Executive Summary

What is this document?

This document is the Final Project Report of the Emergency Capacity Building (ECB) Project. Along with the five previous semi-annual reports of the Project, it is designed to provide a comprehensive survey of the activities, outputs, impact and learning from the first phase of the ECB Project.

Scope and Sources

The reporting period is June 2007 to April 2008. However, as this is a final report, the discussion of impact and learning extends to include the entire three year span of the Project. Source material included: individual pilot project reports and publications; reports from implementing partners; final reports submitted by each participating agency; and personal communications with Project stakeholders. The Project’s External Evaluation was published in July 2007 and is available in full on the Project website. The detailed logframe analysis undertaken during that Evaluation is not repeated here, but this document does draw on the comments and key conclusions of the evaluation team.

Project Management

A slimmed-down management team, led by an Interim Project Director, has coordinated Project activities over this reporting period, with important support from committed agency staff and key partner organizations. Simplified governance structures, building on the trust established over three years of collaboration, have proved effective.

Both the Project’s funding partners – the Bill & Melinda Gates Foundation and Microsoft Corporation – granted No-Cost Extensions (NCEs) during this period. Under the terms of these NCEs, activities on three initiatives – ECB1, ECB2 and ECB3 – ended in April 2008, whilst certain specific activities under ECB4 will continue until June 2008. As of April 30, the Gates grant is 100% expended, whilst the Microsoft grant is 97% expended. For full financial details, please see the Financial Report accompanying this Narrative Report.

Activities

All but one of the ECB Project’s 20+ separate work streams and pilot projects were completed, published or handed over to long term sustainability partners by the end of this reporting period. In addition to activities detailed in previous reports, highlights from this reporting period include:

- **Publication** of 12 research products, field guides, toolkits and pilot reports, including: the ECB Simulations tool and resources; the ECB/People In Aid Surge Capacity research; the ECB Toolkit for Building Trust In Diverse Teams; translations of the Good Enough Guide to Accountability and Impact Measurement in 5 languages; and Reports from ECB Disaster Risk Reduction pilot projects in Ethiopia, Guatemala and Indonesia, as well as a DRR Overview Report summarizing learning and best practice.

- **Presentation** of ECB tools and products at important sector forums including: ALNAP Biannual meeting in Senegal; ECHO Partners Conference in Brussels; Emergency Personnel Network conferences in Nairobi and Istanbul; Headington Institute Symposium in Baltimore; Phreeway Consultation in Cape Town.

- **Adoption, adaptation or re-publication** of ECB products by various external actors including: ALNAP; ECHO; HAP International; People In Aid; Nethope; SCHR; UNISDR; and the UN Staff Systems College (UNSSC).
Emergency Capacity Building (ECB) Project: Final Project Report

- **Training** on the use of ECB tools in the field at various locations including: Afghanistan; DRC; Georgia; Indonesia; Kenya; Niger; Pakistan; Peru; Sierra Leone; Tajikistan; Zambia; and Zimbabwe.

Overall, ECB activities have been undertaken in more than **30 disaster-vulnerable countries worldwide**, and the Project has engaged with more than 20 external networks, institutions, governments, NGOs and UN agencies.

**Impact**

The impact of capacity building interventions is notoriously difficult to assess, but this report highlights some significant achievements at the field, organizational and sector levels.

The innovative nature of the ECB Project, and the investments in relationships of trust between the partners that was a necessary first step of the process, meant that momentum and traction at the field level took time to build. However, field engagement and impact has accelerated, as follows:

- **Broad reach**: Over 8,000 copies of the ECB Good Enough Guide distributed worldwide, placing it in the same bracket as the Sphere Handbook as an essential reference for field staff focused on quality and accountability in their work. 600 field staff received high quality training in ICT skills via the [ECB/Nethope ICT Skills Building Program](#), including staff from the IFRC, other major INGOs such as ActionAid, Concern and Plan International, and between 10-15 smaller regional and national NGOs.

- **Strong, field-led uptake** of several ECB tools and products: for example, field-led use of the ECB Simulations tool in Lebanon, Gaza and Egypt, with regional-level exercises taking place in East Africa, the Middle East and East Asia, and spontaneous, field-driven translations by agency country offices into Hindi, Dari and Bahasa of the ECB Good Enough Guide.

- **Clear impact at the community level** demonstrated by the two earthquakes in 2005 and 2007 that book-ended the [ECB Disaster Risk Reduction Indonesia Pilot](#) activities in West Sumatra. During the latter earthquake participating communities and their local and municipal authorities were demonstrably more resilient: better able to assess the risks presented by such an event and with plans in place to mitigate its effects.

A key factor determining the success of the ECB process is its ability to build on field innovation to leverage changes in strategy and resource allocation across the large, global organizations that make up the IWG. Encouragingly, this report shows that such changes are indeed taking place:

- **Raised profile** of emergency work, and emergency capacity, within the agencies, which leads in turn to more management attention, new strategic directions and increased investment in building capacity.

- **Evidence base**: ECB has provided a rigorous framework in which to examine familiar challenges and look for new solutions, complementing anecdotal understanding with quality research products with a practical focus.

- **Focus on measurement**: The focus of the Project, through its Goal Statement, on the speed, quality and effectiveness of emergency response, has caused agencies to reflect on how these variables might themselves be tracked in a meaningful way.

- **Benchmarking**: Participation in ECB has allowed each agency to benchmark their own performance against a group of peers. The Project has provided a ‘barometer’ by which each organization can assess its own standing and set priorities accordingly.
• **Strategy and Investment**: IWG agencies have used their participation in ECB as both a springboard to develop new strategies and policies in humanitarian staff capacity, accountability and disaster risk reduction, and as a lever to build internal support for and secure investment in improved emergency capacity.

ECB is committed to building capacity across the wider humanitarian sector, and has engaged with over 20 different non-IWG organizations and institutions in Phase I.

• Many organizations have valued the opportunity for **direct participation** in ECB training and capacity building, including: the British Red Cross and the Government of Pakistan in the ECB National Staff Development Program; ActionAid, Concern and Plan International in the ECB ICT Skills Building Program; and HAP and Sphere in the development and dissemination of the ECB Good Enough Guide. Networks such as People In Aid and ALNAP have been key partners in ECB’s research and knowledge development, and in the publication of ECB products.

• The size and profile of the ECB agencies provides the collaboration with significant **convening** power, and ECB has supported and facilitated dialogue, both through its own learning events at global and regional level, and through support and leadership to other initiatives, such as the regional EPN meetings in Africa and Asia, or the DRR working group at Interaction.

• Where the participating agencies and their partners speak to policymakers with one voice, the ECB collaboration can provide amplification and authority to **advocacy** initiatives, such as the successful lobbying of the Government of Guatemala to introduce Disaster Prevention and Preparedness as a key component of the national public school curriculum. The partners were then able to provide support for the revision of teaching materials and the training of teachers and administrators.

The ‘Top Ten’ achievements of the ECB Project are summarized in the following table:

<table>
<thead>
<tr>
<th></th>
<th><strong>Field Uptake</strong></th>
<th>Field uptake of key ECB outputs has been strong, including the ECB Good Enough Guide, the IT Skills Building Program and the ECB Simulations Tool</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Raised Profile</strong></td>
<td>ECB has focused agency attention on emergency work, leading to new strategic commitments and increased investment in capacity building</td>
</tr>
<tr>
<td></td>
<td><strong>Evidence Base</strong></td>
<td>ECB research has provided a rigorous framework in which to examine familiar challenges, helping champions build a convincing case for change</td>
</tr>
<tr>
<td></td>
<td><strong>Measurement</strong></td>
<td>Agencies have developed ways to quantify and track change in areas such as staff capacity and trust previously considered off limits to hard numbers</td>
</tr>
<tr>
<td></td>
<td><strong>Benchmarking</strong></td>
<td>Information sharing through ECB provides agencies and staff with a ‘barometer’ with which to assess their performance in comparison with peers</td>
</tr>
<tr>
<td></td>
<td><strong>Convening</strong></td>
<td>Seven agencies acting together have significant convening power to bring other stakeholders into dialogue, including networks and governments</td>
</tr>
<tr>
<td></td>
<td><strong>Advocacy</strong></td>
<td>The ECB collaboration can provide significant amplification and authority to messages policymakers hear.</td>
</tr>
<tr>
<td></td>
<td><strong>Coordination</strong></td>
<td>ECB has encouraged better coordination both between and during emergencies, at all levels from emergency directors to field programs.</td>
</tr>
<tr>
<td></td>
<td><strong>Partnerships</strong></td>
<td>Stronger partnerships both between NGO networks and with other parts of the humanitarian system improve knowledge sharing and reduce duplication</td>
</tr>
<tr>
<td></td>
<td><strong>Trust</strong></td>
<td>Relationships of trust have developed, even in areas of traditional competition. These improve information flow and reduce the costs of collaboration.</td>
</tr>
</tbody>
</table>
Contents

1. Introduction ...................................................................................................................................................1
2. Project Governance and Management ....................................................................................................2
3. Activities and Outputs ................................................................................................................................3
   3.1 ECB1 Staff Capacity Initiative ..............................................................................................................3
   3.2 ECB2 Accountability and Impact Measurement Initiative ............................................................8
   3.3 ECB3 Disaster Risk Reduction Initiative ....................................................................................... 13
   3.4 ECB4 Information and Technology Requirements Initiative..................................................... 15
4. Outcomes, Impact and Learning ............................................................................................................ 20
   4.1 ECB1 Staff Capacity Initiative ........................................................................................................... 20
   4.2 ECB2 Accountability and Impact Measurement Initiative ............................................................ 21
   4.3 ECB3 Disaster Risk Reduction Initiative ....................................................................................... 24
   4.4 ECB4 Information and Technology Requirements Initiative..................................................... 26
5. Geographical coverage ............................................................................................................................. 28
6. Partnerships ................................................................................................................................................ 30
7. Conclusions ................................................................................................................................................ 32
   7.1 Field level .............................................................................................................................................. 32
   7.2 Organization level .............................................................................................................................. 33
   7.3 Sector level .......................................................................................................................................... 34
   7.4 Other areas of impact: the important ‘intangibles’ ........................................................................ 36
8. References .................................................................................................................................................. 38

Tables and Figures

Table 1: ECB1 documentation of current approaches and best practice .......................................................3
Table 2: Publications of ECB3 DRR pilot projects ....................................................................................... 14
Table 3: ECB4 Project Portfolio .................................................................................................................. 16
Figure 1: Global distribution of ECB activities .......................................................................................... 28
Table 4: ECB activities by country ................................................................................................................ 28
Table 5: Summary of partnerships developed by the ECB Project ........................................................... 30
Table 6: The ‘Top Ten’ ECB achievements ................................................................................................. 37
Emergency Capacity Building (ECB) Project: Final Project Report

Acronyms

ADRRN  Asian Disaster Reduction and Response Network
ALNAP  Active Learning Network on Accountability and Performance in Humanitarian Action
BOND  British Overseas NGOs for Development
CRS  Catholic Relief Services
DFID  (UK) Department For International Development
DIPECHO  ECHO Disaster Preparedness program
DM&E  Design, Monitoring and Evaluation
ECB  Emergency Capacity Building Project
ECBI  ECB Staff Capacity Initiative
ECB2  ECB Accountability and Impact Measurement Initiative
ECB3  ECB Disaster Risk Reduction Initiative
ECB4  ECB Information and Communications Technologies (ICTs) Initiative
ECHO  European Union Humanitarian Aid department
EPN  Emergency Personnel Network
EWS  Early Warning System
HAP  Humanitarian Accountability Partnership
HPN  Humanitarian Policy Network
IAWG  Inter-Agency Working Group on Disaster Preparedness for Central and East Africa
IDP  Internally Displaced Person
IFRC  International Federation of Red Cross Red Crescent Societies
INGO  International Non-Governmental Organization
INTRAC  International NGO Training and Research Centre
IRC  The International Rescue Committee
ISDR  (UN) International Strategy for Disaster Reduction
IWG  Inter-Agency Working Group on Emergency Capacity
JEEAR  Joint Evaluation of Emergency Assistance to Rwanda
LINGOS  Learning for International Non-Governmental Organizations
MC  Mercy Corps
MSF  Medecins Sans Frontieres
NGO  Non-Governmental Organization
NSD  National Staff Development
OCHA  (UN) Office for the Coordination of Humanitarian Affairs
OFDA  Office of US Foreign Disaster Assistance
PIA  People In Aid
SCHR  Steering Committee for Humanitarian Response
UNSSC  United Nations Staff Systems College
WFP  (UN) World Food Programme
WV  World Vision
I. Introduction

This document is the final report of the Emergency Capacity Building (ECB) Project. Along with the five previous semi-annual reports of the Project, it is designed to provide a comprehensive survey of the activities, outputs, impact and learning from the first phase of the ECB Project.

Purpose and Scope

Section 2 outlines changes to Project management and governance arrangements over the period since the last narrative report was submitted: June 2007 to April 2008. Section 1 reports on activities undertaken and outputs produced by ECB projects and teams, again over this final period. For a detailed account of ECB activities prior to this period, the reader is referred to previous reports. Brief summaries of the background and rationale to the main ECB activities are provided alongside the main text.

Section 4 is concerned with Outcomes, Impact and Learning, considered over the whole of the Project’s three year life. This discussion is designed to complement the detailed analysis of the Project’s Logical Framework presented in the Final External Evaluation - such an analysis is not repeated here and readers are referred to the Final Evaluation Report available on the Project website.

Selected quotes from the external evaluation report have been inserted into this Final Project Report, where they illustrate or complement the views of the Project team: these quotes are highlighted in boxes like this one, with page numbers for ease of reference.

Section 5 provides a breakdown of the geographical scope of the Project, detailing activities in more than 30 countries worldwide. Section 6 summarizes the Project’s partnerships. Finally, Section 7 presents some conclusions.

Sources

Key sources for the material in this report include: individual pilot project reports and publications; reports from implementing partners including Nethope and People In Aid; final reports submitted by each participating agency; and personal communications with Project stakeholders.

The report also presents a selection of personal testimonies from humanitarian field staff, from country directors to program assistants, who have been involved in this collaborative project and whose views on its impact are among the most significant and compelling.

Phase II of the ECB Project

The IWG agencies are committed to continuing to work collaboratively to build emergency capacity in the humanitarian sector, and have designed a second phase of the ECB Project which builds on many of the achievements presented in this report and reflects much of the learning over Phase I. A proposal for funding support to ECB Phase II is currently under review by the Gates Foundation.

www.ecbproject.org
2. Project Governance and Management

No-cost extensions

Two further no-cost extensions were granted to the ECB Project during this reporting period. In December 2007, the Bill & Melinda Gates Foundation authorized a no-cost extension permitting use of the unspent balance of approximately 2% of their grant on activities that would leverage and broaden the impact of the work of the three initiatives – ECB1, ECB2 and ECB3 – that this grant supports. These activities are described in detail in Section 1 below. In January 2008, Microsoft Corporation authorized a no-cost extension permitting use of the unspent balance of approximately 4% of their grant on specific activities within the ECB4 initiative that this grant supports.

Changes to the management team

In July 2007 the previous Project Director left the Project, after completing a thorough handover to the present Interim Director. His leadership and dedication over the life of the Project is recognized by all. His departure, following that of the individual initiative managers earlier in the previous reporting period, has required those agency staff in Focal Point or Adviser roles to assume much of the leadership burden, whether in managing individual projects or in supporting and facilitating the teams and working groups whose functioning is critical to a collaborative project such as ECB. That they did so, albeit for a limited period, is a significant indication of the commitment to and enthusiasm for the ECB process that has developed over the past three years.

Governance

As the previous report pointed out, the steady increase in trust between the ECB partners has rendered largely irrelevant the cumbersome governance process in the original project design. The experimental arrangement in this reporting period, in which the Interim Project Director assumed the responsibilities of the ECB1 management committee to make resource allocation decisions in consultation with the ECB1 advisers worked well, with all stakeholders appreciating the accelerated decision-making process and lower administrative load. Agencies taking the lead on particular projects have provided good support, and the Focal Points have continued to provide valuable overall guidance and support to the Interim Director.

Partners

With a slimmed down management team, the Project has relied more on the support of partner institutions: a good thing, as stronger relationships with and increasing involvement by key sector networks such as People In Aid and NetHope bring valuable new perspectives and expertise to the collaboration, as well as holding out the potential for long term sustainability of innovations developed in partnership.

Financial status

The grant provided to the ECB Project from the Bill & Melinda Gates Foundation was 100% expended by the end of the final no-cost extension period on April 30. The grant from Microsoft Corporation was 97% expended as at April 30: the current no-cost extension allows for continued expenditure against this grant on certain specified activities until June 30. For full details, please see the ECB Financial Report.
3. Activities and Outputs

3.1 ECB1 Staff Capacity Initiative

| Result 1.1: IWG members’ current approaches to developing staff capacity evaluated, and best practices and underlying determinants of staff retention identified. |

The process of research and evaluation of best practice that underpinned the ECB1 program of work was largely complete prior to the current reporting period, though the ECB/People In Aid report on Surge Capacity in the Humanitarian Relief and Development Sector was published in October 2007 and was welcomed by the agencies as a significant advance in understanding of surge mechanisms and structures. For example, this report was presented to CARE’s Emergency Response Working Group, a strategic forum including representatives from across the CARE International family, and was influential in shaping the revision and revitalization of CARE’s global emergency roster (CERT). Save the Children and UNICEF, as co-leaders of the Education Cluster, are using the Surge Capacity report to inform and shape a mapping exercise for capacity in the Education Cluster, with the aim of improving the predictability, timeliness, effectiveness and accountability of emergency education interventions.

Table 1 below summarizes all the documentation of best practices and current approaches in staff capacity developed during over the course of ECB Phase I, which formed the basis for the team’s understanding of staff capacity constraints and the foundation for the innovative approaches and models described in the following sections:

Table 1: ECB1 documentation of current approaches and best practice

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Expanding the pool of qualified humanitarian staff: professional certification and accreditation</td>
</tr>
<tr>
<td></td>
<td>This report will help to guide stakeholders towards agreement on a viable mechanism for the sector to determine whether staff are qualified for humanitarian roles, as well as identifying mechanisms for increasing the number of personnel who are qualified.</td>
</tr>
<tr>
<td>2</td>
<td>Systematic On-the-Job Learning and Training (OJL &amp; OJT)</td>
</tr>
<tr>
<td></td>
<td>This report contributes towards the design and development of an On-The-Job Learning process for the Emergency Capacity Building (ECB) Project. It builds on prior experience within and outside the humanitarian sector to ensure the proposed process is feasible and practical and has widespread acceptance in the sector.</td>
</tr>
<tr>
<td>3</td>
<td>Surge Capacity in the Humanitarian Relief and Development Sector</td>
</tr>
<tr>
<td></td>
<td>Research conducted with People In Aid into the capacities of humanitarian and development agencies to rapidly respond in times of increased need. This paper aims to foster a deeper understanding of these ‘surge capacities’ by identifying the triggers or drivers for surge, and exploring how surge capacity is resourced, enacted and effectively enabled. October 2007</td>
</tr>
<tr>
<td>4</td>
<td>Behaviours which lead to effective performance in Humanitarian Response</td>
</tr>
<tr>
<td></td>
<td>Findings of research undertaken by People In Aid, in February and March 2007 and supported by the ECB Project into the use and effectiveness of competency frameworks within the humanitarian sector. The report identifies 8 common competency areas consistently applied to humanitarian roles, highlights practical tools and suggests ways in which the use of competency frameworks can be grounded within organizations.</td>
</tr>
<tr>
<td>No.</td>
<td>Title</td>
</tr>
<tr>
<td>-----</td>
<td>------------------------------------------------</td>
</tr>
<tr>
<td>5</td>
<td><strong>Building Trust in Teams Scoping Study</strong></td>
</tr>
<tr>
<td>6</td>
<td><strong>National Staff Development: Learning Needs Analysis</strong></td>
</tr>
<tr>
<td>7</td>
<td><strong>Case Studies of Best Practice in building and maintaining staff capacity for emergencies</strong></td>
</tr>
<tr>
<td>8</td>
<td><strong>Understanding and Addressing Staff Turnover in Humanitarian Agencies</strong></td>
</tr>
<tr>
<td>10</td>
<td><strong>Employee Perspective - Final Report</strong></td>
</tr>
<tr>
<td>11</td>
<td><strong>Review of Current Practices in Developing and Maintaining Staff Capacity</strong></td>
</tr>
<tr>
<td>12</td>
<td><strong>Most Important Staffing Factors for Emergency Response</strong></td>
</tr>
<tr>
<td>13</td>
<td><strong>Measuring the Performance of Emergency Staffing</strong></td>
</tr>
</tbody>
</table>

www.ecbproject.org
Emergency Capacity Building (ECB) Project: Final Project Report

Result 1.2: New and improved approaches to building staff capacity developed and piloted.

**ECB Staff Capacity Metrics Dashboard Pilot Project**

In this reporting period, the project team led by Mercy Corps completed the handover of the metrics dashboard to People In Aid\(^1\), who will ensure the sustainability of this innovation by managing and supporting the service on a subscription basis. A usability survey of the tool itself was undertaken, and the web interface revised to provide improved clarity and user-friendliness. An Administrators’ Guide has been published, providing step-by-step instructions for users on how to capture data and use the reports that the tool generates to improve decision-making in emergency staff capacity. Subscribers also receive a regular newsletter from People In Aid, with further advice on maximizing the value of the service and case studies on use of the data in the field.

Continued service provision through 2008 was assured via an agreement in which People In Aid committed a significant investment of their own resources, along with some further financial support from ECB. Eleven IWG country offices are currently subscribing at a cost of $750 per annum. People In Aid are actively seeking to expand this subscriber base, through a marketing strategy that targets both new country offices of agencies currently participating, as well as bringing other, non-IWG agencies into the process. The service has already been presented in Guatemala, and discussions held with MSF. Amongst the IWG agencies, CRS would like to see this project expand to other countries in the coming months, whilst Oxfam report strong interest from Oxfam International partners, and a concrete suggestion to expand the service to Oxfam Australia’s program in Timor. CARE’s thinking is to operationalize this pilot across the HR function, and is presently considering how to integrate the service into its organization-wide performance measurement systems.

**ECB Building Trust in Diverse Teams Pilot Project**

Working Group members focused over this reporting period on finalizing and publishing *Building Trust in Diverse Teams: The Toolkit for Emergency Response*. A staff member was seconded from CARE to Oxfam to oversee the final editing process. The end product, published by Oxfam Publishing, received the following endorsement: “This is a hugely valuable contribution to both understanding and knowledge. The toolkit is accessible, and engaging; the style is clear. It strikes a balance between being academically grounded, yet dynamic enough to encourage the reader to keep moving through.”\(^2\)

The Toolkit was launched at a joint *Headington Institute/People In Aid* event in Baltimore in November 2007, at which experts in humanitarian staff care from over 70 international NGOs and academic institutions were introduced to the concepts and participated in a practical demonstration of the tools.

A multi-agency Training of Trainers in Sri Lanka in August 2007 was attended by staff from CARE, Mercy Corps, Oxfam and World Vision, and led to concrete planning towards integrating trust tools in existing learning projects; using the new trust

---

1 People In Aid is an international network of development and humanitarian assistance agencies that aims to help organizations to enhance the impact they make through better people management and support. See [www.peopleinaid.org](http://www.peopleinaid.org).

2 Ben Emmens, HR Services Director, People In Aid
champions to deliver the tools at meetings and events; and embedding the trust tools into existing Emergency Preparedness initiatives, Capacity Building Plans, Individual Operating Plans and Induction programs. A comprehensive TOT Facilitator’s Manual will enable replication of this type of dissemination activity.

CARE’s Staff Wellness Adviser successfully used the Toolkit during a recent deployment to Sudan, a context where issues of trust are important. The Toolkit has been widely shared within Oxfam, with sessions in 2007 at the Humanitarian Learning Forum, the Regional Humanitarian Forum and the Regional HR Managers’ Forum. A 2 day ‘Building Trust’ training of trainers is planned for June 2008 at their Oxford HQ, for Oxfam’s frontline Humanitarian Support Personnel (HSPs), their managers and other staff. World Vision’s Global Relief Forum in April 2008 will include a session on the Toolkit.

The quality and relevance of the Toolkit has generated significant interest in the wider sector. For example, the UN Staff Systems College plan to adapt the Toolkit for use in training and staff development across the UN system. Barbara Stocking, Oxfam CEO, presented the Toolkit at a recent meeting of the Principals of the Steering Committee for Humanitarian Response (SCHR), where it was enthusiastically received.

The Working Group also successfully negotiated an agreement with consulting firm QED to adapt an innovative game-based training aid, used successfully to promote awareness of diversity issues in the private sector, for use by international humanitarian and development organizations. The adapted game has been widely distributed within the IWG agencies, and is available for free download from the ECB website. Head of International HR at global NGO Tearfund described it as:

“...an excellent tool for teams to understand cultural differences in a non-threatening way.”

**ECB National Staff Development Programme Pilot Project**

The NSD pilot was launched in June 2007 with Stage I – an assessment phase and foundation program – taking place over 14 days in Mansehra, Pakistan. The 39 participants included national staff from IWG agencies as well as disaster management staff from the British Red Cross and the Government of Pakistan. This stage included a 7 day simulation of an emergency, during which participants were evaluated against a set of competencies and performance standards, as well as classroom learning which included a review of Humanitarian Principles and Practices, Safety and Security, and People Issues in Emergencies.

Stage II of the NSD program – on-line learning via a series of technical modules – was delivered between July and September 2007 using the Elluminate virtual classroom environment provided by LINGOS. Modules were designed and delivered by technical experts from within the participating agencies, and included Media in Emergencies run by CARE, and Health in Emergencies run by Save the Children.

Unfortunately, a volatile security environment in Pakistan required a location change for Stage III of the NSD pilot, which was delivered over 14 days in Thailand in October 2007. This final face-to-face element included an intensive 8 days of classroom instruction on topics including: Logistics, Protection, Vulnerability and Targeting, Assessments, Education, Leadership and Teamwork, Building Trust in Teams, Program Management and Incident Control Systems. This was followed by an intensive and assessed simulation event in which participants were expected to apply their learning in a ‘live’ emergency context.
Emergency Capacity Building (ECB) Project: Final Project Report

The NSD represents the first significant attempt to pool resources and expertise from six large humanitarian agencies to develop a common mechanism to promote the professional development of national staff. The program was adapted from an existing curriculum developed by Save the Children, and all agencies made considerable commitments of their human and financial resources, providing mentors and other expert staff to develop training material: for example, Oxfam offered its expertise in Water and Sanitation and CARE in Assessments. Beyond the IWG agencies, participants included staff from the Government of Pakistan and the British Red Cross, and the UN World Food Program provided logistical support.

Like many innovations, the NSD Program proved complex to manage and presented many challenges to the implementation team. Learning from this pilot has been captured through several distinct processes. Participants themselves provided evaluations of their experiences, which are presented in the Pilot Project Final Report. An independent expert from the African Centre for Disaster Studies attended the Stage III event and provided a Real-Time Evaluation report focusing on the potential links between such a program and academic institutions. Finally, an experienced learning and staff development consultant (and ex Sphere project manager) was commissioned to carry out an External Strategic Review of the Program, which focussed on perceptions amongst senior stakeholders within the agencies themselves on where such a Program fits within the wider strategic concerns of their organizations.

To assist in replication of the Program, the complete curriculum has been edited and archived, and an Administrator’s Guide produced to support future course managers. In addition, two further supporting studies were finalized in this reporting period. Expanding the pool of qualified humanitarian staff: professional certification and accreditation is a study on the issues of accreditation of humanitarian training and development, designed to help guide stakeholders towards agreement on a viable mechanism for the sector to determine whether staff are qualified for humanitarian roles, as well as identifying mechanisms for increasing the number of personnel who are qualified. The Systematic On-the-Job Learning and Training (OJL & OJT) report contributes towards the design and development of On-The-Job Learning processes. It builds on prior experience within and outside the humanitarian sector to ensure the proposed process is feasible and practical and has widespread acceptance in the sector.

**ECB Simulations Pilot Project**

Prior to the start of this reporting period, two pilot tests of the ECB Simulation Package had already been implemented: a single-agency simulation in Ethiopia in March 2007 based on a flooding emergency scenario; and a multi-agency simulation in Sierra Leone in May 2007 focusing on coordination during a simulated response to an influx of refugees from conflict in a neighboring country. In the current reporting period, the tools were modified based on experiences in these two pilots, and Training of Trainers sessions held in Baltimore in June 2007 and in Tbilisi, Georgia, in September 2007. Participants at the latter had an immediate opportunity to test their skills by facilitating a multi-agency simulation of an earthquake response which followed the TOT.

During the life of the pilot project, a total of 87 staff from all seven ECB agencies and partner organizations participated in the simulations, and a total of 32 staff participated in the Training of Trainers workshops. The Simulations Administrators’ Guide and accompanying CD of materials were distributed in September 2007, and all materials are available for download free of charge from the ECB website.
Emergency Capacity Building (ECB) Project: Final Project Report

The ECB Simulation Tool was used as the basis for a simulation exercise included in the EPN/IAWG workshop on Staff Care held in Nairobi in March 2008 and co-facilitated by CRS and World Vision. The target group here were HR staff working in field programs, and as part of a scenario based in Somalia, participants responded to issues coming from the field and HQ related to staff care, security, policies, benefits and compensation, and orientation. The three day meeting was attended by 40 people from 20 humanitarian agencies, including field staff working in Kenya, Sudan, Iraq, Uganda, and regional offices covering East Africa.

Result 1.3: Experience and lessons learned are shared and made available to the wider sector through broad engagement with the humanitarian sector.

All the major ECB1 research outputs and resource materials can be downloaded free of charge from the ECB website.

Presentations by ECB1 teams and practical demonstrations of ECB1 tools have taken place at the following important sector forums:

<table>
<thead>
<tr>
<th>Date</th>
<th>Forum</th>
<th>Audience</th>
<th>ECB work presented</th>
</tr>
</thead>
<tbody>
<tr>
<td>August 2007</td>
<td>PHREE-Way Consultation on Disaster Risk Reduction and Humanitarian Action</td>
<td>Global action-learning consortium of organizations including international NGOs, research and training support organizations, and universities</td>
<td>National Staff Development Program</td>
</tr>
<tr>
<td>November 2007</td>
<td>Headington Institute/People In Aid Symposium - The heart of humanitarian relief: Managing and supporting people in a challenging global context.</td>
<td>Experts in humanitarian staff care from over 70 international NGOs and academic institutions</td>
<td>Trust Toolkit</td>
</tr>
<tr>
<td>March 2008</td>
<td>EPN Nairobi</td>
<td>Professionals in HR, training and development in the humanitarian sector in East Africa</td>
<td>Simulation tool</td>
</tr>
<tr>
<td>May 2008</td>
<td>EPN Istanbul</td>
<td>Global network of humanitarian HR professionals</td>
<td>Trust Toolkit</td>
</tr>
</tbody>
</table>

“Everyone loved the ECB simulations – it has been the best tool to get staff buy in, make contingency planning real, very inclusive, action oriented and tangible, and people really maintained commitment to continue working on identified gaps – it has been a great success.

Our region is already putting the ECB simulation to good use to develop our Middle East emergency preparedness plan. We have run 5 simulations so far – including one in Lebanon with CRS staff and partners to inform the update and adjustment of their contingency plan – the situation is tense there and we might have a very real emergency on our hands soon. We have also used the exercise with our Jerusalem/Gaza/West Bank and Egypt programs to inform our Middle East Emergency Preparedness Plan, with our regional staff to build their capacity and determine their roles in emergency response, and with Caritas Jordan staff, as we are also working on building emergency preparedness of our outreach partners in the Middle East.”

3.2 ECB2 Accountability and Impact Measurement Initiative

Result 2.1: Baselines and focus areas for accountability and impact measurement work defined

This work was completed prior to the current reporting period.
Result 2.2: Initial draft of how-to guide developed to promote continued improvements in the practice of accountability (to local people) and impact measurement.

This work was completed prior to the current reporting period.

Result 2.3: How-to guide to strengthen the practice of accountability and impact measurement tested and improved, and interagency deployments undertaken to spread good practice.

The Good Enough Guide

Since its launch in April 2007, and following careful promotion and support from ECB and Oxfam Publishing, more than 8,000 copies of the Good Enough Guide (GEG) have been purchased and are in use by the humanitarian community to improve the practice of accountability to disaster-affected communities. This is similar to the number of copies of the Sphere Handbook distributed over the same period, and places the Guide amongst the highest selling titles in Oxfam Publishing’s diverse range of development and humanitarian books. The Guide is also available for free download from the ECB and Oxfam Publishing websites. Approximately 1,500 copies have been downloaded, in over 100 different countries, with practitioners being the largest group of users. The top ten countries include Indonesia, India, Kenya, Bangladesh, Sudan and Uganda.

Activities by the ECB2 team in relation to the GEG in this reporting period have been focused on dissemination of the Guide and on its use as a training tool to introduce and strengthen accountability and impact measurement concepts and practice in the field, following a dissemination plan agreed by the ECB2 Advisers. This has taken place on both a single agency and multi-agency basis: for example, World Vision has carried out internal training on the GEG in Jordan, Turkey, Zimbabwe, Lesotho, Kenya, Swaziland, South Africa, Mauritania and in the WV Africa Regional Relief Office, but has also conducted interagency GEG training in Zambia and DR Congo, as well as facilitating the interagency workshops run through the IAWG during the recent Kenya crisis (see Standing Team below). In Afghanistan, Mercy Corps conducted a five day emergency response training for a newly launched Afghan Response team. This training included Sphere and the Good Enough Guide. Following this training Mercy Corps staff conducted a training on the Good Enough Guide for other IWG agencies in Afghanistan. Mercy Corps also supported the translation of the GEG into Dari.

Several agencies have ‘built in’ training on the Good Enough Guide into wider agency training and development processes and resources. Save the Children incorporated GEG training into operational capacity building and emergency response training events in Indonesia, Guatemala, Bangkok, Uganda, Nepal and Jordan. Mercy Corps included the GEG in the first phase of their comprehensive ‘DM&E-in-a-box’ toolkit released in November 2007. This toolkit includes around 60 items providing in-depth guidance and examples on all phases of DM&E, from planning for good M&E in design processes and proposals, to setting up project and country-level M&E systems, to collecting, managing and analyzing M&E data, and the best ways to conduct evaluation and reporting. It includes items such as the Good Enough Guide and other resources focused on accountability to beneficiaries.

The Good Enough Guide has now been translated into eight languages. Three of these – Spanish, French and Arabic – have been or will shortly be published by Oxfam Publishing.
partners in Spain, Ghana and Egypt. ‘Spontaneous’ translations, supported by ECB but funded and distributed by individual agencies, have been published in Bahasa (Save the Children and Mercy Corps Indonesia), Hindi (CARE India) and Dari (Mercy Corps Afghanistan). A version in Portuguese is available on the ECB intranet. Most recently, the Asian Disaster Reduction and Response Network (ADRRN) have translated the Good Enough Guide into Burmese/Myanmar, for distribution in the Cyclone Nargis disaster zone (see Section 4.2 on page 22).

The Good Enough Guide in French was presented at the ALNAP Biannual Meeting in Senegal in December 2007 by Alio Namata from CARE Niger.

The ECB Inter-Agency Standing Team

Shortly after the Peru earthquake of August 2007, a Standing Team member was able to deploy at the request of the CARE country office to help them in establishing an accountability system, with virtual support being provided by HAP. The resulting accountability system includes the publication of beneficiary complaints and CARE’s responses to the CARE Peru website. Due to the Standing Team “approach” taken, the learning was captured in such a way as to be easily disseminated through an interagency workshop in Peru which followed the deployment.

Also in August 2007, the Inter Agency Working Group (IAWG) on Disaster Preparedness for Central and Eastern Africa commissioned a one day Good Enough Guide Training in Nairobi, Kenya, for 18 participants including donors, NGOs and UN agencies. The training was facilitated by Standing Team members from CRS and World Vision. When in December 2007 a humanitarian crisis developed following disputed elections in Kenya, the World Vision Standing Team member along with the IAWG were able to rapidly organize two workshops that brought together representatives from UN Agencies, INGOs, local NGOs and church-based volunteer groups to explore quick and practical ways in which to use the GEG to improve accountability in the response.

Standing team members have played an important role in the dissemination of the GEG within agencies. For example CARE Standing Team members hosted an e-learning session on Accountability and Impact Measurement in Emergencies, presenting the Good Enough Guide and their experiences using it to a global audience across CARE.

Standing Team members have also delivered or facilitated training on other complementary accountability initiatives within the sector. For example, the Nairobi workshop included a presentation on HAP International, whilst a Mercy Corps Standing Team member will conduct a Do No Harm Training in Ethiopia for several agencies in April 2008. Standing Team members from World Vision and CARE engaged with the UK’s Disasters and Emergencies Committee (DEC), a fundraising alliance of 14 NGOs, to help design their new accountability framework. This ensured that approaches were compatible and that the donor had a practical approach that fitted well with both ECB and HAP approaches to accountability. Currently the 14 largest humanitarian organizations in the UK are being measured against this framework.

The Standing Team continues to meet every 2 months by teleconference to share updates and maintain relationships. The role of chair rotates among members: World Vision and CRS have so far taken this role and CARE is the current chair.

"I knew the theory about Accountability and Impact Measurement in Emergencies prior to the GEG training, but I understand so many broader issues far better following the Nairobi event. Due to the participatory nature of the training, I had the opportunity to learn from the specialized skills of the trainer, and also to absorb the invaluable views and perspectives of other participants. In addition, it focused on accountability to beneficiaries, who are the most important stakeholders in any intervention.

The Good Enough Guide is a valuable addition to my reference book collection, particularly due to its size, the wide range of approaches and because very important areas are shown as bullet points. The tools included in the Guide are invaluable, easy to understand and simple enough to use, particularly when several can be linked with other tools.

I believe that what I’ve learnt and will impart to my Iraqi colleagues will be very useful in the field and will help them to feel less ‘intimidated’ with the issue of Accountability and Impact Measurement.”
The ECB Accountability Framework

In this reporting period, work on the Accountability Framework has centred on consultations with the wider sector, integration of the Framework into internal agency systems and testing in the field. CARE’s ECB2 Adviser presented the draft Humanitarian Accountability framework during the ECHO partner’s conference in Brussels in November 2007 and again at the ALNAP Biannual in Dakar, Senegal, in December 2007. Feedback was very positive and the conference report notes “The development of an Accountability Framework was welcomed as an excellent initiative, and the results of the upcoming testing phase are looked forward to.”

Within CARE, the ECB Framework is being used as the basis for CARE International’s own Humanitarian Accountability Framework and it is planned to have a field-tested final version approved by the end of 2008. The ECB Framework was also used as the basis for country-level accountability frameworks in Peru after the earthquake in August 2007 and in Bangladesh following Cyclone Sidr in November 2007. Save the Children has prepared a draft Agency Accountability Framework, which draws on the ECB Framework in its emphasis on indicators and adherence to internal and external standards. The Save the Children Accountability Framework is expected to launch in FY09 and will improve agency compliance with its stated accountability objectives. The ECB Framework will also be used as the basis for a SCHR interagency peer review on humanitarian accountability. Senior managers will be on the Peer Review team and will practice its use.

Joint Evaluations

The ECB Joint Evaluation in Jogyakarta has been published to the ECB website and remains one of the most popular downloads, especially in its Bahasa Indonesian translation.

The ECB paper “What We Know About Joint Evaluations of Humanitarian Action: Learning from NGO Experiences” was published on the ALNAP website in August. In the 5 months to December 2007, the document was downloaded 825 times, and referenced in the recent chapter focusing on Joint Evaluations in the ALNAP Review of Humanitarian Action.

ECB Shared Assessment/Evaluation Database pilot project

Duplication and poor quality of needs assessments is a persistent concern in the humanitarian community and a strategic priority of the IWG agencies, as is the limited uptake and implementation of learning from evaluations and after-action reviews in ongoing program design. This pilot project, a collaboration between ECB2 and the ECB Information and Communication Technologies Initiative (ECB4) has made rapid progress in both areas over this reporting period, primarily by establishing strong local ownership and engagement through a pilot steering group in Indonesia, the pilot location, and through effectively bridging the programmatic and technological aspects of the required solution. CARE, CRS, Mercy Corps and Save the Children have been active participants in this pilot project, whilst staff from World Vision Indonesia have been trained in the use of the resulting tool.

It quickly became clear to the project team that the key challenges in this area are not technological but rather those of building consensus around data standards and operating procedures. Particularly in the early stages of a response, the focus of this
Emergency Capacity Building (ECB) Project: Final Project Report

Margaret Adongo
Senior Programme Assistant and Gender Focal Point
UN World Food Programme

“The ECB training was an eye opener, especially in areas of weaknesses such as provision of feedback to the beneficiaries, which for most organizations is often an oversight. Most times organizations concentrate exclusively on achievement of the objectives of the programme being implemented.

After going through the Accountability Training I realized that for community based programmes, having a feedback mechanism is very important as it helps to build trust and transparency among the stakeholders. The training would help us in better planning of future projects and to improve on areas where there are still gaps, such as giving feedback and accountability to the beneficiaries of our programmes.

I would encourage all humanitarian workers to consider undertaking this training to be able to review and look at the grey areas with a new ‘mirror’ in their programme activities.”

Pilot, responsibility for collecting data and acting on it lies with field staff in the affected country. It is thus key that any solution must originate with and be owned by field staff. Two years of working together on ECB projects has built up critical trust and mutual understanding between the participating agencies in Indonesia, whilst the country’s vulnerability to a wide range of natural hazards make it an appropriate place to test and refine this type of tool.

At a workshop hosted by Save the Children Indonesia in December 2007, the key business principles and operational guidelines for sharing assessment data were negotiated and documented, and a common assessment form was developed and agreed by all participating agencies for the initial response period, with a core set of assessment fields that are common to all agencies and useful across a range of sectors – including critical issues such as shelter, sanitation and food security. This core set then forms the basis of a technology platform designed specifically to enable easy entry, storage and retrieval of assessment data, and robust enough to operate reliably even under challenging field conditions and poor connectivity. Critically, when operational, the data collected will be open access: available in real time to anyone with an internet connection via a web interface.

The prototype includes the following key features:

- Functional both offline and online, a critical requirement in an emergency context
- Supports immediate, local analysis of data, prior to upload
- Quality assurance built into system, through a system of data validation
- Reporting function includes pre-formatted, aggregated reports that can be produced at the touch of a button, speeding up analysis of data and improving targeting of assessments. Customized reporting also available.
- Data can be exported for additional, user-specific analysis

The December workshop also identified the capacity building and training requirements of such a system, and at a follow-up workshop in March 2008, 23 Indonesia-based staff from CARE, CRS, Mercy Corps, Save the Children and World Vision were trained in the use of the joint assessment format and database, including a simulation of an emergency response after which participants gave their feedback. With this trained user group in place and the prototype of the tool now fully operational, the project team will make opportunistic use of any emergency in Indonesia over the remaining life of the project to test the tool under field conditions and gain vital feedback on its value and robustness in a live emergency context.

The project team have been careful to ensure that their work is linked with other sector initiatives in this area. Coordination meetings have been held with UN OCHA both in Indonesia and at the regional office in Bangkok to update on progress and invite input. In addition, the pilot was presented at a global OCHA forum on assessment methodologies in February 2008, and will feature prominently in a forthcoming OCHA-led mapping of sector initiatives in this area.

In the parallel initiative to develop a searchable database for key lessons from evaluations that shares a common interface with the assessment database, progress has also been rapid. A standard cover sheet for evaluations was developed, which includes a series of generic ‘lesson focus’ categories, along with a set of Guidelines for evaluators that assist them to capture and track the lessons learned from humanitarian program evaluations/reviews in a way that provides staff and managers with easily accessible
learning and a guide for management action. A technology platform was then developed to support this, including a clear and straightforward searchable database that enables a synthesis of previous lessons in any given context to be quickly accessed. The database is currently being populated, with support from the ECB2 advisers.

The prototype database will be presented to the sector in June 2008 at the ALNAP Biannual meeting in Madrid. Early comments from ALNAP staff include the following: “This looks really very interesting, and very relevant to the work that we will be undertaking starting in April on revising the ALNAP ERD…especially the lessons learned cover sheets.”

Result 2.4: Project results shared widely and how-to guide considered for adoption within each IWG agency.

In this reporting period, the ECB2 team has been active in promoting the GEG within and beyond the IWG agencies (see sections on the GEG and the Standing team above for details). For example, World Vision report that the Guide has been promoted in all four major regions and in at least 14 countries worldwide, whilst Save the Children estimate that the GEG has cumulatively reached over 150 staff to date.

The focus has been on integrating the Guide into existing agency training and development processes, and emphasizing its complementarities with other sector standards and initiatives. So, for example, CRS introduced a session on the GEG to a Sphere TOT in South Africa, whilst Save the Children integrated the GEG into its operational capacity building and emergency response training events, which also introduce Sphere standards, in Indonesia, Guatemala, Bangkok, Uganda, Nepal and Jordan.

3.3 ECB3 Disaster Risk Reduction Initiative

Result 3.1: Models and promising practices for disaster risk reduction designed and tested in three pilot countries

Result 3.2: Hands-on training package for program staff and community members in disaster risk reduction.

Result 3.3: Advocacy initiatives piloted in three countries to promote the acceptance of and commitment to disaster risk reduction principles by local and/or national authorities and other key stakeholders

Activities in all three result areas in the three main ECB3 pilot countries – Ethiopia, Guatemala and Indonesia - were complete by the end of the previous reporting period. Reports documenting all activities undertaken and lessons learned in these pilot projects were published in October 2007 to coincide with World Disaster Reduction Day”. As well as describing in detail the pilot projects and capacity building activities, these reports discuss the learning from the processes of internal and external collaboration central to the success of the pilots but new to many of the participating country offices. They also set out the next steps the ECB groups in each pilot country plan to take to further develop and strengthen their collaboration at field level. The Country Reports are complemented by an Overview Report synthesizing lessons from all three pilot countries, and setting that learning in a wider sectoral context (see Table 2 below).
Emergency Capacity Building (ECB) Project: Final Project Report

These publications have been disseminated widely, both through the ECB website and via important thematic portals including ReliefWeb and the ISDR Global Network.

Table 2: Publications of ECB3 DRR pilot projects

<table>
<thead>
<tr>
<th>ECB Risk Reduction Pilots</th>
<th>Overview Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>ECB Risk Reduction Pilot</td>
<td>Overview report summarizing key learning and promising practices from the three ECB DRR pilots, setting that learning in the context of other sector initiatives, and suggesting ways forward with risk reduction in other areas. October 2007</td>
</tr>
<tr>
<td>Indonesia</td>
<td>Final report of the pilot project undertaken in Indonesia by the Disaster Risk Reduction Initiative of the Emergency Capacity Building Project. October 2007</td>
</tr>
<tr>
<td>Guatemala</td>
<td>Final report of the pilot project undertaken in Guatemala by the Disaster Risk Reduction Initiative of the Emergency Capacity Building Project. October 2007</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>Final report of the pilot project undertaken in Ethiopia by the Disaster Risk Reduction Initiative of the Emergency Capacity Building Project. October 2007</td>
</tr>
</tbody>
</table>

However, significant activities took place in a fourth pilot country, Tajikistan, during the current reporting period. In addition, the ECB3 team was actively involved in both internal and external advocacy for DRR. These activities are detailed below (see also the Outcomes, Impact and Learning section later in the report).

**Tajikistan Pilot Project**

Building on the learning from other ECB3 pilot projects, Save the Children led a multi-agency ECB pilot project in Tajikistan to develop and test a set of training materials intended to increase the capacity within Tajikistan to provide training on community-based disaster risk reduction. Activities included a Master Trainer Workshop in Dushanbe and a Field Exercise Session in Romit, both held in June 2007. As well as Save the Children, the 18 participants included staff from CARE, Mercy Corps and Oxfam, as well as from non-IWG agencies including the Tajik Red Crescent Society and Mission East, a relief and development NGO working in Eastern Europe, the Middle East and Asia.

Materials developed by the pilot team and made available in both Tajik and English include a Participant Workbook, a Training Module Source Book and an Instructor’s Guide. As much existing training in Tajikistan lacks formal course plans and relies on lecture-style delivery methods, a particular focus of this TOT was on the role of session and course plans, and the value of ‘non-lecture’ training methods such as role play, brainstorming, open discussion and energizers.

To ensure sustainable capacity for training on community-based disaster risk reduction is available in Tajikistan, the pilot partners agreed to develop a core team of trainers to be used as a common resource. Participants expressed a strong interest in continuing their capacity development efforts through collaboration, sharing and further training.

**Internal and External Advocacy for DRR**

The DRR field is evolving rapidly, and organizations both within and beyond the IWG are forming new DRR strategies and developing new organizational structures and investment plans to support them. In this environment, the focus of the ECB3 team
during this reporting period has rightly been on ensuring that the learning from the field captured in the outputs of the ECB pilot countries is widely disseminated and used to ensure that DRR strategies and programs are robustly designed and appropriately resourced. For example, CRS held a Disaster Risk Reduction Workshop in June 2007 for two of its regions in Africa where field and senior program staff from the field discussed the work of ECB3 and how it can inform the DRR agenda within CRS. CARE held two regional workshops for CARE staff and partners, in the Asia-Pacific region and in the Latin America/Caribbean region, and have provided support to Country Offices and partner organizations in the design, implementation, and monitoring and evaluation of DRR projects or DRR components of wider emergency, reconstruction and development operations. In addition, a DRR session featuring the ECB pilot projects was included in a new program of live on-line sharing sessions available to all CARE staff. Mercy Corps has created a DRR space on an internal technical support website called Clearsace, where resources on DRR including the ECB outputs can be found. Save the Children is publishing a paper on the impact of climate change on children’s health, nutrition, protection and education, which calls for the mainstreaming of DRR into development planning and programming. Although a separate proposal for continued collaboration in DRR by the ECB partners was originally planned (see previous report), DRR is now included as one of three cross-cutting themes in the ECB Phase II proposal, in part as a result of continued efforts by the ECB3 adviser team to raise awareness of the importance of DRR and advocate for its integration into mainstream emergency capacity building within the IWG agencies.

Beyond the IWG, the ECB3 team has been active in supporting and in some cases instigating important new networks developing around DRR in the wider humanitarian sector. Further details are provided in the Outcomes, Impact and Learning section.

Finally, the ECB3 team continues to advocate for DRR with governments of disaster-vulnerable countries. For example, in February 2008 the World Vision ECB3 Advisor successfully advocated with the Government of Honduras for the formation of a National Platform for DRR, which would be responsible for development and implementation of effective legislation and mainstreaming of DRR into development plans and emergency response systems from national to local level. The new Honduran DRR National Platform will also coordinate implementation of internationally agreed DRR protocols, including the Hyogo Framework for Action.

### 3.4 ECB4 Information and Technology Requirements Initiative

<table>
<thead>
<tr>
<th>Result 4.1 ICT challenges identified through comprehensive assessment of IWG agencies in the humanitarian sector.</th>
</tr>
</thead>
</table>

In this reporting period, the ECB ICT Assessment continued to inform reflection and reform at the interface of the IT and humanitarian functions within the IWG agencies. For example, Oxfam used recommendations in the Global Assessment concerning preparedness to validate the demanding and time-consuming process of properly inducting field based ICT staff, including mandatory visits to HQ. Similarly, Assessment findings have been used as part of the rationale for regional workshops for ICT staff to discuss ICT dimensions of preparedness and the ICT role as a business partner. The ECB Assessment Reports have helped scope the need for an important inter-departmental collaboration group within Oxfam: the Humanitarian Systems Board. The implications of this new structure are discussed in the Outcomes, Impact and Learning section below.
World Vision’s Humanitarian ICT department has been able to use the details of the Assessment, as well as other industry trends developed or highlighted by the ECB4 initiative, to strengthen its position in the global WV ICT decision-making process. The HEA ICT director is now a member of World Vision’s Global IT Council and Global Center Advisory Council, and able to highlight the needs of the Humanitarian sector.

Result 4.2: Online shared workspace improves communication within the ECB project.

The ECB website, providing information about the Project and a library of Project publications attracts some 4,000 visits per month from over 50 different countries. About half of these visits include the downloading of resources. The Project intranet, built around the Microsoft Sharepoint platform, is a key tool for knowledge sharing within the ECB community and provides the Project archive.

Result 4.3: Tangible solutions to address breaches in effective and efficient response identified and pilot activities begun.

The ECB Information and Communication Technologies (ICT) initiative (ECB4) includes a portfolio of 9 separate projects, developed under the oversight of the ECB4 advisers with financial support from Microsoft Corporation. Two of these projects – the Assessment and the Intranet and Website – have been discussed above. Two further projects – the Staff Capacity Metrics Dashboard and the Shared Assessment/Evaluation database – have been managed jointly with other ECB initiatives, with ECB4 providing ICT expertise to complement the technical expertise of the ECB1 and ECB2 adviser groups respectively. These projects have been reported on in the ECB1 and ECB2 sections of this report. Responsibility for the management of four further projects in the portfolio has been taken by NetHope3, a key implementation and sustainability partner for ECB4 since its inception, under the oversight of the NetHope Emergency Response Practice Director. Table 3 summarizes the ECB4 portfolio of projects, with lead agency and current status:

Table 3: ECB4 Project Portfolio

<table>
<thead>
<tr>
<th>Project</th>
<th>Lead Agency</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information &amp; Technology Requirements Assessment</td>
<td>CARE</td>
<td>Complete</td>
</tr>
<tr>
<td>ECB Intranet and Website</td>
<td>CARE</td>
<td>Complete</td>
</tr>
<tr>
<td>Staff Capacity Metrics Dashboard</td>
<td>Mercy Corps</td>
<td>Complete</td>
</tr>
<tr>
<td>Emergency Response Working Group</td>
<td>NetHope</td>
<td>Complete</td>
</tr>
<tr>
<td>ICT4Emergencies</td>
<td>NetHope</td>
<td>Complete</td>
</tr>
<tr>
<td>ICT Skills Building</td>
<td>NetHope</td>
<td>Complete</td>
</tr>
<tr>
<td>Country Co-ordination Chapters</td>
<td>NetHope</td>
<td>Complete</td>
</tr>
<tr>
<td>Guatemala Collaboration Platform</td>
<td>Oxfam</td>
<td>Complete</td>
</tr>
<tr>
<td>Shared Assessment/Evaluation database</td>
<td>CARE</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

3 NetHope is an information technology consortium of 21 leading international non-governmental organizations (NGOs). Through member knowledge sharing, collaboration and by facilitating public benefit collaborations with major corporations, NetHope enables members to extend their communications infrastructure and leverage of internet-based applications as they serve tens of millions of end beneficiaries in 180+ developing countries around the world. See www.nethope.org.
Emergency Response Working Group (ERWG)

Over this reporting period, the ERWG convened by telephone on at least five occasions to discuss issues including the Bangladesh flood emergency and the Kenya political crisis, as well as to provide support to the ECB ICT Skills Building Program (see below). Over 30 representatives from 15 NetHope member organizations participated in a face-to-face meeting of the ERWG in Panama in October 2007, and shared seven presentations of cutting-edge practice in technology use in emergencies, as well as a field visit to the IFRC Regional Emergency Response Center in Panama City. The ERWG met again at the NetHope summit in May 2008.

ICT4emergencies

This project, led originally by CRS but transitioned to NetHope in the first half of 2007, set out to address two perceived needs of ICT professionals working in emergency response:

- A “knowledge base” or central repository for the sharing of technical information about various types of emergency-appropriate hardware, software and telecommunications solutions.
- An “emergency response center” or space dedicated to specific emergencies as they arise, where ICT professionals that are responding can share technical information about ICT activities and availability in the affected area.

NetHope report that, as discussed in prior reports, the ICT4emergencies project did not get the kind of adoption that was necessary for its long term success. The execution was consistent with the original project plan but like many attempts at innovation, it may have misunderstood the requirements of its target user group. For example, the “emergency response center” did not achieve the original uptake goals because members wanted to be candid about their emergency response work and challenges, but did not want potentially sensitive information available in a public forum such as ICT4emergencies. In recognition of this, the decision was taken to fold the ER centers into the NetHope intranet (TAG), to which access is limited to members. Adoption has increased rapidly and the discussions are much richer and, as a result, much more useful. NetHope report that member support for the enhanced intranet (TAG) is high, and stress that much of this enhancement stems from the concepts of collaboration on emergency response piloted in ICT4emergencies.

ICT Skills Building Program

This project, developed in partnership with NetHope, addresses the significant gap in ICT skills amongst frontline NGO staff at the field level. The ICT Skills Building Program's innovative approach is designed to provide staff with multiple ways of accessing training opportunities, including distance learning, classroom-led training, and on-site experience. In order to achieve this, relationships have been built with a range of training providers, including official trainers from Microsoft, Cisco, and other vendors, with the aim of leveraging existing private sector capacity and networks, and gaining their commitment to provide training expertise and resources to the project.

The success of a pilot of the program in Nairobi in 2007 prompted ECB to channel additional funding towards this initiative in the current reporting period, allowing a significant expansion of the program. Activities included:
• Self paced online training now available at www.nethopeictskills.com. Over 600 students have participated to date.
• Instructor led live online training pilots. The first classes begin in early February 2008 and are designed to learn about new ways to deliver training that have the benefits of a knowledgeable instructor “present” at all times without the higher cost of classroom training.
• Pilots with CISCO in Chennai, Delhi and Panama City. The pilots will be focused on technical training around connectivity for IT Professionals.
• Nine weeks of classroom training for IT Professionals and nine weeks of classroom dates for Field Workers in East Africa (Nairobi), Southern Africa (Johannesburg) and West Africa (Accra).

Uptake has been strong amongst the IWG agencies. After 35 World Vision staff members participated in the pilot phase, the agency reports that over 250 staff have signed up for the self-paced e-learning courses. CRS used the initiative to organize instructor-led training for ICT support staff in eight CRS Regions worldwide, using a customized curriculum and certified Microsoft trainers. Using donated training materials reduced costs significantly, whilst bringing ICT support staff together for the training improved team spirit.

The reach of this program extended far beyond the IWG agencies, however. In total more than 25 agencies have exploited the opportunity the program represents, including the IFRC, major INGOs such as ActionAid, Concern and Plan International, and between 10-15 smaller regional and national NGOs.

This project has seen an optimal mix of contributions from ECB agencies, Nethope and the private sector. The sustainability of this program looks assured, with classroom trainings at near break even and agency payments for student participation funding most of the direct costs.

Nethope Country Chapters

ECB4 has supported the establishment of local chapters to extend to regional and field IT professionals the advantages of networking and knowledge sharing currently enjoyed by global staff through Nethope. The original commitment was for four chapters, however by the end of the first quarter 2008, NetHope will have eight local chapters established in the following locations:

- Indonesia
- Thailand (Bangkok)
- Sri Lanka
- India
- Panama (Panama City)
- East Africa (Nairobi)
- Southern Africa (Johannesburg)
- West Africa (Accra)

At least 18 agencies have participated in the chapters, and future development of local chapters will be accomplished without additional funds from ECB.

Guatemala Collaboration Platform

This Oxfam-led pilot has concluded successfully, with a fully functional Collaboration Platform now in use by over 100 NGO field staff throughout Guatemala to share information about activities and best practice, with a particular focus on Disaster Risk Reduction (DRR). At a Consultation Event in Guatemala City in December the value...
and utility of the Collaboration Platform was tested in a simulation exercise and endorsed by field and HQ staff from all agencies, as well as by evaluators from the UN and from the Disaster Management Agency of the Guatemalan Government, CONRED. All six IWG agencies in Guatemala are engaged and committed to continuing to work with the platform and with the wider ECB Project under Phase II – meanwhile Oxfam Guatemala are maintaining and developing the platform and its user community using their own resources.

Building on their successful collaboration, the ECB group in Guatemala have also commenced a radio communications project in which they are connecting the various agency offices via a radio network to improve inter-agency communications in the field during an emergency. This reflects both the lessons learned in the Hurricane Stan response, and the findings of the ECB Assessment concerning the importance of radio communications in an emergency context.
4. Outcomes, Impact and Learning

4.1 ECB1 Staff Capacity Initiative

**Outcome:** Improved agency effectiveness in building and maintaining staff capacity for humanitarian action

This section examines the outcomes and impact from the ECB1 initiative in four key areas: shaping strategy in humanitarian staffing and securing investment; direct impacts in the field; the value of the collaboration in challenging accepted practice and promoting risk-taking; and the emergence of new network relationships between agencies and with the wider sector.

**Shaping strategy and securing investment**

The IWG agencies have used their participation in ECB as both a springboard to develop their humanitarian staffing strategies and as a lever to build internal support for new strategic directions. For example, CARE have used the ECB partnership and pilot projects to inform the design of a staff capacity building strategy and to secure the internal financial investment necessary to implement that strategy. Looking ahead to that process of implementation, CARE reports that “the ECB project will provide the vital tools, experience and resource”. A humanitarian human resources strategy is in development in Oxfam that will make the case for a focus on staff capacity building. ECB work (including a potential Phase II of the Project) will be integrated into this strategy. As the external evaluation notes:

“…Senior level management within agencies…noted a rise in awareness of staff capacity needs and issues for emergencies and willingness to increase their agencies’ readiness to adopt improved practices…internal funding commitments have been significant and will undoubtedly add to the improvement of staff capacities and staffing levels in future emergencies.”

ECB External Evaluation Report (p12 – emphasis added)

Other agencies have seen significant shifts in focus in their staff capacity building work as a result of ECB involvement. Mercy Corps is now focusing more on stress management and career pathing tools, whilst Save the Children is launching a major wellness initiative that will include the development of a cadre of certified “wellness trainers” with skills in areas such as conflict management and mediation, psychosocial support and managing stress and trauma.

**Direct impact in the field**

Several agencies note the impact of particular pilot projects on their capacity for emergency preparedness and response in the field. CRS stress the role of the ECB Simulations Tool in highlighting gaps and indicating where emphasis needs to be placed in developing strong, efficient, and effective response systems. Use of this tool led directly to demand from the Oxfam program in Georgia for greater emphasis on and support for DRR. Mercy Corps believe that the ECB Metrics Dashboard will improve their speed and effectiveness in getting humanitarian staff out to the field, and in tracking their progress once there, by serving as a basis for comparison of staff deployment and retention rates in the future. Save the Children see the incorporation of the Trust Toolkit into their newly developed Leader/Manager curriculum as key to developing
Emergency Capacity Building (ECB) Project: Final Project Report

high performance work teams, not only in emergencies but also in wider development programming.

**Re-assessment and risk-taking**

The external evaluation emphasized the unprecedented levels of trust developed between participating agencies:

> “...Within the IWG, the substantially increased levels of trust, coordination, improved relationships, and willingness to share information and resources has been the ECB Project’s most important outcome”

ECB External Evaluation Report (p49 – emphasis added)

As a result of this trust, many agencies felt that they were better able to acknowledge what worked in terms of their current practice and what did not: in effect, the collaboration has encouraged agencies to take risks and exploit the valuable learning that often results. For example, Mercy Corps’ experience with the ECB Metrics Dashboard led to the recognition that many staff lacked confidence in interpreting the reports generated by the tool. To address this, the analysis of statistical data is now included in MC’s Foundations of Management course. Oxfam report that the ECB pilot projects have forced them to look more realistically at their capacity building plans and methodologies for the future. CARE indicate that, without the support of a trusted network of peers, they would not have taken the risk of embarking on the program of research and development that led to the Building Trust in Diverse Teams toolkit (see page 5), which they now believe will have ‘a huge impact on our effectiveness’.

**Network relationships**

Previous reports have emphasized the value that the ECB1 team placed on their collaboration, which now extends beyond the immediate scope of the ECB Project to include regular and spontaneous sharing of information on recruitment, leadership development etc. In this final report, many agencies emphasize the valuable connections beyond the immediate team, and beyond the IWG, that they feel the ECB Project has facilitated and strengthened. CARE note the new relationships between HR managers in the field that participation in the ECB pilot projects facilitated, whilst CRS stress the value of networks such as EPN, particularly the regional EPN forums in Africa and Asia which ECB nurtured and supported. Oxfam note that staff involved in the ECB simulations are much clearer on the necessity and value of working with government stakeholders. Indeed, the Oxfam team in Georgia is currently exploring a mechanism for coordination with the National Emergency Management Department following the simulation exercise in Tbilisi. As a senior executive at Mercy Corps comments:

> “ECB has led us to take on new things, made us stronger about our convictions about what might work, and made us more open to exploring solutions for the industry, not just for the agency.”

**4.2 ECB2 Accountability and Impact Measurement Initiative**

**Outcome:** Enhanced agency accountability to humanitarian sector standards and improved practice in impact measurement of humanitarian action.

This section examines the outcomes and impact from the ECB2 initiative in five areas: changes to policies and strategies in accountability and impact measurement; ECB as a
mechanism for sharing learning; the Good Enough Guide as an entry point for accountability; links with the wider sector; and some caveats about the future.

Policy and strategy within the IWG agencies

Following their participation in ECB2, Save the Children’s new agency strategy for 2008-2012 makes explicit mention of accountability to beneficiaries and places a greater emphasis on evaluating the impact of programs. This strategic emphasis has led to the development of new evaluation guidelines, whilst accountability to beneficiaries is also now included in Save’s improved emergency preparedness training syllabus. In February 2008, Oxfam published its Accountability Report, which affirms its commitment to organization-wide accountability and lists participation in the second phase of the ECB Project as one of its key strategies to improve accountability and impact at the field level. In addition, Oxfam is currently reviewing its evaluation policy, and learning from its ECB involvement, particularly in the area of Real Time Evaluations, will play an important part in framing this review. CARE report that the ECB Accountability Framework has proved to be a concrete basis for moving forward discussions around accountability within CARE, not only within the humanitarian part of the organization, but also amongst the development-oriented part of CARE.

Sharing learning

There is consensus that the ECB Project has enabled valuable sharing of learning across agency boundaries. For example, CARE assert that the experience following the Peru earthquake validates the model of Standing Team members being deployed during the early phases of an emergency, not only to rapidly set up beneficiary accountability systems, but also to do it in such a way as to promote interagency learning. World Vision report that the ECB Standing Team and the wider relationships built and strengthened by the ECB project have provided an excellent mechanism to share the work of their Humanitarian Accountability Team in Sri Lanka, where three years of work to improve program quality and beneficiary participation culminated in a successful HAP audit in June 2007.

Good Enough Guide: a key entry point for accountability in the field

The Good Enough Guide has clearly played a critical role in building awareness and capacity for accountability, particularly at the field level, where it has proved a valuable entry-point for dialogue on accountability issues. Like other agencies, World Vision report that the high profile of the Guide means that accountability training is more demand driven, with frequent requests from the field. This helps to make a case for more staff, resources and time to be allocated to accountability and impact measurement. For example, World Vision Zimbabwe is now hiring an Accountability Manager to head a new accountability team in the country office. Distribution of the Guide has also raised the profile of accountability within CRS, and the South Asia Regional Program Quality Meeting in February 2008 allocated significant time to detailed discussions focused on impact evaluation and accountability to beneficiaries. The ‘good enough approach’ promoted by the Guide has also been a model for other initiatives. For example, Oxfam’s new Humanitarian Handbook draws heavily on the “keep it simple” and “get the essentials right” approach exemplified by the GEG.
Emergency Capacity Building (ECB) Project: Final Project Report

The wider sector

The work of the ECB2 team, and the Good Enough Guide in particular, have clearly had an impact that extends beyond the IWG agencies to the wider humanitarian community. The external evaluation notes:

“…Of the four initiatives, Initiative Two has spent perhaps the most time in cultivating external relationships with partners. While there were some initial concerns about mission overlap, it now appears that development of these relationships has been fruitful and appreciated by both the IWG agencies as well as the partners.”

ECB External Evaluation Report (p13 – emphasis added)

For example, many of the Good Enough Guide tools are reproduced in the Guide to the HAP Standard published in March 2008, whilst ECHO have requested and been granted permission to reprint sections of the Guide, including some of the tools, in their upcoming study “A Methodology for the Monitoring of Humanitarian Aid”, which explicitly sets out to draw from the “best available sources” amongst the extensive body of literature on humanitarian aid. The Good Enough Guide was amongst the feature publications in the January 2008 edition of ‘Drumbeat’, the regular publication of the Communication Initiative and a major forum for best practice in development and humanitarian communication. This issue focused on excellence in communication in crisis or emergency situations. The Guide has received a very positive review in ‘Development In Practice’, an authoritative sector journal. The practical focus and accessible style of the Guide appears to have been particularly welcomed at regional and field level. For example, the Asian Disaster Reduction and Response Network (ADRRN), a loose grouping of more than 30 national and regional NGOs from across Asia, recently took the initiative to translate the Good Enough Guide into Burmese/Myanmar, for distribution by their members in the Cyclone Nargis response.

Aside from the Good Enough Guide, ECB’s work is prominent in the 2008 edition of ALNAP’s authoritative Review of Humanitarian Action. Five of the ECB-supported joint evaluations are included in the ‘meta-evaluation’ presented in the Review, and are highlighted as models of good practice in areas including: emphasis on both accountability and learning; publication of evaluation findings; emphasis on community consultation and the confidentiality and dignity of respondents; attention to standards such as Sphere; and a focus on the utilization of results. This represents a strong, independent endorsement by the expert network of humanitarian evaluators of ECB’s contribution to developing capacity and modelling good practice in joint evaluations. As John Mitchell, Head of ALNAP, states in his introduction to the review:

“…experience of evaluations carried out by the Emergency Capacity Building (ECB) project has found that the evaluations were good in themselves, but that the process was also very important. Many people involved spoke of the benefits to staff members from competing agencies working together. A positive work environment seems to have been created, apparently very different from the competitive frenzy noted in the TEC and JEEAR. ECB seems to have enabled the collaborating agencies to put ‘us first’ and ‘me second’. And it has worked.”

Caveats

Several agencies point out that moving towards greater accountability to affected communities is a long term process, and that a sustained effort will be required before
concrete evidence of impact in terms of program effectiveness can be secured. In particular, CRS note the following elements critical for sustained progress:

- Ensuring that there is high-level sponsorship for this effort;
- Related to this, the allocation of sufficient resources to finance this continued effort; and, critically
- Very careful monitoring of changes in agency policy and staff practice arising from this capacity-strengthening effort.

These are all areas addressed in the design for the second phase of the ECB Project.

4.3 ECB3 Disaster Risk Reduction Initiative

**Outcome:** Improved capacity for disaster risk reduction among IWG agency staff, affected communities, and local & national authorities.

This section examines the outcomes and impact from the ECB3 initiative in four areas: impact of the pilot projects at community level; success in mainstreaming DRR within the IWG agencies; using ECB to leverage resources for DRR; and the importance of partnerships with the wider sector.

**Impact at community level**

The ECB3 pilot projects focused on developing and testing models for effective capacity building for DRR at the community level, and there is significant evidence of impact from the models developed. A good example is presented in the ECB Risk Reduction Pilot Report Indonesia. Prior to the Mercy Corps-led ECB pilot project, an earthquake in West Sumatra in April 2005 emptied the coastal communities of Padang Pariaman district, as fear of a tsunami caused widespread panic and the flight of villagers to the mountains. Businesses and schools were closed for more than a week, with significant impact on the local economy. A similar earthquake in March 2007 met with a different response. Evacuation to pre-prepared sites was orderly and calm, and when no tsunami occurred, communities were able to return to normal much more quickly, with schools re-opening the following day. Through their participation in the ECB pilot project, community members, local authorities and local NGOs in partnership with the ECB agencies had succeeded in building a more resilient community, better able to assess the risks presented by an event such as the earthquake and with plans in place to mitigate its effect.

**Mainstreaming within IWG agencies**

Of course, such successes will remain isolated examples unless the models and good practices piloted in ECB3 gain wider acceptance across the programs of the agencies involved. CARE suggest that the most significant indicator of success in this area lies in the number and quality of DRR activities now integrated into the agency’s emergency response work. After three years of engagement with ECB, CARE report that virtually all emergency response projects contain specific DRR elements. For example, proposals for a response to the flood emergency in Peru in the last quarter of 2007 included specific capacity building activities to ensure better preparedness of government structures and local communities for future emergencies, as well as improving the hazard resiliency of re-constructed infrastructure.

Several agencies note an increase in requests for support on DRR from field offices, suggesting that DRR concepts and resources are now being ‘pulled’ by country
“ECB raised the profile of DRR within CARE. The ECB project efforts around DRR have contributed to the growing body of evidence which has enhanced the organization’s awareness of DRR.

Enhanced DRR awareness at CARE is evidenced by the increasing number of project proposals that include DRR considerations. This holds true for emergency responses as well as for reconstruction and socio-economic development activities.

CARE programmers have made considerable progress in adopting a DRR ‘lens’. This means they increasingly consider the potential hazards and the existing and future vulnerability patterns of the targeted communities before planning any interventions. In fact, hazards such as windstorms, landslides, erratic rainfall, drought are more and more being considered as ‘normal’ events that need to be structurally accounted for, rather than unforeseeable risks that may be described in a risk analyses but not structurally addressed in the project design.

This is a very interesting and important shift in thinking, which translates itself in many DRR relevant activities all across the CARE community.”

Many agencies report an increase in awareness of and commitment to DRR concepts at senior management level, and Save the Children see this as a key contributor to the inclusion of DRR into their Agency Strategic Plan 2008-12. In this document, Save commits to learn from the growing DRR evidence base and apply best practices within the most risk-prone countries. World Vision President Dean Hirsch has called on all WV staff to focus on DRR, and has committed to mainstreaming DRR into all Area Development Programs (ADPs), WV’s primary approach to poverty alleviation through transformational development.

Leveraging additional resources and staff

Concomitant with the increase in awareness and strategic priority afforded to DRR, several agencies report significant increases in staff and resources for DRR over the course of the ECB Project. For example, CRS have hired a Senior Technical Advisor and a Program Manager for DRR, to develop and implement a DRR strategy, provide technical assistance to the field, manage an innovation fund to foster creative thinking in field-based DRR projects and engage in the wider development and humanitarian sectors to advance thinking and action on DRR. At Save the Children, two positions have been created that contain DRR responsibilities since the incorporation of DRR in the Strategic Plan.

CARE report important increases in the level of resources dedicated to DRR. Specifically, enhanced organizational and staff capacity in DRR within the agency has enabled the building of strong partnerships with donors such as ECHO and DIPECHO, resulting in the financing of an important number of DRR projects, particularly in Asia and Latin America, and for DRR-related activities within CARE’s emergency response programs. The ECB DRR research has contributed to the body of knowledge CARE can draw upon to make a case for this shift in thinking.

Advocacy and policy

One of the key advantages of a collaboration such as ECB is the opportunity for like-minded agencies to speak with a common voice on issues such as DRR. The ECB3 team and their work have influenced and engaged with a number of important forums and networks that span the wider humanitarian sector at the policy level. For example, the ECB Project was directly responsible for the formation of a DRR working group at Interaction, which now brings together a broad cross-section of the US NGO community on a regular basis to discuss DRR issues, with an ECB adviser from Mercy Corps acting as co-chair. This group in turn hosted an event at the Brookings Institute in Washington DC in October 2007, to mark international Disaster Reduction Day, at which key ECB learning was presented. A recent edition of Interaction’s Monday Developments magazine included articles contributed by CRS, Mercy Corps and Oxfam featuring the work of the ECB DRR initiative.

The equivalent umbrella organization in the UK, BOND, has an active and longstanding DRR group, and World Vision have engaged with this group in the field testing of the
recent *Characteristics of a Disaster Resilient Community*4, a set of indicators to measure progress of DRR at national and local levels currently undergoing field testing in the Philippines, Indonesia and Ethiopia. CARE have sought to promote the DRR agenda and influence policy makers in Europe through VOICE, the European NGO network.

The UN International Strategy for Disaster Reduction (ISDR) has been an important partner of ECB3. World Vision credit their participation in the ECB Project for the initiation of a relationship with ISDR which has led to a Memorandum of Understanding detailing the terms of their cooperation around the theme of reducing risk and building resilience. This agreement aims to act as a catalyst for the increased engagement and commitment of civil society, particularly NGOs, to DRR.

ECB3 advisers from Mercy Corps and World Vision sit on the steering committee of the Global Network of Civil Society Organizations for DRR, a network originally promoted by ISDR but now an independent entity supported by its members. The Global Network’s next major goal is to undertake global-scale research to document the overall impact of the Hyogo Framework for Action at the local level, in preparation for the UN/ISDR Global Platform 2009, and to provide input into UN/ISDR first biennial Global Assessment Report on disaster reduction⁵.

### 4.4 ECB4 Information and Technology Requirements Initiative

**Outcome:** Improved information communication technology support to humanitarian action

This section examines the outcomes and impact from the ECB4 initiative in three areas: improved ICT capacity in the field; changes to standards and structures promoted by ECB; and additional resources and capacity for humanitarian ICT support leveraged by the Project.

**ICT capacity in the field**

With over 600 field staff to date having received high quality training in ICT skills, the ECB/NetHope ICT Skills Building Program has led to a significant increase in field-level ICT capacity amongst front-line staff. The sustainability of the delivery model used in the program means that this trend is likely to continue, and the benefits from the Program have not been limited to the IWG agencies, but have extended to include more than twenty other local and international NGOs who have participated. The Program provides a valuable, replicable model in leveraging private sector expertise and networks through a collaborative approach.

**Standards and structures**

The ECB Assessment recommendations concerning ICT standards have been widely used to promote standardization and agreement on minimum requirements for ICTs in emergency contexts. For example, CRS is developing an agency-wide policy articulating ICT standards among its field offices. Oxfam have agreed minimum communications and

---

⁴ In 2006, as part of the BOND DFID DRR Subworking Group, Tearfund together with ActionAid, ChristianAid, Plan International, Practical Action, and the British Red Cross along with the International Federation of the Red Cross/ Crescent commissioned DRR Consultant John Twigg to define a Disaster Resilient Community. This came about after it was recognised that there were no resources that illustrated what a community empowered to implement the *Hyogo Framework for Action* looks like - and yet, many agencies were asking Governments, Organisations and communities to embrace this global framework. See the study at http://www.benfieldhrc.org/disaster_studies/projects/communitydrrindicators/Characteristics_disaster_low_res.pdf

---

www.ecbproject.org
IT requirements in a response, and resolved where in the organization 'ownership' of radio standards should sit – an area of frequent confusion highlighted in the Assessment.

Many agencies have used ECB4 to reassess how their organizational structures facilitate (or hinder) effective ICT support for emergency response. Oxfam have formed a Humanitarian Systems Board – an inter-departmental collaboration group comprised of senior staff from the Humanitarian Department and ICT systems specialists with the explicit purpose of jointly assessing problems and defining solutions to humanitarian ICT requirements, instead of relying on 'supply-driven' solutions from ICT teams that may not be sufficiently grounded in or informed by field realities. CRS have also created an ICT Steering Committee to guide the agency's technology investment portfolio.

**Resources and capacity**

Several agencies have made important resourcing decisions to strengthen their humanitarian ICT capacity. Oxfam have recently approved a funded plan to carry out global radio training (another recommendation from the ECB Assessment). It has also dedicated a 40% post to provide ICT support to humanitarian response. Although Oxfam recognizes that there must be a central ICT team at all times capable of supporting an emergency response, the agency aims to provide most ICT support to emergency responses through appropriately trained and equipped field staff. In a similar vein, CRS is actively considering centralizing the funding of field office communications networks, to facilitate sharing of information and provide greater access to centralized business applications. By increasing capacity in this way, the agency plans to enable the management of emergency operations by field offices.

CRS also plans to make an 'emergency toolbox' containing relevant materials used to design and manage an emergency response available on its redesigned intranet. Mercy Corps has upgraded its existing ICT tool kit for emergency deployments by adding tools to improve its self-sufficiency, such as cabling in temporary offices, improved surge protection, equipment cleaning, and improved data backup tools. It has also reduced overall weight and updated documentation.
5. Geographical coverage

In Phase 1 of the Project, ECB activities have taken place in 31 countries worldwide. Figure 1 below shows the distribution of activities. Table 4 provides a key.

Figure 1: Global distribution of ECB activities

Table 4: ECB activities by country

<table>
<thead>
<tr>
<th>Where</th>
<th>Who</th>
<th>What</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 AFGHANISTAN</td>
<td>MC</td>
<td>Training on the GEG</td>
</tr>
<tr>
<td>2 BANGLADESH</td>
<td>CARE</td>
<td>Staff member participated in the NSD; ECB framework used as the basis for country-level accountability frameworks after Cyclone Sidr</td>
</tr>
<tr>
<td></td>
<td>WV</td>
<td>On-going preparations for Cyclone Sidr response learning event; Development of Early Warning Systems (EWS), awareness raising with communities on EWS</td>
</tr>
<tr>
<td>3 BOLIVIA</td>
<td>WV</td>
<td>Accountability framework research</td>
</tr>
<tr>
<td></td>
<td>CRS</td>
<td>Accountability work including GEG</td>
</tr>
<tr>
<td>4 DRC</td>
<td>WV</td>
<td>Training on GEG</td>
</tr>
<tr>
<td>5 EAST ASIA</td>
<td>Oxfam</td>
<td>Used simulation tools for Avian flu simulation.</td>
</tr>
<tr>
<td>6 ECUADOR</td>
<td>WV</td>
<td>Community Emergency Response and Disaster Mitigation Project</td>
</tr>
<tr>
<td>7 EThIOPIA</td>
<td>SC</td>
<td>Metrics, DRR</td>
</tr>
<tr>
<td></td>
<td>CRS</td>
<td>Metrics, Simulations Project</td>
</tr>
<tr>
<td></td>
<td>WV</td>
<td>Expanding the ECB Unit to mainstream DRR into all development plans, inter-agency networking on DRR</td>
</tr>
<tr>
<td></td>
<td>MC</td>
<td>Metrics, simulations, DRR</td>
</tr>
<tr>
<td></td>
<td>Oxfam:</td>
<td>Metrics</td>
</tr>
<tr>
<td>8 GEORGIA</td>
<td>CARE</td>
<td>staff members participated in the Simulations pilot</td>
</tr>
<tr>
<td></td>
<td>CRS</td>
<td>Simulations TOT and simulation exercise with Georgian staff</td>
</tr>
<tr>
<td></td>
<td>Oxfam</td>
<td>Simulation training and activity</td>
</tr>
<tr>
<td>9 GUATEMALA</td>
<td>SC</td>
<td>DRR</td>
</tr>
<tr>
<td></td>
<td>WV</td>
<td>Community Emergency Response and Disaster Mitigation Project</td>
</tr>
<tr>
<td></td>
<td>CRS</td>
<td>Guatemala Collaboration Platform</td>
</tr>
<tr>
<td></td>
<td>MC</td>
<td>DRR, Guatemala Collaboration Platform</td>
</tr>
<tr>
<td></td>
<td>Oxfam:</td>
<td>DRR, interest in Metrics, Guatemala Collaboration Platform.</td>
</tr>
<tr>
<td>Where</td>
<td>Who</td>
<td>What</td>
</tr>
<tr>
<td>-----------</td>
<td>-------</td>
<td>----------------------------------------------------------------------</td>
</tr>
<tr>
<td>10 HONDURAS</td>
<td>WV</td>
<td>Community Emergency Response and Disaster Mitigation Project</td>
</tr>
<tr>
<td>11 INDIA</td>
<td>CARE</td>
<td>CARE India translated the Good Enough Guide into Hindi</td>
</tr>
<tr>
<td></td>
<td>WV</td>
<td>DRR capacity building with children in schools</td>
</tr>
<tr>
<td></td>
<td>SC</td>
<td>ECB2</td>
</tr>
<tr>
<td>12 INDONESIA</td>
<td>SC</td>
<td>ECB1, ECB2, ECB3, ECB4</td>
</tr>
<tr>
<td></td>
<td>CRS</td>
<td>Shared Needs Assessment, Metrics Project</td>
</tr>
<tr>
<td></td>
<td>MC</td>
<td>Shared Needs Assessment, Metrics Project, GEG, DRR</td>
</tr>
<tr>
<td></td>
<td>Oxfam</td>
<td>Aceh – Metrics</td>
</tr>
<tr>
<td></td>
<td>CARE</td>
<td>Participated in Metrics pilot and used data to inform decision making; CARE staff member participated in the NSD; CARE lead the database pilot</td>
</tr>
<tr>
<td></td>
<td>WV</td>
<td>Participated in training on use of tools</td>
</tr>
<tr>
<td>13 KENYA</td>
<td>CARE</td>
<td>Participated in IAWG coordination following the Kenya election violence</td>
</tr>
<tr>
<td></td>
<td>CRS</td>
<td>AIM, DRR and GEG training</td>
</tr>
<tr>
<td></td>
<td>WV</td>
<td>Initiated GEG workshops with IAWG agencies and other NGOs plus govt PIA and IAWG simulation on Staff Care in Emergencies Mar ’08.</td>
</tr>
<tr>
<td></td>
<td>Oxfam</td>
<td>Part of the Research to identify the blockers in Emergency responses</td>
</tr>
<tr>
<td>14 KOSOVO</td>
<td>CARE</td>
<td>Participated in Georgia Simulation and ran own pilot for CARE Kosovo</td>
</tr>
<tr>
<td>15 LESOTHO</td>
<td>WV</td>
<td>Trained WV staff on GEG</td>
</tr>
<tr>
<td>16 MADAGASCAR</td>
<td>CARE</td>
<td>Staff member participated in the NSD</td>
</tr>
<tr>
<td>17 MALAWI</td>
<td>Oxfam</td>
<td>Building Trust for Diverse Teams</td>
</tr>
<tr>
<td></td>
<td>SC</td>
<td>ECB1</td>
</tr>
<tr>
<td></td>
<td>CARE</td>
<td>Country Office piloted Building Trust in Teams toolkits</td>
</tr>
<tr>
<td>18 NICARAGUA</td>
<td>WV</td>
<td>Community Emergency Response and Disaster Mitigation Project</td>
</tr>
<tr>
<td>19 NIGER</td>
<td>SC</td>
<td>ECB2</td>
</tr>
<tr>
<td></td>
<td>CRS</td>
<td>AIM – Remain in contact post-ST deployment</td>
</tr>
<tr>
<td></td>
<td>WV</td>
<td>Introduction on GEG to WV and gov’t staff</td>
</tr>
<tr>
<td>20 PAKISTAN</td>
<td>SC</td>
<td>ECB1</td>
</tr>
<tr>
<td></td>
<td>CARE</td>
<td>CARE staff member participated in the NSD</td>
</tr>
<tr>
<td></td>
<td>WV</td>
<td>DRR capacity building and education with children</td>
</tr>
<tr>
<td></td>
<td>MC</td>
<td>Staff attended the National Staff capacity project</td>
</tr>
<tr>
<td></td>
<td>Oxfam</td>
<td>First part of the pilot for National Staff Capacity Project</td>
</tr>
<tr>
<td>21 PERU</td>
<td>CARE</td>
<td>Standing Team member deployed to set up accountability system</td>
</tr>
<tr>
<td></td>
<td>MC</td>
<td>Included some DRR in emergency response project</td>
</tr>
<tr>
<td></td>
<td>WV</td>
<td>Participated in meetings on GEG; Community Emergency Response and Disaster Mitigation Project</td>
</tr>
<tr>
<td>22 SIERRA LEONE</td>
<td>CRS</td>
<td>Simulations Project</td>
</tr>
<tr>
<td></td>
<td>MC</td>
<td>Staff attend simulations training</td>
</tr>
<tr>
<td>23 SRI LANKA</td>
<td>SC</td>
<td>ECB1, ECB2</td>
</tr>
<tr>
<td></td>
<td>WV</td>
<td>Accountability tool development (HAT); “Building Trust in Teams” pilot</td>
</tr>
<tr>
<td></td>
<td>CARE</td>
<td>Country Office piloted Building Trust in Teams toolkits</td>
</tr>
<tr>
<td></td>
<td>MC</td>
<td>Field tested the GEG</td>
</tr>
<tr>
<td>24 SUDAN</td>
<td>SC</td>
<td>ECB1</td>
</tr>
<tr>
<td></td>
<td>CARE</td>
<td>Wellness Advisor piloted CARE Building Trust in Teams toolkits</td>
</tr>
<tr>
<td></td>
<td>MC</td>
<td>Participated in the Metrics project</td>
</tr>
<tr>
<td></td>
<td>Oxfam</td>
<td>Metrics</td>
</tr>
<tr>
<td>25 SWAZILAND</td>
<td>WV</td>
<td>Trained WV staff on GEG</td>
</tr>
<tr>
<td>26 TAJIKISTAN</td>
<td>SC</td>
<td>ECB3</td>
</tr>
<tr>
<td></td>
<td>MC</td>
<td>Participated in Pilot Project ECB 3</td>
</tr>
<tr>
<td></td>
<td>CARE</td>
<td>Participated in Save led DRR exercise</td>
</tr>
<tr>
<td>27 THAILAND</td>
<td>CARE</td>
<td>Helped organize NSD session in Thailand</td>
</tr>
<tr>
<td></td>
<td>MC</td>
<td>Staff attended the National Staff capacity project</td>
</tr>
<tr>
<td></td>
<td>Oxfam</td>
<td>Second part of the pilot for National Staff Capacity Project</td>
</tr>
<tr>
<td>28 UGANDA</td>
<td>WV</td>
<td>Accountability framework research</td>
</tr>
<tr>
<td>29 VIETNAM</td>
<td>CARE</td>
<td>Staff member participated in the NSD</td>
</tr>
<tr>
<td>30 ZAMBIA</td>
<td>WV</td>
<td>Interagency training on GEG</td>
</tr>
<tr>
<td>31 ZIMBABWE</td>
<td>WV</td>
<td>Trained WV staff on GEG</td>
</tr>
</tbody>
</table>
6. Partnerships

Table 5 below provides details on the main partnerships developed in Phase I of the ECB Project.

| ALNAP                           | • The Good Enough Guide in French and Accountability framework presented at the ALNAP Biannual Meeting in Senegal in December 2007  
|                                | • Discussions ongoing about synergies between ECB Evaluation database and ALNAP database 
|                                | • ECB paper “What We Know About Joint Evaluations of Humanitarian Action: Learning from NGO Experiences” published on the ALNAP website  
|                                | • Extensive ECB contribution to the ALNAP review of Joint Evaluations published in the 2008 Review of Humanitarian Action. See also UNICEF below for RTE initiative. 
| BRITISH RED CROSS               | • Participated in the NSD 
|                                | • Standing team members from WV and CARE engaged with the UK’s Disasters and Emergencies Committee (DEC) a fundraising alliance of 14 NGOs to help design their new accountability framework. This ensured that approaches were compatible and that the donor had a practical approach that fitted well with both ECB and HAP approaches to accountability. Currently the 14 largest humanitarian organizations in the UK are being measured against this framework. 
| EPN                            | • ECB supported formation of EPN regional networks in Africa and Asia 
|                                | • ECB Simulation used at joint EPN/IAWG March 2008 event 
|                                | • ECB Trust Toolkit to be presented at EPN Istanbul in May 
| GOVERNMENT OF PAKISTAN          | • Participated in the NSD 
|                                | • HAP represented on editorial board for GEG 
|                                | • Supported Standing Team deployment to Peru 
|                                | • HAP-I presentation part of Nairobi event 
|                                | • GEG tools reproduced in the Guide to the HAP Standard 
|                                | • Hosted EPN and used ECB Simulation. 
| InterAction                    | • ECB Adviser formed and co-chairs DRR Working Group
<table>
<thead>
<tr>
<th>Organization</th>
<th>Contributions</th>
</tr>
</thead>
<tbody>
<tr>
<td>LACRO</td>
<td>- Good Enough Guide and DRR work presented in March, 2008, during the LACRO DRR workshop with CRS and CRS partner staff.</td>
</tr>
<tr>
<td>LINGOs</td>
<td>- Provided Elluminate tool for NSD</td>
</tr>
<tr>
<td>NetHope</td>
<td>- Nethope have been a major implementation and sustainability partner for the ECB Project. See the sections above for further details.</td>
</tr>
<tr>
<td>People In Aid</td>
<td>- People In Aid have been a major implementation and sustainability partner for the ECB Project. See the sections above for further details.</td>
</tr>
</tbody>
</table>
| PHREEWAY     | - CARE shared the NSD design at a PHREE-Way meeting. They expressed interest in participating in NSD pilot and offered to design the DRR piece of the curriculum.  
- One PHREE-Way member participated in the Thailand NSD training.  
- ECB DRR publications incorporated into Phreeway Resources library |
| Q&A INITIATIVES | - ECB represented at regular meetings of Quality and Accountability Initiatives. ECB 2 involvement in this has been as both observer and in providing an operational agency voice in their deliberations. |
| SCHR         | - Save the Children, CARE and Oxfam participating in an SCHR Peer Review, which will adapt and field test ECB Accountability Framework.  
| SPHERE       | - Sphere standards referenced and promoted in ECB publications and tools.  
- Various GEG and Sphere trainings run concurrently. |
| UNICEF       | - Oxfam and Care advisors joined an UNICEF-ALNAP RTE grouping (supported by the UNICEF Evaluation Office) and involving a cross-agency Working Group. Initial research on RTE methodologies and approaches has been completed by Channel Research, and the ALNAP secretariat has taken on the process of developing and finalizing an RTE guide.  
- ECB Simulations tool shared with UNICEF preparedness team, and ECB invited to join future UNICEF simulations as participant observer.  
- Together with Save the Children as co-leads of Education Cluster, using Surge Capacity report to inform mapping of Education surge capacity. |
| UN ISDR      | - Important partner of ECB3 DRR initiative. Disseminated ECB3 pilot country and Overview reports |
| UN OCHA      | - Consulted in development of ECB shared assessment tool – will form part of OCHA-led mapping exercise for humanitarian assessment |
| UN WFP       | - Provided logistical support to NSD  
- ECB involved in peer review of WFP evaluation function |
7. Conclusions

The impact of capacity building projects is notoriously difficult to assess. When the capacity being built is in the area of emergency preparedness and response, the difficulty is compounded further: baselines are few and problems of attribution and causation abound. This issue is addressed in some detail in the design of the second phase of the ECB Project, which benefits from much learning from Phase I in the specification of a monitoring and evaluation framework for emergency capacity building.

Nevertheless, as this report has shown, some significant initial conclusions can be drawn about the impact of Phase I. In assessing capacity building interventions, training and capacity building specialists INTRAC use a ‘ripple’ model – if the intervention is a pebble dropped into water, then by observing the size and speed of the ripples as they travel outwards through the layers of the organization we can make plausible assertions about their impact on the ultimate target – in this case the preparedness and response capacity of the humanitarian sector and the affected communities it seeks to assist. As previous sections have shown, the ECB Project has created some significant ‘waves’. This final section of the report brings these together under the broad headings of ‘field’, ‘organization’ and ‘sector’ level impact, and then presents a summary of the ‘top ten’ achievements of the ECB Project in tabular form.

Each section also describes how the IWG intend to build on these achievements through the design of Phase II of the ECB Project.

7.1 Field level

The innovative nature of the ECB Project, and the investments in relationships of trust between the partners that was a necessary first step of the process, meant that momentum and traction at the field level took time to build, as the External Evaluation notes. However, the Evaluation also notes a significant late flowering of field engagement and a series of concrete impacts at field level, a trend that bodes well for Phase II of the Project, in which field ownership and impact are a specific focus of the project design.

“Now ECB has started to feed into field accountability, for example, with the development of the GEG; disaster risk reduction pilot projects are causing more field involvement; the many tools developed through Initiative One will soon have field impact as will some Initiative Four applications. Agency staff report that field personnel are becoming more engaged in ECB activities and some agencies are finding that…other country offices are asking about ECB or wanting to be a part of it…the lessons (from the process of engaging the field in ECB activities) will ensure sustainability. This process will take at least two or three more years to change the culture of the operating environment and to ensure agency mainstreaming of products and services. This may happen without another ECB project, but a continued and consistent ECB approach will increase the speed and acceptance of that process.”

ECB External Evaluation Report (p47-48, emphasis added)

Further examples would include the ECB Simulations tool developed under the Staff Capacity initiative. Following ECB-sponsored pilot exercises in Ethiopia, Sierra Leone and Georgia, and the accompanying Training of Trainers program, field-led exercises have now taken place in IWG country offices in Lebanon, Gaza and Egypt, with regional-level exercises taking place in East Africa, the Middle East and East Asia. In the area of Accountability, spontaneous, field-driven translations of the ECB Good Enough Guide to Accountability and Impact Measurement by agency country offices into Hindi, Dari and Bahasa, and most recently into Burmese/Myanmar, testify to the strong demand for this type of accessible, field-oriented guidance amongst frontline staff (page 9).

At the community level, the DRR initiative provides the clearest example of direct impact. The two earthquakes in 2005 and 2007 that book-ended the ECB Disaster Risk Reduction Indonesia Pilot activities in West Sumatra served to validate the community-based model of DRR piloted during Phase I. As described in Section 4.3 above, during the latter earthquake the participating communities and their
local and municipal authorities were demonstrably more resilient: better able to assess the risks presented by such an event and with plans in place to mitigate its effects (page 24).

With over 600 field staff having received high quality training in ICT skills, the ECB/Nethope ICT Skills Building Program has led to a significant, sustainable increase in field-level ICT capacity, not limited to the IWG agencies but including the IFRC, other major INGOs such as ActionAid, Concern and Plan International, and between 10-15 smaller regional and national NGOs (page 26).

Overall, and despite the slow start noted above, the reach of ECB Phase I at field level has been substantial. Activities have taken place in over 30 disaster-vulnerable countries worldwide (see Section 5 above). Over 8,000 copies of the ECB Good Enough Guide have been distributed worldwide in the year since its launch, a figure which makes it one of Oxfam Publishing’s most popular titles, and which places it in the same bracket as the Sphere Handbook which the Guide complements: an essential reference for field staff focused on quality and accountability in their work (page 9).

The explicit commitment in the design of Phase II of the ECB Project to place field consortia at the centre of planning, implementation and monitoring of Project activities, with dedicated management support and resources under Objective 1 of the project design, will build on this promising trend of field involvement to accelerate ownership, engagement and impact at the field level.

7.2 Organization level

The section above has outlined some significant impact at the field level, particularly in terms of promising new practice and models for replication. Yet some simple numbers illustrate the limitations of these developments thus far. ECB Phase I has represented a significant investment in emergency capacity building of a little over $6 million over 3 years; yet this needs to be viewed in the context of the $3 billion or more that the participating agencies program annually. Obviously, a key factor determining the success of the ECB process is its ability to build on field innovation to leverage changes in strategy and resource allocation across these large, global organizations: changes that in turn advance the goal of the collaboration. Encouragingly, this report shows that such changes are indeed taking place. Stakeholders at all levels within the agencies report that involvement in the ECB Project has helped them to raise the profile of emergency work and capacity within the organization; build an evidence base to support the case for investment; develop their ability to measure change in capacity; benchmark their organization’s performance against that of peer agencies; and build in commitments to key aspects of emergency capacity into wider strategic statements and plans. These achievements are discussed in turn below.

Phase II of the ECB Project seeks to build on these achievements by providing a specific focus and dedicated expertise on organizational learning and change under Objective 2 in the project design.

Raised profile

A common theme amongst the IWG agencies (and amongst non-IWG partners who have been closely involved in the Project) was that their participation in the ECB Project had significantly raised the profile of emergency work, and emergency capacity, within their organizations. This higher profile had led in turn to more management attention, new strategic directions and increased investment in building capacity. In some cases this was a general observation, as in CARE; in others it relates to specific aspects of the ECB agenda. Thus, Oxfam emphasize the heightened awareness of staffing challenges (page 20); Save the Children point to greater awareness of accountability issues (page 22); and World Vision are confident that ECB has been ‘pivotal’ in bringing DRR into the mainstream (page 24).

An evidence base

Familiar issues recur in humanitarian evaluations year after year, and indeed few of the capacity issues that ECB has approached during Phase I are genuinely new. What ECB has provided, many stakeholders
feel, is a rigorous framework in which to examine them and look for solutions. Through the research carried out under ECB into staff retention or trust in teams, for example, staff have been able to complement the anecdotal understanding of the ‘wise old heads’, as one agency puts it, with an evidence base – quality research products with a practical focus which have contributed to genuine changes in strategy, policy and practice.

**Measurement**

‘You don’t get what you want, you get what you measure’ is an old adage in the private sector, and ECB has made deliberate attempts to quantify and track change in several areas – staff capacity metrics, trust index (page 5) – that have traditionally been considered off limits for hard numbers. More generally, several agencies suggest that the focus of the Project, through its Goal Statement, on the speed, quality and effectiveness of emergency response, has caused them to reflect on how these variables might themselves be tracked in a meaningful way. For example, Oxfam report that through the development of a consistent, clear model for Real Time Evaluations (itself facilitated by sharing within the ECB collaboration) it is now more feasible to compare responses over time and between contexts, and draw conclusions about trends in timeliness and quality.

**Benchmarking**

It is clear that, notwithstanding the new knowledge and innovation created during the first phase of ECB, the collaboration has served an important purpose in allowing each agency to benchmark their own performance against a group of peers. The Project has, in one agency’s words, provided a ‘barometer’ by which each organization can assess its own standing and set priorities accordingly.

**Shaping strategy and securing investment**

IWG agencies have used their participation in ECB as both a springboard to develop new strategies and policies in humanitarian staff capacity, accountability and disaster risk reduction, and as a lever to build internal support for and secure investment in improved emergency capacity. For example, CARE have used the ECB experience and evidence base to design a new staff capacity building strategy and to build a successful case with senior management for the investment required to implement that strategy (page 20). Save the Children’s new agency strategy for 2008-2012 makes explicit mention of accountability to beneficiaries and places a greater emphasis on evaluating the impact of programs (page 22). World Vision credit ECB with putting DRR ‘on the map’ within the agency, and is now making rapid progress in mainstreaming the concept. Stronger technical capacity within the agencies in DRR has led to improved partnerships with donors and increased resource flows to DRR programs (page 24).

**7.3 Sector level**

The goal statement for ECB Phase I included a commitment to build capacity not only amongst the participating agencies but in the wider humanitarian community. Section 6 above lists over 20 different non-IWG organizations and institutions with which the ECB Project has engaged substantively over the course of Phase I. As with the issue of field engagement discussed in Section 7.1 above, positive engagement with the wider sector took time to build, given the Project’s early focus on internal relationships and trust, and some initial uncertainty about how the Project fitted into the complex existing landscape of sector-level initiatives. However, as the External Evaluation noted, some strong and productive external partnerships have emerged during ECB Phase I:
This report has highlighted several ways in which the Project has contributed to sector-level capacity, including: direct participation by non-IWG actors in training and capacity building; convening and supporting networks within the sector; and adding weight to sector-level advocacy initiatives.

The design of ECB Phase II builds on these achievements to further strengthen engagement with the wider humanitarian sector – through direct participation in joint capacity building, convening and networking, and advocacy for policy change – with dedicated management attention and resources, and greater clarity of roles and responsibilities between the Project and its partners, under Objective 3.

**Direct participation**

Working with partners is both a principled choice and an operational reality for all the IWG agencies, and many of the pilot projects developed under Phase I made deliberate efforts to involve external actors in their activities. For example, the ECB National Staff Development Program pilot in Pakistan included participants from the British Red Cross and from the Government of Pakistan, with LINGOS contributing expertise and tools for distance learning and the UN World Food Programme providing logistical support in the field (page 6). More than 25 agencies have exploited the opportunity the ECB/Nethope ICT Skills Building Program represents, including the IFRC, major INGOs such as ActionAid, Concern and Plan International, and between 10-15 smaller regional and national NGOs (page 17). The ECB Disaster Risk Reduction pilot projects placed particular emphasis on building partnerships with key actors within their country contexts, including municipal authorities in Indonesia, national universities in Ethiopia and the national disaster management agency in Guatemala.

The ECB Good Enough Guide draws explicitly on the work of HAP International and the Sphere Project in framing its approach to accountability in the field, and a HAP staff member sat on the editorial committee for the Guide. In return, tools from the ECB Guide are reproduced in the 2008 Guide to the HAP Standard, whilst ECHO will reprint sections of the Guide, including some of the tools, in an upcoming study on the monitoring of humanitarian aid (page 23). The UN Staff Systems College plan to adapt the ECB Building Trust in Diverse Teams toolkit for use in training and staff development across the UN system.

ECB reports and research outputs have been distributed and published by People In Aid, ReliefWeb, ALNAP, UNISDR and the Global Network of Civil Society Organizations for Disaster Reduction, amongst others.

**Convening and networking**

The size and profile of the IWG agencies means that their collaboration in the ECB Project has significant convening power. In Phase I the Project has made use of this to bring together external actors at forums both at global and local levels for dialogue around the issues the Project seeks to address. Some of these have been directly under the aegis of the ECB Project, such as the ‘Translating Standards into Action’ conference in Rome in December 2006, or the ‘Breaking the Cycle of Disasters’ conference in Addis Ababa in September 2006. Other forums have been facilitated by the provision of financial, logistical of technical support and leadership to other initiatives, such as the regional EPN meetings in Africa and Asia, or the DRR working group at Interaction.
Emergency Capacity Building (ECB) Project: Final Project Report

Advocacy

Where the participating agencies and their partners agree on the need for policy change, the ECB collaboration can provide significant amplification and authority to the message policymakers hear, as the External Evaluation noted:

“The ability and power that seven agencies have to advocate for policy and program change, particularly at the field level, cannot be [overstated]. This is perhaps an under-valued aspect of the project.”

ECB External Evaluation Report (p14)

For example, the ECB agencies and their partners in Guatemala successfully lobbied government to introduce Disaster Prevention and Preparedness as a key component of the national public school curriculum. The partners were then able to provide support for the revision of teaching materials and the training of teachers and administrators.

7.4 Other areas of impact: the important ‘intangibles’

Several other important themes have developed over the life of ECB Phase I that resist division into the categories of field, organization and sector used in the preceding sections. Specifically, there have been important advances in coordination, in partnerships and in relationships of trust which will be discussed briefly below. The importance of these ‘intangibles’ was emphasized by the Project’s evaluators, who noted:

“…the substantially increased levels of trust, coordination, improved relationships, and willingness to share information and resources has been the ECB Project’s most important outcome.”

ECB External Evaluation Report (p49)

Coordination during and between emergencies

The improved coordination that the ECB Project has prompted and enabled is cited by many stakeholders as a key outcome from Phase I. Better communication, stronger relationships, increased inter-operability and less duplication are reported, at all levels from the Emergency Directors to the field programs. For example, Mercy Corps point to the willingness of ECB partners in Indonesia to share assessment information using the ECB tool as a major step towards comparability of data, whilst CRS note that the successful advocacy with government in Guatemala highlights the amplified influence of INGOs such as the IWG when they speak with one voice. As an example of coordination in resource mobilization, Save the Children point to the successful joint application to OFDA by the ECB agencies for Winter Emergency funding in Tajikistan, following their collaboration in training and capacity building prior to the emergency.

Partnerships for shared knowledge and learning

World Vision state unequivocally: ‘there remains no doubt that ECB Phase I has been the single most influential activity undertaken by WV in terms of improving our working with partners and seeking collective solutions for joint problems’. Stronger partnerships – between agency departments, within sector networks such as People In Aid and Nethope, and between NGOs and other parts of the humanitarian system such as UN agencies and the Red Cross – and their impact on improved knowledge sharing, reduced duplication and new collaborative opportunities, are perhaps the most significant legacy of the first phase of the ECB Project, as well as a major focus of ECB Phase II.
Trust

Trust in emergency teams was the specific focus of an ECB pilot project and subsequent publication (page 5), and research under this pilot identified trust as one of the most important factors determining the success of an emergency response. It is significant, therefore, that the agencies participating in ECB Phase I and their partners have consistently emphasized the value they place on the relationships of trust which the collaboration has nurtured. These relationships are reported at all levels throughout the organizations: not only amongst technical specialists and managers, where knowledge and perspective sharing has brought obvious benefits; but also between individuals and functions, such as HR recruiters and fundraisers, which have typically operated competitively. It is clear in retrospect that these relationships of trust have been the oil lubricating the ECB machinery, speeding up the flow of information and decision-making, and reducing the wear involved in administering and maintaining such a wide-ranging and ambitious collaboration. It is this level of ‘goodwill’ amongst participants that makes possible a design for Phase II of the ECB Project which further lightens the process of collaboration, whilst adding to the weight of the impact and value it delivers to the participating agencies, the humanitarian sector and the communities it seeks to serve.

As John Mitchell, Head of ALNAP comments: “ECB seems to have enabled the collaborating agencies to put ‘us first’ and ‘me second’. And it has worked.”

Table 6 below provides a summary of these conclusions presented as a ‘Top Ten’ list of ECB achievements.

Table 6: The ‘Top Ten’ ECB achievements

<table>
<thead>
<tr>
<th></th>
<th>Field Uptake</th>
<th>Field uptake of key ECB outputs has been strong, including the ECB Good Enough Guide, the IT Skills Building Program and the ECB Simulations Tool</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Raised Profile</td>
<td>ECB has focused agency attention on emergency work, leading to new strategic commitments and increased investment in capacity building</td>
</tr>
<tr>
<td>3</td>
<td>Evidence Base</td>
<td>ECB research has provided a rigorous framework in which to examine familiar challenges, helping champions build a convincing case for change</td>
</tr>
<tr>
<td>4</td>
<td>Measurement</td>
<td>Agencies have developed ways to quantify and track change in areas such as staff capacity and trust previously considered off limits to hard numbers</td>
</tr>
<tr>
<td>5</td>
<td>Benchmarking</td>
<td>Information sharing through ECB provides agencies and staff with a ‘barometer’ with which to assess their performance in comparison with peers</td>
</tr>
<tr>
<td>6</td>
<td>Convening</td>
<td>Seven agencies acting together have significant convening power to bring other stakeholders into dialogue, including networks and governments</td>
</tr>
<tr>
<td>7</td>
<td>Advocacy</td>
<td>The ECB collaboration can provide significant amplification and authority to messages policymakers hear.</td>
</tr>
<tr>
<td>8</td>
<td>Coordination</td>
<td>ECB has encouraged better coordination both between and during emergencies, at all levels from emergency directors to field programs.</td>
</tr>
<tr>
<td>9</td>
<td>Partnerships</td>
<td>Stronger partnerships both between NGO networks and with other parts of the humanitarian system improve knowledge sharing and reduce duplication</td>
</tr>
<tr>
<td>10</td>
<td>Trust</td>
<td>Relationships of trust have developed, even in areas of traditional competition. These improve information flow and reduce the costs of collaboration.</td>
</tr>
</tbody>
</table>
8. References

[a] See Sharepoint folder at: http://emergencycapacitybuilding.sharepointsite.com/ECB%20Project/Forms/AllItems.aspx?RootFolder=%2fECB%20Project%2fMeetings%20and%20Progress%20Reports%2fNarrative%20Reports&View=%7b4DC02F1B%2d8F55%2d4880%2dA324%2d870A226676E2%7d


[g] See http://www.adrrn.net/


[l] ALNAP staff, pers. comm.

[m] See Project website at: http://www.ecbproject.org/publications_3.htm


[p] Development in Practice, Volume 18, Number 2, pp 298-299


[s] See INTRAC website e.g. at: http://www.intrac.org/docs/Ops36.pdf