1. Summary of Main Areas for Further Development

5.1 This evaluation has attempted to cover a wide range of themes within a short field visit, and present the findings as a reasonably concise overview. Many of the issues mentioned could be further detailed by those involved in the response, and it is hoped that the preceding narrative will provide scope for discussion and analysis. Rather than attempt at this point to present an extensive ‘shopping list’ of minutiae in terms of specific recommendations, it may be of more use to re-emphasise some of the main strategic areas for potential development.

5.2 Firstly, opportunities to strengthen some aspects of the ‘nuts and bolts’ of programme cycle management should be considered, with particular emphasis on cultivating greater usage of structured monitoring and evaluation techniques and tools to help verify project outcomes. Scope for implementation of systemised approaches within the practical constraints associated with rapid onset emergencies should be explored. Included in this would be a general enhancement of documentation practices throughout the project cycle.

5.3 Similarly, efforts should be considered to build the confidence of field teams with regard to some of SCUK’s stated approaches to work. Our ability to meet the aspirations expressed in institutional discourse is self evidently contingent upon the extent to which we are able to develop and support personnel. Particularly in Goma, and for understandable reasons, the team appears to have suffered from a generalised lack of exposure to some of these organisational themes, and there is enthusiasm and interest for greater engagement. Human resource development clearly constitutes a major component of preparedness work. Participatory techniques, rights based frameworks, ways forward around the implementation of the child protection policy, technical protocols around documentation for tracing work are some of the particular areas for further development identified during the evaluation.

5.4 As described, financial and grant management can also be enhanced. Any critique of management systems in Goma should clearly include acknowledgement of the fact that programme infrastructure and archives were lost in the eruption, nevertheless six months down the road there was evident lack of clarity regarding certain expenditures and donor requirements. Opportunities to systemise communications in these areas are important, with the provision of additional support for field teams where appropriate.

5.5 The general strategic area of emergency preparedness presents scope for ongoing refinement, particularly in the light of changes to programme portfolio. Benefits may emerge from a renewed focus on regional preparedness thinking, and some suggested starting points have been outlined in the final paragraphs of the main text. This should not detract for the need for ongoing maintenance of preparedness planning at individual country level, nevertheless regional management should revisit progress to date with regional preparedness and evaluate options for moving forward. For those countries currently involved in transitional work as part of exit strategies, some useful work can be done prior programme closure around opportunities to maintain access and generate information for ongoing analysis within the regional set up.

5.6 The experience around the evacuation from Goma, along with the destruction of facilities and the loss of assets, provides an opportunity to re-visit evacuation contingencies. While some work has already gone ahead with this in the Goma
programme, broader lessons here are in relation to the need for holistic approaches to security management, and the internalisation of procedures and frameworks.