

Christian Aid Evaluation
Management Response to the Project End-Term Review of the DEC-supported
TY Haiyan Appeal

[Evaluation date: August-December 2016]

Recommendation	Agreed/ rejected/ amended	Comment (optional)	Action agreed	Person responsible	Date of achievement
<p>1. Provide continuing support to scale up the implementation of the livelihood initiatives of the partners as part of the mechanism to develop and increase the resilience of high risk and vulnerable communities. The next phase of support may be focused on developing the commercial viability of the livelihood ventures that have been pilot-tested. Apart from financial support, marketing support maybe necessary to develop the commercial of the livelihood ventures identified. The future design of the programme may include an accompaniment plan for the partners to ensure that the livelihood opportunities are spread across the local value chains to reduce stress on the land and sea resources.</p>	<p>Agree</p>	<p>CA will continue with some of the partnerships and projects in Haiyan that fit CA's priorities. However, resources and support will not be at the same scale as when CA had resources during Haiyan's response.</p>	<p>Programme Manager (PM) to bring this concern in CA's planning in January 2017.</p>	<p>PM</p>	<p>January 2017</p>

<p>2. Increase support for building the capacity of the partners specifically in the fields of product and market development. External technical expertise may be needed to assist the partners in developing a sound business plan that takes into account the type of livelihood ventures that could be managed by the households and those that should be managed collectively. Support may also be provided to further enhance and regularize the conduct of thematic and partner level sharing and exchanges to maximize their expertise and experiences and at the same time, create a mechanism for mutual support. A strong network of partners could function as raw material providers, producers and suppliers of specific commodity line, and a marketing arm depending on the design of the business enterprise. The capacity building design must complement with the efforts to increase the preparedness and resilience of the communities.</p>	<p>Agree</p>	<p>Same as above.</p>	<p>Same as above.</p>	<p>PM</p>	<p>January 2017</p>
<p>3. Strengthen the synergy of the various programme intervention domains in rebuilding for resilience and integrate a clearly defined phase out mechanism to gradually transfer the responsibility of supporting and implementing the</p>	<p>Agree</p>	<p>There were several attempts to strengthen the synergy of the different domains in the programme initiated within CA by bringing partners together (through partners'</p>	<p>CA and partners' capacities will have to be considered should it decide to get itself involved in integrating programming at the same scale as TY Haiyan.</p>	<p>Country manager</p>	<p>2017 and beyond</p>

<p>programme to the partners and the communities themselves. The livelihood activities, for instance, must complement and support the efforts in shelter, WASH, or DRR governance so that their combined effect will be greater than the sum of their individual effects. This requires a more dedicated planning that spells out the level where the results could be measured.</p>		<p>meetings/learning workshops, during trainings, and etc.). However, the enormity of tasks and responsibilities in rebuilding and resilience-building posed a challenge to CA and its partners.</p> <p>In terms of phase out mechanisms, part of CA's support was for its partners to establish mechanisms to make the phase out and hand-over of responsibilities in the communities smoother.</p> <p>This is the reason why CA made sure that where appropriate, partners were able to establish or strengthen community-based organizations such as homeowners' associations, barangay water associations and/or people's organizations and/or have built good relationships with local government units which will manage and sustain the projects beyond CA's Yolanda programme and support. In some cases, community activities that have been started</p>	<p>How CA will strengthen its capacity building support to partners should be part of CA's agenda in the next years.</p>		
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		will be supported through public funds when partners and communities were able to advocate for its inclusion in the LGUs' Annual Investment Plans, Bottoms up Budgeting process and others.			
4. Develop post-baseline of projects to serve as bases in designing new plans and programme targets. Establishing community and beneficiary profiles would help in augmenting the post-baseline data that are crucial in establishing empirical bases in evaluating the outcomes of the projects and of the programme. These are also useful especially for the partners in monitoring the progress of their work and in coming up with informed decisions as regards adjustments in inputs, strategies and targets	Agree	CA and partners agree that baseline information needs improvement. While there were attempts to help partners gather baselines and monitor changes these proved challenging given the demands in rebuilding.	This will be considered in projects and partnerships that will continue until the next FY.	PM/SPO	On or before May 31, 2017
5. Agree on clearly defined areas of measuring resiliency of the high risk and vulnerable communities based on the context and experience of CA and its partners. Thus far, the study saw these areas to be in the field of community reserves (food, income and savings) and their capacities in the aspects of DRR	Agree	CA utilizes its Resilient Livelihoods framework (RLF) that most, if not all of the partners are aware of. The RLF provides guidance to CA and partners in measuring resilience. However, context specific areas in measuring	This will be considered in projects and partnerships that will continue until the next FY.	PM/SPO	On or before May 31, 2017

governance (including communication early warning systems, capacity and availability of rescuers and volunteers, cohesive Disaster Risk Reduction plans and readiness of the community to cope with the consequences of a disaster). By clustering the areas of concern in building resiliency of the community, the partners will be able easily monitor the progress of their work and to pinpoint specific areas of concern that they should focus in their work.		resilience should be co-develop by CA and partners.			
6. Consolidate institutional learnings. A lot of good practices have emerged over time in the course of implementing the response program. Some of these experiences were captured using the Most Significant Change approach. These experiences, however, have not been processed and analyzed to come up with a framework and theories that would enhance the approaches in humanitarian work. Summing up the experiences of the individual partners is another possibility that could be worked out to capulize the institutional learnings.	Agree	This is already part of CA's plan in the next FY.	CM/PM to develop a plan to consolidate TY Haiyan's learnings and implement this in the next FY.	CM/PM	Plan on or before April, 2017. Implementation of plan until March, 2018
7. There is a need to consider the building of local capacities and to provide opportunities for the local stakeholders and groups to take a lead role as part and	Agree	CA continues to advocate for the localization of emergency response including building CSO's capacities on ER and DRR-	CA staff to push localization in various platforms and programmes including the PINGON (Philippine INGO	CM	Until 2018

<p>parcel of the package of the humanitarian intervention in the affected region. UN bodies and INGOs could provide the much needed technical and material input and facilitate the process of technology transfer to sustain the effort in humanitarian work.</p>		<p>CCA as part of its humanitarian advocacy agenda.</p>	<p>Network), the HCT (Humanitarian Country Team where CA seats in as an observer), and the START Network project in Transforming Surge Capacity.</p>		
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