



CHRISTIAN AID MANAGEMENT RESPONSE TO THE TYPHOON KETSANA PROGRAMME EVALUATION

Christian Aid is pleased to share the results of the recent external evaluation of our programme in the Philippines responding to the effects of Typhoon Ketsana (locally known as Ondoy). The evaluation was carried out within one year of the start of the programme as per our commitment to the DEC. Largely we agree with many of the findings in the report and recognition of what has been achieved by Christian Aid and our partners in the 12 months since the disaster. The evaluation has also provided a number of areas of learning which we will be discussing further and taking forward.

Below is a table of the recommendations made in the evaluation report and how these will be addressed. Following this table are areas of the report we agree with and areas of clarification.

Evaluation report recommendations	Agree/ disagree	Management response and action
<i>Recommendations for Christian Aid UK</i>		
1. Establish a sharing mechanism between similar socio-economic cities to share experiences and possible resources for recovery in urban settings	Agree	It is noted that finding further ways to share learning between different divisions of Christian Aid and regions in which we work is important. Options will be explored for further cross-organisational learning.
2. Promote cash programming in urban settings, focussing on rapid recovery rather than relief		Some research internally is already being carried out on the use of cash in emergency response programmes. Findings will inform how we may plan to work in future urban contexts. Guidelines are being developed on the use of cash in emergency programmes, though would be case-specific.
3. Promote, support and resource systems for programme strategy development such as RTEs; analysis and support to transition through a second surge; and After Action Reviews (AAR)	Agree	<p>A second surge of humanitarian support to country teams, including in the form of staff, would be of value to provide capacity support and will be considered in future emergencies. Roles and needs change, including during the transition from relief and early recovery to longer-term rehabilitation work. Resources can be sought from within the Christian Aid Humanitarian and other divisions, as well as through other possible channels such as regionally, through ACT or other networks.</p> <p>Additionally, at recruitment stage, clear discussion and identification of specific skills required are useful. This should include consideration of roles and responsibilities at various stages of programme cycle.</p>
4. Multiple donors require additional resources.	Agree	Multiple donors not only require varying reporting and timelines, but also sometimes related monitoring visits and evaluations, all of which require some level of staff capacity. Wherever possible, funding can be included in the budget for extra staff capacity, but as this is not always possible, current capacity must be considered. Christian Aid should seek to establish a threshold in terms of value and number of contracts.

<i>Recommendations for Christian Aid Philippines</i>		
1. Develop and decide with partners on an approach for urban recovery.	Agree	Christian Aid staff in the Philippines have already started discussing this area with partners.
2. Develop and decide with partners a process for targeting for urban disasters.	Agree	As above.
3. Support and develop the possible role of the church in terms of pre-identifying or profiling the most vulnerable people in highly vulnerable communities	Agree	As above.
4. Establish a post for an emergency officer to concentrate on contingency planning, partner learning and policy developments.	Disagree	Christian Aid already has staff on a long-term basis to provide support to country teams on preparing and responding to emergencies. If resources allow following an appeal, dedicated posts are also recruited to work on specific emergency programmes beyond the initial response phase.
5. Continue to invest and expand learning and capacity building processes including CARRAT (Christian Aid Rapid Response and Assessment Team), Social/power mapping; After Action Reviews; Real time evaluations; Fireside discussions between disasters; and Disaster risk reduction learning circles, as well as linkage to other such circles.	Agree	<p>Further meetings have been held and are planned with the members of CARRAT to discuss areas such as roles and management within the group. Analysis has been carried out on achievements to date and future ways of working.</p> <p>Further discussion will also be held within Christian Aid on whether the CARRAT model can be replicated or learned from in other areas where we work. Information and resource documentation will be shared between Divisions. A possible peer review by another area of Christian Aid will be investigated.</p>
6. Consider engaging in the development of models of good governance for recovery focusing on the role of the church, people's organisations and the additional finance and institutions which could be created by the new disaster management law.	None	None to be taken forward at this time.
7. Undertake a pre-disaster planning activity with partners before each typhoon season.	Agree	This contributes to a stronger disaster preparedness plan, also for other kinds of hazards, such as earthquakes. This will be integrated into the risk reduction focused capacity building initiatives planned in the country.
8. Invest in designing and developing with partners appropriate information, concerns and complaint systems, before a disaster.	Agree	Complaints mechanisms were put in place in project sites in the Ketsana programme. However, it is recognised there are several

		<p>areas for improvement in this area, such as guidelines on what and where complaints can be made, clarifying lines of responsibility and what actions can be expected to be taken. A reflection session will be held with partners.</p> <p>Christian Aid has an accountability framework in place and general related documents. These will be shared widely with geographic teams.</p>
9. Invest in early warning systems rather than environmental monitoring systems as part of the Community Based Disaster Risk Management initiatives.	None	The rehabilitation phase of the Ketsana Programme incorporates the strengthening of capacity within communities to be more resilient to future emergencies.
10. Continue to work through people's organisations and support gatekeepers in decision-making.	Agree	Christian Aid's way of working is always through local partner organisations. Disaster preparedness work also strengthens their capacity to respond to future incidents.
<i>Recommendations for partners</i>		
1. Plan now on how to structure your organisation during relief and recovery – contingency plan	In general, Agree	Christian Aid will continue to support partners through the remainder of the Ketsana Programme, as well as alongside the long-term country programme.
2. Plan now for the next disaster, focusing on community organisation or community development work.		
3. In future operations, consider focusing on early recovery processes, through people's organisations.		
4. Invest in models of change addressing vulnerabilities and plan to promote these models after a disaster where attitude change creates an opportunity.		
5. Development models for good governance with regard to recovery (and development work).		
6. Include and build capacities in relation to disaster risk reduction in all aspects of work, from the perspective that disasters will most likely retard any developmental or advocacy gains made.		
7. In future relief and recovery operations, consider starting with a power or social mapping and focus on community resilience		

building and leadership capacity of people's organisations, especially institutional rather than individual decision-making.		
		<i>Additional areas to be taken forward corporately</i>
		1. Responding to emergencies in an urban context – further dialogue is to be held within Christian Aid to discuss this, including in relation to relief versus early recovery, the value of cash-based responses, and information-sharing between different countries. Some research internally is already being carried out on the use of cash in emergency response programmes.
		2. Ensuring clarity of roles and responsibilities is helpful. The Appeal Management Table, which lists lines of responsibility by post and task, is currently in use for this and should be engaged with, and also updated at given times. It is currently being reviewed and is incorporated in the Humanitarian Division Handbook. Future versions should include reporting timelines and requirements, in addition to specific tasks, as well as planned dates for review of the Table itself.
		3. Ensure clarity and specified requirements in putting together evaluation TORs. For example, using the TORs document to more explicitly indicate the level of detail and analysis being sought on specific areas, including gender, exclusion, targeting, etc.

What we affirm in the report

The report provides a good indication of the positive aspects of the programme of Christian Aid and our partners. Specific areas we affirm include:

- The value of incorporating advocacy as an integrated part of the programme in this context. Many broader issues had an influence on the impact of the typhoon on affected communities, including larger policy issues surrounding land rights, disaster preparedness and policy. Advocacy is a key part of our rehabilitation phase in response to Typhoon Ketsana and, in alignment with other interventions, such as livelihoods, ensures a comprehensive programme.
- Recognition of the decision to target the most vulnerable and under-served communities. In this case, this was through the targeting of those who were outside of the evacuation centres.

- The report endorses Christian Aid's way of working through partners and the benefit that this has provided in accessing and involving affected communities in the implementation of the programme.
- The value of ensuring linkages between the emergency response work and the longer-term development work already within the country programme, ensuring sustainability.
- Working through local partners, who were consultative with communities, better enabled accountability.
- Multi-donors – though challenging, it was positive that we were able to attract several donors for this emergency programme, including some who had not previously supported Christian Aid in the Philippines.
- The report identifies effective methodology used for the implementation of the shelter component of the programme.
- The value of including livelihoods components to the programme, which was identified as a priority area by communities, partners and Christian Aid staff.
- The relief phase was successful in that it addressed relevant and appropriate needs of target communities. Christian Aid partners went further than some other organisations in returning to project sites and validating data.

What we question or clarify in the report

- The survey was used to determine final target beneficiaries. Without this it would have proved more difficult to identify those to be prioritised, though in some cases took some days to complete. However, Christian Aid recognises that this method may be more valuable for early recovery interventions.
- Local organisations as a whole, not individual leaders within them, were engaged to facilitate targeting and distribution of relief.
- Household surveys were used to determine the general needs of the community and not to design household-specific relief packages. This enabled beneficiaries to receive equitable support in the relief packs. Packages were designed, however, to meet stated needs of the communities (for example, in one case, Christian Aid negotiated with one donor to change the initial relief package to the changed needs of the community).
- Co-ordination was not evaluated in great depth as part of this evaluation process. However we have identified that it would be useful to further assess co-ordination mechanisms in ACT, and also UN and Philippines government-led co-ordination.