STEP 6
Conduct NFI needs assessment to determine which communities lack resources and prioritize areas. Assessment approved by cluster, who distributes information to NGOs and government. *This step is standardized and undergoes daily monitoring.*

1 → 2 → 3 → 4 → 5 → 6 → 7

STEP 1
IDPs contact local chairman through the district office. *This communication is vital as it allows the district to understand the community's true needs.*

STEP 3
Zone will inform the region, who will inform the NDRMC. *Since the zone does not have a direct communication channel with the NDRMC, the process can be slow.*

STEP 5
Prioritization of districts depending on which districts have IDPs. *This step is good since the initial request was raised from the grassroots level.*

STEP 7
Zone sends formal letter to the region with # of IDPs and their needs. Region then has the responsibility to take the request forward.

STEP 11
After announcing to the district, the zone plays a supervisory role. *Overall having the zone in a supervisory role is effective, however, there are not enough resources to cover their administrative costs.*

STEP 9
Zone receives a formal letter with specific ration sizes from the region.

8 → 9 → 10 → 11 → 12

STEP 8
Zone waits, and community continuously raises requests. *This is time consuming, but the process still allows communities to raise issues.*

STEP 10
The zone informs the district. If resources are scarce, they will try to fill the gap with support from NGOs at the cluster meeting. *Districts may face issues if gap is not fully addressed, so they must continuously discuss gaps at cluster meetings.*

STEP 12
Zone intervenes as problems arise or as necessary/requested by the district. *It is good to have the zone as a resource to intervene as working with IDPs can be challenging and there are issues that arise daily.*

Figure 7. Experience Map of NFI Response by Zonal Staff – West Harege

● Effective
● Neutral
● Needs improvement

ZONAL STAFF (DRMO) – EAST HAREGE

STEP 2
Zone forms a multi-sectoral committee called the district task force, which helps determine severity of the situation. *This is a good process as it follows DRM policy and allows multiple sectors to participate.*

STEP 4
Prepare report from joint assessment to be approved by zonal task force. *Assessment is effective as it incorporates inputs from multiple partners. However, if there is no government/partner response after the assessment, or if response is delayed, can break community trust.*

STEP 1
Zone is informed about the issue from the district. *This step is effective the zone can play a supportive role, which creates transparency and ensures the equal distribution of resources.*

STEP 3
Zone meets with those affected via a joint assessment to determine needs. *This step is effective as vulnerable groups are accounted for and technical expertise is applied. However, it is challenging to mobilize numerous stakeholders for a joint assessment with short notice.*

STEP 5
Disseminate report to stakeholders (e.g. IOM, WFP, CARE, etc.) and send to regional DRMC. *This report is useful for making important decisions and serves as a form of evidence regarding the state of the crisis and is accepted by higher level officials.*

STEP 9
Storekeepers complete a request form and receive approval. *This is good for storekeepers gain experience with legal procedures and take responsibility.*

STEP 7
After delivery of NFIs, driver submits a voucher to central warehouse for payment.

STEP 6
NFIs are shipped. Driver gives a dispatch note to storekeeper upon delivery. *This step is important because the storekeeper receives evidence of delivery, which is helpful for documentation and auditing processes.*

STEP 8
District writes allocation letter to each community receiving NFIs. *This step is necessary for allocation and delivery transparency.*
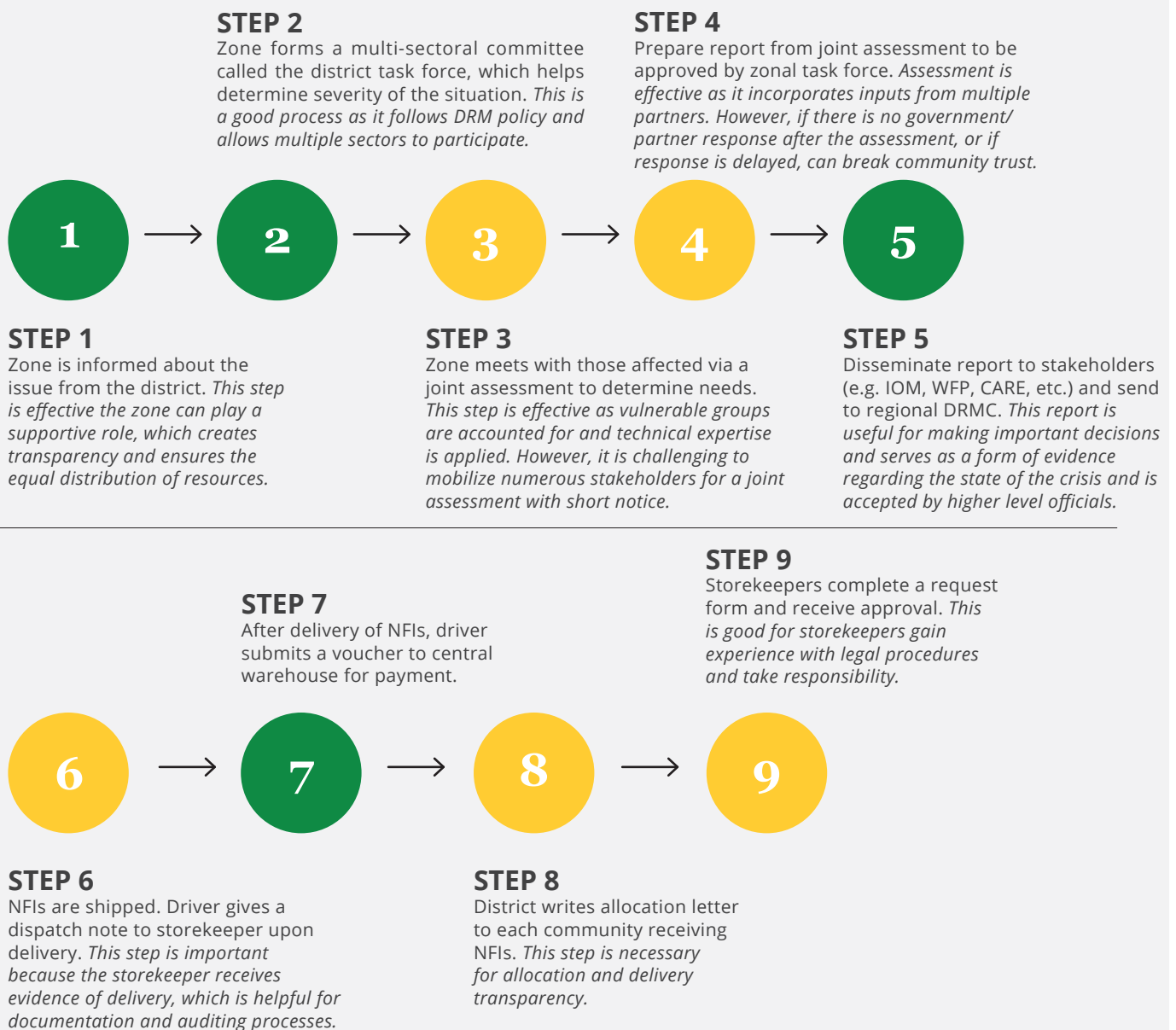
Figure 8. Experience Map of NFI Response by Zonal Staff – East Harege

● Effective
● Neutral
● Needs improvement

At the zonal level, DRMO staff supported with the joint assessment of the overall crisis, and provided support when tasks were beyond the capacity of the district (Figure 7). The zonal staff first became engaged in the response after receiving a letter from the district staff outlining the issue. Next, the zonal staff established a technical committee based on the nature and severity of the issue. The committee met with those affected and conducted a joint assessment with the community task force. Typically, there are a series of assessments following one another by zone, region and federal levels to verify the requests as they move through the formal government system. However, in the ARISE project, there was only one assessment conducted jointly with members from multiple levels of government in order to save time and avoid repeated visits to collect the same type of information, which can lead to fatigue and reduce trust among the community.

Based on the results of the joint assessment, the zone supported with initial decision-making regarding which districts to focus on for the response, and shared the targeting decision with the cluster, which works to ensure resource are distributed appropriately and to avoid duplication of efforts. The zonal task force also prepared a report that identified the number of IDPs and support needed, then disseminated the report to key stakeholders (e.g., IOM, WFP, NGOs, etc.) and sent it to the regional DRMC. Next, the regional staff channeled the information through the government communication system up to the federal level. In typical emergency situations, while the zonal staff is waiting for a response from the region regarding the availability of humanitarian support, they provide support to beneficiaries as possible using the resources available through the cluster, however, in the case of the ARISE project, the resource need

was higher than the available resources in the zone through the cluster. Overall, the NFI process ran relatively smoothly, except for steps 2, 3 and 4 according to West Harege staff. Staff expressed that escalating the request through the government communication channels can be slow. This delay is likely due to the lack of a contingency plan in place before the complex IDP crisis, as this is a new type of crisis being faced by the Ethiopian government. In contrast, flood and drought emergencies have been faced in the past and hence contingency plans are in place.

The NDRMC secured funding for NFIs and procured the items, and the zone was informed by the region regarding the ration size. Once the zone received the announcement, they were responsible for informing the district via a formal letter to communicate the information. Depending on the amount of support being received, the zone typically supports the district with re-targeting. From this stage onward, the zone primarily provides supervision support to the district with capacity development and conflict resolution as needed. They oversee the distribution process by checking the resources requested against the number delivered and cross-check the distribution plans. They also check to ensure that items have not been damaged during transportation. They support the district to address problems as they arise. For example, working with IDPs can be challenging, especially when not all the IDPs in need receive support due to limited resources. This can lead to miscommunication and added tension in communities. The zonal staff reported that issues with the IDP community are raised daily and the zonal DRMO staff must often travel to support district staff in resolving issues related to the IDP response.

REGIONAL STAFF (DRMB) – SOMALI REGION

STEP 2
Region works with IOM to capture IDP movement and status. Cluster meetings with chair and secretary are held every 15 days, at which stakeholders determine most vulnerable communities. Two assessments are conducted annually to assess needs.

STEP 4
Rapid assessment report is sent to NDRMC and NDRMC mobilizes resources.

(1) → **(2)** → **(3)** → **(4)** → **(5)**

STEP 1
Crisis is reported to the region through the zonal office (originated from community level). Region brings request to cluster with the aim of mobilizing resources and can intervene directly if they have the resources.

STEP 3
Rapid assessment is conducted if a conflict occurs (# of people affected, location, population needs).

STEP 5
NDRMC informs the region regarding the number of NFIs that will be provided.

STEP 9
In collaboration with NDRMC, district and zonal staff, the region sends staff to support with the distribution and supports with the final distribution repot.

STEP 7
Region works with NDRMC to ensure adequate storage place in warehouses for the NFIs.

(6) → **(7)** → **(8)** → **(9)**

STEP 6
If items are available in NDRMC warehouses they will release them, if not items will be procured at national level.

STEP 8
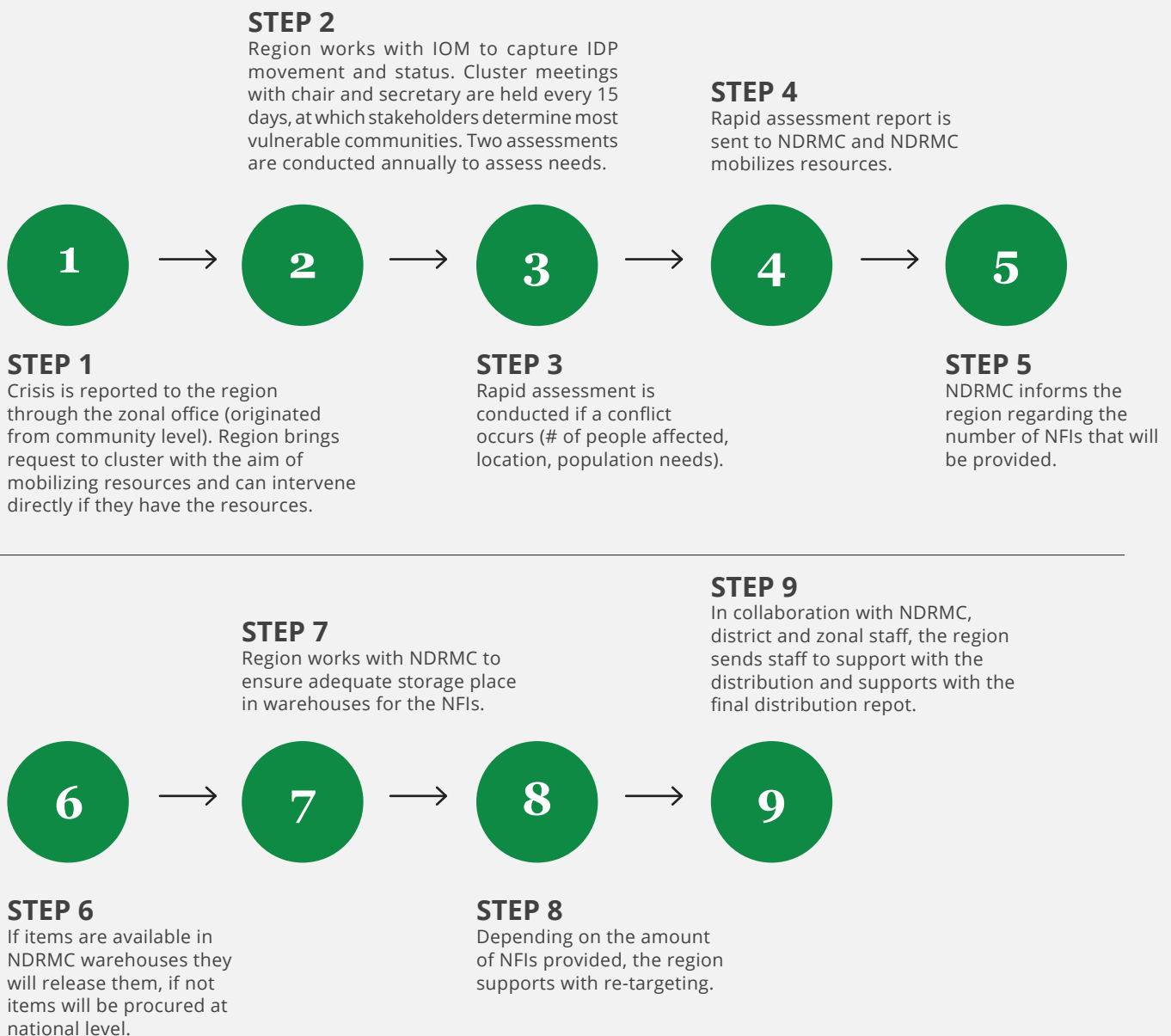Depending on the amount of NFIs provided, the region supports with re-targeting.

Figure 9. Experience Map of NFI Response by Regional Staff – Somali Region

REGIONAL STAFF (DRMC) – OROMIA REGION

STEP 2
When request reaches the region, they may verify the data, but it is not usually needed.

STEP 4
Final screening occurs in partnership with the community, primarily led by the district, with support from the zone and region. *This is a positive step because the community knows the most vulnerable IDPs.*

STEP 6
Region provides support when complaints arise if they cannot be addressed by the district and zone.

1 → 2 → 3 → 4 → 5 → 6

STEP 1
Need is reported from the communities and shared with region by the zone (with verification at each level as needed).

STEP 3
Region sends official request to NDRMC. If there are gaps, requests are sent to donors and humanitarian partners by NDRMC.

STEP 5
Region supports with planning the response and distribution only if it is beyond the capacity of the zone. Typically, the zone represents the region during these processes.
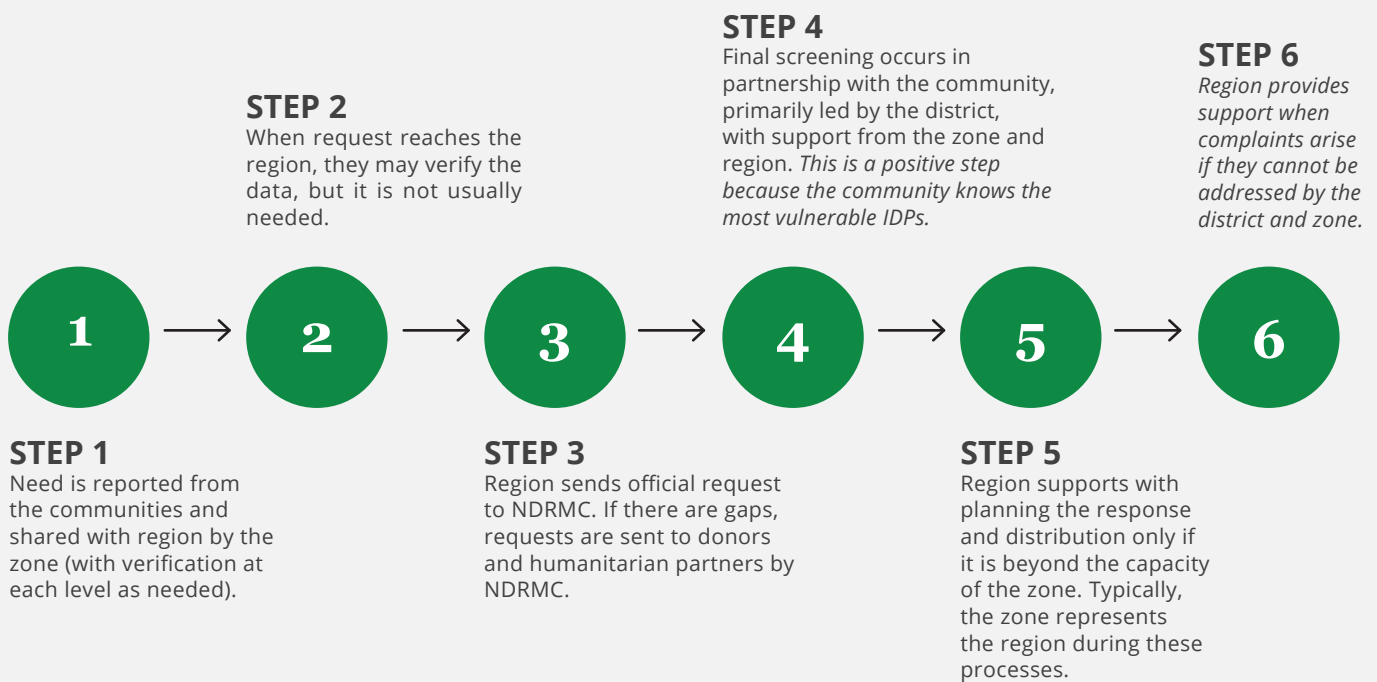
Figure 10. Experience Map of NFI Response by Regional Staff – Oromia Region

At the regional level, DRMC staff were engaged in the response after receiving a letter from the zonal staff outlining the issue (Figures 9 and 10). Typically, the zonal staff supports the district with verification of the number of IDPs and location, but depending on the nature of the issue, the regional staff may also follow up and complete a verification process to better understand the crisis. If verification is not needed, the regional DRMC will directly send the response to the NDRMC. The NDRMC will mobilize resources, either from their own resource stocks or from humanitarian partners depending on the need.

Once the resources are mobilized at the national level, the regional DRMC received an official letter from the NDRMC that outlined the amount of NFIs that will be provided. The regional DRMC primarily provided supervision over the response and intervened as required depending on the capacity of the district and zonal staff. For example, for the final targeting and distribution in Oromia, the zonal staff typically represented the regional DRMC, and the regional staff was only engaged if additional support was required (Figure 10). Additionally, the regional staff is engaged if complaints arise that are beyond the scope of the district and zone to respond to alone.

The role of the regional staff in the Somali Region at the Disaster Risk Management Bureau (DRMB) also play a supervisory role (Figure 9). They intervene when they are alerted about the crisis from the zone, which is communicated through the formal government communication channels like the processes followed in the Oromia region. However, Somali regional staff explained that they work closely with IOM to regularly monitor the status of IDPs, including their movement and needs, which was not raised in Oromia. The Somali regional staff also discussed that they chair bi-monthly cluster meetings and support with coordinating the efforts of multiple humanitarian partners. They also conduct two assessments per year (June and December) to determine food security need (i.e. related to drought). It should be noted that such coordination platforms are common in all regions and are chaired by the zone or district administration. In the case of a conflict or other natural disaster, they conduct a rapid assessment to determine the number affected, locations, and needs of the community, involving federal and regional multi-agency or the DRMC structure. The results of the assessment are sent to the NDRMC for response support.

In both regions, once the region is informed from the NDRMC regarding the number of NFIs they will receive, the items are dispatched to the warehouses, and the regional staff works closely with NDRMC to ensure there is appropriate space to store the items. In the Somali region, a team was established to support with targeting of IDPs, including members of government from the NDRMC, region, zone, district and community. After distribution, the regional staff shared a final report with NDRMC.

STEP 4
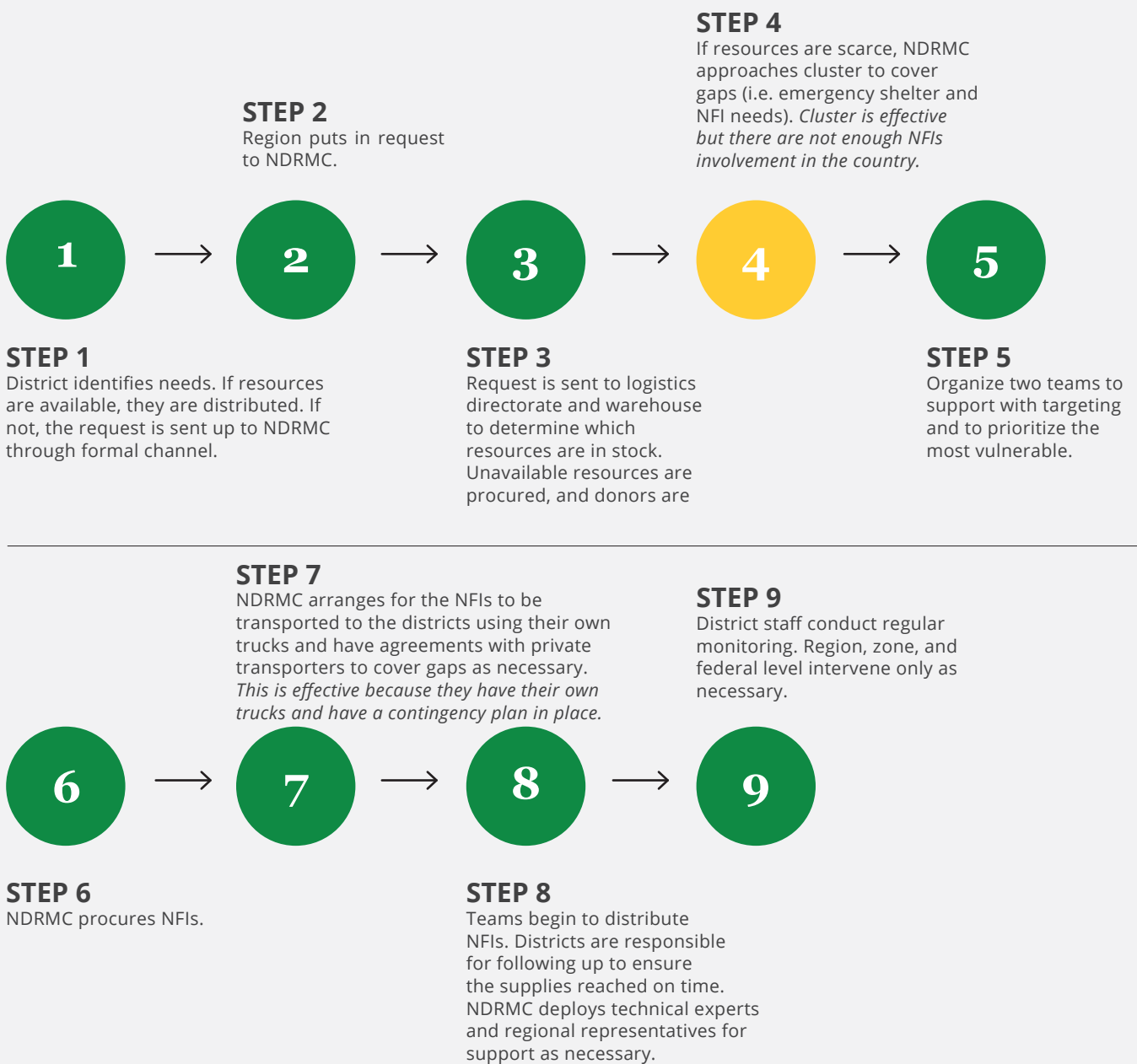If resources are scarce, NDRMC approaches cluster to cover gaps (i.e. emergency shelter and NFI needs). *Cluster is effective but there are not enough NFIs involvement in the country.*

STEP 2
Region puts in request to NDRMC.

1 → **2** → **3** → **4** → **5**

STEP 1
District identifies needs. If resources are available, they are distributed. If not, the request is sent up to NDRMC through formal channel.

STEP 3
Request is sent to logistics directorate and warehouse to determine which resources are in stock. Unavailable resources are procured, and donors are

STEP 5
Organize two teams to support with targeting and to prioritize the most vulnerable.

STEP 7
NDRMC arranges for the NFIs to be transported to the districts using their own trucks and have agreements with private transporters to cover gaps as necessary. *This is effective because they have their own trucks and have a contingency plan in place.*

STEP 9
District staff conduct regular monitoring. Region, zone, and federal level intervene only as necessary.

6 → **7** → **8** → **9**

STEP 6
NDRMC procures NFIs.

STEP 8
Teams begin to distribute NFIs. Districts are responsible for following up to ensure the supplies reached on time. NDRMC deploys technical experts and regional representatives for support as necessary.

Figure 11. Experience Map of NFI Response by National Staff

- 🟢 *Effective*
- 🟡 *Neutral*
- 🔴 *Needs improvement*

At the national level, NDRMC staff were engaged in the response after receiving an official letter from the region outlining the issue and notifying them of the scope of support required (Figure 11). The request was made to the NDRMC Commissioner, who sent the request to the early warning response directorate. The national level is primarily responsible for mobilizing the necessary support.

After reviewing the request, it was shared with the logistics directorate to determine which resources are available in stock. Notably, the government has resources on standby but depending on the nature of the crisis these stocks may not be enough. If there is scarcity of resources, the NDRMC approaches development stakeholders and donors (e.g. IOM, ADPC, cluster members) to cover the gaps. It is through the national coordination platforms and the forum that the NDRMC shares information about emergency situations and mobilizes resources. The NDRMC, together with its partners, can also create an appeal document that guides the formal resource mobilization process from the international community in the case of high-profile emergencies, which was done annually and bi-annually for the 2018/2019 IDP response in Ethiopia. Additionally, NDRMC and IOM co-chair the emergency shelter cluster. Utilizing the cluster system allows for strong coordination and helps to avoid duplication and supports effective distribution of vital resources.

After items were procured/mobilized, NDRMC formally informed the region, who shared the message through the government communication system (i.e., to region, to zone, to district). In the case of the ARISE project, the NDRMC utilized their own trucks to ship the items to the districts. However, depending on the nature of the emergency, NDRMC also has framework agreements established with private transporters for emergency operations, which they can engage immediately as required utilize private companies in delivery. After items are released for delivery, NDRMC follows up to ensure that the items reached the beneficiaries; however, the distribution is primarily the responsibility of district level staff. Nevertheless, NDRMC deploys technical experts from the commission, along with regional representatives, to support with coordination of the response in the case of a large emergency. In more isolated situations with fewer beneficiaries, it is the responsibility of the region to provide support with coordination, and the district follows up with regular monitoring.
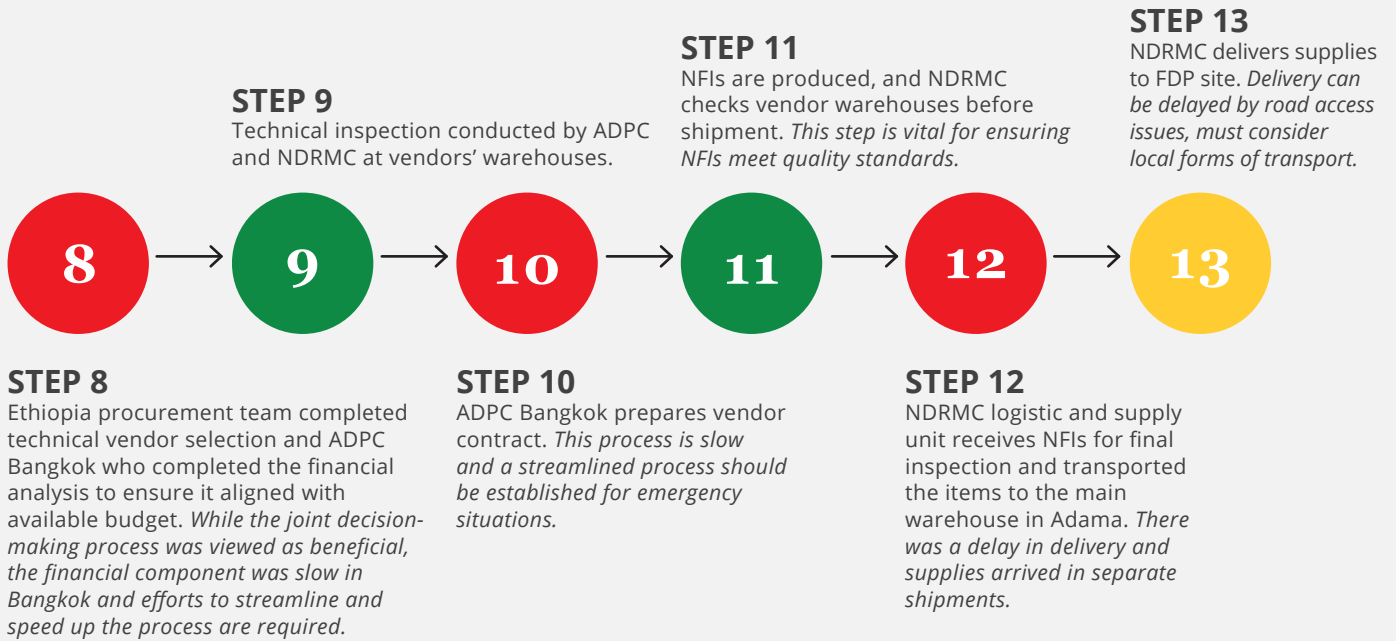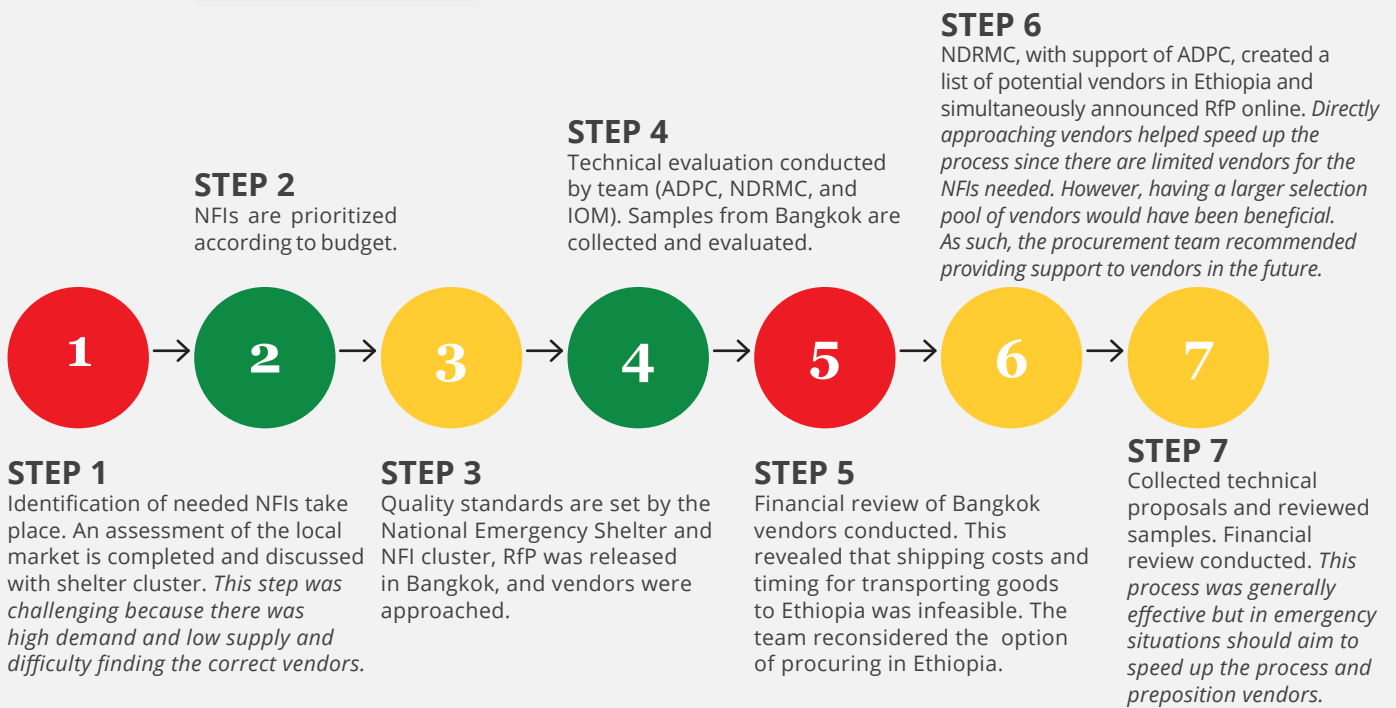
PROCUREMENT TEAM (NDRMC)

STEP 6
NDRMC, with support of ADPC, created a list of potential vendors in Ethiopia and simultaneously announced RfP online. *Directly approaching vendors helped speed up the process since there are limited vendors for the NFIs needed. However, having a larger selection pool of vendors would have been beneficial. As such, the procurement team recommended providing support to vendors in the future.*

STEP 4
Technical evaluation conducted by team (ADPC, NDRMC, and IOM). Samples from Bangkok are collected and evaluated.

STEP 2
NFIs are prioritized according to budget.

(1) → (2) → (3) → (4) → (5) → (6) → (7)

STEP 1
Identification of needed NFIs take place. An assessment of the local market is completed and discussed with shelter cluster. *This step was challenging because there was high demand and low supply and difficulty finding the correct vendors.*

STEP 3
Quality standards are set by the National Emergency Shelter and NFI cluster, RfP was released in Bangkok, and vendors were approached.

STEP 5
Financial review of Bangkok vendors conducted. This revealed that shipping costs and timing for transporting goods to Ethiopia was infeasible. The team reconsidered the option of procuring in Ethiopia.

STEP 7
Collected technical proposals and reviewed samples. Financial review conducted. *This process was generally effective but in emergency situations should aim to speed up the process and preposition vendors.*

STEP 13
NDRMC delivers supplies to FDP site. *Delivery can be delayed by road access issues, must consider local forms of transport.*

STEP 11
NFIs are produced, and NDRMC checks vendor warehouses before shipment. *This step is vital for ensuring NFIs meet quality standards.*

STEP 9
Technical inspection conducted by ADPC and NDRMC at vendors' warehouses.

(8) → (9) → (10) → (11) → (12) → (13)

STEP 8
Ethiopia procurement team completed technical vendor selection and ADPC Bangkok who completed the financial analysis to ensure it aligned with available budget. *While the joint decision-making process was viewed as beneficial, the financial component was slow in Bangkok and efforts to streamline and speed up the process are required.*

STEP 10
ADPC Bangkok prepares vendor contract. *This process is slow and a streamlined process should be established for emergency situations.*

STEP 12
NDRMC logistic and supply unit receives NFIs for final inspection and transported the items to the main warehouse in Adama. *There was a delay in delivery and supplies arrived in separate shipments.*

Figure 12. Experience Map of Procurement Process

- ● Effective
- ● Neutral
- ● Needs improvement

The NFI procurement team at the national level was primarily responsible managing the procurement process of the NFIs (Figure 12). They shortlisted and selected vendors to produce the necessary NFIs, ensured that the items were produced according to minimum quality and budget standards, and worked to make sure the process was completed in a timely manner.

In the case of the NFI items procured for the ARISE project, initially there were challenges associated with procuring the items in the local market in Ethiopia. Based on an initial assessment of the market, the procurement team was unable to identify companies that would be able to procure the items in country, due to challenges in importing raw materials at the time, linked with foreign exchange shortages. Due to this challenge, the team utilized expertise from ADPC Bangkok to collect vendor proposals from companies in Thailand (note that staff was not sent to Bangkok from Ethiopia, rather the team utilized the existing ADPC Bangkok team to conduct an assessment and help facilitate the process of identifying potential venders in Thailand). ADPC Bangkok released a request for proposals (RfP) in Bangkok and created an ad-hoc assessment committee comprised of ADPC Bangkok, ADPC Ethiopia and NDRMC. The team established a technical and financial rubric for reviewing the proposals. Along with technical and financial proposals, ADPC Bangkok also requested detailed descriptions of the items and samples that the assessment committee reviewed to ensure minimum quality standards were met. After reviewing the technical proposal and samples, the team shortlisted a list of companies that met the minimum technical and quality standards and proceeded to the financial proposal review. Unfortunately, the financial proposals revealed that the costs associated with shipping the NFIs to Ethiopia from Thailand were infeasible in terms of time and budget (e.g. shipping by sea would take too long and shipping by air would be over budget). Unfortunately, this process resulted in a six-month delay.

Given this challenge and delay, the assessment committee decided to reassess the market in Ethiopia. Fortunately, the team was able to identify a list of vendors from NDRMC that would be able to procure the items locally, as the foreign exchange situation had improved. Since the procurement process had already faced delays, the team proactively approached a list of potential vendors, while also advertising the RfP online, with the goal of generating as many proposals as possible in a short period of time. Next, the Ethiopia procurement team reviewed the technical proposals and samples, which was followed by a review of the financial proposals by the ADPC Bangkok team. After selection based on the technical and financial proposals (weighted as 70% for technical proposal and 30% for financial proposal), the team conducted a technical assessment of the vendor's warehouse, and sent the final scores to ADPC Bangkok, who reviewed the scores and began the contract process. However, the contract process was lengthy and requires streamlining/improvement in future projects.

After the contract was secured, the production process began. During production, ADPC Ethiopia and NDRMC conducted an inspection at the warehouse to ensure the items were being made according to minimum quality standards and to closely monitor the progress of the NFI production. After the NFIs were produced, the NDRMC logistic and supply unit received the NFIs for final inspection and transported the items to the main warehouse in Adama. However, there were challenges in getting the items delivered on time, and issues with multiple shipments (i.e. not all the items were shipped at the same time which made it challenging to move ahead with the delivery of the 4-item NFI package). finally, it was the responsibility of NDRMC to deliver the items to the FDP.

Lessons Identified

Group discussions utilizing the method of rose, thorn, bud and affinity clustering were completed with key stakeholders at all stages of the NFI distribution process. Participants were asked to generate ideas regarding positive aspects of the NFI distribution process, aspects that have potential for improvement, and aspects that require significant improvement. The following section summarizes the findings from the discussions organized by key thematic areas.
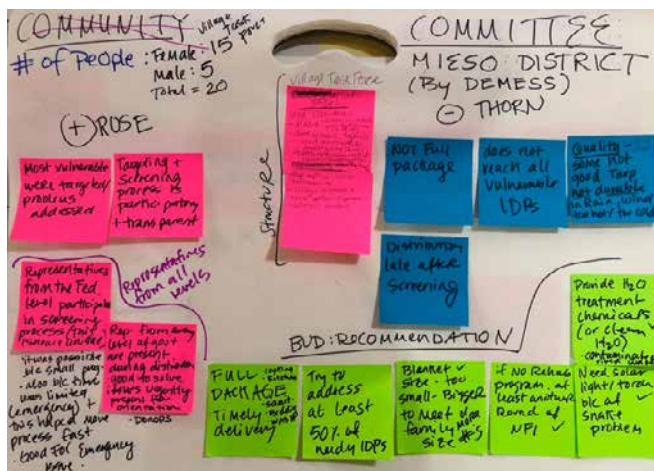

Figure 13. Example of Rose Thorn Bud Exercise with Community Task Force in Mieso

Positive Aspects

Procurement
- The technical assessment followed by Ethiopia procurement team to shortlist vendors was a rigorous and transparent process. Having samples from the vendors was an important and key component.
- Procuring from the local market, when possible, was more efficient in terms of time and budget.
- Conducting inspections (by the Ethiopia procurement team) were effective and important to ensure the NFIs met the agreed upon quality standards. This approach helped to proactively address quality issues as much as possible before items were packaged and delivered.

- When it was confirmed that procurement in Bangkok was infeasible, the swift and strategic management decision to revisit the option of procuring locally in Ethiopia was viewed favorably.

Type of Items
- While the items provided were limited in scope (i.e. included only four items and was not the complete shelter package), stakeholders and IDPs felt that these were the more appropriate items to receive given the limited resources available.

Targeting/Screening
- Targeting and distribution processes were completed in a transparent and inclusive manner, which reduced the number of complaints and miscommunication.
- Targeting was completed in collaboration with district level staff and the community task force which allowed for adequate verification.
- The most vulnerable community members were targeted during the project.
- Representatives from the federal level were involved in the targeting, which was viewed as a unique and positive aspect of the system, as it helped support swift decision making.

Prepositioning
- The NDRMC has some stocks prepositioned to responds to urgent needs.

Transportation
- The NDRMC has their own trucks which helps to meet urgent transport needs for delivering NFIs. Additionally, NDRMC has established framework agreements with private transporters they can call upon as needed in emergency when they require additional support.

Aspects that Have Potential

Procurement

- It is recommended that the items be procured locally where possible to ensure budget needs are met and timely delivery. When raw materials for producing items are not available in the local market, NDRMC can consider supporting the manufacturing process by purchasing raw materials rather than producing items out of country.
- In country companies require additional support to produce the items needed and ensure they meet quality standards. Capacity development support to engage the private sector companies who provide the items would help to create a culture of production support to meet the needs of NDRMC.
- In the future, taking advantage or ordering in bulk is critical, in which ordering a higher number of items will reduce the price per item.
- When budgeting for procuring items, the budget also needs to include logistics costs such as transport, as well as indirect costs associated with all the steps required to efficiently deliver the items to beneficiaries and follow up if issues arise. This includes administrative costs such as training warehouse staff to appropriately manage the stock, local transport costs to deliver items to beneficiaries, and administrative costs associated with travel for monitoring after the items are delivered.
- ADPC Bangkok supported NDRMC with developing the vendor contract. However, this was a lengthy process and a more efficient process for establishing rapid contracts is required for emergency contexts. Establishing a list of pre-approved vendors may support this effort.

Standardized Package and Response

- While the four NFIs provided did meet the urgent needs of the IDPs, there is a need for the government to respond using the 16-item standard package to ensure the needs of IDPs are met consistently, transparently and equitably. In the future, a more coordinated fund-raising strategy is required to ensure appropriate NFI pre-positioning at the national and regional levels, as well as ensuring that tools and procedures are in place for an effective rapid response. For example, future efforts should consider providing the full shelter package which includes kitchen utensils, water treatment/clean water, bedding clothing, sanitation items, sanitary pads, etc.
- A solar light was requested, which would help to avoid dangerous snakes at night.

Focus on NFIs

- Support for food, health and protection are strong, but the emergency shelter cluster requires more support. Stronger communication between donors regarding appropriate allocation of resources between clusters could improve efforts.

Preposition Resources

- There is a need to decentralize resources and preposition them in order to meet needs more quickly.
- Since the rainy season led to delays in delivery, it is best to pre-position resources before the rainy reason, where possible.
- There is a need to consider adequate storage space for NFI delivery, and for prepositioning resources. It would be helpful to establish additional storage facilities to support in future humanitarian responses, such as renting spaces in the districts. Contingency plans need to consider warehouse space.
- Part of the prepositioning process is working with a group of pre-approved vendors to ensure that vendors have designs and mechanisms in place to respond rapidly in the case of an emergency. Creating contingency plans and capacity development with vendors can support prepositioning efforts.

Quality

- Since the shelter materials led to spaces that were extremely hot during the day, white or silver tarpaulin that reflects the sun should be considered in future responses.
- Larger blankets are needed due to large family sizes.

Quantity

- There is an urgent need to meet more vulnerable IDPs with NFIs.
- Conflict and misunderstandings can arise when items are not distributed equally among all IDPs in need (only to the most vulnerable). More analysis is required to understand if it is more strategic to address the needs of a full district of IDPs to avoid conflict, instead of spreading the limited resources across multiple districts.

Timeliness

- The time between targeting and distribution should be reduced drastically. Streamlining a local procurement process in country may support this effort, as well as prepositioning more supplies.
- While the government process for requesting support is appreciated by all levels of the government due to its transparency, it is lengthy and where possible the process should be streamlined and efficiency between levels should be improved, especially in cases of emergencies.
- Provide incentives for vendors to deliver on time (e.g. penalties for delays in delivery, bonuses for quality-approved, early delivery).

Delivery of NFIs

- While the community members did not complain about traveling to the FDP to receive NFIs, zonal staff discussed challenges associated with delivering items to FDPs that are long distances from the villages. It requires traveling for IDPs, which can be challenge for the elderly or disabled. Improving the delivery system to bring the items closer to the IDPs is suggested and can be achieved by hiring local transporters on camels and donkeys, especially where roads are impassable with large vehicles, depending on the nature of the security situation.
- To address security challenges in some areas, military escorts could be provided.

Communication on Targeting

- For the most part, the stakeholders expressed that the targeting process was transparent and fair. However, there were some cases where community members did not understand why they were not provided support when their neighbors were. Additional efforts dedicated to clear and transparent communication about the processes may support this. Additionally, creating a complaint mechanism where community members can swiftly escalate their concerns will allow for issues to be resolved in a timely manner.

Standardize Reporting

- There is a need for standardized reporting in terms of format, time, content and authorship. Creating standardized templates and capacity development training around implementing the reporting tools would be helpful for government staff (e.g. monitoring and evaluation toolkit and training).

Monitoring and Evaluation

- The project budgets consider the costs of the NFIs and transporting the items but does not consider the important administrative and monitoring costs associated with successfully implementing an efficient and timeline delivery process. Future NFI interventions should build in associated administrative and monitoring costs to ensure that government staff have the adequate support to follow up with communities to track progress and to intervene when issues arise (e.g. transport, administrative costs, staff time, Daily Subsistence Allowance [DSA], etc.).

- There is a need to invest resources in evaluating the current response and actions in order to generate lessons learned and improve future interventions efforts. A stronger investment in evaluation is crucial.
- Joint follow up and monitoring related to food and NFIs, in partnership the donors, government, and NGOs is suggested to ensure lessons learned and improved future humanitarian response.
- Additional checks and balances should be put in place to monitor the response.

Role of the Community Task Force (CTF)
- The community task force is an integral stakeholder group with expertise in understanding the needs of the population and who should receive the items. While the CTF expressed that they had the capacity to respond to basic needs such as targeting and distribution, they do not currently have the capacity to respond to other related issues regarding legal challenges and peacebuilding processes. These are issues that are also integral to addressing the IDP crisis and provided capacity development support to the CTF regarding such issues may be considered in future interventions.

Capacity Development
- While the government system is viewed as transparent and largely effective, it would be beneficial to provide additional capacity building support for government staff at multiple levels of the response, especially in reporting and standardized monitoring, which is currently a challenge due to high turnover rates.
- There is a need for additional capacity development for government staff at multiple levels specially related to conflict disasters. The Ethiopian government has experience addressing natural disasters, but conflict response is a new area and they require technical support and expertise on establishing an efficient response.

- IDPs also require capacity development to support long-term rebuilding of their livelihoods.

Build Back Better and Long-Term Peace
- There is a need to shift beyond immediate emergency response to recovery and building back better. This includes strategic planning for income generation, soil conservation, livestock regeneration and asset building, water, and rebuilding homes and livelihoods (e.g. seeds, irrigation, farm tools).
- While the shelter provides safety from the natural elements, it does not protect against violence nor does it address deeply embedded fears about the conflict. Long-term peace and conflict resolution interventions are needed, in addition to shelter, to help communities cope with the fear, anxiety and stress that linkers after a conflict. Psychosocial support for vulnerable groups, especially those who have lost family members in the conflict, is critical.
- A multi-sectoral approach is needed to address the complex ethnic conflict and establish long-term, sustainable solutions that can be addressed from multiple different government entities. It also requires a long-term strategy, beyond emergency response.
- The tarpaulin shelter is only a temporary solution, IDPs need corrugated iron to build long-lasting shelter.
- Community resources need to be rebuilt, such as schools, roads, water sources, and homes.
- There a need for nutrition and health support.
- Longer-term investments to build back better are required, beyond short term and one-time investments from donors (e.g. need a 5-year program to rebuild agricultural businesses).
- Microfinance and cash interventions are suggested.

Needs Significant Improvement

Bangkok Procurement
- Due to the initial assessment of the local market at the start of the project, the items required were not available in the local market and hence procurement of the items through Bangkok was initiated. However, the process was lengthy and associated shipping costs were too high.

Accessibility
- Security issues and roadblocks slowed distribution.
- During the rainy season, it was difficult to transport the NFIs due to road blockages.

Delays
- There were large delays in delivering the NFIs to the beneficiaries.
- Going through the formal federal process for requesting support and verifying is lengthy.
- Mobilizing resources through humanitarian partners and agencies can be an extensive process, as it often involves multiple layers of approval and coordination beyond the country level (e.g. may need to go to organization's headquarters and through multiple layers of approval).

Quantity
- The NFIs provided were not enough to meet the needs of large families (8-10 people), blankets were especially limited (need more).
- Only four NFIs were provided, which did not follow the full standard shelter package of items that are required by IDPs and suggested according to SPHERE standards.
- Not all the vulnerable IDPs that required support received NFIs. There is a need to reach more IDPs in the future.
- Extra tension and conflict can arise if NFIs are not provided to all in need.

Quality
- The tarpaulin was not durable and did not last (only three to four months) due to wear and tear (rain, sun).
- Shelter materials were not adequate for the living environment (i.e. too hot during the day and too cold at night).

Screening Errors
- In limited cases, screening errors occurred. These issues must be resolved as quickly as possible in order to restore trust.

Monitoring
- There was a lack of resources dedicated for follow up with beneficiaries when issues arise (e.g. lack of transportation and administrative support).

Feeling Unsafe
- Many IDPs still feel unsafe in their villages, which kept many from returning to their own plots of land to rebuild their homes and livelihoods. Some IDPs have used the NFIs to establish temporary shelters on relatives' land nearby the village due to fears of returning to the place of the conflict. Until deep-held fears are addressed, and long-term peacebuilding processes are underway, a sustainable transition into a healthy and safe life for IDPs will remain a challenge.

Community Dependency
- Providing support has stimulated a culture of dependency, where IDPs are requesting and expecting additional assistance. Efforts are needed to engage IDPs in long-term sustainable recovery efforts, that help them transition from dependency on the government to rebuilding their livelihoods and homes.

Thematic Area 2: NDRMC Capacity Development – Internship Program

In addition to providing NFI support, the ARISE project aims to build the capacity of the NDRMC by continuing a well-established internship program initiated by the NDRMC. The goal is to provide opportunities for interns who are graduates in DRM to gain valuable on-the-job experience, and transition into permanent government staff roles once they have completed the necessary years of work experience. The current internship program has been implemented for over five years with funding from USAID and other partner agencies, such as WFP. The internship program was initiated by the NDRMC to assist promising young professionals with providing on-the-job training and experience for new graduates from the Bhardar University. NDRMC has retained well qualified and promising interns for several years, who have transitioned into assignments in various directorates of the NDRMC to coordinate and facilitate emergency operations of the ongoing conflict. USAID support for the program ended in 2018, however the ARISE project was implemented to provide support to the NDRMC to retain the necessary human resources (interns) to support with coordinating emergency response, information management, and other related tasks. The NDRMC and its directorates are responsible for overseeing and supervising the interns including providing mentoring support, coaching and performance evaluation.

Overview of the Internship Program Process

To better understand the processes involved in implementing the internship program, the key stages of the program were visualized using a method called experience diagramming, in which stakeholders created a visual diagram as group that highlighted the vital stages of the internship program from their perspectives. For each of the stages, the stakeholders discussed whether the experience was positive, neutral, or required improvement, and they provided a supporting explanation. The experience diagram in Figure 14 includes input from interns who have gone through the internship program and are currently in different stages of the program, as well as a range of intern supervisors.
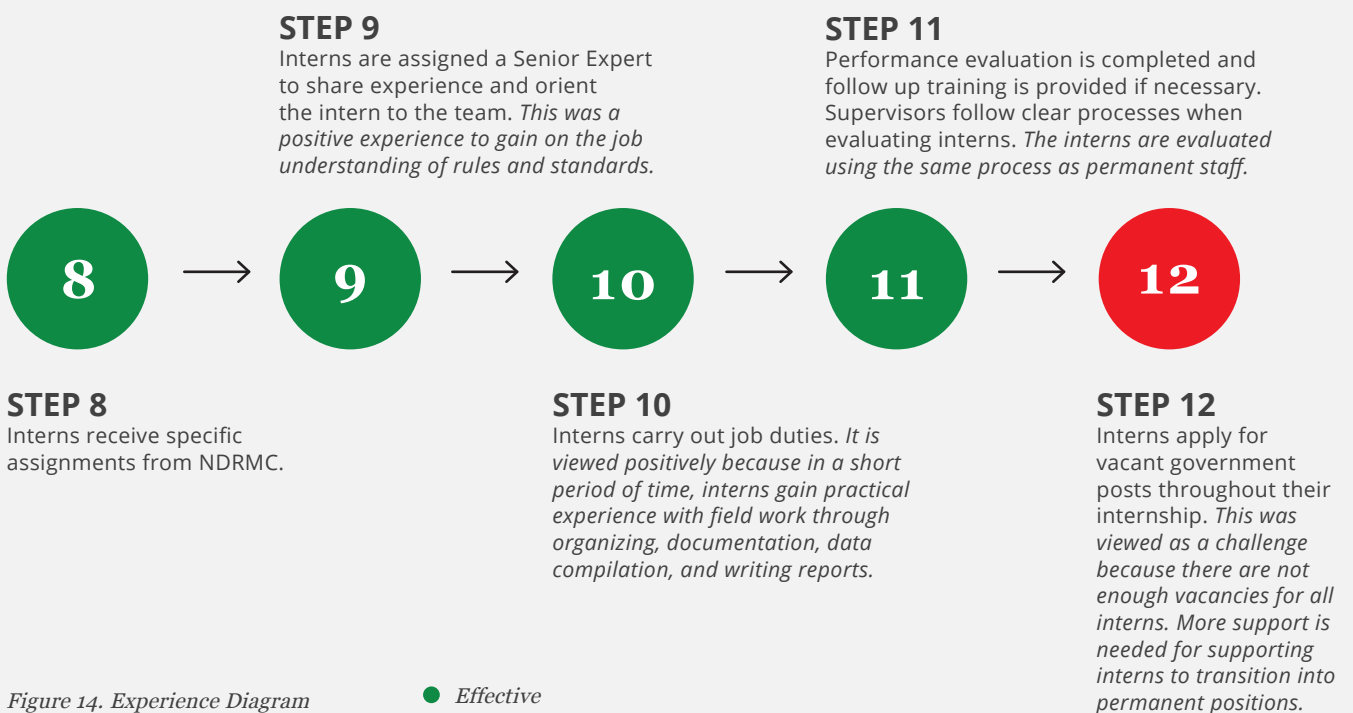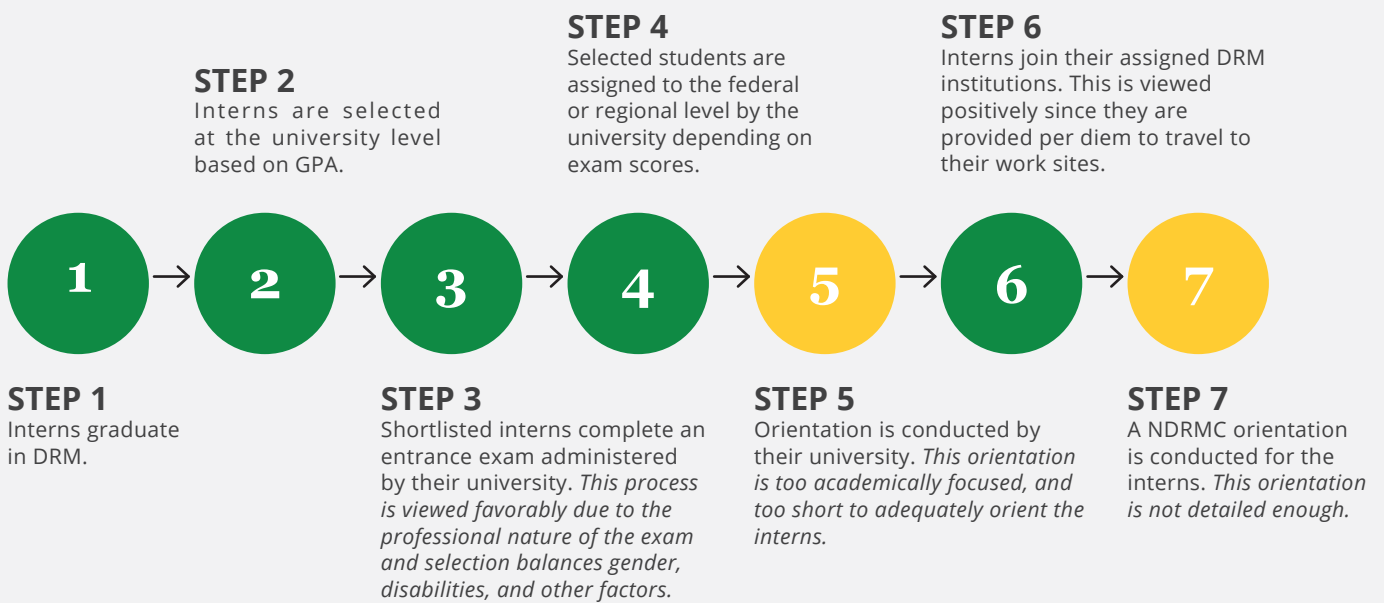
STEP 2
Interns are selected at the university level based on GPA.

STEP 4
Selected students are assigned to the federal or regional level by the university depending on exam scores.

STEP 6
Interns join their assigned DRM institutions. This is viewed positively since they are provided per diem to travel to their work sites.

① → ② → ③ → ④ → ⑤ → ⑥ → ⑦

STEP 1
Interns graduate in DRM.

STEP 3
Shortlisted interns complete an entrance exam administered by their university. *This process is viewed favorably due to the professional nature of the exam and selection balances gender, disabilities, and other factors.*

STEP 5
Orientation is conducted by their university. *This orientation is too academically focused, and too short to adequately orient the interns.*

STEP 7
A NDRMC orientation is conducted for the interns. *This orientation is not detailed enough.*

STEP 9
Interns are assigned a Senior Expert to share experience and orient the intern to the team. *This was a positive experience to gain on the job understanding of rules and standards.*

STEP 11
Performance evaluation is completed and follow up training is provided if necessary. Supervisors follow clear processes when evaluating interns. *The interns are evaluated using the same process as permanent staff.*

⑧ → ⑨ → ⑩ → ⑪ → ⑫

STEP 8
Interns receive specific assignments from NDRMC.

STEP 10
Interns carry out job duties. *It is viewed positively because in a short period of time, interns gain practical experience with field work through organizing, documentation, data compilation, and writing reports.*

STEP 12
Interns apply for vacant government posts throughout their internship. *This was viewed as a challenge because there are not enough vacancies for all interns. More support is needed for supporting interns to transition into permanent positions.*

Figure 14. Experience Diagram of the NDRMC Internship Program

● *Effective*
● *Neutral*
● *Needs improvement*

Based on Figure 14, the internship experience can be summarized as a series of 12 key steps. Broadly, students who graduated with a degree in disaster risk management (DRM) can apply and go through the university-organized and rigorous selection process for a position in the internship program. Criteria for selection includes a minimum grade point average (GPA) and a written exam. Generally, students with higher grades and exam scores are assigned to the federal level, and those with slightly lower scores are assigned to the regional level. Participants unanimously agreed that the selection process was strong, allowed for diversity among participants in terms of gender and differently-abled status, and the metrics applied were considered tools for measuring aptitude.

Once assigned, interns are provided an orientation by their university to welcome them into the program. This is primarily an academically focused orientation, which lasts a ½ day and could be improved by including key members of the NDRMC institutions in which interns will be assigned. Next, the interns join the DRM institutions, which was generally thought of as a positive experience since interns are supported with per diem to cover transportation costs. Interns are then given an NDRMC orientation, given their specific assignments, and provided with a description of their job responsibilities. Each intern is also paired with a senior expert who provides the intern with key insider knowledge, helps to integrate the intern into the team, and this is generally thought to be one of the highlights of the internship program. Finally, the interns are ready to begin their assignment, which can take many different forms ranging from administrative, to logistic, to field-based and leadership roles, depending on the need of the institution and the skills of the intern. As the interns move through their internship experience, which typically lasts between 2-3 years, their performance is evaluated on an annual basis in the same format and approach as regular staff members, which makes the process seamless for the intern's supervisor. During their involvement in ARISE project, the interns were instrumental in the implementation of the ARISE project activities such as conducting a rapid assessment, distribution of NFI, Early Warning System (EWS) information analysis, design and implementation of IDP recovery interventions, and representation in various coordination meetings as part of the team.

The goal of the internship program is to place qualified interns into permanent DRM government roles. While in the program, interns monitor government vacancies and can apply for posts throughout their internship experience. Ideally, the intern secures a role as permanent staff in a government DRM position by the end of the internship program. While this is the long-term goal, securing permanent empowerment for later batches of interns has become difficult, primarily due to the lack of vacant posts, which have been filled by qualified interns from the previous batches. Those unable to secure permanent government positions transition into other organizations, mostly outside of the government sector. The transition between the internship posting and permanent staff is a challenge area for the internship program and requires further investment and strategic planning to ensure qualified interns can secure critical DRM positions in the government of Ethiopia.

Lessons Learned

Positive Aspects of the Internship Program

Aspect	Who Responsible
The academically rigorous selection process for the internship program allows for diversity (gender, disabilities, etc.) and is professionally implemented. This is a strong model for other potential programs and was viewed positively by all participants.	Universities
Pairing interns with senior experts in the field is lauded as one of the unique benefits of the program. The interns expressed that they gained valuable knowledge from senior experts in a short time period, and supervisors of interns expressed that it provides for the important opportunity to teach interns about organizational culture, rules and standards, which may be otherwise overlooked.	NDRMC
Placing the interns in real-world job roles to fill the needs of the institution allows the interns to gain deep knowledge of the real issues in a short amount of time. This is also beneficial for the institutions, since all the students in the internship program not only have expertise in DRM but also have a passion for the topic. The interns bring academic expertise to the institutions, and the DRM roles allows interns to gain practical experience, which creates a powerful pairing and is beneficial for both parties.	NDRMC
Utilizing the same processes as permanent staff to evaluate the performance of interns allows them to gain experience with the process and streamlines the evaluation process making it efficient for supervisors.	NDRMC
The involvement of interns in donor funded projects such as ARISE provide opportunities for interns to be exposed to new practices, state-of-the art tools, and methods applied in emergency response and disaster risk management interventions. Additionally, the interns build professional networks within the international development and humanitarian response community.	NDRMC

Aspects of the Internship Program that Require Significant Improvement

Aspect	Who Responsible
There is confusion about the roles and responsibilities of the interns outside of the NDRMC. When interns have had to seek employment outside of the government (e.g. if they are unable to secure a job in the government due to lack of vacancies), employers tend to view the experience as a traditional internship experience where the student did not have specific job responsibilities. The interns have a difficult time getting their intern experience to count as "job experience."	NDRMC
The experience is called an "internship experience," but in actuality, the interns are given a specific job responsibilities and fill needed positions as staff members. There is a disconnect between the title of "internship program" and the roles and responsibilities that the graduates fulfil, which are beyond the scope of a traditional "intern." For example, depending on the level of expertise of the intern, some are assigned as experts or leaders in their positions in the government, yet they still hold the title of "intern," which is misleading and underestimates the roles and responsibilities that they hold in their positions throughout the program.	NDRMC

Aspects of the Internship Program that Have Potential

Aspect	Who Responsible
Universities have played a commendable role in funneling qualified candidates into the internship application process via the implementation of a rigorous application process. However, it is recommended that universities liaise with the government institutions in order to strategically align their priorities and anticipate future needs and gaps in the government institutions in the future. Universities should work closely with representatives in the government to ensure government needs are met and to prepare students for anticipated future needs of the government so that it is more likely that the interns will transition into government positions (i.e. balancing the supply and demand of roles and needs of the government).	Universities
The orientation provided by the universities is too short and academically focused. Universities should consider partnering with the government institutions to bring in voices from the field who can speak to the authentic experiences in the government institutions and motivate and prepare students for what they can expect in their internship roles.	Universities
The title "internship program" is misleading, especially to those outside the program. Interns are placed in positions in which they are working as active members of a team to complete a specific job title (e.g., logistics manager, team leader) which is not accurately captured in the title of "intern." It is recommended that the internship program implementers strategically work with current interns to "re-brand" or rename the program and the title of the positions to allow interns to utilize their internship as "work experience." Interns should be provided a specific job title in place of "intern" (e.g., logistics manager, DRM expert, etc.). Additionally, more awareness raising regarding the program would help to clarify the project to outsiders who may not be familiar with the program to build its reputation as a prestigious program to meet the long-term goal of placing interns in long-term job positions.	NDRMC/Universities
A formal transition process between "intern" and permanent staff positions is missing. Since one of the goals of the program is to help interns secure permanent government staff positions, additional support is required to help with this transition. More resources and research are needed to understand the best way to ensure interns transition into successful job roles in which they can utilize the expertise they gained in university and in their intern experience.	NDRMC
There is a need to mainstream DRR, and as such, the internship program should establish linkages with other government sectors such as Ministry of Health, WASH, etc., in order to place DRM interns into all sectors in the future.	NDRMC

Overall, the internship program is viewed positively by both interns and their supervisors at NDRMC. The program is academically rigorous, recruits diverse applicants and is professionally implemented. Interns benefit from being paired with senior experts in their field, and gain real-world, on-the-job training, while the institutions benefit from gaining inputs and expertise from DRM-trained graduates who fill needed vacancies in the institutions. However, there is confusion around the roles and responsibilities that interns have, especially those outside of NDRMC, and therefore additional awareness raising about the internship program is needed. There is also a need to frame orientations for interns in a more field-focused or practical manner, in contrast to the academically-minded orientation that they currently receive. Additionally, it is recommended that the program consider re-branding or re-framing the program and move away from the title of "internship," as this current title underestimates the true range and complexity of work that interns conduct in their positions as experts and leaders. Moreover, interns require additional support in the transition from the internship to full-time positions, as many have found it difficult, especially in later batches, to secure full-time government work. Finally, the program should consider mainstreaming DRM through the internship program by creating positions for interns in other ministries, such as WASH and Health.

Thematic Area 3: After Action Review (AAR) Process

As a part of evaluating the overall effectiveness of the IDP response in Gedeo and Guji Ethiopia and to identify opportunities to improve the response of future humanitarian operations, a range of key stakeholders gathered for an After Action Review (AAR) to reflect upon the IDP response. The review was conducted as a participatory workshop, which was conceptualized, designed and facilitated by ADPC as part of a partnership to build the capacity of NDRMC and its partners in Ethiopia for improved humanitarian preparedness, response and recovery.

The 48 participants included federal, regional, zonal levels of government, UN Agencies, NGOs, community members and donors. The process was the first of its kind in Ethiopia and was unique in its goal of creating an open and transparent platform to include a range of perspectives from different levels of government and implementing partners. The AAR encouraged a proactive and timely evaluation of the IDP response, which was critical in helping to identify lessons to support NDRMC and humanitarian partners better plan for and improve their operations. The AAR resulted in a critical analysis of key issues and challenges faced during implementation, and the stakeholders shared lessons and recommendations for capacity improvement, which will be taken forward by the NDRMC to establish a mechanism for integrating the suggested priority areas into the future engagements in humanitarian response operations.

Lessons Identified

The AAR resulted in a key set of lessons and recommendations, as well as an action plan. However, since the AAR process was a new concept in Ethiopia for reflecting upon humanitarian response, it is critical that the process of the AAR itself be reviewed. Thus, to reflect upon the implementation of the AAR process, key stakeholders who attended the AAR were invited to participate in an exercise and discussion in Addis Ababa regarding positive aspects, aspects that have potential for improvement, and aspects that require significant improvement. To collect this data, an exercise called Rose, Thorn, Bud was completed. First, the group of 15 stakeholders brainstormed individually to create a list of items (positive, have potential, and require significant improvement) regarding the AAR process. Items in pink characterize aspects of the AAR that went well, those in blue represent aspects that require significant improvement, and those in green portray ideas regarding the AAR process that have potential.

After generating a list of items, stakeholders were split into two groups to discuss their ideas and organize them into clusters. Finally, the two groups were tasked

with giving each cluster a name to represent the ideas in the cluster. The images below display the ideas generated during the exercise.

Figure 15. Rose, Thorn, Bud Exercise Findings from Two Groups of Stakeholders Regarding the AAR

The key themes that arose from the exercise included community participation, organization and logistics, way forward/scaling up, length of AAR, clarity in methodology and reporting, timeliness of the AAR, stakeholder voices, and communication. Key findings by category are outlined below organized by positive aspects, aspects that have potential, and aspects that require significant improvement.

Positive Aspects of the AAR

Community Participation
- Review included knowledge from a range of different people and regions.
- Process was participatory, transparent, collaborative and inclusive.
- Including the voices of IDPs was beneficial.
- Was strong commitment from partners and leadership from NDRMC.

Organization and Logistics
- Strong logistics, coordination, and organization of the AAR and the associated sessions.
- Deliberations and time at the AAR were facilitated efficiently.
- Communication was strong throughout the AAR.

Way Forward/Scaling Up
- Good for creating a key set of recommendations and important actions for a way forward.
- Effective for determining the limitations of the EOC.

Aspects of the AAR that Have Potential

Community Participation
- AAR had a strong focus on community participation; however, language barriers were an issue and slowed down the process. It is recommended that translation issues and planning for translators be included in future AAR's.
- While female IDPs were invited to participate in the AAR, no female beneficiaries attended which is a concern. A deeper understanding regarding why females did not attend is needed to ensure their participation in future AARs.
- While participation was strong and there were a range of different stakeholder present, regional colleagues from SNNPR were missing.

Way Forward/Scaling Up
- Process of the AAR appears scalable and replicable, and participants feel that it can be decentralized. However, efforts need to be made to ensure that AAR processes follow a standardized process and has continuity.
- The action points and recommendations that came out of the AAR of the IDP response operation and operationalization of EOC can be applied to strengthen the EOCs and rapid onset emergency response capacity of the government and its partner organizations.

Clarity in Methodology and Reporting
- It is recommended that during the AAR, examples of similar methodologies/reviews from other countries be shared to set the stage as background information and introduce stakeholders to the approach and methodology.

Organization and Logistics
- More time is needed to conduct the AAR.

Aspects of the AAR that Require Significant Improvement

Length
- The AAR process was too short (e.g. the time it would take to translate was underestimated).

Clarity in Methodology and Reporting
- Lack of understanding among participants regarding the methodologies that would be used for the AAR. More time is needed to sensitize participants on the approaches that will be applied for their buy-in and understanding.
- Delays in sharing the AAR final report.
- Too much detailed discussion during small group discussions.

Timeliness
- AAR occurred late (it is recommended that it occur immediately after the completion of the project in order to ensure the most accurate input, within 3-5 days).
- Evaluation of the AAR process was not timely (it should have occurred immediately after the AAR).

Stakeholder Voices
- No women represented.
- Most were from Gedeo/Guji.
- Not enough IDP voices.

Communication
- For community representatives, translation was required, which was time consuming

Overall, the AAR was well received by the key stakeholders who participated in this evaluation of the AAR process. Generally, stakeholders were impressed by the inclusive and participatory nature of the process, it was viewed as well-organized and efficient, and served as an appropriate approach for developing key recommendations and actions for a way forward. However, participants felt that the AAR was too short, the AAR and its evaluation should have occurred earlier, lack of representation of some IDPs was concerning, and some confusion and lack of buy-in regarding the AAR process and methods was a challenge. While an AAR preparatory committee was established with representatives from NDRMC, ADPC and UNOCHA, broader participation that includes additional key organizations could be considered in future AARs. In the future, stakeholders recommend that more time be dedicated to the AAR, ensure representation from female IDPs, streamline the translation process for efficient participation, and examples be shared of similar reviews in different contexts for added clarity.

Taking Forward Recommendations from the AAR

As a part of the AAR, 21 recommendations were proposed at the end of the workshop. However, given the wide range and numerous recommendations proposed, the AAR key stakeholders gathered for a discussion in Addis Ababa regarding strategies for taking forward the recommendations from the AAR and selecting priority areas. As agreed by the stakeholders, the consultant and the ADPC team conducted an exercise using an importance/difficulty matrix with the goals of determining: 1) key priority areas for action in the short and long term, and 2) leaders to take forward each action. The importance/difficulty matrix was drafted by the ADPC Ethiopia team and shared with the AAR key stakeholders for input. The finalized matrix can be viewed in Figure 14. The importance/difficulty matrix provides a clear strategy for taking forward the recommendations from the AAR and helps to establish both long term and short-term goals.
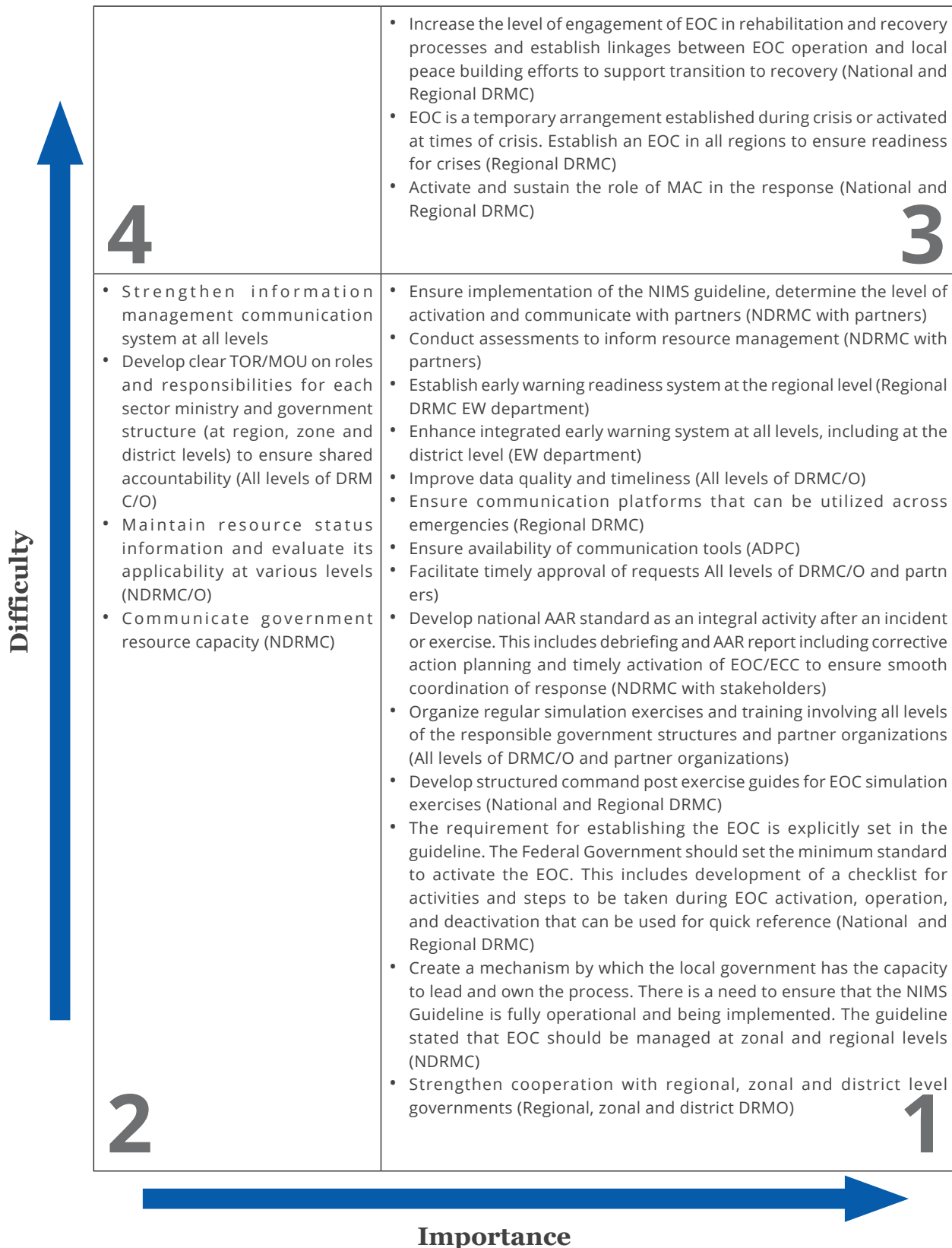
Difficulty (vertical axis, arrow pointing up)

4 (top-left quadrant — empty)

3 (top-right quadrant)
- Increase the level of engagement of EOC in rehabilitation and recovery processes and establish linkages between EOC operation and local peace building efforts to support transition to recovery (National and Regional DRMC)
- EOC is a temporary arrangement established during crisis or activated at times of crisis. Establish an EOC in all regions to ensure readiness for crises (Regional DRMC)
- Activate and sustain the role of MAC in the response (National and Regional DRMC)

2 (bottom-left quadrant)
- Strengthen information management communication system at all levels
- Develop clear TOR/MOU on roles and responsibilities for each sector ministry and government structure (at region, zone and district levels) to ensure shared accountability (All levels of DRM C/O)
- Maintain resource status information and evaluate its applicability at various levels (NDRMC/O)
- Communicate government resource capacity (NDRMC)

1 (bottom-right quadrant)
- Ensure implementation of the NIMS guideline, determine the level of activation and communicate with partners (NDRMC with partners)
- Conduct assessments to inform resource management (NDRMC with partners)
- Establish early warning readiness system at the regional level (Regional DRMC EW department)
- Enhance integrated early warning system at all levels, including at the district level (EW department)
- Improve data quality and timeliness (All levels of DRMC/O)
- Ensure communication platforms that can be utilized across emergencies (Regional DRMC)
- Ensure availability of communication tools (ADPC)
- Facilitate timely approval of requests All levels of DRMC/O and partners)
- Develop national AAR standard as an integral activity after an incident or exercise. This includes debriefing and AAR report including corrective action planning and timely activation of EOC/ECC to ensure smooth coordination of response (NDRMC with stakeholders)
- Organize regular simulation exercises and training involving all levels of the responsible government structures and partner organizations (All levels of DRMC/O and partner organizations)
- Develop structured command post exercise guides for EOC simulation exercises (National and Regional DRMC)
- The requirement for establishing the EOC is explicitly set in the guideline. The Federal Government should set the minimum standard to activate the EOC. This includes development of a checklist for activities and steps to be taken during EOC activation, operation, and deactivation that can be used for quick reference (National and Regional DRMC)
- Create a mechanism by which the local government has the capacity to lead and own the process. There is a need to ensure that the NIMS Guideline is fully operational and being implemented. The guideline stated that EOC should be managed at zonal and regional levels (NDRMC)
- Strengthen cooperation with regional, zonal and district level governments (Regional, zonal and district DRMO)

Importance (horizontal axis, arrow pointing right)

Figure 16. Importance/Difficulty Matrix of AAR Recommendations

The lower right quadrant (one) represents high-value items. These are recommendations that are very important and have a low degree of difficulty. Therefore, these are the recommendations that are of highest priority. For example, efforts could be invested in ensuring implementation of the NIMS guideline under the leadership of NDRMC and relevant partners, and to establish early warning readiness systems at the regional level under the direction of the Regional DRMC Early Warning department.

The lower left quadrant (two) represents quick reward items. These are recommendations that yield a smaller impact and are of lesser importance, but they are easy to realize. Therefore, these are the recommendations that could be tacked to create momentum and gain small wins. For example, clearly communicating the government's resource capacity by NDRMC and developing clear TORs/MOUs for each sector are actions that can be achieved with minimal investments.

The upper right quadrant (three) represents strategic items. These are recommendations that are critically important but require a larger investment in terms of time and resources and/or are more challenging to implement. Therefore, these are the recommendations that typically require a longer-term plan to achieve but are worth the long-term investment due to their relatively high importance. For example, establishing an EOC in all regions to ensure readiness for crises, under the direction of the regional DRMC, is a critical task but may require a longer-term strategy and investment.

Finally, the upper left quadrant (four) represents luxury items. These are recommendations that yield small returns and require a high degree of difficulty to achieve. Therefore, these are recommendations that are not necessarily the most strategic investment. These recommendations should be addressed only if the resources allow, and efforts are better invested in the other quadrants firstly. The stakeholders did not place any of the recommendations in quadrant four.

It is suggested that moving forward, the team focus on taking forward a set of recommendations that span along a ban of items that include a few quick, small wins to build momentum (quadrant two), some that are critically important with a low level of difficulty (quadrant one), and some longer term strategic recommendations that require a larger investment (in terms of time or resources) but could be addressed over a longer period of time (quadrant three). Below is an example plan for taking forward the recommendations utilizing the importance/difficulty matrix (Figure 15). The recommendations set should also be time bound, so that goals can be revisited, and progress assessed at the end of the time period.

Set of Key Actions January – December 2020	
Recommendations	**Rationale**
Quick wins (quadrant two)	
• Develop clear TOR/MOU on roles and responsibilities for each sector ministry and government structure from federal to local levels • Review and update the existing NIMS/ECC guidelines. • Operationalization of NIMS Guideline and development of National Emergency operational plan.	Recommendations are easy to achieve and can help build momentum among stakeholders toward a larger goal.
High value items (quadrant one)	
• Conduct assessments to inform resource management (NDRMC with partners) • Establish early warning readiness system at the regional level (Regional DRMC EW department) • Establish a minimum standard for establishment and activation of the EOC at the different functional levels. This includes the development of a checklist for activities and steps to be taken during EOC activation, operation, and deactivation that can be used for quick reference (National /regional DRMC).	These items are critically important and are relatively easy to achieve.
Strategic investments (quadrant three)	
• EOC is a temporary arrangement established during crisis or activated at times of crisis. Establish an EOC in all regions to ensure readiness for crises (Regional DRMC) • Enhance integrated early warning system at all levels, including at the district level (EW department). • Organize regular simulation exercises and training involving all levels of responsible government structures and partner organizations, DRMC at all levels, and partner organization. • Organize regular simulation exercises and training involving all levels of responsible government structures and partner organizations, DRMC at all levels, and partner organization.	These items are critically important but have a higher degree of difficulty. Stakeholders may consider creating a longer-term strategy and pooling resources to implement these.

Figure 17. Example Set of Recommendations to Take Forward from the AAR

KEY RECOMMENDATIONS AND LESSONS IDENTIFIED

This process documentation, best practices and lessons identified report of the ARISE project adopted a participant-led data collection process to generate a deeper understanding of key processes and opportunities for improving the NFI standardization process in Ethiopia.

Process Documentation, Best Practices and Lessons Identified

Each emergency experience and associated response provides an opportunity to generate a wealth of information and lessons for consideration in future operations. In order to capitalize on the wealth of experiences and lessons learned from the ARISE project, the team has developed this report to document and reflect upon key processes and lessons identified regarding the NFI standardization process, internship program, and After Action Review. The findings presented in this report were generated from participatory, human-centered design reflective sessions conducted with program implementation staff and key stakeholders at multiple levels of the ARISE project.

Standardized provision of NFIs in highly affected states of Ethiopia

Overall, input from key stakeholders at multiple levels of the Ethiopian government demonstrated that the NFI standardization process is transparent, decentralized, and appropriate for addressing the most urgent needs of IDPs in Ethiopia. Utilizing the NDRMC structure for disseminating NFIs is a robust process that can be used by humanitarian partners in future response efforts, as it is cost-effective and trusted by community members. Below are key recommendations to build upon in future projects and response activities.

Key Recommendations and Lessons Identified

- **Utilize Government of Ethiopia Systems** – Implementing the project through the Government of Ethiopia systems from the national to local levels helped to build trust, transparency and shared accountability.
- **Invest in Procurement Systems** – Local procurement is recommended but recognizing the limitations and instabilities that may arise with procurement in Ethiopia, investments in the local market vendors in terms of capacity development and evaluating and pre-approving vendors could help to speed up the process in future responses. Additionally, participatory local procurement helped with fast decision making and cost effectiveness.
- **Reduce Time for Creating Vendor Contracts** – Setting up contracts with the vendors was a lengthy process. Establishing a streamlined process that can be followed in the case of a future IDP emergency is recommended. Establishing a pre-approved list of evaluated vendors may support with speeding up the process.
- **Ensure Transparency in Community Targeting** – While the targeting process was largely viewed as positive and transparent, misunderstandings can arise at the community level. Establishing a community complaint mechanism can help to collect data regarding the viewpoints of community members about the project, and support with proactively addressing concerns as they arise, before they escalate into larger concerns.
- **Work Closely with Host Communities** – Host communities are often the first responders and play a key role in initially identifying and raising key issues to the government. In future projects in emergency IDP response, investments in the host community that support their role and capacity development should be considered.

- **Engage Target Community** – The target community played an active role in targeting and distribution, which was essential for ensuring ownership and helped to lessen the number and severity of complaints lodged throughout the project.
- **Improve Delivery** – Hiring local transport resources at the community level, including donkeys and camels, can help to overcome challenges in delivery, especially when roads are damaged and impassable.
- **Provide Support for Improved Monitoring and Evaluation** – There is a need to invest additional resources to monitor the status of the response after delivering the NFIs and to follow up when issues arise (e.g. transport costs, staff time, administrative costs). There is also a need to perform evaluations of the processes implemented to establish lessons learned. It was expressed that the process of following up with stakeholders at multiple levels of the project to better understand processes and experiences by all stakeholders involved was a beneficial task. Therefore, similar process documentation and reflection on best practices is recommended for future projects to amplify the knowledge gained from the project. Finally, standardized reporting templates and trainings should be developed for government staff to improve monitoring and evaluation capacity at all levels.
- **Engage Regional and Zonal Government in Distribution** – Participation of the regional and zonal government in monitoring and observation of the distribution process helped to ensure urgent issues were addressed.

- **Develop a Long-Term Strategy** – There is a need to establish a long-term strategy for peace building and recovery, and to understand how to best support IDPs transitioning from dependency on government support to rebuilding their homes, livelihoods and communities.

NDRMC capacity development to coordinate Emergency Response Operations and Information Management Services (specifically, the internship program)

The internship program of the NDRMC capacity development component in the ARISE project was largely viewed as a positive experience, from both the perspective of the interns and their supervisors in the NDRMC. The ARISE project uniquely combined emergency response (e.g. NFIs) with capacity building (e.g. internship program), which was viewed as an effective intervention approach for developing long-term capacity. All the stakeholders interviewed expressed that it would be beneficial for the internship program to continue. A key lesson identified from the ARISE project was that the internship program helped to fill human resource gaps within the NDRMC, especially related to responding to the complex and demanding IDP response. Specifically, the interns were instrumental in implementing the ARISE project activities such as coordinating a rapid assessment, distribution of NFIs, etc. While the interns felt that the program was extremely helpful in developing skills and gaining on the job experience, they also made several recommendations.

- **Improve Orientations** – Frame orientations with field-focused, practical content (current orientation is too academically focused) so interns can better understand what will be expected of them in their new positions.
- **Rebrand/Reframe the Internship Program** – The program should consider re-branding/re-framing the program and move away from the title of "internship," as this current title underestimates the range and complexity of work that interns conduct in their positions as experts and leaders.
- **Raise Awareness about the Internship Program** – There is some confusion regarding the roles and responsibilities that interns have, especially among those outside of NDRMC. Therefore, additional awareness raising about the internship program is needed to support with a smoother transition into full-time work after the internship experience.
- **Support Interns to Transition into Full Time Work** – Interns expressed that the weakest part of the program was the transition into full time work. They require additional support in the transition from the internship to full-time positions, as many have found it difficult, especially in later batches, to secure full-time government work.
- **Internship Program Should Consider DRM Mainstreaming** – The program should consider mainstreaming DRM through the internship program by creating positions for interns in other ministries such as WASH and Health.

After Action Review (AAR)

The AAR was viewed as an extremely useful process, which was well-organized, efficient, collaborative and inclusive. The stakeholders were satisfied with the process as it was viewed as appropriate for developing key recommendations and a way forward and encouraged a new way of thinking. However, participants shared few areas for improvement.

- **AAR is an Engaging Approach for Reflection** – The AAR was the first of its kind in Ethiopia and provided an open and participatory platform for actors involved in the emergency response operation to review and cooperatively learn from their joint operations. Similar participatory reviews are recommended to reflect upon future response operations.
- **Community Representation in the AAR is Critical** – The involvement of community representatives in the AAR provided an opportunity to hear the voices of the target community, which is critical for ensuring the response operations are centered around community needs.
- **Timeliness is Key** – The AAR and its evaluation should happen earlier (immediately after response), more time should be dedicated to the AAR process and the final report should be shared quickly for swift action.
- **Consider Representation** – Stronger efforts are needed to ensure that women and diverse IDP voices are present at the AAR.
- **Ensure Clarity Regarding Methodology** – More information and examples of success from other contexts should be shared before starting the review to familiarize stakeholders with the process and generate buy-in.
- **Plan Accordingly for Translation** – Efforts are needed to streamline the translation process for easy participation, especially for IDPs (i.e. the translation process used during the AAR was lengthy and should be improved).
- **Establish a Standardized Process for Future AARs** – The AAR should be decentralized, but efforts are needed to ensure that AAR follows a standard process and has continuity.

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APPENDIX A: STAKEHOLDERS INVOLVED IN DATA COLLECTION

Session 1: Experience Diagram and RTB about internship program		
Name	*Title*	*Organization*
Tsegaye Kelkile	Logistics Officer	NDRMC
Demissu Shume	Response/NFI distribution	NDRMC
Serkacerm Worke	Disaster Response Expert	NDRMC
Ahatam Fentahum	DRR Expert	NDRMC
Birktait Diriba	ADPC Intern	NDRMC
Session 2: Taking forward recommendations from AAR – RTB and importance/difficulty matrix		
Name	*Title*	*Organization*
Abraham Abebe	Response Director	NDRMC
Tesfa Akililu	WASH Officer	MOWIE
Biruk Kebede		OCHA
Muluneh Wolemarian	Adviser	NDRMC
Taye Getachew	Expert	NDRMC
Mesfin Shiferaw	Emergency Coordinator	WFP
Testaye Tilaye	Emergency Officer	WHO
Dawit Abraham	Logistics Expert	NDRMC
Nazereth Fikru		ADPC
Beletu Tefera	Senior ERM Expert	NDRMC
Tadem Bekeh		NDRMC
Degif Sisay		ADPC
Tsegaye Lekie	Logistics Officer	NDRMC
Abatam Fentahun	DRR Expert	NDRMC
Tadesse Bekele	Sr Adviser to the Commissioner	NDRMC
Session 3: Understanding the process of the program from perspective of Oromia Regional Staff (experience diagram and RTB)		
Name	*Title*	*Organization*
Debela Etama	Response team leader	ODRMC
Ayele Dadi	Nutrition Expert	ODRMC
Session 4: Understand the program process from perspective of district level staff in Measo		
Name	*Title*	*Organization*
Ileyam Mahmmed	Monitoring Expert	DRMO
Sindu Shiferaw	Distributer	DRMO
Cherenat Assefa	Team Leader	DRMO
Awol Abdela	Early Warning	DRMO
Session 5: Understand the program process from perspective of West Harege Zonal staff		
Name	*Title*	*Organization*
Elias Abdi	EW	Zone DRMC
Shemshedin Umer	Response Coordination	Zone DRMC
Tezeri Abebu	EW	Zone DRMC
Sheraf Abdula	Head	Zone DRMC

Session 6: Understand the program process from perspective of Babile District staff		
Name	*Title*	*Organization*
Adulselam Ahimed	Office Head	DRMO
Mohammed Abdulahe	Storekeeper	DRMO
Mowlead Easmael	Distribution	DRMO
Session 7: Understand the program process from perspective of East Harege Zone staff		
Name	*Title*	*Organization*
Teferz Eshte	EW	Zone DRMC
Teferi M.	Response	Zone DRMC
Neyshaf	EW	Zone DRMC
Aster	Distribution	Zone DRMC
Session 7: Understand the program process from perspective of the community task force in Babile		
Participant	*Number*	
Total Males	14	
Total Females	8	
Total Members	22	
Session 8: Understand the program process from perspective of the community task force Measo		
Participant	*Number*	
Total Males	5	
Total Females	15	
Total	20	
Session 9: Understand the program process from perspective of the Somali Regional staff		
Name	*Title*	*Organization*
Mukter Hustew	DRR Recovery Director	Regional DRMB
Mohammed	DRR Coordinator	Regional DRMB
Said Abdillah	DRR Officer	Regional DRMB
Muktar Mohammed		Regional DRMB
Session 10: Vision for ARISE Project Moving Forward		
Name	*Title*	*Organization*
Ato Mitiku Kassa	NDRMC Commissioner	NDRMC

APPENDIX B: MISSION SCHEDULE AND ASSOCIATED METHODS FOR EACH SESSION

Schedule for Sara's Mission visit plan in Ethiopia
From 07-15 November 2019
Field team member (1) Wossen Yimer (ADPC), (2) Demissie Shumi (NDRMC) and
(3) Biruktayet Deriba (intern)

Flight detail to Addis Aba, Ethiopia	**Tuesday, 5 Nov 2019** **Depart from Pittsburgh, USA**	
	Wednesday, 8 Nov 2019 **Arrival in Addis Ababa, Ethiopia @ 21.30 pm (local time) by ET0509**	
Time	**Thursday, November 7, 2019**	
	Session Detail Activities	**Facilitator/ Responsible**
9:00-9:45 AM	**Task:** Introductory meeting with ADPC staff. Discuss overview of approach with the team (human centered design methods, participatory, and key outputs)	Nazareth
9:45-10:00 AM	Sara prep for session 1	Sara
10:00-10:45 AM	**Task:** Meeting with interns and NDRMC experts to discuss ARISE project from the perspective of the interns **Goal:** Understand the key processes followed by the interns and understand what worked well and what required improvement. **# of Attendees:** 4 **Where:** Conference room with tables and wall space for hanging up post-it notes, NDRMC Building, meeting hall on the second floor **Language:** English **Methods:** • Experience Diagramming from the perspective of interns and others on the NDRMC team that interact with interns (45 min)	Sara
10:45-11:00 AM	Sara prepare materials for session 2	Sara and Nazareth

11:00-12:30 PM	**Task:** Meeting with AAR (After Action Review) key stakeholders (UNOCHA, USAID, IOM, WV, CRS, WHO, UNHCR, Minister of Health and Agriculture) to discuss on feedback the stakeholders on the lessons, and suggestion for 1) the AAR process, and 2) taking forward the recommendations that came out of the AAR workshop **Goal:** Gather ideas/suggestions regarding what worked, what didn't work, and what ideas have potential to inform the scale up and additional applications of the AAR in the future, and briefly discuss approach for taking forward idea **Estimated # of Attendees:** 15 **Where:** Conference room with tables and wall space for hanging up post-it notes, NDRMC Building, meeting hall on the second floor **Language:** English **Methods:** • Introductions • Review of activities for the session (Sara) • Rose, Thorn Bud Activity (Sara and Degif) • Review of Recommendations from AAP (15 minutes) (By Nazareth) • Discuss next steps for prioritizing the recommendations from AAR (Sara and ADPC team will complete an important/difficulty matrix and share with the group for feedback)	
12:00-2:00 PM	Lunch and Break	
2:00-3:00 PM	**Task:** Meeting with Oromia DRMC (Disaster Risk Management Commission) staff (after reaching the office, had to reschedule as they key project stakeholders were not present). Reviewed security situation for field travel and updated plan accordingly. Meeting with Oromia DRMC rescheduled for Nov 13.	
3:30-4:30 PM	Return to ADPC office and update field plan	
	Thursday, November 7, 2019	
5:30 AM	Departure from Addis Ababa - to Chiro (NFI distribution site)	
2:00-2:30 PM	**Task:** Meeting with community targeting and distribution committee to understand their experience, what works and what needs improvement (DRMO staff) **# of Attendees:** 4 individuals **Where:** DRMO office **Language:** Not English- Translation completed by NDRMC staff **Methods:** • Experience diagramming via group discussion with DRMO staff • Discussion of what needs to be improved	

2:30-5:30 PM	**Task:** Story gathering from sample beneficiary HHs **# of Beneficiaries:** 3 (selected with support of the DRMO project staff for range of demographics (age, gender, family size, other key vulnerabilities) **Where:** In the community and household of the beneficiary **Language:** Not English- Translation completed by NDRMC staff **Methods:** • Contextual Inquiry (video for analysis and photographs) • Interview	
	Night at Chiro Town	
Saturday, November 9, 2019		
9:30-11:00 AM	**Task:** Meeting with Measo Zonal Government staff (Ato Cherinet) to collect information on what is working, what is not working and what has potential for project implementation and the role they played in the project implementation (rapid assessment, beneficiary targeting, coordination with woreda and community on distribution of NFI) **# of Attendees:** 5 people **Where:** Conference room with tables and wall space for hanging up post-it notes **Language:** Not English- Translation completed by NDRMC staff **Methods:** • Experience diagramming for Zonal Government Staff (45 minutes) • Ideas for improvement and discussion (45 minutes)	
11:30 AM	Lunch at Chiro	
12:30-5:30 PM	Travel from Chiro to Harer Town	
	Stay in Harer Town	
Sunday, November 10, 2019		
7:00-12:00 PM	**Task:** Story gathering from sample beneficiary HHs **# of Beneficiaries:** 3 (selected with support of the DRMO project staff for range of demographics (age, gender, family size, other key vulnerabilities) **Where:** In the community and household of the beneficiary **Language:** Not English- Translation completed by NDRMC staff **Methods:** • Contextual Inquiry (video for analysis and photographs) • Interview	
12:00-1:00 PM	Lunch	
2:00 PM-4:00 PM	**Task:** Meeting with East Harege district DRMO government staff to collect information on community targeting and NFI distribution **# of Attendees:** 3 district DRMC staff **Where:** Restaurant **Language:** Not English- Translation completed by NDRMC staff **Methods:** • Experience diagramming via group discussion with Zonal staff • Discussion of what needs to be improved	
	Night at Harer town	

	Monday, November 11, 2019	
9:00-10:30 AM	**Task:** Meeting with East Harege Zonal Staff (DRMO) to understand their roles and responsibilities for the ARISE project, and understand what is working, what is not working and where improvements can be made **# of Attendees:** 4 zonal DRMO staff **Where:** Zone office East Harege **Language:** Not English- Translation completed by NDRMC staff **Methods:** • Experience diagramming via group discussion with Zonal staff • Discussion of what needs to be improved	
11:00-1:00 PM	Review current data and answer questions about pending gaps with field team members	
3:00-4:00 PM	Review data from community targeting FGD conducted by Damess	
	Night at Harer	
	Tuesday, November 12, 2019	
7:00-9:00 AM	Traveling from Harer to Somalia Region **Jijiga Town** to conduct (FGD, gather secondary data on NFI distribution and utilization)	
9:00-10:00 AM	**Task:** Meeting with Somali regional government staff to conduct FGD with regional government staff involved in need assessment, the Beneficiary targeting, NFI distribution, gather secondary data on NFI distribution and utilization. Goal is to collect information on what is working, what is not working and what has potential for project implementation **Estimated # of Attendees:** 3-5 regional DRMC staff involved in the project implementation **Where?:** Somali regional DRMC office **Language:** English **Methods:** Session 12 • Rose, Thorn, Bud (30 mins) (what's working, what's not working, what has potential?) • Review Stakeholder map (15 min)	
3:45-5:00 PM	Flight Jijiga to Addis	
	Night at Addis	
	Wednesday, November 13, 2019	
10:00-11:00 AM	**Task:** Meeting with NFI Procurement committee to learn how procurement process was organized and delivered, the challenges faced and actions taken **Estimated # of Attendees:** 3-4 **Where?:** NDRMC meeting hall **Language:** English **Methods:** Session 13 • Experience Diagramming on NFI procurement (30 min) • Rose, Thorn, Bud (30 mins) (what's working, what's not working, what has potential?)	

3:00-4:30 PM	**Task:** Meeting with Oromia DRMC (Disaster Risk Management Commission) staff **(Ato Begna and Debela and may two more staff involved in the activities if they are available)** to discuss on how they participate in the project implementation, comments on the process, impact of the model used to implement the Response. The objective of the meeting includes; 1. discuss about their involvement and roles in the project implementation (rapid assessment beneficiary targeting, distribution and monitoring) 2. Their learning from the process, and outcome of AAR workshop and comment on the way forward **Estimated # of Attendees:** 5 **Where:** Oromia DRMC Early Warning Department head office **Language:** English **Methods:** • Experience diagramming for DRMC (45 minutes) • Ideas for improving the project (45 minutes)	
	Night at Addis	
Thursday, November 14, 2019		
3:00-4:00 PM	**Task:** Technical team & AAR preparation committee meeting to understand the process, coordination, level of engagement of the different parties in preparation of the AAR workshop Estimated # of Attendees: 4-5 staff of NDRMC and ADPC **Where:** NDRMC meeting hall **Language:** English **Methods:** • Experience Diagramming on AAR Process (30 min) • Rose, Thorn, Bud (30 mins) (what's working, what's not working, what has potential?)	
4:00-5:00 PM	Gathering secondary information, Verification discussion, with ADPC-document review and synthesis of process information and draw lessons	
	Wrap-up meeting with NDRMC (Commissioner of NDRMC)	
Friday, November 15, 2019		
6:00 AM	Depart for airport (Return to USA flight time 8:45 AM ET 508 on Nov 15	