

BRCiS Consortium

Experiential Learning Partner, Somalia

March 2017



Final Report



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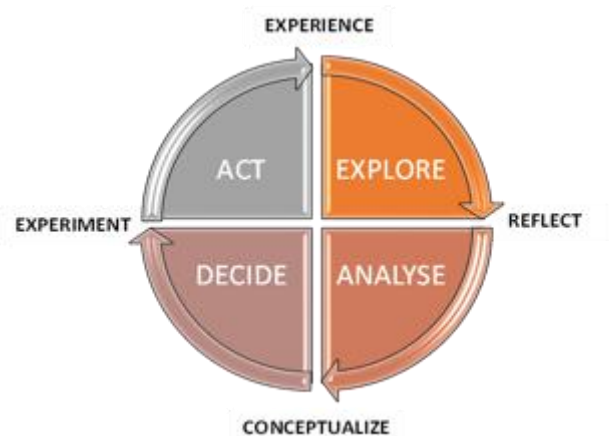


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Background to the approach

The Centre for Humanitarian Change (CHC) facilitated approach to adult learning is based on an experiential learning model in which the partners are facilitated to learn from their own experience in programmes under the preceding IRF rounds. From reflection and analysis on these experiences, the partners are facilitated to identify what worked and what didn't in local solutions used to tackle problems encountered and to decide on actionable next steps that will build stronger future IRF programmes overcoming previous challenges.



**Adapted from David Kolb's Model of Experiential Learning*

A facilitative rather than prescriptive approach is utilized by creating space for the learners, and end- users to take the lead in the learning processes. The process facilitates communications between those with implementation experience as well as those using the lessons learnt to develop future implementation strategies. It seeks to create a “safe space” for those involved to openly share perspectives, challenge each other in a non-judgmental way and empower them to realize that they are an integral part of the process.

During the inception phase of the work (CHC) consulted with the BRCiS+ Consortium Management Unit (CMU) and the BRCiS+ Technical Working Group (TWG) members to identify four key learning themes of interest to the BRCiS+ partners. The themes identified are as follows:

1. **Learning theme 1:** Provision of safe water to beneficiaries in the emergency drought response
2. **Learning theme 2:** Community accountability mechanisms utilised by partners that promote community engagement in IRF programmes
3. **Learning theme 3:** Targeting of beneficiaries for unconditional cash transfers (UCTs) in the emergency drought response

For each of these themes the facilitative learning process is carried out in 3 stages:

- Consultations with implementing partners at TWG and field level,
- Reflection and analysis through a learning event,
- Commitment to change in subsequent TWG meetings



Learning event 1: Provision of safe water to beneficiaries in the emergency drought response

CONSULTATIONS WITH THE BRCiS+ PARTNERS: KEY INFORMANT INTERVIEWS

Key informant interviews were carried out with the following focal points and organisations (Table 1).

Table 1: Key informant interviews

Organisation	KII	Position (location based)
ACF	Timothy Nguyai	WASH HOD (Nairobi)
	Jama Mohammed Yusuf	FSL Supervisor – (Eyl)
	Hussein Mayow	Hussein Mayow – WASH field officer (Mogadishu)
IRC	Abduzarak Hussein	WASH coordinator
	Abdikhani Muse	IRC WASH manager (Somalia)
CESVI	Luca Pagliara	Area coordinator (Nairobi)
	Burhan Warsame Hersi	?
NRC	Charles Obayi	BRCiS coordinator (Nairobi)
	Abdihakim Mohammed	WASH and shelter lead (Puntland)
	Mohammed Abdulahi Ali	Project engineer of south central and Jubbaland
Concern	Haron Emkule	WASH coordinator (Nairobi)

Discussions were based around the following points:

1. The current methods of utilising water trucking to provide safe water to drought affected **rural** populations,
2. Methods of utilising water trucking to provide safe water to **peri-urban and IDP** populations,
3. The use of household vouchers and their objectives,
4. The use of community voucher systems and their objectives,
5. What was perceived to have worked well, what challenges and constraints did the water trucking project face.

Through the ‘snow ball technique’ senior staff of partner organisations identified and shared contacts of key field based staff who have daily experiences and challenges in implementing the program for further deliberation and discussions on the topical issues.

From these discussions with focal points, 4 key sub themes emerged as key issues that were inhibiting the success of water trucking activities:

1. Planning and integration of water trucking into other WASH activities: **Methods of assessment in water trucking programmes.**



2. The cost efficiency of water trucking for maximising number of beneficiaries reached: ***Overcoming price hikes during the emergency drought response.***
3. Ensuring equitable access to water trucking: ***The role of household selection and beneficiary vouchers systems in water trucking programmes.***
4. Improving the quality of the end point: ***Issues with water quality as a result of poor sanitation in household and community water storage resources.***

Using information from these discussions draft presentations were collated for nominated field staff to amend and to form a basis for the staff to start the reflection on key issues raised around each sub theme.

Learning event 1: Provision of safe water to beneficiaries in the emergency drought response and role of water trucking

There were 18 attendees from 9 organisations, five members of the CMU and three from CHC, present at the learning event held on 4th December in Mogadishu.

Attendees at the event were nominated participants from their organisations. Almost all participants were regional based field staff members. Only one member of the TWG (from CWW) was able to attend the learning event. These attendees were substitutes for those from the TWG with whom presentations were developed

Due to time restrictions, three of the four sub themes were chosen as a priority for the learning event and for reflection and analysis of previous experiences (*Annexe 1 Facilitators guide*):

- Planning and integration of water trucking into other WASH activities: *Methods of assessment in water trucking programmes*
- The cost efficiency of water trucking for maximising number of beneficiaries reached: *Overcoming price hikes during the emergency drought response*
- Ensuring equitable access to water trucking: *The role of household selection and beneficiary vouchers systems in water trucking programmes*

The workshop was moderated by the CHC lead facilitator. As described in Annexe 1, in each session the following modules were carried out:

1. Presentations by nominated partners on what worked, what did not work
2. Plenary discussion with all partners
3. Participatory group work/ facilitated activity and prioritisation of issues and solutions to challenges faced by partners
4. Facilitated session identifying and prioritising commitment to change



SESSION 1: PLANNING AND INTEGRATION OF WATER TRUCKING INTO OTHER WASH ACTIVITIES: METHODS OF ASSESSMENT IN WATER TRUCKING PROGRAMMES

Presentations on current methods of assessment and some of the challenges faced were provided by CESVI and Concern Worldwide (Annexe 1). The CESVI team discussed the lessons learnt from use of the Interagency assessment tool as a method of assessment and evidence base for decision making on water trucking. CWW discussed their framework for decision making around water trucking and the limitations in current methods of assessment that have resulted in a tailored assessment tool that they utilise in Gedo Region.

Analysis and Reflection

The majority of partners utilised the interagency assessment tool or a modified version prior to water trucking activities. Utilising round table discussions and facilitated group activity, the advantages and disadvantages of the tool were identified by the partners (Table 2).

Table 2; Advantages and disadvantages of the interagency assessment tool

Advantages – What Worked	Disadvantages – What Didn't Work
<ul style="list-style-type: none"> • Saves time. <p>Assessments are time consuming (survey form is long) and coordinating with other organisations reduces time taken.</p> <ul style="list-style-type: none"> • Reduces duplication and responder fatigue. <p>By coordinating the assessment between partners (by the WASH cluster) it prevents villages being targeted for assessment more than once. Reduces costs.</p> <p>Assessments are costly and the joint interagency assessment allows joint funding by the consortium and reduces the logistical costs of repeat surveys.</p> <ul style="list-style-type: none"> • Interagency survey minimises expectation among community that they will receive aid. <p>One of the fundamental issues with assessments identified by the partners was the hostility faced to them by the assessed communities. It was reported that they frequently demanded assistance and were non-compliant to surveys that took long periods of time.</p> <ul style="list-style-type: none"> • Better coordination with partners and government • Fundraising opportunity <p>Through a more consolidated assessment, analysis and assessment of needs can be agreed upon</p>	<ul style="list-style-type: none"> • Not suitable in emergency situations such as for IDPs. <p>The WASH component of the IA assessment is reported to be irrelevant in complex emergency situations such as the sudden onset of cholera</p> <p>Time consuming assessment.</p> <p>The interagency assessment takes a total of 7 days per location.</p> <ul style="list-style-type: none"> • The process is not iterative and becomes irrelevant if not timely as the situation changes. <p>The interagency assessment was carried out in December 2016 and it was widely reported that the results (particularly relating to populations affected) were not relevant by March 2017.</p> <ul style="list-style-type: none"> • Already have an idea of the community context prior to the assessment <p>The interagency assessment does not add to the existing knowledge of field staff.</p>



As a result of these identified benefits and limitations of using the Interagency Assessment Tool the meeting agreed that it was important that future assessments build on existing knowledge of the operational areas of each partners. One of the greatest constraints that partners identified to effective planning and preparation was a lack of time and resources.

The presentation and subsequent discussion led by CWW proposed a framework for reviewing the relevance of water trucking activities and a proposed assessment plan that would be achieved through effective planning in non – drought or dry season periods.

In light of the challenges identified, participants developed suggestions for planning and preparations ahead of the 2018 Gu season and assessments that would be needed to overcome previous challenges and plan effectively for water trucking activities in 2018. The partners then ranked the top 3 suggestions according to those that were of highest priority to them for strategic assessments ahead of water trucking activities (Table 3).

Table 3: Top 3 ranked activities to improve planning and preparation for water trucking activities ahead of 2018

Suggested activity	Score
Mapping the existing water resources (quantity, quality and sustainability) and community needs assessment.	8
Meeting in advance to discuss what type of assessment is relevant and should be conducted.	4
Look at the long term solutions for water points- i.e rehabilitation of water resource but in certain context there is need to be providing water tracking while constructing berkhads so that immediate community needs are met	4

Mapping of existing water resources was identified as the priority need ahead of the 2018 dry season. The reasons provided for this were that, through mapping, they would be able to better assess;

- Available water sources in the dry season when shallow wells and bekhads ran dry
- The distance for communities to the nearest or habitual secondary water supply even when their primary water resource was not functional
- Estimated costs of water trucking (based on distance)
- The long term needs of the locations that could be included in resilience programming and reduce the need for water trucking activities in future droughts

Whilst the attendees reported to know the locations of water sources the process of mapping these locations was not clear and appeared not to have been formalised. The reason for this included time and resource constraints.

Commitments and outputs

Mapping of locations and available water points was agreed to be essential for effective planning of water trucking activities by the attendees. A number of steps were agreed to:

1. Identify existing efforts by the local government, WASH cluster & individual partners to map rural water resources and IDP water resources
2. Collate resources
3. Identify gaps and BRCiS+ consortium to consolidate existing water location data



It was noted that establishing the short and long term objectives of mapping water locations and use of the information in planning and preparation for WASH activities including water trucking needed to be discussed further.

SUB THEME 2: THE COST EFFICIENCY OF WATER TRUCKING FOR MAXIMISING NUMBER OF BENEFICIARIES REACHED: OVERCOMING PRICE HIKES DURING THE EMERGENCY DROUGHT RESPONSE

Presentations were provided to the group by ACF and IRC who discussed the challenges of water price hikes in Puntland region. Water prices have risen dramatically as a result of the drought that has resulted in an significantly reduced access to water to meet the current demand. Water prices were estimated to have risen from: 90 – 120 USD/ truck in 2016 to 300 USD / truck in some areas in 2017. The group also suggested that the actions of the NGOs commissioning water trucking contributed to water price inflation.

Both ACF and IRC presented the challenges and advantages of strong local government control over water prices. In Eyl region, PASWEN have responded to increasing prices of water trucking activities by imposing a flat rate of USD100/ barrel (200litres) transported. This has resulted in private water trucking companies withdrawing from the process as the prices are non- competitive. In addition water trucking agencies tried to decrease their own costs by obtaining water from closer sources that resulted in transporting unsafe water or water of poor quality.

In South West State, the price of water had risen but not to levels as high as in Eyl Region for various reasons. CWW presented their lessons learnt for overcoming this increase including the use of the community voucher system to leverage lower prices and the use of mapping assessments to allow CWW to better estimate the costs of water trucking.

Analysis and reflection

In plenary discussion, the following activities were proposed to reduce price hiking of water in these areas:

- Community involvement in the tender process to encourage local community water vendors to apply for the tender and to assist in negotiating the price
- Prequalification of water vendor companies to prevent tenders being awarded to vendors unable to complete the activity and thereby wasting time and admin resources
- Community voucher systems: In light of price hikes related to INGO's, community voucher systems are suggested as a means for the community to negotiate the price with the water trucking vendor and have increased leverage to lower the price or to determine targeting/sharing within the community
- Public private partnerships with the local government (Puntland) or local authorities (MP) to utilise government controls or local authority to truck water at a subsidised rate
- Distance mapping to help better estimates of reasonable costs

A role play discussion was developed with attending participants taking on the following roles: NGO, vendor, local authorities, livestock trader, community member 1km from water source, community member 60Km from water sources, pastoralist with livestock 20km from nearest community.

Participating members enacted discussions between stakeholders at the present time and with community voucher systems. Remaining workshop members were requested to report observations.

The role play discussion was lively with “NGO” members and “vendors” engaged in lively debate regarding the cost for water trucking activities and means to overcome this.



Interestingly whilst no conclusion was drawn, the debate continually became one of negotiating the number of households that would receive access to the water trucking and the use to household vouchers as opposed to community vouchers.

In plenary reflection on these issues partners were in most agreement that community engagement in the tendering process and the development of a list of prequalified water vendors was the best means to reduce price hiking.

Outputs

The primary output agreed by the partners was to move towards a pre-qualification process of water trucking companies. This process would ensure that agencies able to carry out the water trucking were those with reasonable knowledge of the location and able to provide realistic quotes, would be considered for the tender process. This would also increase the chance of consideration of local vendors with good accountability.

Commitment to this output without the presence of managerial staff was not possible but it was agreed that Save the Children would present a prequalification framework in April 2018

All partners agreed that mapping of water resources and locations would improve the verification of quotes for distance and time to locations and improve accountability of the water vendors to provide safe water in a cost efficient manner.

Community voucher schemes were to be piloted by in 2018 by ACF, CESVI and CWW in the Afgoye corridor and Gedo Region respectively. It was agreed that in April 2018 these agencies would discuss “what worked” and “what did not work” in this process.

SUB THEME 3: ENSURING EQUITABLE ACCESS TO WATER TRUCKING: THE ROLE OF HOUSEHOLD SELECTION AND BENEFICIARY VOUCHERS SYSTEMS IN WATER TRUCKING PROGRAMMES.

Due to time restrictions, this sub theme moved straight into plenary discussion with the partners.

Analysis and reflection

There was a clear split between partner organisations that utilised household voucher systems in their water trucking activities and those that did not. Those that did commented that they all did so as a result of the WASH water trucking guide. There were a mix of practices regarding the parallel distribution of household water treatment and hygiene kits.

All partners that carried out household voucher systems did so in rural drought affected locations and did so to improve their accountability to providing access to safe water for the most vulnerable households. They all reported to utilise community engagement methods to identify households that could not afford to access safe water in the drought response. It was unclear exactly what accountabilities the household voucher system was addressing; accountability to donor or accountability to the marginalized.

A small number of partners (NRC and StC) also utilised household vouchers for water trucking in peri-urban and urban locations when targeting IDP's. One agency targeted new IDP households (that were vulnerable to not having access to water) and used household vouchers to ensure the most vulnerable were granted access to the water truck. Vouchers were also used in IDP situations to ensure that households obtained water from the correct designated source – i.e non-targeted.



Plenary discussion around the use of household vouchers was heated in particular around the reasons for and against targeted household voucher distribution included:

Advantages

- Cost effective and improves access of the most vulnerable households to safe water
- Encourages accountability to the communities and to the most vulnerable groups. It also enables accountable reporting to the donor – a useful way to determine the number of households provided with safe water and to assess if minimum SPHERE standards were reached
- Provided social protection to beneficiaries from marginalised groups who may have to walk to other water sources far away if they have no access to safe water in their community
- Easier to identify complaints from community members

Disadvantages

- Vouchers are costly to print, transport and distribute. This process also takes time.
- Vouchers may be lost by beneficiaries who may then not be able to access the water source
- Vouchers are time consuming: both in terms of to identify and target beneficiaries and to distribute to them. They are therefore not effective in emergency situations where immediate access to safe drinking water is needed.
- Targeted voucher distribution may result in conflict within the communities between beneficiary and non- beneficiary households
- Water is shared anyway.

During the plenary discussion, the sharing of water between community members regardless of targeted household voucher use was also discussed. One key informant interview in earlier discussion had noted that whilst targeted beneficiaries often shared water with other community members, if there had been no targeting system then they would have received no water at all as the more empowered community members would have taken it all.

Outputs

The outputs from the sessions were predominantly areas of further research and information needed. Whilst household vouchers were acknowledged as a means to protect the most vulnerable households, and provide accountability to the donor on the number of households reached, there was an economic cost to targeted household voucher systems. Furthermore, sharing of water between households after targeting was acknowledged as a likely occurrence.

In light of this the following three areas of further research were identified

- 1.) How does sharing of water delivered through household vouchers happen? How and when is sharing happening in communities and are which households are included in the sharing process and how does context affect sharing?
- 2.) What is the cost of the household voucher system; time, costs and logistics. How does the cost of household vouchers compare to the cost of community voucher systems?



- 3.) Which approach Household vouchers vs community vouchers provides a more cost efficient accountability to donors and to communities, particularly marginalized households. How does context affect this cost benefit analysis?

This information can then be utilised to better estimate a cost benefit analysis of household water voucher systems and to better understand if they provide an effective protection of vulnerable households access to water.

FUTURE WORK

A TWG meeting with partners was held following the learning event. The minutes from this meeting are provided in Annexe 3. Only one of the TWG members present had been present at the learning event. Therefore the TWG meeting focused on recapping on the learning event (Table 4).

Table 4: Summary of outputs from learning event 1

Sub theme	Suggested activity from the learning event
Planning and integration of water trucking into other WASH activities: Methods of assessment to assist in water trucking programmes	<p>Suggested activities were ranked according to their perceived importance. The three highest ranking were:</p> <ul style="list-style-type: none"> - Mapping of location of water resources, demand, capacity and other relevant factors - Attend meetings with WASH clusters and other relevant structures to assess relevance of existing assessments and their coordination - Assess the long terms solutions for water resource (management)
The cost efficiency of water trucking and maximising the number of beneficiaries reached: Overcoming price hikes during the emergency drought response	<p>To improve validity of the tender process:</p> <ul style="list-style-type: none"> - Community involvement in the tender process to encourage local community water venders to apply - Prequalification of suitable water tender companies to prevent drop out <p>To prevent price hiking during negotiation with NGO's:</p> <ul style="list-style-type: none"> - Community voucher systems to increase community accountability and leverage - Distance mapping to help to better estimate costs of trucking programmes <p>Other suggested options;</p> <ul style="list-style-type: none"> - Private public partnerships with the local governments (Puntland) or local authorities (MP's) to utilise controls
Ensuring equitable access to water trucking: The role of household selection and beneficiary voucher systems in water trucking programmes	<p>Three research questions were developed to ascertain the benefit of household voucher systems:</p> <ul style="list-style-type: none"> - How does sharing of water delivered to locations occur between community members - What is the cost of the household voucher system; time, costs and logistics? - Do household voucher approaches or community voucher approaches offer more cost efficient accountability to donors?

The following action points were identified that could be incorporated into future work:

1. Establishment of a WASH whatsapp group to allow for information sharing between WASH practitioners
2. Training for BRCiS+ CMU on orientation of mentoring and supporting the facilitated learning process

To assist in the follow up and support of partners (and particularly field staff) as they move to commit to the outputs, the BRCiS+ will receive a one-day Orientation Workshop for facilitation and mentoring skills of CMU staff.

3. BRCiS+ WASH TWG action plan meeting to determine key activities that will be carried out
4. Follow up WASH learning event, April/ May 2019

Subject to agreement, a second WASH learning event in May 2018 was suggested to conduct another reflection session on learning and progress in implementing the outputs from the first session.



LEARNING EVENT 2 & 3:

INTRODUCTION AND TECHNICAL WORKING GROUP MEETINGS

The topics of community accountability and targeting of beneficiaries for cash transfer programmes were initially addressed separately in informal discussions with partners and in technical working group (TWG) meetings. However, as there were many cross cutting issues the topics were combined in the subsequent learning events.

A framework of the process of selection for region, community and household was formulated from informal discussion and follow up questionnaires (Figure 1). Selection of regions that would be included in IRF funding was limited to IPC classification 3 & 4 as determined by FSNAU. The process of selecting villages within regions classified as IPC phase 3 & 4 was varied.

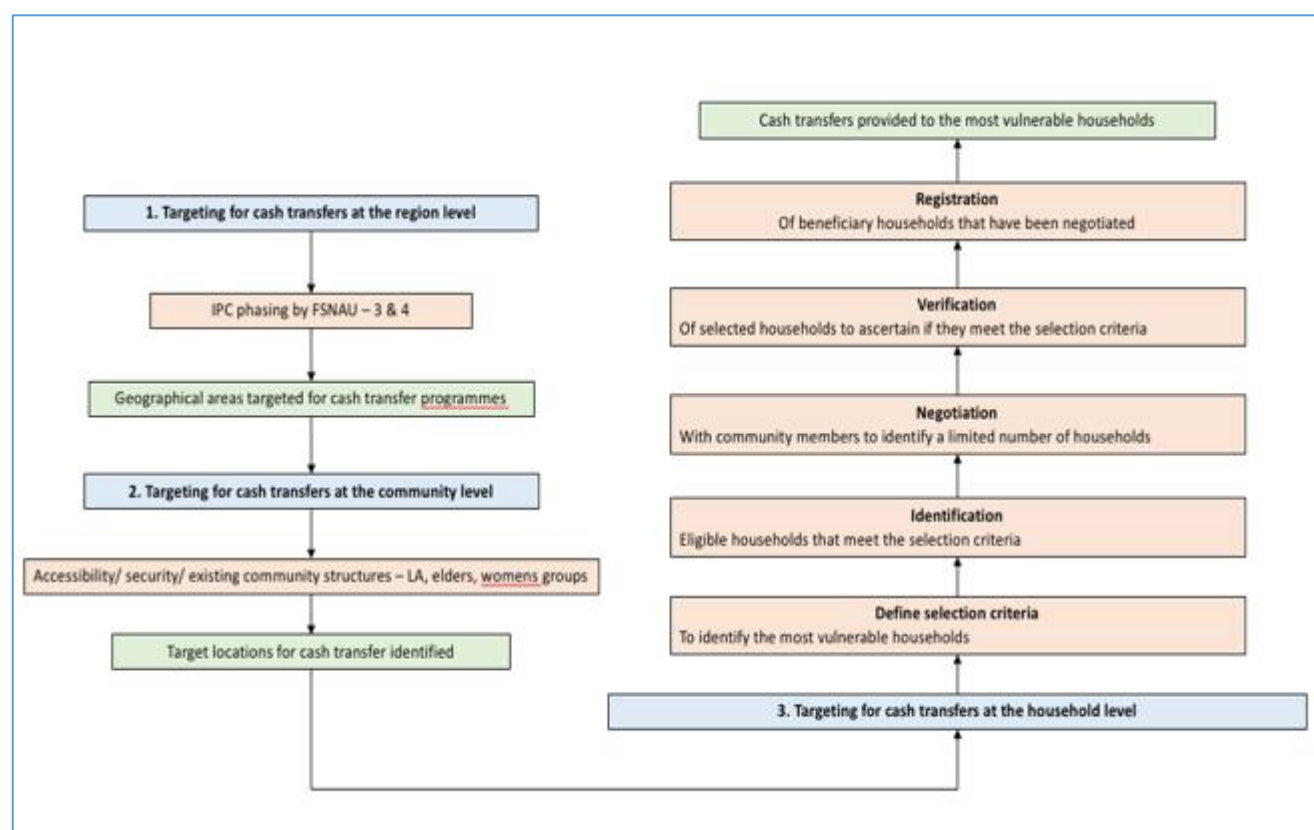


Figure 1: Summary framework of selecting region, location and households in cash transfer programmes

The number of locations and households targeted by BRCiS partners increased dramatically between IRF 4a and 4c. Between IRF 4c and 5 the number of locations targeted declined or remained constant for most organizations (Figure 2). Many partners reported that some of the household load was moved to other funding at this period although there was a decrease in the total beneficiary number at this point.



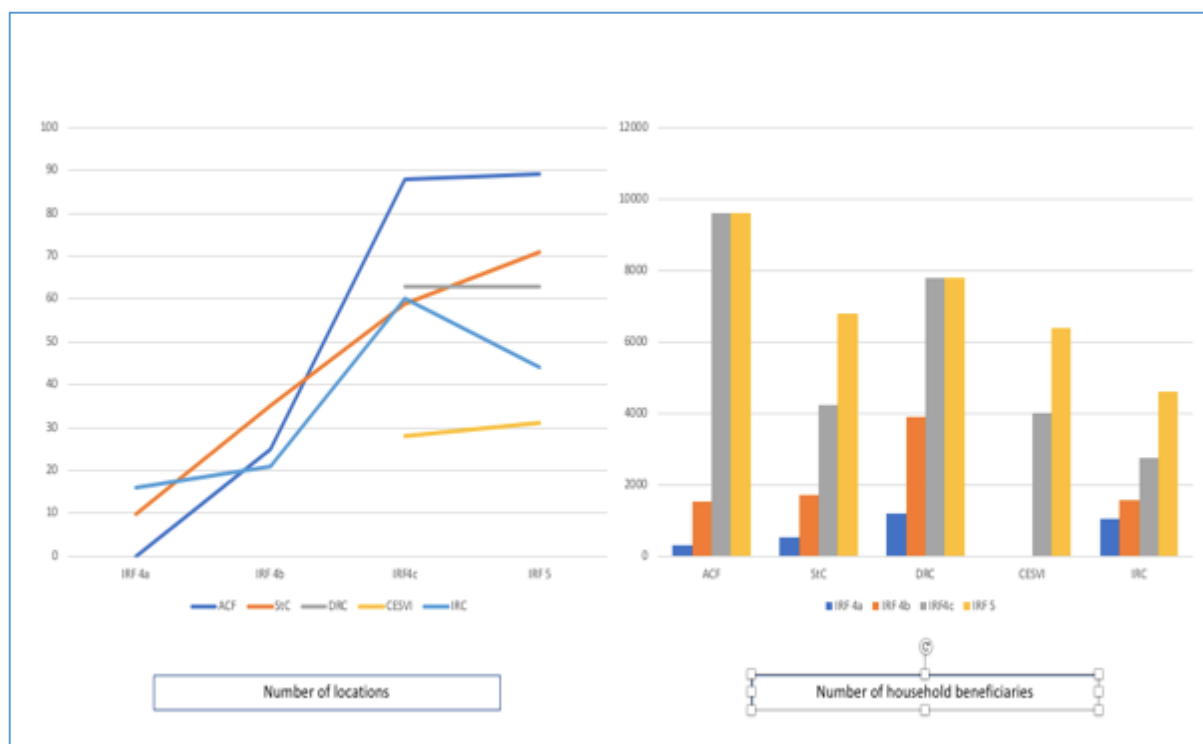


Figure 2: Summary of the number of locations and households targeted for cash transfers in consecutive IRF rounds

A TWG meeting was subsequently held with the managers of cash transfer programmes to establish their priority outcomes from the learning event.

The outcome of preceding discussions and returned questionnaires was presented to the TWG for feedback and further query. All partners agreed that there was an expansion in location and household beneficiaries during the IRF. The reason for expanding into so many new communities was to ensure that the geographical scope of assistance provided during the drought period was as wide as possible.

The TWG identified several learning points that they would like addressed through the learning process (Appendix A.4). Many of these requested outputs suggested that more information is needed to ensure that the current processes of selecting locations and households promotes accountability between stakeholders during the targeting process: NGO and beneficiaries and NGO and community and community and beneficiaries. Having more systematic knowledge of what methods were used and what was found to have worked or not would also be important for BRCiS and others learning.

It was therefore proposed that the following three sessions be included in the forthcoming learning event with TWG members and field staff:

- Targeting of new locations in the IRF (geographical targeting)
- Targeting of households within locations during the cash transfer programme
- Issues affecting targeting of IDP's and overcoming the challenges of gatekeepers

As accountability was an increasingly pressing topic in the process of targeting for cash transfer programmes, a further TWG meeting was held to discuss integration of accountability and cross cutting issues that could be included in the learning event

A second TWG meeting was held with the leads of resilience programmes and cash transfer programmes. The meeting was designed to ascertain priority sub themes for the community accountability learning event but also to further the facilitative process of experiential learning for TWG members.

Some attendees had specific agenda points that they wished to cover relating to accountability mechanisms used by the organisations and systems for effectively responding to complaints by community members. The TWG identified the priorities of learning as:

- Identify what's being implemented, what's working, what is not working and why, pilot projects that are ongoing, applicability and use of community accountability mechanisms through the programme cycle (design, implementation, monitoring).
- What is accountability? A definition of accountability.
- Identify who is accountable to whom in programming and particularly in relation to targeting of beneficiaries in cash transfer programmes.
- What is the applicability of CRM in accountability and what is the NGO team involvement in this process.

Full minutes of the TWG meeting can be found in Appendix A.5.



Twenty five attendees from 7 organisations and 4 staff from the BRCiS+ CMU attended the 2 day event on the 12th and 13th February in Mogadishu. 12 of the attendees were field staff the remainder were coordinating and managerial staff in Mogadishu and Nairobi including 2 TWG staff and 4 CMU staff. The event was facilitated by three staff from CHC. The first day was focussed on learning relating to community accountability and how the mechanisms used by the organisations to ensure accountability were impacting on beneficiary selection.

A full agenda and facilitators guide is provided in Appendix A. 6. Initial sessions were carried out with attendees as an ice breaker and to explore experiential learning processes and improve the familiarity of attendees with the process (Appendix A.7). The attendees also established group rules that would ensure that the meeting was successful. These included:

- Listening to each other
- Sharing /communication
- Active participation
- Respect each other
- Field experience
- Switch off phones
- Punctuality and appointing time keeper
- We need to have trust and no side meetings/talks
- Authenticity
- Minimize movement
- Honesty and accountability to each other

Learning event 2: Community accountability mechanisms utilised by partners that promote community engagement in IRF programmes

SESSION 1: DEFINING A COMMON UNDERSTANDING OF COMMUNITY ACCOUNTABILITY

Using flash cards participants wrote down a word or phrase that they associate / think defines community accountability. The cards were organised into four themes: transparency and communication of information, participation of the community in processes, tools and mechanisms that were associated with community accountability. A word cloud was later created from the flash cards (Figure 3). A full description of the groups definitions of accountability are provided in Appendix A.8.



Figure 3: Word cloud of understanding of community accountability



Reflection: Whilst there were general themes, participants did not have an agreed meaning of community accountability and some were only able to relate tools and mechanisms that they used in programming to the phrase. Words such as “transparency” and “participation” need to be explored further to better understand what is needed for these to occur within programmes and how NGO staff could validate that they happened.

SESSION 2: COMMUNITY STAKEHOLDER ANALYSIS

Through plenary discussion, participants listed the following as stakeholders who are involved in community accountability.

1. Beneficiaries
2. Non beneficiaries
3. Local authorities
4. Elders
5. Community leaders
6. Donors
7. Implementing partners
8. Gatekeepers- business gatekeepers
9. Religious leaders
10. Private service providers
11. CBOs
12. CBCs
13. Other implementing partners
14. Field staff (NGO)
15. Government (Central)
16. UN cluster coordination
17. Security agencies and groups
18. IDPs
19. Host communities

Reflection: Many of the attendees felt that religious leaders, private service providers and elders acted as gatekeepers within rural locations. These stakeholders were regarded as having power over the terms on which communities may access assistance but they were also trusted members of the community as they ensured that assistance was provided. These were distinguishable from “business” gatekeepers in IDP situations that were perceived to be profiting from assistance and are well protected and supported, often by authorities. There was also discussion relating to “security” stakeholders that included clan militia and AS. These stakeholders could potentially partner with gatekeepers in some areas.

SESSION 3: COMMUNITY ACCOUNTABILITY STAKEHOLDER MAPPING

This session aimed to create awareness on relationships between stakeholders and their accountability to each other. The stakeholder list was condensed into 12 stakeholders: Donors, senior NGO staff (non-contact with beneficiaries), NGO field staff / local partners, beneficiaries, non-beneficiaries, CBC’s, security, gatekeepers (business), formal local authorities, informal local authorities (elders, religious leaders, traditional community leaders) and formal local authorities.



Participants were divided in to 6 groups. Guided by a facilitator each group discussed roles and accountability relationships between stakeholders and came up with six maps (Figure 4). Accountability pathways between stakeholders could be 2 way and could be via a secondary stakeholder. Some groups discussed and demonstrated the relative strength of accountability between stakeholders by using dashed lines or thickening the line. Completed group maps were placed on tables for each group's observations and comments (Figure 4).

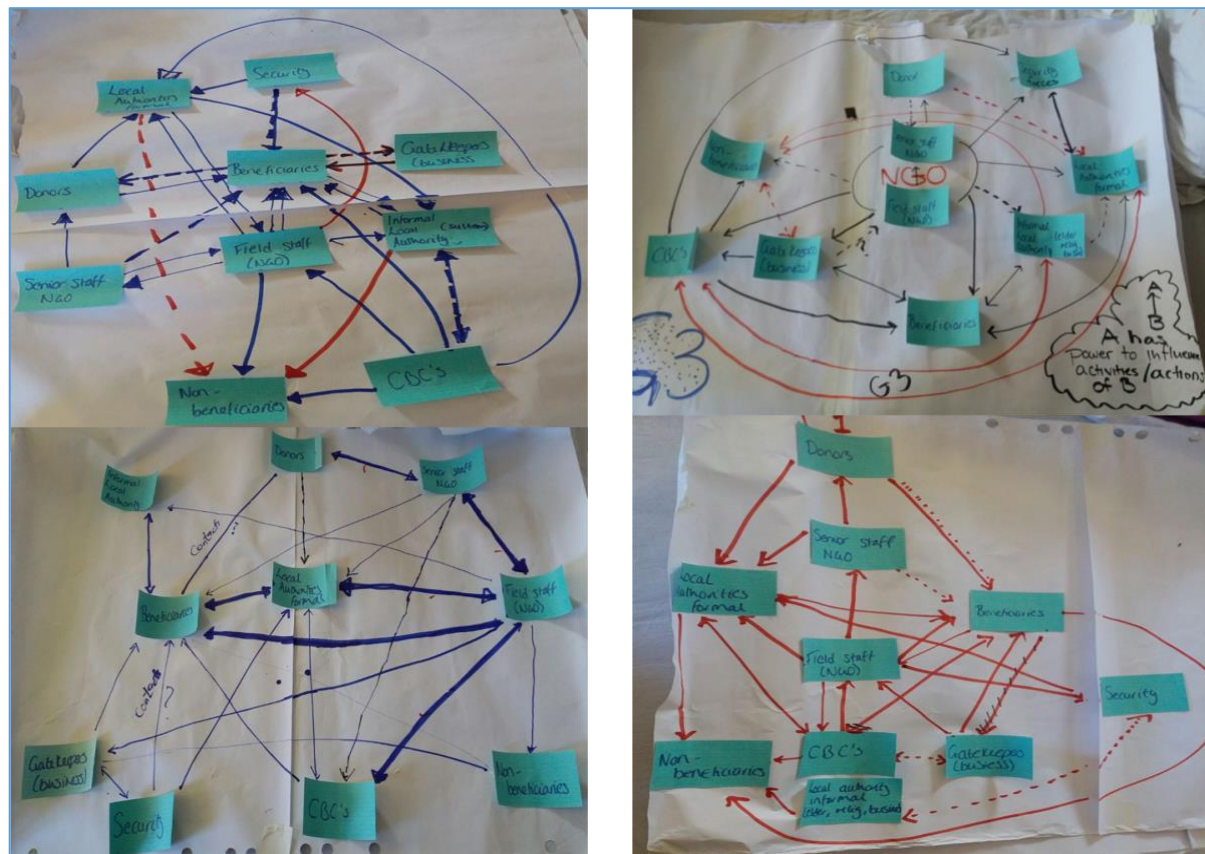


Figure 4 Stakeholder mapping of community accountability network analysis group 1- 4

Reflection: There was a difference in approach to the exercise between the 6 groups. Some of the groups approached the exercise through an “ideal-world” perspective and created maps that would ideally represent accountability. Others took a more realistic view of accountability. The discussion highlighted the lack of clarity about accountability within and between BRCiS partners. . Many groups placed “gatekeepers” and “non-formal local authorities” next to each other as they reasoned that many of the religious leaders and elders acted as gatekeepers to the NGO’s as were some security stakeholders including local militia and AS. The session also demonstrated that accountability is much more complex than originally perceived.

However, these relationships were still seen as reciprocal. For example: In some areas NGO staff were thought to be accountable to “security” as they had to abide by the security instructions relating to areas that they could operate and in return were provided with security to operate. This perception of reciprocity demonstrates how accountability and power are intertwined and perceived amongst Somali stakeholders.

SESSION 4: DEVELOPMENT OF A MASTER MAP

To consolidate the exercise the stakeholders were reduced to eight (“gatekeepers” were amalgamated with “non-formal local authorities”, and “security”). Through plenary discussion with the attendees, a master map with an agreed accountability pathway was generated (Figure 5).

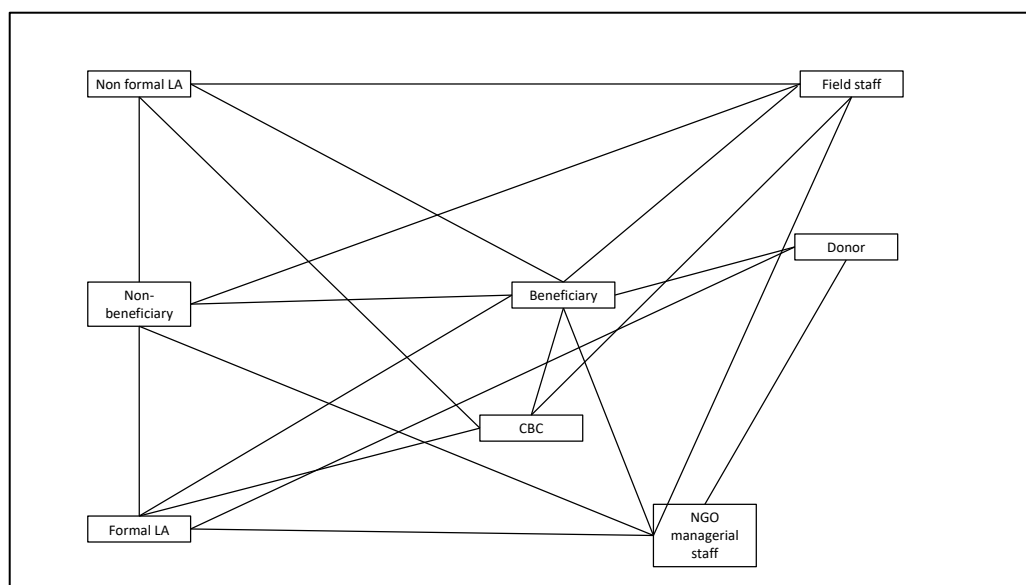


Figure 5: Master map of accountability of stakeholders

Reflection: Whilst it was agreed that almost all of the stakeholders in the simplified map were accountable to almost all others, the process of generating the map allowed attendees to determine how they were accountable to each other respectively. The determination of the accountability lines between stakeholders enabled participants to be aware of the issue of the power dynamics between stakeholders. This process in itself was highly useful but further work may be done to analyse the strength of accountability and reason why stakeholders are accountable to each other.

SESSION 5: ACCOUNTABILITY MECHANISMS

Working within small groups the participants listed all current mechanisms that they use in programming to ensure accountability within the work that they do. The suggestions were then grouped by the facilitators and formed 5 categories: Community response mechanisms, programme monitoring, monitoring tools, selection criteria, community meetings and communication strategies (Table 5).

Table 5: Current mechanisms used by NGO's to ensure accountability of stakeholders in programming

Community response mechanism	Monitoring tools	Selection criteria	Community meetings	Communication
Phone calls –toll free	Field visits by senior staff	Joint selection criteria identified by LA's and NGO field staff	CBCs formation	Beneficiaries awareness of entitlement to benefits
Suggestion box utilised by NGO	Post distribution monitoring surveys		Community action plans	Social media use including twitter and facebook
NGO field staff calls to community members	Post Cycle Management		MoU between NGO and LA's incl. CBC's	FM radio station awareness campaigns
Feedback tools	Third party monitoring		Community FGD meetings	Text messages to field staff by community members
	Spot checks			



These mechanisms were reduced to 10 key activities and were divided by the facilitator into those that were designed to ensure accountability of the NGO to the beneficiary and those that ensured accountability of the community stakeholders to each other. Whilst there were 3 mechanisms that were for both category, the majority of mechanisms in place ensured NGO – to beneficiary accountability (Figure 6)

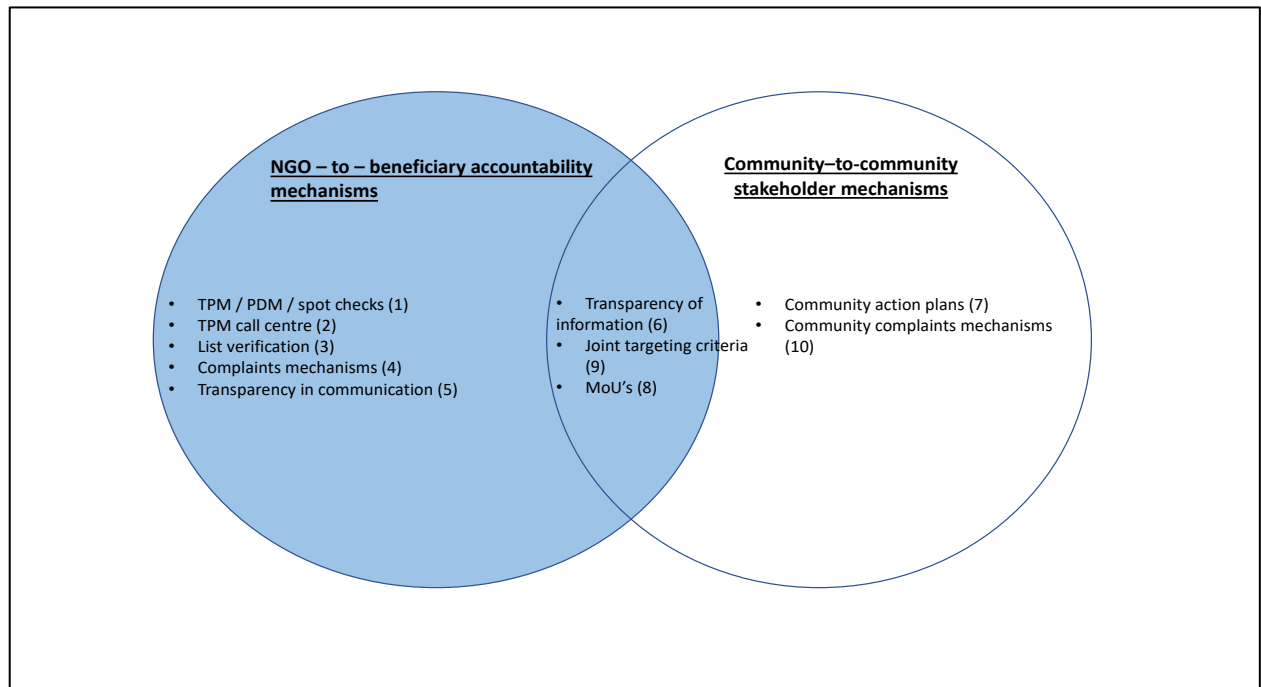


Figure 6: Classification of community accountability mechanisms utilized by partners

The mechanisms were then mapped onto the stakeholder community accountability map on the lines that they applied to and the map was assessed for; gaps, places where mechanisms could be removed or added to (Figure 7).

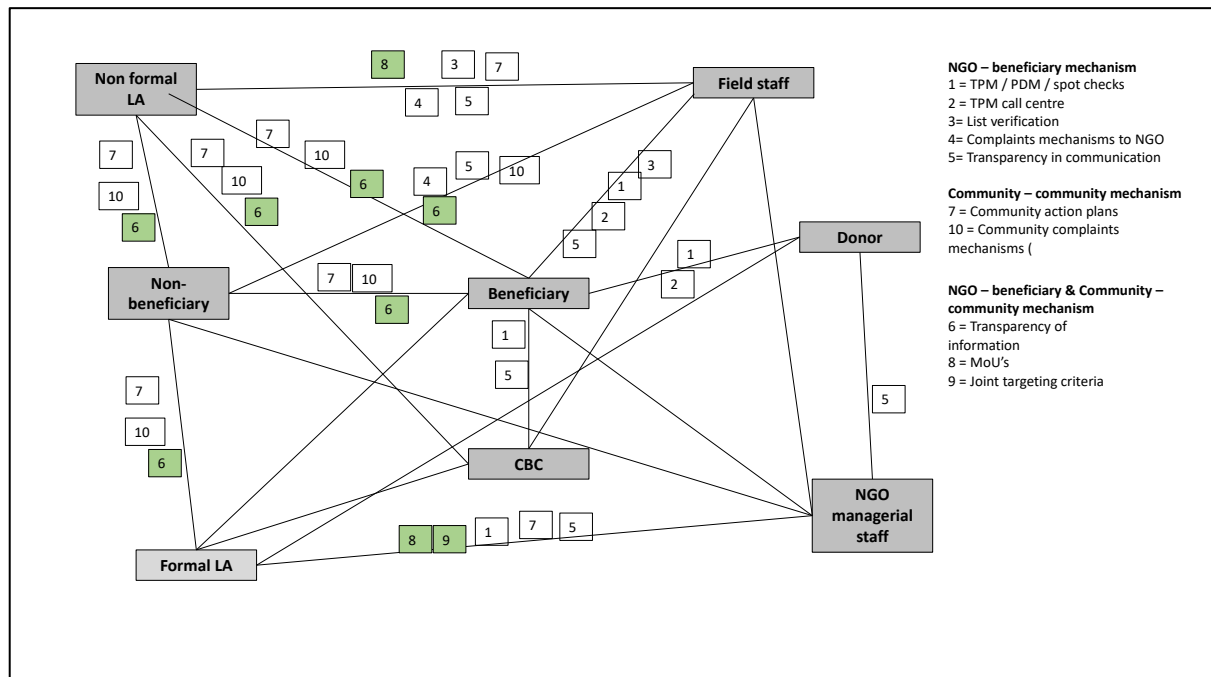


Figure 7: Stakeholder mapping with community accountability mechanisms being utilized by stakeholders.



Reflection: The majority of mechanisms utilized by the NGO's were observed to be those that ensured accountability of the NGO to the beneficiary (right hand side of the map). Only a small number of mechanisms enabled accountability to be ensured between stakeholders within the community – CBC, non-formal LA (including gate-keepers), formal LA, non-beneficiaries and beneficiaries. Participants reflected that these stakeholders were highly important for ensuring equitable and accountable access to assistance.

Whilst local stakeholders were the most important in ensuring accountability to the beneficiaries many of the mechanisms in place currently do not ensure this or strengthen the ability of these stakeholders to be more accountable to households within the communities. In emergency situations there is often local / Somali / diaspora response that is mobilized quickly by a small number of individuals. Even within these mechanisms the same issues relating to accountability often apply resulting in corruption and/or marginalisation of particular groups of the vulnerable population..

Whilst the group had not agreed on a definition of community accountability, they recognised that its association with transparency and sharing of resources was dependant on those in high levels of power using their authority responsibly. Mechanisms to ensure this responsible use of power are therefore needed. Attendees discussed that during resilience programmes the NGO's operate through and have close relationships with the CBC's. However, it is the informal local authorities including elders and religious leaders that are the ones that are often trusted by the communities and determine access to communities for field staff. The NGO interaction with these informal LA's is not often seen in the light of strengthening their accountability capacities rather there appears to be a focus on their role in helping the NGO to be accountable to beneficiaries and donors.

During the IRF, where NGO's are working in new communities there are often no CBC's formed in the new locations and the NGO's work only with the traditional leaders (non-formal LA's). However, the informal LA's are often not included in any of the capacity building stages that are carried out during non-drought times. Attendees discussed some of the challenges of working with the non- formal LA's and traditional leaders including the poor levels of literacy and the high turnover of local authorities that challenged the continuity of progress. Despite these challenges by the NGO these stakeholders are highly important within the communities and are an integral to ensure accountability.



Learning event 3: Targeting of beneficiaries for unconditional cash transfers (UCTs) in the emergency drought response

A full agenda and facilitators guide can be found in Appendix A.9

SESSION 1: TARGETING OF NEW LOCATIONS

In plenary discussion it was agreed that the decision relating to targeting regions with IRF funding was determined by IPC phasing as classified by FSNAU. Limitations with this system included:

1. The phased classification is general for a large region and may not capture the actual need or beneficiaries such as displacement and needs may vary with region, district or communities.
2. Participants had an issue about whether Food Security classification is the combination of all other needs or only some or one of the needs that need to be considered.

It is recognised that it is a commonly accepted process of using IPC classification to identify regions that will be geographically targeted and whilst this process needs revising it was not possible to address these concerns in the learning event. The session was focused on mechanisms used to choose and target new locations / communities with the IRF funding, once regions had been selected.

SESSION 2: DIFFERENCES IN METHODS OF TARGETING NEW LOCATIONS BETWEEN ORGANISATIONS.

Six groups were formed; participants that had direct contact with communities were identified and were split between each group (2 – 3 / group). It was noted that these were the “experts” in methods to target new locations. The remaining participants were divided between the groups and were asked to utilize the field experts to ascertain the ways that they chose new communities to be targeted for cash transfer programmes in the IRF (Appendix A.10).

A summary of the general criteria for selecting new locations included:

- a) Drought affected communities with no support from other organization
- b) Areas with highest IDP influx eg Mogadishu, Baidoa ETC
- c) Access- security
- d) Communities not supported by other actors
- e) Hotspot areas that were under siege for a long time like Hudur, Wajid
- f) Nutrition- health status
- g) Displacement transit locations and areas declared as national disasters
- h) Local leaders and early warning committees’ recommendation.
- i) Vulnerable pastoralists that lost animals
- j) Population size
- k) Areas previous affected by famine in 2011 and where there is poor nutrition status

Differences in methods to select new locations:

- i. IRC: Focused on remote areas and areas with strong informal local authorities that were trusted and respected
- ii. Concern worldwide: emphasized on observation by field staff to identify locations of highest need whilst NRC utilised with regional drought committees to identify locations to work in
- iii. ACF: staff focussed on areas with poor nutrition status

Other differences and considerations included:

- iv. The size of the community: if field staff were to target 100 households within a community then they were likely to try and identify and target smaller communities with 100 households. The reason for this was that often when targeting larger communities



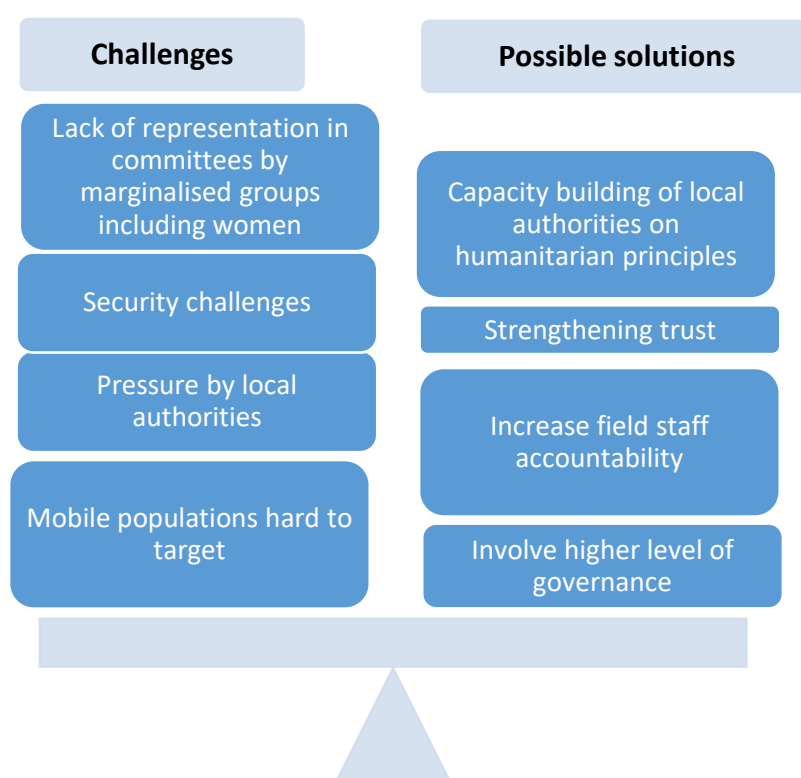
there was a lot of conflict in targeting households that put pressure on staff and time required.

- v. Communities that had links to active markets as they had somewhere to spend the money that they received.

Reflection: Although there was some consensus on general parameters used to identify communities to target, through general discussion there was some clarity that there were organisational, personal and observatory factors that resulted in locations targeted. Many of the discussions within the groups suggested that field staff responded to lobbying by local authorities or tried to avoid further conflict within the communities.

SESSION 3: CHALLENGES OF TARGETING COMMUNITIES AND POTENTIAL SOLUTIONS

Participants were asked to identify the current challenges of community targeting. They noted the following:



Reflection: The challenges faced in selection of communities had a heavy overlap with the previous day's topics on community accountability. Mobile populations including returnees and pastoralists were seen as challenging to include in targeting processes. However, programmes are operating in areas where mobility is essential for, either, maintaining livelihoods in ASALs (pastoralism) or enforced movement to escape adversity (IDP's). Programme design needs to account for mobile populations so that they are not excluded in programmes.

SESSION 4: HOUSEHOLD LEVEL TARGETING

The afternoon session moved to discussing the process for targeting beneficiary households for cash transfers within chosen communities. The framework in figure 8 was used for further plenary discussion. All attendees agreed that they utilized the framework with individual adjustments and differences. However, the majority of discussion centred around the process of 'negotiation' and 'verification' within the communities to establish a list of households to be targeted. The primary issues discussed included:



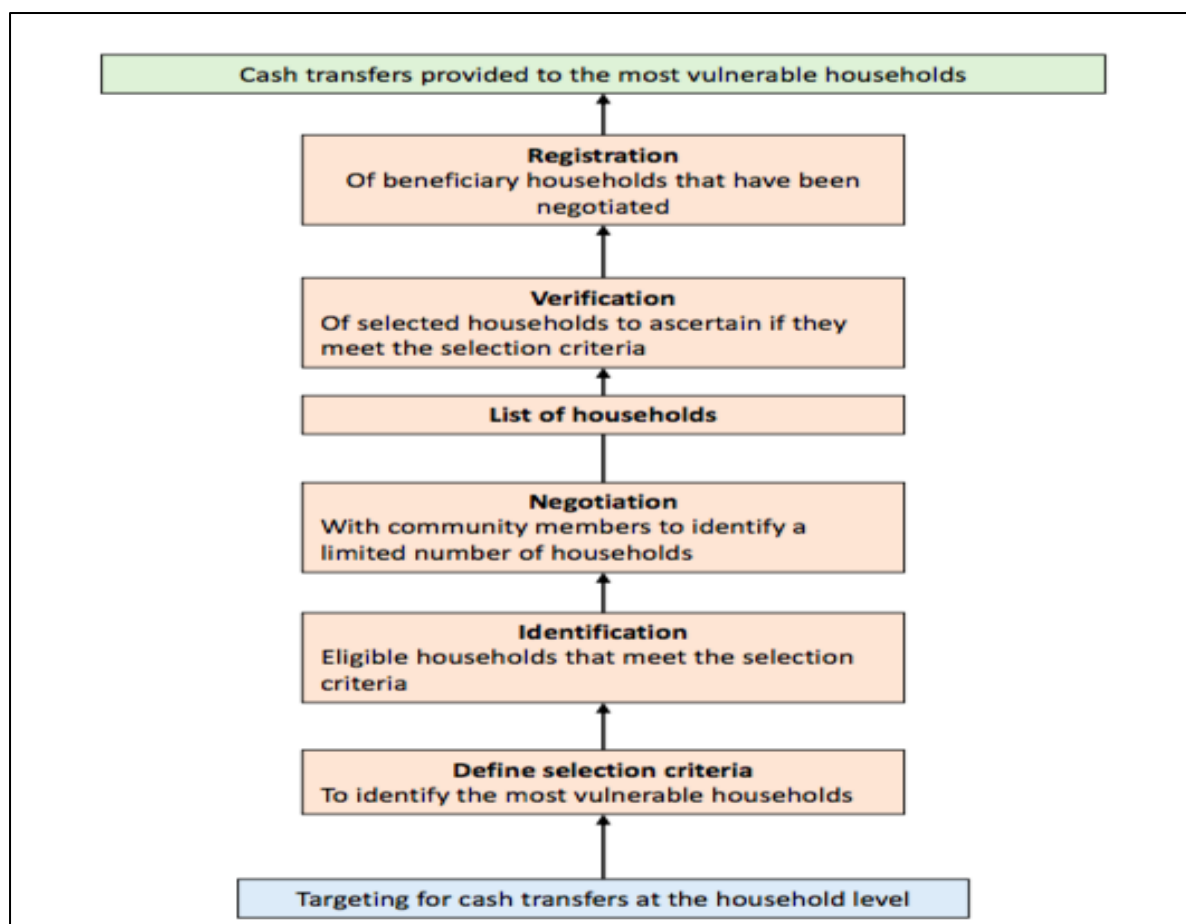


Figure 8: Framework for targeting of households in cash transfer programmes

The process of determining a “final” list of households that met the selection criteria was predominantly done by the CBC’s and non-formal local authorities and very often did not include field staff. It was acknowledged that there would be some households that met the selection criteria but were not included on the list. It was not clear how these were dealt with but participants agreed that accountability of CBC’s and LA’s was important to ensure that households had equitable access to assistance.

During the verification phase NGO field staff worked with the LA’s but only a small percentage of the households could be verified due to time constraints. If a random selection was done this process was more likely to identify erroneous households. However, even when they were found it was extremely difficult to remove a household from the beneficiary list: It took time and caused conflict between members of the community. In areas with the household had been selected by the LA’s it was possible that the field staff would be targeted and face insecurity.

The group felt that this issue was directly related to community accountability mechanisms and the accountability of local leaders to beneficiaries and non-beneficiaries. Participants agreed that if households that did not meet the selection criteria were still targeted as beneficiaries, the accountability of the local stakeholders was significantly weakened.

During the assessment of locations (prior to IRF funds released) communities often specifically identified households for assessment that were poor and highly vulnerable in an effort to ensure their communities were targeted. It was suggested that at this stage the most vulnerable households could be identified: However, all participants acknowledged that communities had their own means of distributing resources between households. Setting



selection criteria or forcing communities to target those that were identified as the most vulnerable by the NGO were likely to be in conflict with these community dynamics and therefore may be unsuccessful.

Marginalization within communities was believed to be an issue of decreasing priority as many of the attendees felt that marginalised groups have been increasingly actively targeted in recent years. Attendees commented that as a result of awareness building and CBC representation that marginalized groups had increasing power. In some circumstances (particularly urban IDP settings) they felt many marginalised groups now had equal power. However, marginalization of groups and sub – clans was cyclical.

Sharing of resources between other community members was discussed. Whilst it is a part of Somali culture and social structure it was not a given that resources would be shared among the community members particularly in times of stress. Relating to cash transfers: while money is shared between clans it is often relative to your clan's wealth and therefore sharing can be increased or decreased depending on external costs that the community incurs including funeral costs.

SESSION 5: IMPROVING TARGETING IN FUTURE CASH TRANSFER PROGRAMMES AND STRENGTHENING COMMUNITY ACCOUNTABILITY MECHANISMS IN THE IRF

The attendees were divided in to three groups to discuss how they could improve targeting households for cash transfers in future IRF programmes. This included groups working specifically on suggestions to improve the accountability of LA's, CBC's and NGO field staff to beneficiary communities, planning and preparedness ahead of the IRF and ways of working with gatekeepers in cash transfer programmes. The outputs of these working groups are presented in Appendix A.11.

1. Formal recognition of local authorities by the NGO's

Formally recognising all local authorities – including non-formal LA's and gate-keepers – was determined to be integral. As one attendee said “ *The informal LA's are not paid, they are often volunteers and yet they are important stakeholders during the IRF process that we have to work with. We rarely even give them an MoU and yet we expect a lot from them particularly during the IRF*”

Actions to formally recognise LA's should include NGO's meeting with LA's and establishing clear roles for stakeholders, defining responsibilities for each stakeholder, design MoU's ahead of the IRF that would formalise these agreements. LA's including gatekeepers should be included in the planning process and information should be shared with them relating to the programmes. The attendees also highlighted that it was important for NGO staff to use the same, clear language throughout all meetings to reinforce humanitarian principles.

The process of formalising the role of LA's in the targeting process is thought to improve the accountability of the LA's to beneficiary communities and also assist in the planning and preparedness of communities ahead of the drought response. However, this can be further improved by further training and capacity building of LA's in transparency, humanitarian principles etc. In recent work by TANA (2017) these processes recognised the gatekeepers and thereby lifted their profile socially.

2. Develop processes and planning ahead of the IRF

Improving planning and preparedness ahead of the IRF will allow more efficient and more effective targeting to occur on a location and households level. Two main solutions were developed:

Risk mapping: Work with LA's it was proposed that organisations formalise their process of selecting locations in areas during the IRF. During the IRF, all partners expanded into new



locations that were beyond the communities being served in resilience programmes. Partners proposed mapping the locations within the regions of operations and carryout risk mapping of location including their vulnerability to certain shocks. Early warning indicators and thresholds to initiate response should also be determined alongside the LA's.

Within this it was proposed that this assessment should include the identification of marginalised groups within communities.

Develop selection processes: Within the same period prior to the drought, working with LA's, it was proposed that pre-agreed vulnerability criteria should be determined with the LA's in each location.

3. Build in / advocate for a contingency budget for rapid scale up

Limitations on time between IRF funds release and start of programmes was repeatedly mentioned as a challenge for the partners and the pressure of reduced time to carry out activities resulted in an increased risk of poor targeting processes. Therefore it was proposed that adaptive programming and an adaptive modifier approach to scale up of activities should be advocated for and resources for this.

Reflection: The groups established a number of suggestions to improve targeting of beneficiaries for cash transfer programmes. Many of the suggestions would provide clarity and transparency around roles and expectations of roles that would be formalised and therefore result in accountability of the included stakeholders. Planning ahead of the drought response by establishing community based plans and including local authorities including gatekeepers in this process are also suggested.

In the subsequent TWG meeting the following actionable steps were committed to further these action points:

1. A meeting with the CMU and TWG in Mogadishu to determine the indicators that would be used in risk mapping in regions and to determine the methodology for the exercise
2. Partners to plan to meet with LA's within their respective regions to discuss the process of recognition and formalisation of their inclusion into the programme process

Challenges faced in the learning process

Whilst the learning event yielded some promising outputs, there were several limitations to the process and lessons learnt. These will be used to guide planning and development of future learning events:

1. Earlier identification of field staff and commitment to attend the learning event is needed. Future events will include a planning period.

Whilst CHC facilitators were able to talk to a number of TWG staff in Nairobi only a number of staff from Mogadishu were spoken to and none from regional field bases due to limited time. In addition to this, attendees of the event were not identified until a few days before. Therefore planning for the key discussion points and preparing field members with discussion points could only happen in the day before the event and were rushed.



2. TWG, managerial and technical staff members are needed at the learning event to enable commitment to some of the suggested outputs.

In this learning event there was only one TWG member present. This limited the ability of attendees to commit to organisational outputs. It was not possible to discuss financial and administrative constraints that need to be overcome for effective commitment to change to be made.



Appendix

A. 1: FACILITATORS LEARNING GUIDE AND AGENDA LEARNING EVENT 1

Timing of session	Session	Format	Partner	Purpose of the session / points to be presented by the partners
0830 – 0900	Introduction			<ul style="list-style-type: none"> - Introduction to the meeting - Introduction to partners - 5 minute ice breaker
Session 1				
0900 – 0930	Reflection and analysis: Preparation and decision making on water trucking activities: <i>Methods of assessment CO</i>	Presentation	CESVI	<ul style="list-style-type: none"> - Use of adapted interagency assessment tool - Coordination by local authorities - Use of information in future, sustainable WASH programming
		Presentation	CWW	<ul style="list-style-type: none"> - Example of planning and assessment methods used - Assessment of locations within operational areas and addressing WASH needs in the rainy season – repairing of existing water facilities etc. - Mapping of water facilities and reasons for doing this - Framework for deciding on appropriateness of water trucking in the drought response - Integration of assessments to future WASH components of resilience / durable solutions programmes
		Presentation	NRC	<ul style="list-style-type: none"> - The BRCiS joint water assessment - Challenges faced and use of information
0945 – 1030	Preparation and decision making on water trucking activities: <i>Methods of assessment PH</i>	Discussion / participatory methods	All	<u>Discussion</u> <ul style="list-style-type: none"> - Additional examples of how partners have used planning and assessment to evaluate the use of water trucking ahead of time



		Rotating tables and questions (3 tables)		<u>Rotating tables exercise</u> <ul style="list-style-type: none"> - What are the limitations and advantages of assessment methods that have been used - What preparation can be done ahead of the 2018 dry season? - How can assessments and preparation be used to reduce the number of sites for water trucking in the future?
1045-1130	Preparation and decision making on water trucking activities: <i>Methods of assessment PH</i>	Discussion / participatory	All	<ul style="list-style-type: none"> - What are 2 – 3 actions or proposal changes that can be done to improve preparedness and decision making for water trucking - Agreement on reporting back of the effectiveness of the monitoring methods piloted
Session 2				
1145 – 1230	Reflection and analysis: <i>Overcoming price hikes during the emergency drought response</i> <i>DK</i>	Presentation	ACF	<ul style="list-style-type: none"> - Waajid: How future interventions will work with political groups to reduce the costs for ACF. - Example of Eyl where there was integration and influence by the local authorities to prevent water price hikes - Proposal for community voucher systems
			IRC	<ul style="list-style-type: none"> - Coordination with Puntland government to determine a flat rate with vendors by agreeing a flat rate from transport regardless of distance
			CESVI	<ul style="list-style-type: none"> - Plans for a community voucher system to prevent price hikes in these areas in the future – methods and concerns
			CWW	<ul style="list-style-type: none"> - Planning and the use of assessment of location of water points and distances to ensure cost efficiency on distance from water vendors - Use of community vouchers to prevent price hikes and empower communities & challenges



1230 – 1400	<u>Prayers and lunch</u>			
1400 - 1430	<p>Reflection and analysis:</p> <p>The cost efficiency of water trucking for maximising number of beneficiaries reached: <i>Overcoming price hikes during the emergency drought response</i></p> <p>DK</p>	<p>Discussion / participatory methods:</p> <p>Role play</p>	All	<p>Discussion</p> <ul style="list-style-type: none"> - Other methods used by partners to improve the cost efficiency of water trucking (to increase the number of beneficiaries served) <p>Role play participatory exercise:</p> <ul style="list-style-type: none"> - What are the effects of price hikes on different stakeholders (- Which methods would work best to reduce price hikes & their effect - What challenges that might be faced using these methods - How can water trucking build on existing water purchasing activities
1430-1500	<p>Prioritisation and action: The cost efficiency of water trucking for maximising number of beneficiaries reached: <i>Overcoming price hikes during the emergency drought response PH/DK</i></p>	<p>Discussion / participatory methods</p>	All	<ul style="list-style-type: none"> - Prioritise 2 – 3 effective ways that could better ensure cost efficiency in future water trucking programmes - Identify information needs - Identify opportunities for piloting cost efficiency methods in 2018
Session 3				
1515-1520	<p>Reflection and analysis: Ensuring equitable access to water trucking: <i>The role of household selection and beneficiary vouchers systems in water trucking programmes and methods to improve the quality of water at the end-point</i></p> <p>CO</p>	Presentation	ACF	<ul style="list-style-type: none"> - Use of targeting beneficiaries using household vouchers in Eyl and Waajid: Criteria used and positives and negatives - Issues around water quality of the end point user
			IRC	<ul style="list-style-type: none"> - Household targeting as a means of ensuring equitable access to the most vulnerable in extreme drought conditions - How communities actually shared water in these circumstances - Issues around water quality of the end point user
			NRC	<ul style="list-style-type: none"> - Use of cash transfers in 2014 IRF in households within 1 km of the water source to ensure equitable access



1520 - 1600	Reflection and analysis: Ensuring equitable access to water trucking: <i>The role of household selection and beneficiary vouchers systems in water trucking programmes PH</i>	Discussion / participatory methods including round the tables	All	Rotating tables <ul style="list-style-type: none"> - Under what circumstances should household targeting be done - IDP and rural - How to overcome water quality issues Reflection within organisation <ul style="list-style-type: none"> - What will you do differently in 2018 / try next
<u>1600 – 1616</u>	<u>Break for prayers</u>			
1615 - 1630	Sum up and principles of water trucking PH	Presentation	CHC	Summarise the main outcomes of each sessions Reflection on principles for water trucking activity



A.2: SUMMARY OF SUGGESTED OUTPUTS FROM THE LEARNING EVENT 1

Sub theme	Suggested activity from the learning event
Planning and integration of water trucking into other WASH activities: Methods of assessment to assist in water trucking programmes	<p>Suggested activities were ranked according to their perceived importance. The three highest ranking were:</p> <ul style="list-style-type: none"> - Mapping of location of water resources, demand, capacity and other relevant factors - Attend meetings with WASH clusters and other relevant structures to assess relevance of existing assessments and their coordination - Assess the long terms solutions for water resource (management)
The cost efficiency of water trucking and maximising the number of beneficiaries reached: Overcoming price hikes during the emergency drought response	<p>To improve validity of the tender process:</p> <ul style="list-style-type: none"> - Community involvement in the tender process to encourage local community water venders to apply - Prequalification of suitable water tender companies to prevent drop out <p>To prevent price hiking during negotiation with NGO's:</p> <ul style="list-style-type: none"> - Community voucher systems to increase community accountability and leverage - Distance mapping to help to better estimate costs of trucking programmes <p>Other suggested options;</p> <ul style="list-style-type: none"> - Private public partnerships with the local governments (Puntland) or local authorities (MP's) to utilise controls
Ensuring equitable access to water trucking: The role of household selection and beneficiary voucher systems in water trucking programmes	<p>Three research questions were developed to ascertain the benefit of household voucher systems:</p> <ul style="list-style-type: none"> - How does sharing of water delivered to locations occur between community members - What is the cost of the household voucher system; time, costs and logistics? - Do household voucher approaches or community voucher approaches offer more cost efficient accountability to donors?

A.3: BRCIS TWG FOLLOW UP MEETING WASH

Due to the absence of the WASH TWG at the learning event in Mogadishu, 2 follow up TWG meetings were held in Nairobi. The aim of the meetings were to reach consensus on the outputs from the learning event and to determine actionable points for moving forward.

The format of the meeting was:

1. Presentation by CHC facilitator of an overview of the learning event and the suggested outcomes



2. Participatory session with TWG attendees to map components needed to reach planned water trucking activities implemented within strategic area -based WASH activities and the role of activities suggested by the learning event
3. Participatory session to determine the role of components suggested in the LE in achieving a community led water trucking service
4. Challenging the assumptions of the household voucher system and research needed

A review of current water trucking activities and plans and preparedness confirmed that water trucking activities are planned using the following methods:

- Periodic multiagency assessments
- Occasional requests from local administration when water sources were broken or there was water scarcity
- Local knowledge of staff in the NGO
- Internal monthly situation analysis (CARE)

It was agreed by the TWG that the planning for water trucking activities was haphazard and reactionary rather than planned. It was emphasised that drought was a slow -onset emergency and therefore water trucking (as a drought related activity) should be planned.

Participatory session with TWG attendees to map components needed to reach planned water trucking activities implemented within strategic area -based WASH activities and the role of activities suggested by the learning event

TWG attendees identified the following components that would be included in an integrated plan for water trucking activities:

- Identify trigger for water trucking (v. other interventions) & exit strategy
- Stockpile supplies and ensure water storage facilities are in place
- Preparedness plans & community preparedness plans (& discuss long'-term solutions with them)
- Coordination between partners and clusters and communities
 - o Ex. BRCiS whatsapp water group and
 - o Information sharing
- Mapping
 - o Frequency of water shortages by area
 - o Determine appropriate routes & distances to villages
 - o Analyse locations of different water sources & villages, to ID where is likely to have water shortages
 - o Analyse rainfall patterns & projections
- Fundraising
 - o Budgeting for contingency fund
 - o Making donors aware of need for funds
- Develop community preparedness plans and water strategies

Mapping was the most prevalent component suggested by the TWG. Each of these components contains multiple elements that are required to establish a comprehensive strategy

It was also noted by the CHC WASH specialist that according to Oxfam water trucking guidelines, water trucking should not be carried out unless an exit strategy is in place that enables safe drinking water to be available to the communities after water trucking has finished. The TWG were not able to confirm that this guideline was adhered to in the present response.

Participatory session to determine the role of components suggested in the LE in achieving a community led water trucking service



The suggestions put forward by attendees of the WASH TWG to reduce price-hiking were discussed by the TWG. A member of the CARE team that was also at the learning event

During the participatory session the attendees identified the following steps to lead towards a supply and community led water trucking service:

- Mapping – ID where the source is, negotiate with community on where is the closest acceptable/appropriate source. Can then set pre-agreement
- Provide subsidy to water source operators
- Put up infrastructure/distribution point at location of traditional water-point (even if that one has dried up) and integrate trucking with other programming
- Capacity building with community committees to allow communities to negotiate water price
- Empowering committees by giving seed money to do contracting or by providing community vouchers for payment of water trucking services (both logistical and water costs)
- ID vendors with capacity to provide water and prequalify them
- Establish water committees at communities if they don't yet exist

The TWG also identified; Negotiate with other humanitarian actors max & min prices per area & set pre-agreements with suppliers, ideally with pre-set price. However, lessons from the learning event suggested that price fixing of water transport is often counterproductive and results in non-competitive pricing that leads to contractual failure as vendors withdraw from the process.

Challenging the assumptions of the household voucher system and research needed

During the meeting the framework in Figure 1 was used to discuss the framework used to ensure access to safe water for the most vulnerable households.

During the participatory session the TWG identified the following assumptions that were made in the household voucher framework:

- The community authorities determining the vulnerability criteria are not biased or corrupt
- The contracted water vendors bring the contracted volume of water (to meet the needs of the beneficiary population)
- No corruption at point of distribution – cheating, people bringing larger containers, powerful people taking lots of water and saying they'll distribute it to the most vulnerable
- Beneficiary households do not share with other households and thus receive the proposed 7litres per person.
- Beneficiary households do not give water to livestock



- Beneficiary households have adequate containers and storage facilities available in the villages

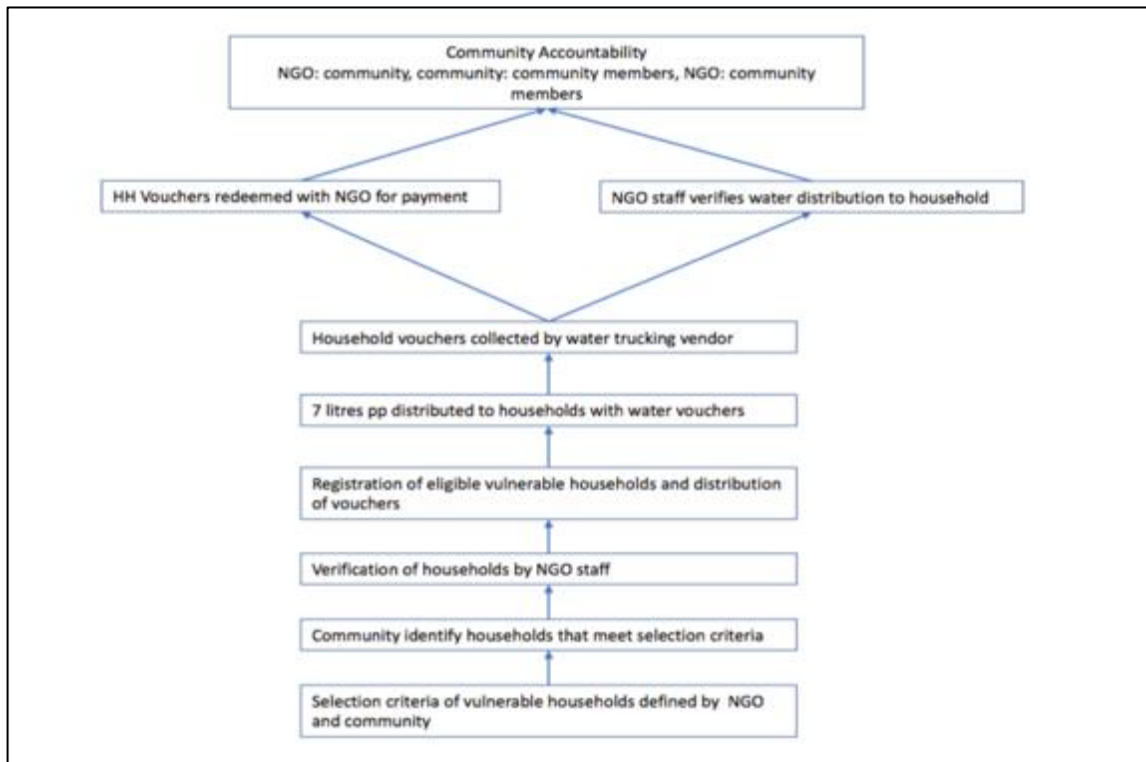


Figure 9: Household voucher framework

During plenary discussion with the TWG: participants agreed that it was highly likely that sharing occurred between households after receiving the water and that the water was given to livestock. It was therefore likely that beneficiary households did not retain 7 litres/pp as per SPHERE guidelines.

However, they felt that the household voucher system did result in improve community accountability and social protection for the most vulnerable households. Without the household voucher system they would not have access to safe water. However, it was highlighted that this was only possible where there was no bias or exclusion in the identification process and this relied on their being no corruption between community members. It was stressed that the WASH management needed to test their assumptions through further research.

It was concluded that it is currently unclear if the assumptions that are within the household voucher framework hold. More information is needed about community accountability and household sharing to ensure household vouchers enable access to safe water for the most vulnerable households.

TABLE A.4: SUMMARY OUTPUT OF CASH TWG; PRIORITY LEARNING POINTS REQUESTED

Learning requested	Risk to be addressed through learning
<u>Relevancy/appropriateness of geographic targeting</u>	
<ul style="list-style-type: none"> - Do we focus on areas easier to access (need to ensure remote villages aren't marginalized/left out)? - How to target in new areas where you haven't been there before/don't have experience and don't know communities well? - Is there a bias towards areas where we've worked in past? 	Geographical bias that may result in exclusion of communities
	Communities may be excluded if a process is not in place for working with new communities
	Geographical bias that may result in exclusion of communities
<u>Linkage & overlap with other programming (esp. resilience)</u>	
<ul style="list-style-type: none"> - Targeting approaches of different types of programming (should there be consistency in targeting between programmes? Would this be more acceptable/understandable to communities?) 	Homogenous targeting may result in exclusion of groups
<u>Balance between IDP & host communities, consideration of push & pull factors for IDPs</u>	Bias to IDP groups through location and household selection criteria
<u>Marginalization*, exclusion of minority groups, try to enhance accountability of those with power to these groups</u>	Exclusion of minority groups
<u>Risks associated with targeting</u>	
<ul style="list-style-type: none"> - Protection - Different targeting across regions - Gatekeepers & community leaders - growing influence of gatekeepers and local authorities- how do we go about these challenges calls for relooking at our targeting 	Notification of cash beneficiaries places them at risk
	Gate keepers bias the selection process and exclude sub groups/ gate keepers tax beneficiaries
<u>Criteria around targeting and how that links to the objectives of the cash transfers</u>	Those targeted are not the intended target group
<u>Scale up & down</u>	
<ul style="list-style-type: none"> - How to deal with reducing caseloads, need to drop beneficiaries – what criteria they use to continue or remove people from programme 	Those still in need are removed from the cash transfer programme due to pre-defined criteria

A.5: MINUTES FROM TWG MEETING ON COMMUNITY ACCOUNTABILITY

Aim of the TWG

1. To increase buy in from the TWG to the learning process
2. To define sub themes for the learning event in Mogadishu



Attendees:

Partner	Attendees
Concern WW	Mercy and Dustin
IRC	Mallary
ACF	NA
NRC	Charles
CESVI	Piya
SCI	Jim
CHC	Claire and Dahir
BRCiS+	Sarah, Kaitlyn and Perrine

Process 1

The participants were paired and were asked to recall an event where they were doing a planned activity and an unforeseen event occurred that meant that they had to alter what they were doing. They were then asked to recall;

- How the event made them feel
- What does that tell you about yourself
- How will you use that information in the future in an adapting situation

The participants were then gathered back together and were asked to share how they would use the information that they learnt moving in the future.

Outcome: A range of different lessons learnt were shared within the group: Acceptance that unforeseen events happened from which they had to change plans, realisation that they could be adaptive, that it was important to have secondary plans that mitigate disruption to achieving goals when working in fragile states, realisation of limitations.

There were a mixture of personal and practical reflections and awareness in the group and many participants has used personal events with family in the process.

Process 2

Discussion on the applicability of the learning cycle in programmes

Outcome: Discussion was based on how “lessons learnt” were part of the awareness and reflective stage of the learning cycle. Participants reflected that there were times that parts of the learning cycle were used but not completed: often evaluations were done at the end of a programme and funding cycle and so there was no effort to analyse the findings and to convert to plans and mobilise activities. There was also a large discussion that often programmes need to adapt and change very quickly and that structures and activities need to be put in place in a time that does not allow for reflection. As a result of this there was a long discussion relating to the need for reflection and to take time to do that. Whilst participants were in agreement there was also a tension that there was a pressing process that needed to sort immediately (the creation of community reporting mechanisms (CRM)). As a result a “car park” was set up where this concern was noted.

Process 3

Plenary discussion around what would make a successful TWG:

Outcome: Full participation, an actionable outcome, sharing practical experience, listening to each other, presence and sustenance, tolerance and respect and acceptance, authenticity



Process 4

Plenary discussion on what the following hour should be about

Outcome:

- Identify sub themes for the LE
- Identify what's being implemented, what's working, what is not working and why, pilot projects that are ongoing, applicability and use of community accountability mechanisms through the programme cycle (design, implementation, monitoring).
- Some addition suggestions put forward were: what is accountability? Do we have a definition? Who is accountable to whom?
- What is the applicability of CRM and the team involvement?

As a result of this discussion the facilitator suggested that the group work on identifying stakeholders involved in community accountability and identify the connections between them that bind them as a result of accountability.

Process 5

Participants discussed and listed all of the stakeholders involved in community accountability

Outcome: NGO partners (field staff and non-contact staff) beneficiaries (hh and individuals) non beneficiaries (hh and individuals). Local community leaders, donors, non-beneficiary communities beneficiary communities, government (state), coordination systems, BRCiS CMU

Process 6

Taking each stakeholder respectively the participants were asked to discuss the connection of the stakeholder to other stakeholders. Participants discussed whether to discuss power or accountability links which led onto a wider discussion; power was divided into:

- Economic
- Social
- Cultural

Outcome: Taking non-beneficiary communities: Non – beneficiary communities exerted a social power over beneficiary communities as well as staff of the partners that they would coerce into sharing the resources provided where possible or by hassling staff. This created tension and further discussion:

- If the field staff of partners were being pressurised by the non-beneficiary community was the NGO partner accountable to them?
- As individual staff in an NGO are you accountable to your field staff? Assuming so, are you (and the organisation) by default accountable to non-beneficiaries communities?
- Within my organisation do I have power over other staff and therefore accountability to them?

These queries raised bigger and wider discussion points around accountability, the types of accountability that are present and the interaction between power and accountability connections. The discussion then widened towards these issues and the following post-its were discussed (using the phrases that the TWG used):

- Wanted and unwanted accountability structures / conscience and unconscious accountability; This issues related to the realisation that there are accountability connections that we are first and foremost aware of and trying to address (e.g partner – beneficiary community) but there are also connections that are not immediately obvious and are “underlying” and may be a result of power dynamics e.g field staff being contacted and pressurised by non-beneficiary communities (power) and whether the NGO has any accountability to non-beneficiary communities.
- Who are we accountable to and who do we want to be accountable to and for?



There was recognition that not everyone that the partners are accountable to, was a stakeholder that they felt they should be or “wanted” to be, in that the accountability seemed to raise some tension and uncomfortable feelings. How to deal with these?

- Are there choices about who we are accountable to?
- There are many perspectives of accountability depending on your position
- Is there a common understanding of community accountability and is there the required time at design phase to account for this? Does this create conflict: accountability – design – time
- Accountability is often a 2 way process
- Can we do a “power line” analysis with the team in Mogadishu
- How can we use this information in donor awareness of their own accountability and advocacy

This discussion took a great deal of time. Given the time limitation of the meeting it was discussed that the issues raised were not possible to overcome within the time raised but that they could be repackaged by CHC for the learning event. What was clear was that community accountability extended beyond the beneficiary communities, households and individuals, that power (particularly social power) and accountability were interlinked and that as a result there were some levels of “unwanted” or unaddressed accountability to communities in drought affected areas.

Process 7

Participants were asked to discuss and suggest the their role (as TWG) in the forthcoming learning event

Outcome

- Mobilisation of the field teams, transfer learning to mobilising plans
- Responsible for moving forward ideas and plans that come out of the learning event and to do this the TWG needed to be:
 - o Present at the learning event
 - o Identifying the challenges of implementing some of the suggestions
- Transfer of information between staff within the organisation
- They should be open to the lessons learnt and the key messages that came out of the learning event
- TWG should be committed to acting on the outcomes
- Document the outcomes and where possible ensure inclusion in future proposals

Reflection on the event and lessons learnt

Overall the event was a success. Through, intentional participation in the learning cycle process there was increased awareness by the participants of the importance of reflection and analysis. There was also an increased awareness by participants of the importance of utilising all phases of the cycle and that previous learning and evaluation processes potentially only involved one or 2 stages. By expressing at the end of the session that there role (as the TWG) was to apply outcomes the TWG were signalling their commitment and interest in following the cycle through repeating it. In the future this might be something to work on in introductory sessions.

Whilst the session aimed to decide on definable sub themes for the learning event, the outcome of the meeting was the awareness of the complexity of community accountability and the multitude of stakeholders involved. The issues raised were important stages of awareness for the participants, both in terms of both their own position but also the position of other stakeholders. This resulted in terms such as “wanted and unwanted accountability”. Some of these terms need to be refined to be understandable by other stakeholders and CHC could work on this utilising tools. It was stressed in the session that not all of the connections or realisations could be actionable but the process of awareness was important.



The latter exercise also highlighted interaction between power and the perception of accountability. Within an organisation different members may have power (social or economic) exerted on them by community stakeholders and as a result perceive they are accountable to those individuals or groups. This concept may be explored further and there may be some secondary interest for partner specific sessions to look at the dynamic of power and accountability within an organisation. I don't think that these dynamics are easy for all participants to hold as they create tension.

The BRCiS+ team seemed to be pleased with the event and the time spent in the introductory sessions increasing the awareness and buy in from the partners. There was concern that, unlike in the cash TWG, there was no "clear" output and also how the information that was generated could be utilised in the design of the learning event in a way that met the needs of the TWG and resulted in a definable output. There is expectation on CHC to take the issues and concepts raised in the TWG and "repackage" and utilise them in such a way that allows the stakeholders to feel that their issues have been addressed.

If CHC are not able to do this then there is a risk, as a learning partner, that trust between the TWG/ BRCiS+ and CHC will be diminished. There is a need to explore how best to do this and to have a process of feedback to BRCiS+ or the group ahead of the learning event.



A.6: FACILITATORS GUIDE TO LEARNING EVENT 2: COMMUNITY ACCOUNTABILITY

Community accountability					
Session	Some details	Why we are doing the session	Facilitator notes	Intended outcome	Fac
Ice breaker 8.30 – 9	An icebreaker and welcome session whilst late comers arrive	To make people feel at ease, to let people get to know each other, to allow those that are late to arrive	The session will be held outside and asked to stand in a circle. They cannot stand next to anyone they work with or from the same region that they work. Participants will be numbered 1&2. Number 1's will turn to their right and number 2 will turn to their left. The participant pairs will then tell each other (can be changed); A secret no one knows, what their greatest wish for 2018 is and what their favourite thing is to do.	Everyone arrives, everyone is at ease with each other	DK
Introduction 9 – 9.10	Introduction to the day, why we are here and	Establish an understanding of the days events and why they are attending the event. Prepare the attendees for the days Prepare attendees for the first practical session	Session will be carried out outside with participants standing in circle. CHC facilitator to welcome people and begin introduction. A brief outline of 1.) experiential learning 2.) Community accountability 3.) Emphasis on their experience. Introduction to next session:- How we use experiential learning everyday	Participants gain an understanding of the aims and objectives of the day Attendees gain preliminary understanding of their role in the process as practitioners Boundaries for next session	CO
Forming a community of practitioners	Practical activity: Reflection on	To emphasise the learning cycle process	Participants will be paired	Awareness of the learning cycle in our everyday lives,	CO



9 – 10.30	the learning cycle in our everyday lives (40 mins)	To make participants part of the process and use their experiences To build self awareness	Each participant is to 1.) recall an event that they altered or adapted to an unforeseen event and share with the partner The facilitator will then ask the participant to share with their partner; 2.) How the event made them feel 3.) What does that tell you about yourself 4.) How will you use that information in the future in an adapting situation	Participants will reflect and be aware Presence within the event	
	Review of the activity and its applicability (30 mins)	Increasing the self-awareness of the participants to the process of learning Experiential learning vs lessons learnt	Return to room Participants volunteer to share with the groups how will they may use the information that they shared in the future	Increased engagement in the learning cycle. An exercise of awareness through sharing how they will use the insight in the future Change comes with self-awareness	CO
	Learning in programming (20 mins)	Shifting the discussion from personal learning to programme learning and awareness of its use	CHC to utilise a power point slide of the learning process and discuss the cycle. Emphasis on experiential learning. Use o 70:20:10 example. The difference between lessons learnt and experiential learning. Why the field staff are important	Linking experience and reflection exercise to programme learning. Participants understand how experiential learning differs from lessons learnt and their role.	CO
10.30 – 10.45	Break for 15 minutes				
Environment for learning	What would make this learning	Increased ownership of the session and	Plenary discussion listing general ground rules for the day that are made visible to all	Define the expectations for successful learning	DK



10.45 – 11.15	meeting a successful one? (30 mins)	accountability to each other	Facilitator prompt: - What do you need to be fully engaged What environment do you need in which to learn What other considerations would you give – e. g phones, people leaving	Define ground rules for learning Expectations on each other and awareness of the environment for trust and sharing	
	The practitioner and the organisation (30 mins) This session may not be needed	To be aware of the limitations and bias we bring as an organisation and in doing so moving towards the individual This session may not be needed	The physical action of acknowledging the organisation as part of but not defining the individual: use of the car exercise. This session may not be needed	Allowing permission to leave the organisation aside in the exercise. Forming as a group of practitioners on equal level regardless of position Building trust between members of the group	DK
Community accountability and learning 11.15 – 11.45	An introductory discussion about community accountability.	To generate a combined understanding of community accountability	Using flash card participants write down a word or phrase that they associate / think defines community accountability. These will be placed on the wall and then grouped according to common themes. If possible try and disaggregate: Accountability of the NGO to donor & beneficiary Accountability of stakeholders to beneficiaries and how to strengthen those processes	A common understanding of what community accountability is	CO
Comm Accountability Stakeholder mapping	The stakeholders involved in community cc. (50 mins)	To understand the number of stakeholders involved in community accountability	Introduction to the session, would like the participants to list the stakeholders that perceive are involved in community accountability. This is to be done together. If time look at their role in community accountability	An agreed list of stakeholders that are involved in community accountability	CO



11.45 – 12.20					
12.20 – 1.20	Lunch & prayer				
Comm Accountability Stakeholder mapping 1.20 – 2.20	Stakeholder mapping in community accountability (1 hour)	To be aware of the relationship between stakeholders and community accountability	Attendees are to be divided into groups of 4 and will then work with facilitators at each table Guidelines for facilitator for each group provided separately.	Up to 6 community accountability maps	CO
Comm Accountability master map 2.20 – 2.50	Creating a master map of community accountability	Create an agreed map of community accountability for the groups use	The facilitators will then use a master map and plenary discussion to map the agreed pathways of accountability between stakeholders.	Generate a master map	CO
Current accountability mechanisms 2.50 – 3.10	Establishing what accountability mechanisms are in place by the NGO (30 mins)	To understand how mechanisms used by NGO's support community accountability	NGO's have mechanisms to ensure accountability between stakeholders. We are going to examine these mechanisms and the role that they play. Participants in groups or by sector write down all of the accountability mechanisms that they use on cards. These will then be collated The cards will be grouped together to identify key themes of methods used by partners. Using the cards / numbers / colours, these methods will be mapped onto the master map	Map of accountability modes that are used and stakeholders involved	PH
Reflection 3.10 – 3.25	Reflection on the maps and	Awareness of gaps in the current	Plenary discussion: What do the participants notice:	Identify confidence in the existing mechanisms to	PH



	what the participants notice	mechanisms and what could be done to strengthen the system	<ul style="list-style-type: none"> - What are the gaps - What could be added - What could be removed - What are the three priority mechanisms 	provide accountability and where mechanism could be strengthened or redundant mechanisms removed.	
3.25 – 3.45	Prayers and tea				
3.45 – 4.15	How should this information be used (30 mins)	The participants decide how the information should be used moving forward	Plenary discussion on use of the information generated	Expectations of use of information	PH
Finishing session 4.15 – 4.30	What do you take away from today	Awareness of self in process	On a sticky note: write down one thing that you can take away from the process today. It can be a thought, a reflection, an idea or an action that you will apply at how or in the work place.	CHC and BRCiS awareness of what the attendees have learnt	DK



A.7: INTRODUCTION TO EXPERIENTIAL LEARNING FOR INDIVIDUALS

CHC introduced learning cycles at this stage as reflection to relate learning cycle in our everyday lives. Emphasis has been on experiential learning. Participants agreed that the learning event is a process that reflects all through the learning cycle. Many participants noted that there is often not enough time for reflection in the learning process but that this often this means that suggested adaptations by field staff are forgotten by the next programme cycle. It was also noted that reflection is more likely when programmes have failed or when there is something that has been obviously amiss. Often though these experiences are not internalized.

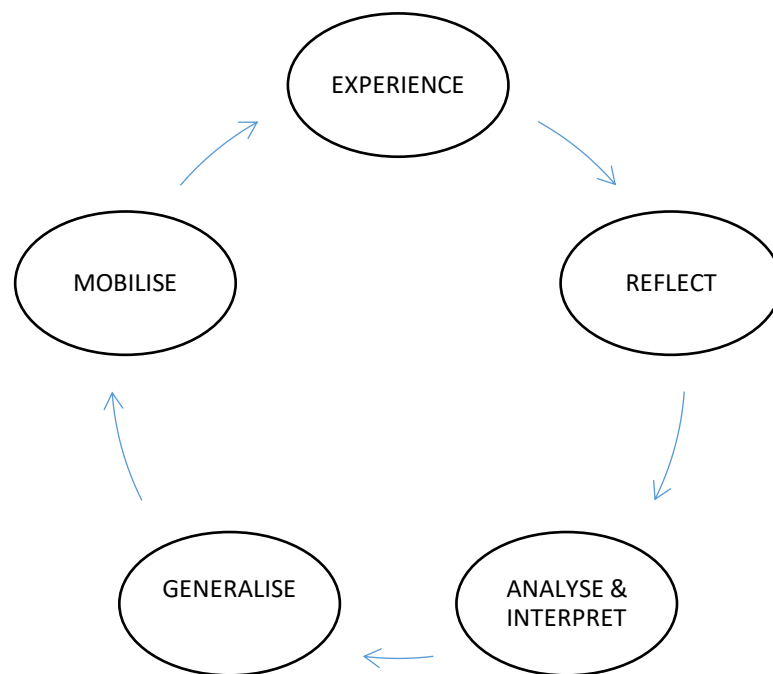


Figure 1: Learning cycle

A.8: SUGGESTED MEANINGS OF COMMUNITY ACCOUNTABILITY

Timely response and follow up, timely delivery of intervention and support
Keeping promises doing an action at the right time, right pace and right end user
Proper efficient utilization of resources
Communicate any time anywhere
Focus group discussions
Sharing information to the person of concern giving them feedback testing their issues in consultation
Better sensitization of activities
Active participation of all stakeholders on all process of the intervention
Contextualisation
Taking into consideration issues arising from the community in relation to our actions
Fully involving the community in the project

Communicating effectively with the community to create community ownership of the project

Being mindful of the community needs

Community aware of needs being addressed and their entitlement and role and responsibilities that the community should play

Community based approach to plans

Community voice to be heard and used to inform projects and any issues arising

Measure the impact of outcome of a project

Complaints-response-mechanism

Adaptive programming

Actions based on community voice

Use of intervention for intended purpose

Meaningful participation

Involvement and transparency

Sharing

Transparency

Transparency

Transparency of information

Two-way communication

Transparency

Involvement in the programme

Responsibility

Power responsibility

Responsibility ownership



A.9: AGENDA AND FACILITATORS GUIDE: TARGETING FOR CASH TRANSFERS

Targeting of beneficiaries for cash transfer programmes					
Session	Some details	Why we are doing the session	Facilitator notes	Intended outcome	Lead Fac
Introduction and recap 0830 – 0900	Recapping on the previous days activities	Chance to add to the day before & to reflect on outstanding issues.	Re-highlighting the applicability of lessons learnt in the IRF to BRCIS2 and future resilience programming	Participants add to outputs from day 1 where necessary	DK
Redefining the learning environment 0900 – 0910	Review the ground rules from the previous day	To enter back into the learning environment	Plenary discussion and allow time for additional points to be made including expectations of the group from CHC and BRCiS	Participants reengage in the learning process and the ground rules established	DK
Intro to targeting for cash benefic. 0930 – 10.00	Reviewing the TWG suggestions for the learning event	Decide on a common understanding of what is a goal and important outputs from the learning event	<p>CHC to introduce the aims and objectives of the day and how it will be structured:</p> <p>First session: Geographic targeting / targeting of communities</p> <ul style="list-style-type: none"> - Do we focus on areas easier to access (need to insure remote villages aren't marginalized/left out) - IS there a bias towards areas where we've worked in past? <p>Also look at scale up and scale down</p> <p>Second session: Household targeting in rural and IDP settings, targeting mechanisms and how do we account for\:</p> <ul style="list-style-type: none"> - Marginalisation - Gate keepers <p>Outstanding: Programme overlap</p>	<p>Agreement on the priorities of the day.</p> <p>An understanding of how we will work through the priorities and the role of the participants</p>	CO



10.00 – 10.30	Targeting of communities	Understanding how we target new communities and why	<p>Looking at how new locations are targeted.</p> <p>Get the group to choose how they will be in groups: by organisation, by region, random</p> <p>How do you choose new locations</p> <ul style="list-style-type: none"> - In regions you are familiar with - In new regions <p>If different partners in different groups that use different methods then write down the different methods of choosing locations</p> <p>What are the main differences</p>	An understanding of different mechanisms for community targeting in regions familiar with and in new regions	
10.30 – 10.45	Targeting of communities	Understanding how we target new communities and why	Group by group – are there differences?	Reflection on groups and differences and similarities	
10.45 – 11.00	Tea				
11.00 – 30	Targeting of communities	What are the challenges you face	Now look at what challenges you face in doing these steps. Are they similar even if different mechanisms	What has not worked	
11.30 – 12.00	Targeting of communities	Plenary	<p>Group by group: Present by group</p> <ul style="list-style-type: none"> - Questions: Do we focus on areas easier to access (need to insure remote villages aren't marginalized/left out) - IS there a bias towards areas where we've worked in past? - How would you alter scaling up and scaling down 		
12.00 – 12.20	Targeting of communities	What would you do differently	In light of the challenges, how would you do it differently	What can we learn and an action plan going forward	
12.20 – 13.20	Lunch and prayers				



Review of current HH targeting processes 1320 – 13.50	Review model and add to	Identify the processes for targeting cash beneficiaries at household level	In plenary: Using diagram or power point: review CHC household targeting mechanism: is there anything to add or remove: IDP and rural locations	An agreed household targeting approach in rural and IDP settings	DK
1350 -1420	HH targeting model challenges	Identify and awareness of challenges	2 groups: rural and IDP OR 2 the same At each stage of the process what are the challenges that you face as field staff in carrying out this process	What does not work	
1420 – 1505	HH targeting	Role play	Role play of how it pans out in the field, utilising the mechanisms, the challenges and then what happens. Includes a marginalised groups Audience; does the marginalised receive? How can we do it differently.	What is the effect of these challenges Solutions	
1505 - 1530	Tea and prayers				
1530 – 1610	HH targeting	Role play	Role play of how the mechanisms work in the field, utilising the mechanisms, how the challenges are faced. Audience; how do we deal with gate keepers currently and how can we improve this in the future. Can we make gate keepers more accountable	What is the effect of these challenges Solutions	
1610 - 1630	Summary and drawing to a close		Summarise the outcomes Reflection of one thing to take away		



A.10: GROUP RESULTS OF SESSIONS TO ESTABLISH METHODS USED TO SELECT NEW LOCATIONS FOR CASH TRANSFERS IN IRF PROGRAMMING

How do we target new communities

- Livelihood type - Pastoralist, Agro-Pastoral
- Displacement
- Request from the affected village elders
- Access + security conditions of the area
- Presence of other NGO's/COVERS
- clan diversity of the staff
- Local Authority affiliations + strong influence on the villages to be targeted
- Use Prominent People + CBC's

CRITERIA for selecting sites/communities

- Drought Affected Communities
 - ↳ Depleted Assets (livestock, water resources, farming)
- Host communities, rural to prevent further displacement (also affected by drought)
- IDPs have moved into community
- Accessibility / no security issues
- Chronic Vulnerability (lack of infrastructure, lack of access to markets)

PROCESS

1. Discuss with local authorities share criteria with L.A. & ask them to select villages to target. Afterwards NGO does verification of selected communities.
 - L.A. has separate meeting with each community elder/leader group & tell which
2. NGO does own assessment of communities depending on criteria & present list to L.A. Since L.A. agree or not. If disagreement, bring in other parties like local leaders to explain situation. Tell them the amount of HH's to each & the group.

GROUP 3 | Factors for decisions targeting new communities

Accessability existing

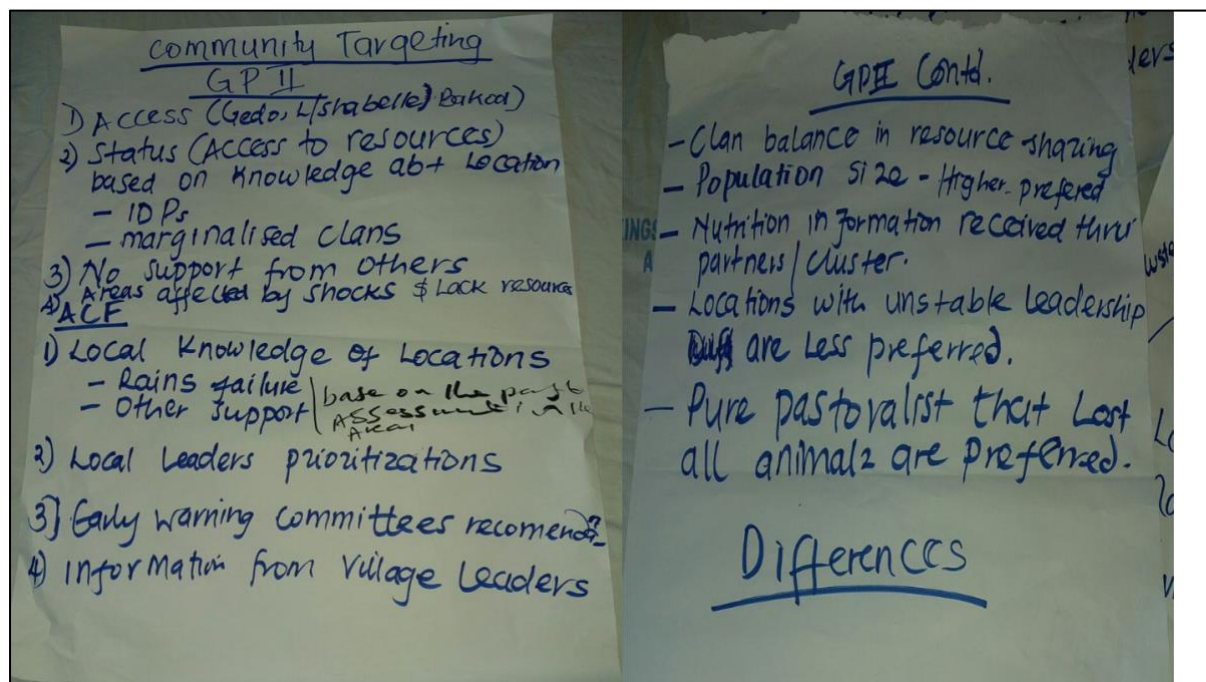
- Gaps → needs assessment
 - ↳ Observation and experience
 - ↳ Discussion with community
- Local authorities and other existing NGOs
- Marginalised communities
 - ↳ sub-villages
 - ↳ new-displacements

Differences

IRC	focus on remote locations
CWW	emphasis on observation
IRC	<small>informal</small> local authorities have a lot of power & community trusts them
NRC	Regional drought communities

GROUP 1:

1. Initially IRF was targeting Resilience areas but recently due to the
2. Drought affected communities
 - Areas with the highest IDP inflow e.g. Mogadishu, Baidoa, etc.
 - Access - security
 - Communities not supported by other actors
 - "Hot spot areas" areas that were under siege for a long time such as Hudur, and Hajid.
 - Nutrition / health status.
 - Areas affected by subsequent droughts
 - 2011 famine areas, Bakol, Gedo, Lower Shabelle.
 - Displacement transit location/sites Dilew, Baidoa, Baidoa Hamo,
 - Areas declared as national disaster.
 - Consideration given to livelihood zones (pastoralists)
 - Newly established IDP settlements



A.11 SUGGESTIONS FOR IMPROVED FUTURE PROGRAMMING

Group 1: Community Accountability (negotiation, CBCs and others)

1. Develop culturally relevant selection criteria (community views included)
2. Consistent in all actions and words
3. Establish linkages with clear roles and responsibilities between CBCs and LA
4. Strengthen existing CBCs (inclusive representation)
5. Pre identification of marginalized and minority groups.
6. Learning and exposure visits to other areas with well-established accountability framework Open platforms for community accountability Discuss forums Consultative meetings

Group 2: Time and planning ahead of IRF

1. There should be established CBCs in FSL areas
2. There should be pre-agreed vulnerability criteria
3. Local authority relationships (DEVCO) used to map other potential district areas.
4. We should consider going through the national government first, then to regions and district in that order
5. CBCs require time (7 days is ideal)
6. Community mapping and potential scale up and scale down should be discussed with local authorities.
7. If leaving a location exit communication are important
8. Early warning and early actions needed as we continue to respond
9. NGOs, communities and local authorities should have contextually relevant discussions during pre-targeting.
10. Resource discussion – scale up, staffing
11. FSL Cluster and coordination mechanism should ensure to red flag issues that may arise.

12. NGOs should share information on location, targeting among NGOs

Group 3: IDP and gatekeepers

Additional information on research to improve accountability of gatekeepers was provided in the learning event and included work by TANA consultants (Annexe 1).

1. Share information on projects in public in the presence of gatekeepers and communities
2. MoU / agreement with gatekeepers, local authority. NGO –selection process, households. no taxing
 - Community leaders and local authorities involved in targeting to balance the influence of gatekeepers
 - Capacity building of gatekeepers – transparency, impartiality and engaging gatekeepers' union.
3. Engage local authorities – through the UN, engage authorities, gatekeepers, land tenure.
4. Flexibility of beneficiaries to move location and still receive aid
5. Joint interagency for registration, duplicate checks through biometric

