
HUMANITARIAN QUALITY ASSURANCE: PHILIPPINES

Evaluation of Oxfam's humanitarian response to
Typhoon Haiyan (Yolanda)

Effectiveness Review Series

2014/15



Girls using an Oxfam water facility, Tacloban, Philippines. Photo: Simon Roberts/Oxfam

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ACRONYMS

ADB	Asian Development Bank
AFP	Armed Forces of the Philippines
CAT Fund	Catastrophe Fund
CD	Country Director
CFA	Cash for assets
CFW	Cash for work
CHV	Community health volunteer
CMT	Country Management Team
CP-NPA	Communist Party – New People’s Army
CTP	Cash transfer programme
DEC	Disasters Emergency Committee
DENR	Department of the Environment and Natural Resources
DILG	Department of the Interior and Local Government
DOH	Department of Health
DPWH	Department of Public Works and Highways
DSWD	Department of Social Welfare and Development
EC	Evacuation centre
EFSVL	Emergency food security and vulnerable livelihoods
EMMA	Emergency market mapping and analysis
FGD	Focus group discussion
GBV	Gender-based violence
GoP	Government of the Philippines
HCGG [Task Force]	Humanitarian Consortium Governance Group [Task Force] consisting of the five [Oxfam] emergency affiliates and the Secretariat
HCT	UN Humanitarian Country Team
HD	Humanitarian Department (Oxfam-GB)
HIT	Humanitarian indicator tool
HR	Human resources
HRC	Humanitarian Response Consortium (Oxfam, A Single Drop of Safe Water (ASDSW), People’s Disaster Risk Reduction Network (PDRRN), Rural Development Institute of Sultan Kudarat, Inc. (RDISK))
HSP	Humanitarian Support Personnel
IDP	Internally displaced person
IEC	Information, education, communication
JCAS	Joint Country Analysis and Strategy

JORS	Joint Oxfam Response Strategy
JRAS	Joint Regional Analysis and Strategy
KAP	Knowledge, attitudes, practice
LGU	Local Government Unit
LMWD	Leyte Municipal Water Department
MAC	Media, Advocacy and Communications [team]
MEAL	Monitoring, evaluation, accountability and learning
MEL	Monitoring, evaluation and learning
MIC	Middle Income Country
MSA	Multi-sector assessment
NDRRMC	National Disaster Risk Reduction and Management Council
NGCP	National Grid Corporation of the Philippines
OCS	Oxfam Country Strategy
OGB	Oxfam Great Britain
OI CD	Overall In-charge Country Director
PDA	Personal data assistants
PDM	Post-distribution monitoring
PHE	Public health engineering
PHP	Public health promotion
PIP	Programme Implementation Plan
PMEAL	Planning, Monitoring, Evaluation, Accountability and Learning
PRC	Philippine Red Cross
PSEA	Prevention of Sexual Exploitation and Abuse
RAT	Rapid assessment team
RiC	Rights in Conflict (see note below)
RTE	Real-time evaluation
TL	Team leader
TRS	Temporary relocation site
UCG	Unconditional cash grant
UNICEF	United Nations Children's Fund
UNOCHA	UN Office for the Coordination of Humanitarian Affairs
WASH	Water, sanitation and hygiene

Barangay = village

Note on the use of the term 'Rights in Crisis' (RiC)

Globally, 'Rights in Crisis' is understood to cover Oxfam's advocacy efforts supporting the rights of people affected by humanitarian crises and hence led by the Media, Advocacy and Communications team. The WASH and EFSVL teams are separate entities.

In the Philippines programme, the term 'Rights in Crisis' is understood to cover all elements of the humanitarian response and in the Philippines Country Programme the 'Rights in Crisis' team includes staff from WASH and EFSVL.

Because this report will be read globally, as well as in the Philippines, for the purpose of this report the global understanding of the word 'Rights in Crisis' has been used.

1 EXECUTIVE SUMMARY

1.1 GLOBAL HUMANITARIAN INDICATOR TOOL

As part of a wider organisational undertaking to better capture and communicate the effectiveness of its work, Oxfam has developed an evaluative method to assess the quality of targeted humanitarian responses. This method uses a global humanitarian indicator tool (HIT), which is intended to enable Oxfam-GB to estimate how many disaster-affected people globally have received humanitarian aid that meets established standards of excellence. Equally importantly, it enables Oxfam-GB to identify areas of comparative weakness on a global scale that require institutional attention and resources for improvement. This tool consists of 12 quality standards with associated benchmarks and a scoring system. It requires documented evidence, complemented by verbal evidence, to be collected and analysed against these benchmarks. A score is generated for the programme's results against each standard and as a cumulative total. This report applies the HIT evaluation methodology to the Oxfam Philippines response to Typhoon Haiyan (Yolanda).

1.2 SUPER TYPHOON HAIYAN (YOLANDA)

Super-typhoon 'Yolanda', known internationally as Typhoon Haiyan, made landfall over Guiuan in Eastern Samar in the Philippines in the early morning of 8 November 2013 and exited the Philippine area of responsibility on the afternoon of 9 November 2013. Haiyan is the most powerful storm ever recorded and resulted in rain falling at rates of up to 30 mm per hour, winds reaching upwards of 315 km/h and massive storm surges up to 6 metres high hitting Leyte and Samar islands. The Government of the Philippines (GoP) estimates that the typhoon affected 14.1 million people and left 4.1 million displaced with an estimated 1.1 million houses damaged, 6,201 people reported dead, 28,626 injured and 1,785 people missing (Department for Social Welfare and Development (DSWD) and the National Disaster Risk Reduction and Management Council (NDRRMC) 28 January 2014. OGB SitRep #31 11 Feb 2014).

1.3 QUALITY OF THE OXFAM TYPHOON HAIYAN (YOLANDA) RESPONSE

The Typhoon Haiyan response has generally been considered an appropriately designed and effective response with various opportunities for learning at the global level. The Philippines is a middle-income country with a strong private sector economy. It faces many natural hazards on a yearly basis and hence has already established a degree of emergency preparedness and response capacity. The Philippines Country Programme was already working on the areas of economic justice, gender justice and Rights in Crisis, each of which has been seen to positively influence the resulting response to Typhoon Haiyan.

The response has been scored as **having met** the quality standards (QS) (the highest score) related to: (QS2) coverage; (QS5) feedback/complaints systems for the affected population, consultation and participation; (QS7) protection and safe programming; (QS8) gender equity and meeting the needs of women, girls, men and boys; (QS11) advocacy and campaigns; and (QS12) having an integrated approach, including through existing longer-term programmes and building resilience for the future. The target beneficiaries for the response were under the globally agreed target of 25% of the affected population, but the target figure of 500,000 was agreed by the Humanitarian Consortium Governance Group (made up of the Oxfam Affiliates) and key managers in Oxfam, and was felt to be appropriate to the context by the Real Time Evaluation (Jan 2014). It was clear that senior management prioritised protection and gender from an early stage in the response, putting in resources and dedicated staffing, and that increasing amounts of effort have been made on establishing feedback mechanisms and on consultation and participation as time has progressed. Consideration of the processes to move from the emergency response to longer-term approaches also occurred from a relatively early stage, with increasing engagement of the Country Programme and Typhoon Haiyan response staff in longer-term planning as time progressed. Media and advocacy efforts were clear from day one, with documented evidence of results of the advocacy work at different levels; and the significant achievement of having raised the targeted budget for the response after five weeks, highlighting the strength of the media campaign.

Quality criteria that were scored as **having almost been met**, related to: (QS1) timeliness; (QS4) monitoring, evaluation, advocacy and learning (MEAL); (QS9) addressing the differentiated needs of vulnerable groups; (QS10) preparedness measures; and (QS13) adequate staff capacity to ensure quality programming. The response did not quite meet the target timeframes in the first few days for assessments and implementation, probably because the predicted scale of the disaster was underestimated, although the response was still considered to have been timely, particularly because of the challenges related to the logistics and the fact that the disaster occurred in an archipelago and because of the security constraints faced in the initial few days. Significant effort has been put into the MEAL elements of the programme, including reviews and learning throughout the response, but the score reflects the fact that limited evidence was available of the tracking of progress against the indicators established for the response. Some examples were provided as to how the differentiated needs of vulnerable groups were established and responded to, but the evidence in documentation was limited and it was not clear that this quality standard was understood by all staff. Preparedness measures were in place and utilised, but the contingency plan was out of date. The recruitment of human resources for the response with over 400 staff and volunteers and 30 international staff at any one time was a significant achievement, although a number of challenges were faced during the initial phases of the response.

Quality criteria that were scored as having been **partially met** related to: (QS3) technical aspects of the programme measured against Sphere indicators; and (QS6) partnerships. Sphere indicators and other standards were mentioned in various documents, but only occasionally. A range of partnerships was utilised during the response including those with government, local associations and some CSOs. Systems for the assessment of partners were established and refined, but in the initial six months of the response most partnerships tended to be based on short-term contracts in limited geographical areas, and there was very little evidence of most partners being involved in programme reviews or the development of strategies.

No quality criteria were considered to have been **not met**.

The overall score for the HIT evaluation was 36 out of a total score of 48 (75%).

Table 1.1: Performance of Oxfam Philippines' response judged against the Global Humanitarian Indicator Tool

Standard	Level of achievement	Rating
1. Timeliness – rapid appraisal/assessment, enough to make decisions within 24 hours and initial implementation within three days.	Almost met	4/6
2. Coverage – uses 25% of affected population as a planned figure (response should reflect the scale of the disaster) with clear justification for final count.	Fully met	6/6
3. Technical aspects of programme measured against Sphere standards.	Partially met	2/6
4. MEAL strategy and plan in place, and being implemented using appropriate indicators.	Almost met	2/3
5. Feedback/complaints system for affected population in place and functioning, and documented evidence of information sharing, consultation and participation leading to a programme relevant to context and needs.	Fully met	3/3
6. Partner relationships defined, capacity assessed and partners fully engaged in all stages of programme cycle.	Partially met	1/3
7. Programme is considered a safe programme: action taken to avoid harm, and programme considered to be conflict sensitive.	Fully met	3/3
8. Programme (including advocacy) addresses gender equity and specific concerns and needs of women, girls, men and boys.	Fully met	3/3
9. Programme (including advocacy) addresses specific concerns and needs of vulnerable groups.	Almost met	2/3
10. Evidence that preparedness measures were in place and effectively actioned.	Almost met	2/3
11. Programme has an advocacy/campaigns strategy and has incorporated advocacy into programme plans based on evidence from the field.	Fully met	3/3
12. Country programme has an integrated approach including reducing and managing risk through existing longer-term development programmes and building resilience for the future.	Fully met	3/3
13. Evidence of appropriate staff capacity to ensure quality programming.	Almost met	2/3
Final rating		36/48
Equivalent to		75%

2 BACKGROUND

2.1 CONTEXT OF THE HUMANITARIAN RESPONSE

Super typhoon ‘Yolanda’, known internationally as Typhoon Haiyan, made landfall over Guiuan in Eastern Samar in the early morning of 8 November 2013 and exited the Philippine area of responsibility on the afternoon of the 9 November 2013 (see the figures in **Appendix 1** for the line of trajectory of the typhoon and resulting level of destruction).

‘The Philippines is a densely populated country of 97 million people and when the category 5 Typhoon Haiyan made landfall it devastated areas in 41 provinces. Rain fell at rates of up to 30 mm per hour, winds reached upwards of 315 km/h and massive storm surges up to 5–6 metres high hit Leyte and Samar islands. Haiyan is the most powerful storm ever recorded. Many cities and towns experienced widespread destruction, with as much as 90 per cent of housing destroyed in some areas . . . The Government placed the following seven regions under a state of national calamity: Aklan, Capiz, Cebu, Iloilo, Leyte, Palawan, and Samar. The islands of Leyte and Samar were hardest hit, with widespread damage to Tacloban city on Leyte Island. It is estimated that 90 per cent of the city’s infrastructure was destroyed . . . Roads, bridges, buildings, communication facilities, power, water supply and other infrastructure and services in the path of the typhoon were all partially or fully destroyed, cutting off many communities from assistance and humanitarian aid in the days that followed.’

(Multi-Cluster/Sector Initial Rapid Assessment, Nov 2013).

The Government of the Philippines (GoP) estimated that the typhoon affected 14.1 million people and left 4.1 million displaced with an estimated 1.1 million houses damaged. 6,201 people were reported dead, 28,626 injured and 1,785 missing (Department for Social Welfare and Development (DSWD) and the National Disaster Risk Reduction and Management Council (NDRRMC) on 28 Jan. OGB SitRep #31 – 11 Feb 2014).

Meteorologists were predicting the arrival of Typhoon Haiyan for almost a week before its arrival, including a warning of its scale (RTE, Jan 2014). The Philippines is a middle-income country that has faced many disasters in the past and hence has established experience in disaster preparedness and response. A range of preparedness actions were undertaken by the Government of the Philippines, led by the National Disaster Risk Reduction and Management Council (NDRRMC), prior to the date of the first landfall of the typhoon. GoP preparedness actions included those by a number of line ministries relating to social welfare, public works, local government and environment, as well as the police and the army. Pre-stocks of emergency relief items of approximately 4.6 million US\$ were pre-positioned, preparation was made to be able to repair electricity supplies, telecommunications and road infrastructure and a number of established disaster preparedness structures at different levels were put on alert (OGB SitRep #1 – 9 Nov). However the Department of Interior and Local Government (DILG) acknowledged that as a result of the devastating impact of the super typhoon, many local government units (LGUs) were unable to effectively respond to the situation immediately (Multi-Cluster/Sector Initial Rapid Assessment, Nov 2013).

Key actions as part of the humanitarian response (UNOCHA SitRep #1 – 7 Nov, OGB SitReps #5,6 and Presentation of the Typhoon Haiyan (Yolanda) Response, Regional WASH Learning event, Bangkok, Typhoon Haiyan Learning Session, Fri 6 June 2014):

- **5 Nov** – NDRRMC began issuing public advisories alerting local authorities to monitor the situation, take precautionary measures and disseminate warning information to communities.
- **6 Nov** – Public Storm Warning Signal No 1 was made – the lowest of four levels, for much of the Visayas and Mindanao.
- **7 Nov** – UN Resident and Humanitarian Coordinator offered international assistance, which the Government of the Philippines accepted.
- **7 Nov, eve** – Public Storm Warning Signal No 4 was made – Biliran Island, Eastern Samar, Leyte, North Cebu, Metro Cebu, Samar and Southern Leyte were given the highest level of warning, which indicates that winds in excess of 185 km/h (115 mph) are expected; in Samar and Leyte, classes were cancelled and residents in flood and landslide prone areas were required to evacuate.
- **8-9 Nov** – Landfall of Typhoon Haiyan (Yolanda) over the Philippines Area of Responsibility
- **10 Nov** – UNOCHA Situation Analysis issued.
- **12 Nov** – UK Disasters Emergency Appeal launched; as of this date 32 countries and international organisations had pledged USD 79 million.
- **13 Nov** – Humanitarian Country Team launched an Action Plan for USD 301 million for lifesaving goods and services for 11.3 million people.
- **15 Nov** – The government mobilised 17,460 personnel, 830 vehicles, 44 sea craft, 30 aircraft and a range of other assets.
- **19 Nov** – World Bank and Asian Development Bank were preparing loans to help in reconstruction efforts.
- **3 Dec** – Multi-Cluster Needs Assessment (MIRA II) was conducted between 3–10 Dec, 2013 [MIRA I was based on the assessments of over 40 organisations and dated November, but specific date not stated]
- **27 Dec** – UN Strategic Response Plan issued for Nov 2013 to Nov 14 to support 14 million people; budget of USD 788 million.

2.2 BACKGROUND TO OXFAM'S WORK IN RESPONSE TO TYPHOON HAIYAN IN THE PHILIPPINES

The following background on Oxfam's work in the Philippines has been taken directly from the Oxfam Country Strategy, Oct 2014–March 2020 (draft 7, July 2014).

Oxfam's work in the Philippines

Oxfam has had a presence in the Philippines for over 25 years and in the past five years, under the aegis of the single-management framework, Oxfam's work was framed within the broad pillars of **economic justice, gender justice, rights in crisis** and the **Oxfam programme in Mindanao**. In the last year, it added the **Building Resilient and Adaptive Communities and Institutions in Mindanao (BINDS) programme**. In the 12 months leading up to the commencement of the new strategy, Oxfam undertook programme level evaluations of these pillars. The evaluations, as well as other internal discussions, point to several observations and conclusions:

- Oxfam's success can be attributed to a mix of deliberate and opportunistic programme approaches, partnership-based work that included government and non-government entities at various levels, purposive resource generation initiatives mixed with flexible funding policies and strategies, clearer definition of Oxfam's role and identity (especially in policy advocacy and campaigning), and Oxfam opening up new spaces for development and humanitarian work.
- Its economic justice work has resulted in concrete national policy changes especially around agriculture, fisheries, and women's livelihoods, and climate resilience. However these changes remain fragile and have not lived up to their potential impact on the lives of those intended to benefit from the policy change due to lack of implementation.
- The Mindanao programme has made possible the widening of livelihoods options for men and women in small-scale agriculture and fisheries, particularly through specific value-chain interventions. The policy environment and rights-claiming dimensions of these interventions remain works-in-progress.
- The Rights in Crisis programme has made significant gains in ensuring good quality humanitarian response as well as in building capacity for local humanitarian actors and supporting effective implementation of the Disaster Risk Reduction and Management Act.
- The Typhoon Yolanda response has shown that Oxfam remains a leading responder, and through sharing evidence from its work and advocating for rights-based approaches it had significant influence in the operations of other actors.
- The gender justice evaluation concludes that Oxfam has significantly put women at the centre of its work in the country, particularly in terms of securing livelihoods and protection. As a result of this programming, more women in the Philippines are gaining power over their lives and are living free from violence.

Refer to **Appendix II** for the Country Objectives and Strategic Objectives from the current and planned Oxfam Country Strategies for the Philippines.

2.3 OXFAM'S CRISIS RESPONSE STRATEGY

Oxfam developed the first draft of its Joint Oxfam Response Strategy (JORS) on 11 November 2013, two days after the first landfall of the typhoon and updated it again on the 16 November. The initial fundraising target on 11 November was GBP 10 million, increased to USD 49.2 million on the 16 November with the total number of target beneficiaries 500,000 for the first four months.

Its objectives were:

1. **Overall objective:** Ensure the protection of rights and needs of women and girls and men and boys are met in the humanitarian response.
2. **EFSVL response objective:** Ensure affected households meet their immediate food needs and to support the restoration of livelihoods through market support interventions and access to income generating activities to restore productive assets.
3. **WASH response objective:** Ensure access of 500,000 disaster affected people to safe water and sanitation facilities and enable people to protect themselves from public health risks.
4. **Overall aim for advocacy:** Backed by the international community, the Philippines government effectively provides a timely, adequate typhoon response, coordinated with effective UN support, which meets the assistance and protection needs of vulnerable men, women and children, contributes to longer-term social and economic development, and builds disaster resilience.

Table 2.1: The initial phasing and budgeting (JORS, 16 November 2013)

Phase	Duration	Time Scale	Focus	Budget
Phase I	To the end of December	November 2013–December 2014	WASH & EFSVL – <i>focus on Cash Transfer Programmes (CTPs)</i>	USD 12,999,000
Phase II	To the end of February	Jan–Feb 2014	WASH & EFSVL – <i>continued CTP & initiation of livelihoods restoration</i>	USD 19,968,000
Phase III	8 months [end June 2014]	March–Oct 2014	WASH & livelihoods recovery	Very difficult to estimate at this time, however given the magnitude of need, a cautious estimate would be USD 16,300,000
			Total	USD 49,267,000

Strategies in the JORS (Nov 2014) include:

- A strong commitment to **gender and protection** focusing on ensuring that gender is mainstreamed as well as undertaking standalone gender and protection activities. Examples of strategies include undertaking gender and protection analysis, designation of protection and gender focal points, advocating for deployment of women and children protection units, ensuring minimum standards are met in WASH, cash and camp management, organising survivors including through supporting women's organisations, helping with communication and reunification of families, organising and ensuring the voices of the affected are consulted, gender and protection monitoring and the supporting or setting up women-friendly spaces.
- The strategy for **EFSVL** will focus on: **phase I** – immediate food needs to 20,000 households and the restoration of livelihoods through large scale cash-for-work or food-for-work programmes; **phase II** – continuation of support to meet the food needs for the most vulnerable of up to 20,000 households through food distributions or cash grants, continuation of cash-for-work programmes, but also provide support for immediate asset recovery and where possible seek to provide support for the recovery of markets; **phase III** – support to market recovery, livelihoods restoration and community cash grants and continuing to monitor market prices.
- The strategy for **WASH** will focus on: **phase I and II** – supporting evacuation centres, camps and informal gatherings as well as re-establishing WASH in urban areas. The initial priority is to provide access to safe water and it was noted that it will take approximately three months to ensure the minimum WASH facilities, i.e. the provision of potable water and safe sanitation with the three-month period being the time that the Sphere standards should have been met. Approaches include the use of water kits, household water filters, installation of water tanks and chlorination of wells, construction of trench latrines and the provision of sanitation kits to households as well as some desludging and provision of environmental cleaning kits. Hygiene promotion, the provision of hygiene kits and the training of water committees were also included; **phase III** – includes more support where people are managing to return home on making improved toilets or extending or repairing piped networks as well as training and more hygiene promotion.
- The strategy for **shelter** will focus on: **phase I** – to give temporary emergency shelter to 10,000 families through the distribution of plastic sheeting.

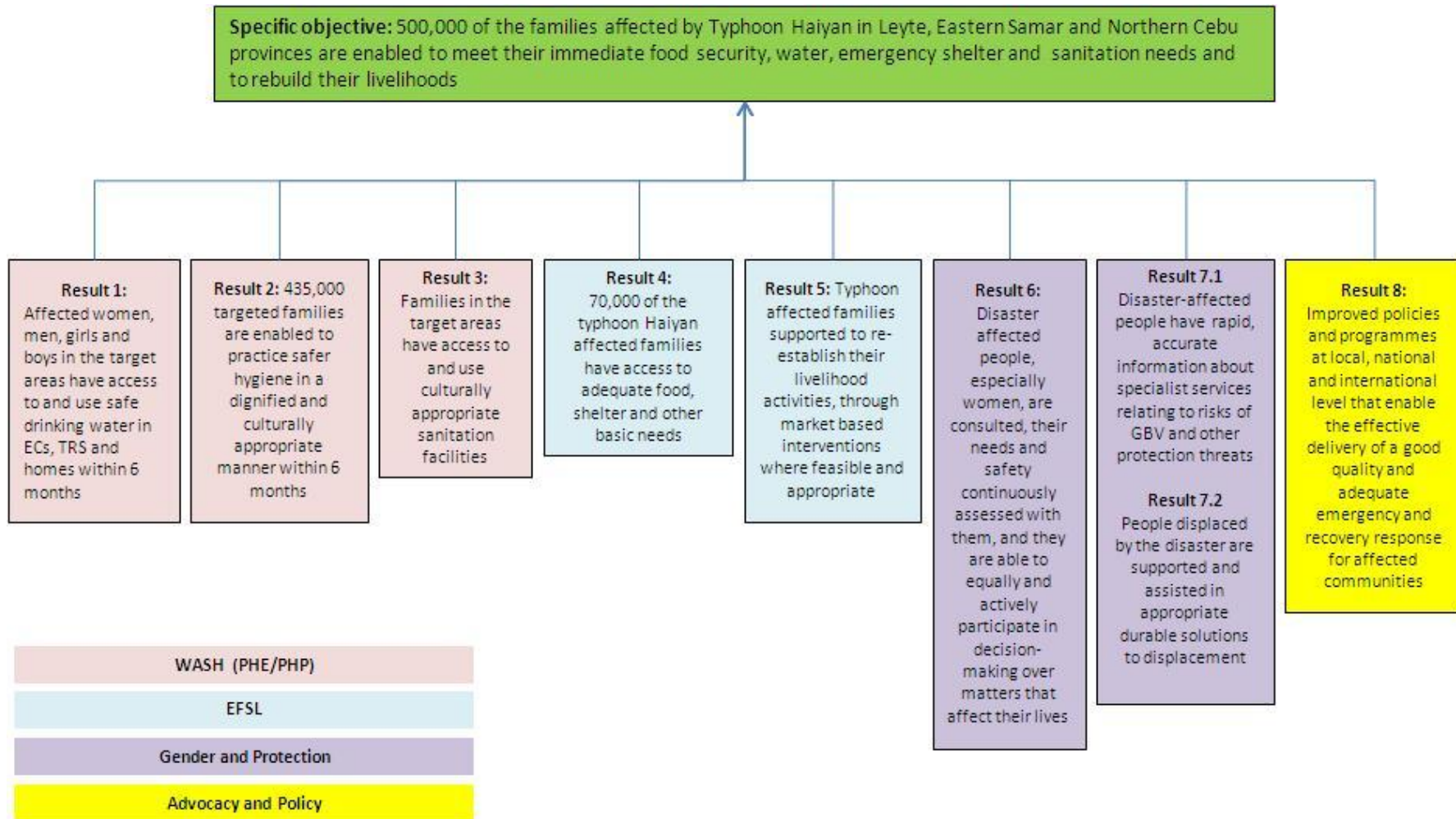
Recovery – It was planned that a recovery assessment led by a team not working on the response programme will be convened, and the recovery assessment initiated, within four weeks of the date of landfall of Typhoon Haiyan.

Categorisation and management structure – The emergency was categorised as a Category 2 (Cat 2) emergency, which has caused quite some debate because of the scale of the emergency. The Cat 2 categorisation led to the conclusion in the JORS that the response will be delivered by the Philippines team with support and leadership delivered by the OGB regional management centre and a Humanitarian Consortium Governance Group (HCGG) task force. The Overall In-charge Country Director (OI CD) was identified as the response lead supported by an experienced response manager with key additional technical and business support functions from OGB and the Oxfam Australia global pool.

2.4 OXFAM'S INTERVENTION LOGIC

Oxfam's intervention logic can be seen from the specific objective and key results in Figure 2.1.

Figure 2.1: Oxfam Haiyan Response Logic Model: Key results (11 Dec 2013, v9)



3 OXFAM'S GLOBAL HUMANITARIAN INDICATOR TOOL (HIT)

As part of a wider organisational undertaking to better capture and communicate the effectiveness of its work, an evaluative method has been developed by Oxfam to assess the quality of targeted humanitarian responses. This method uses a 'global humanitarian indicator tool', which is intended to enable Oxfam to estimate how many disaster-affected men and women globally have received humanitarian aid that meets established standards for excellence from the organisation. Equally importantly, it enables Oxfam to identify the areas of comparative weakness on a global scale that require institutional attention and resources for improvement. The tool consists of 13 quality standards with associated benchmarks, and a scoring system. It requires documented evidence, complemented by verbal evidence, to be collected and analysed against these benchmarks. A score is generated for the programme's results against each standard, and as a cumulative total.

3.1 COVERAGE AND METHODOLOGY

The HIT evaluation has considered the period from the date of onset of Typhoon Haiyan hitting the Philippines on 8 November 2013, until the end of June 2014. Two other ongoing humanitarian responses, related to the Bohol Earthquake and the conflict and natural disasters facing the people of Mindanao, are not covered by this evaluation.

The HIT evaluation has been undertaken in the following stages and has utilised the following methodologies:

- Analysis of documents uploaded to Sumus (the internal Oxfam information sharing platform), as well as those initially forwarded by the PMEAL Coordinator and also those sourced from an internet search of relief platforms and sites, such as Relief Web, Humanitarian Resources and UN-OCHA webpages.
- After the initial review of documentation and consideration against the evidence required to be able to make judgements against the HIT quality criteria, specific requests for additional documentation were made to the MEAL Coordinator. The requests also included targeted questions and requests for additional documentation from specific teams, which were forwarded by the MEAL Coordinator.
- A range of additional documentation was received in response to the requests, as well as answers to some of the questions posed, but not from all teams. Some direct email communication occurred with the Gender Team and a Skype call was undertaken with the Country Director to respond to specific remaining gaps in information.

3.2 LIMITATIONS

A few challenges were noted in the process of trying to extract documented evidence for the evaluation.

- Information uploaded to Sumus – For some areas of work there was limited or no information uploaded to Sumus.¹ For example, information related to the technical areas (WASH & EFSVL), beneficiary data spreadsheets, HR, partnerships, proposals, country strategies, and the contingency plan.
- Some documents have not been well labelled – for example ‘Trip report to the Philippines’ – and others had no date, making it more difficult for an external user to understand their purpose, the exact time-frame the document referred to, or the focus of the document without reading it in detail.
- When questions were sent to specific teams via the MEAL Coordinator, not all teams replied.

The team that seems to have made the most use of Sumus was the MAC team. SitReps, some assessment reports and some response strategies were easily accessible through Sumus.

3.3 STRUCTURE OF THE REPORT

This report is structured by allocating a section for each quality standard. There is a score assigned at the beginning of each section which is then explained with reference to the evidence. Text boxes inserted into the report have been used to highlight innovative practice or particular successes or challenges.

4 QUALITY STANDARD ONE: TIMELINESS

Table 4.1: Score – Timeliness

	Met	Almost Met	Partially Met	Not Met
Timeliness: rapid appraisal/assessment enough to make decisions within 24 hours and initial implementation within three days		4/6		

Requirements to fully meet the standard:

- Initial assessment/rapid analysis of existing information within 24 hours of predefined trigger and scale-up or start-up within three days of assessment/rapid analysis.
- Triggers pre-defined in contingency plan and responded to.
- Monitoring of ongoing situation took place.
- Monitoring data were analysed and reacted upon.
- If monitoring data were not acted upon earlier, reasons are identified and justified.²

4.1 OXFAM'S INITIAL RESPONSE TO THE CRISIS

The RTE noted that *'Meteorologists predicted the arrival of Haiyan for almost a week and were warning of its scale before its arrival. However, possibly because typhoons are frequent in the Philippines, and usually smaller in magnitude, Oxfam underestimated its scale and was underprepared. The regional team and CMT held a call several days before Haiyan hit. CMT also met in Manila: they agreed to identify assessment team members and an order for 10,000 hygiene kits was placed on 8th November. USD 50,000 was withdrawn from the bank for use over the weekend. An instruction to order a much bigger consignment of 50,000 hygiene kits from the Acting Regional Director was not actioned because it seemed so inconceivably large.'* (RTE, Jan 2014).

A contingency plan existed at the time of landfall which the Acting Country Director recommended that all staff revisit to refresh their knowledge (email 5 Nov) and it appears that a number of steps in it had been taken, although, the contingency plan had not been updated since 2011 and the RTE (Jan 2014) noted that it had not been used.

Email communications and minutes of meetings between the Country Management Team (CMT), the regional and global teams and the Oxfam Affiliates have been viewed, including the first on 5 November

in response to a call from OCHA for an inter-agency consultation on the pending to disaster and a plan to establish a roster of experienced personnel for emergency assessments. A CMT meeting was held on 7 November, which discussed the assignment of staff, including rapid assessment teams.

It is observed that the Government of the Philippines, under the leadership of the NDRRMC, had already issued its eighth SitRep by the date of Oxfam's first SitRep by Oxfam on 9 November and 161,973 people had already been evacuated. However, the indications from OGB SitRep #1 were that the national and government agencies were doing well handling the situation with multiple preparedness actions by multiple agencies at different levels.

The typhoon made landfall from the 8 to 9 November and Oxfam had assessment teams ready to go to three areas on 9 November, but struggled to get them to the field because of the severe restrictions in flights and other damage to infrastructure – restrictions that were facing all agencies. The Oxfam Humanitarian Response Consortium Team working in the Bohol earthquake area undertook assessments in their programme area from 9 November and the other teams left on 10 November. Some feedback was already being provided from North Cebu on 10 November.

The RTE noted some concerns about the initial assessments: *'Rapid Assessment Teams (RATs) composed of national and partner staff were dispatched to Tacloban, North Cebu and Eastern Samar on 10–11 November, but they lacked funds, clear reporting lines, logistical support and any reliable means of communications. Some subsequent responders felt that there were members of the RAT that lacked adequate technical experience, which limited the usefulness of the reports. International staff began to arrive from 12 November onwards. Feedback on the rapid assessment to the RTE team differed depending on who you spoke to. Some incoming staff reported that they never saw the assessment report, and some reported that the assessment had little impact on the subsequent response. This led to a second wave of assessments by the arriving team.'* (RTE, Jan 2014). However, it should also be noted that sending national and partner staff to get information to allow some immediate decision making and contribute to the overall response information base, was an appropriate step and it seems reasonable that as appropriate technical staff arrived in country that more detailed follow-up assessments would be made.

Media releases were already being made by 8 November, a draft organisational chart had been drawn up and an initial USD 50,000 drawn from the CAT fund by 9 November. Water treatment chemicals and hygiene kits were pre-positioned, and the Regional Humanitarian Coordinator and Global EFSL Coordinator arrived on 10 November. Other international staff arrived by 12 November. The Joint Oxfam Response Strategy (JORS) had been prepared by 11 November.

4.2 AID DELIVERY SET-UP

Severe logistical and security challenges were faced during the initial period of the response with restrictions in flights, damage to airports, sea ports and roads. There was crowding on distribution of relief items and also robberies. The Philippines is an archipelago, hence the challenges relating to logistics and transport links, as would be expected in the immediate aftermath of a disaster. Significant improvements to access the disaster-affected areas was noted from 13 November. Hygiene kits and water treatment chemicals were being distributed from 15 November (OGB SitRep #8-15 Nov), seven days after the typhoon first hit. It was noted that 'food security support' had been given on 16 November, although it is not clear what this consisted of (OGB SitRep #9 –16–17 Nov).

Most of the people supported during the initial month were provided with hygiene kits, water treatment chemicals or increased access to water supply in Tacloban City. The initial target numbers for the first four months of the response were 500,000 (see Section 4 for a discussion on coverage), which was met within 2.5 months from the start of the emergency.

The RTE noted that: *'Community feedback has been that the activities were timely. This is justified in areas where Oxfam responded in the first few days or first few weeks. Yet people who received assistance even four to six weeks after still felt the assistance was timely. This is perhaps because they are used to typhoons and do not expect external support on this scale and/or that they received other support, such as food, from other actors.'* (RTE, Jan 2014).

Refer to **Appendix 3** for an overview of the timeline of actions undertaken by OGB in response to Typhoon Haiyan in the Philippines.

4.3 TOWARDS A JUDGEMENT OF THE STANDARD

This standard has been scored as a 4. Although in hindsight, given the scale of the disaster, more could probably have been done in preparedness, most of the judgements made seem reasonable based on the information available at the time of the GoP actions, the availability of staff to make the initial assessments, the logistical challenges, and the speed with which Oxfam responded once the typhoon had hit, the scale of the event and the significant challenge to the capacity of the GoP to respond. The first humanitarian aid reached the beneficiaries seven days after the first landfall. This is outside the five days usually allocated for the 4 score. However, the 4 score has been given as an acknowledgement of the achievement of having distributed its first aid within seven days, considering the severe damage and logistical challenges that were faced because the disaster occurred in an archipelago, and also in the light of a number of security constraints, all of which were faced by all actors in the response.

5 QUALITY STANDARD TWO: COVERAGE

Table 5.1: Score – Coverage

	Met	Almost Met	Partially Met	Not Met
Coverage: uses 25% of affected population as a planned figure (response should reflect the scale of the disaster) with clear justification for final count	6/6			

Requirements to fully meet the standard:

- 25% of affected population reached, or
- justification for not reaching 25% of affected population with agreement from region or HD.
- Beneficiary numbers increase according to need – there are no spikes especially in last months of programme.

5.1 TARGET BENEFICIARY FIGURES

The programme initially focused on three programme areas along the line of landfall:

- Eastern Samar (office in Guiuan)
- Eastern Leyte (office in Tacloban)
- North Cebu (office in Daan Bantayan)

A fourth programme also started in Western Leyte (office in Ormoc) in late January (OGB SitRep #29, 13 Jan). This programme was opened after it was established that the target numbers of beneficiaries in Eastern Samar had been over estimated (195,000 rather than 75,000) (OGB SitRep #28, 7 Jan). Hence the new programme was opened to respond to the needs in this area, at the same time as still being able to reach the target beneficiary numbers identified for the response.

The target beneficiary number established for the response was 500,000 (Senior management call: Notes, 10 Nov 13) noting *'500,000 will be our overall planning figure for the acute phase of the response, this may grow during the reconstruction phase'*. This figure aligned with the target numbers for the WASH part of the response.

The target figure was met within a 2.5-month period (see Section 5.3) and 150% of the target was reached by June.

The figure is less than 25% of the affected population (Oxfam quality standard), whether considering the total number of people affected or even just the numbers displaced:

- OGB SitRep #1, 9 Nov – An estimated 4 million people affected (of which 25% would be 1 million)
- OGB SitRep #2, 10 Nov – An estimated 4.46 million people affected, 477,735 displaced
- OGB SitRep #3, 11 Nov – An estimated 9.68 million people affected, 615,774 evacuees
- OGB SitRep #12, 20 Nov – An estimated 13.2 million people affected (25% = 3.3 million), 4.4 million displaced (25% = 1.1 million)
- OGB SitRep #31, 11 Feb – An estimated 14.1 million people affected (25% = 3.5 million), 4.1 million displaced (25% = 1 million)

Even if only considering the affected people in the selected areas of operation, it is not possible to establish that the 25% had been considered. Data from the JORS (16 Nov):

- Number of affected population – Cebu (minus Daan Bantayan and Bantayan island data) = 1.35 million; E. Samar = 428,877; Leyte = 1.79 million; Total = 3.5 million (25% = 0.88 million)
- Number of displaced persons within the evacuation centres – Cebu = 8,000; E. Samar = 2,547; Leyte = 9,511; Total = 20,058

Hence the 500,000 target figure would be: 3.5% total affected population; 12% displaced population; or 14% of the affected population in Leyte, Cebu and E. Samar.

The Country Director confirmed that the 25% target was discussed at an early stage with both the Humanitarian Consortium Governance Group (HCGG) and senior management globally (including the Humanitarian Director) and 500,000 was felt to be an appropriate target figure. The figure for displaced persons of 4.1 million was initially considered as the 'affected population' (from which 25% would have been just over 1 million). However considerations were also made of the target figures being proposed by other major INGO actors, and also the fact that apart from Tacloban, most of the larger urban centres were not in the affected areas making reaching larger numbers more challenging.

The discussion on establishing the target figure at 508,000, based mainly on the proposed WASH target beneficiaries, was documented in minutes of the Typhoon Haiyan Governance Task Force Call of 12 November 2013 and a paragraph was included in an email of 9 December 2013 (Orla Murphy, Regional Humanitarian Manager), noting that the HCMG '*Commitments and Expectations*' is that the response should assist '*between 10-25% of the population*' when the disaster is large scale. The email notes that the target amounts to 12.5% of those identified as needing humanitarian assistance. It does not give the rationale for the decision, probably because the target figure established is within the 10–25% range, which has been noted as the HCMG commitment and expectation.

The RTE also noted: '*It [Oxfam] is currently one of the largest NGOs operating in response to the disaster and some responders have already left. Overall, Oxfam's ambition and the current scale of the response is appropriate and particularly can be considered a success given the logistical challenges faced in responding in an archipelago and in the face of quite extensive damage*'.

5.2 FINANCING THE RESPONSE

The financing of the response was very successful, with funding levels reaching 93% (secured and likely) of the initial target figure (USD 49.267 million) within less than a month (OGB SitRep #20, 2 Dec) and 105% funded in under two months (OGB SitRep #28, 7 Jan). By 14 May 2014 the response had raised USD 55.378 million secure and USD 5.075 million likely, total = USD 60.454 million (123% of the initial target figure).

In December 2013, Oxfam decided to stop actively seeking funds as it had raised the amount required in the first five weeks of the response. The total raised at this point was expected to be about GBP 35 million and was felt to be more than ample for the following two years and included two-thirds as unrestricted funds, which offers opportunities for the programmes to be innovative and cutting edge. (OGB SitRep #32, 7 March). Fundraising was undertaken by a range of Oxfam affiliates including Oxfam Germany, GB, USA, Canada & Quebec, New Zealand, Australia, Intermón, International, Novib, Belgium, Hong Kong, Japan, France and Italy. Other funding was received from: DFID, AusAid, CIDA, Irish Aid, SIDA, the New Zealand Government, Irish Aid, the Spanish Government, UNICEF, DEC Appeal, ECHO, Nokia, Unilever and Volvo (Funding grid, June 2014).

The financial summary in the emergency update, 8 May 2014 (6 months on) report indicated that:

- 18% came from institutional donors and 82% came from public donations.
- The split on the expenditure was: 35% public health promotion; 1% shelter provision; 34% food security and vulnerable livelihoods; 20% gender, protection, advocacy, monitoring, evaluation and learning and programme support costs; 10% water supply and sanitation.

5.3 PROGRESSION OF TARGETS AND BENEFICIARIES REACHED

The target numbers of 500,000 beneficiaries supported were reached within the first 2.5 months and the figure rose to over 750,000 by the end of June 2013. The progression as noted in the SitReps was as follows:

- 8–9 Nov – landfall of Typhoon Haiyan
- 15 Nov (seven days after initial landfall) – 4,580 (revised figure) – hygiene kits, water treatment chemicals and from 16 November some form of EVSL activities [not stated which]
- 21 Nov – 5,260
- 22 Nov – 20,860 – additional numbers mainly from the distribution of hygiene kits
- 28 Nov – 185,262 – includes the people supported with improved water supply following the rehabilitation of the piped network in Tacloban
- 11 Dec (approximately one month after landfall) – 286,205
- 7 Jan (2 months) – 469,640
- 24 Jan (2.5 months) – 547,420
- 16 June (7 months) – 757,223

5.4 COVERAGE VS. TARGETS

Table 5.2 and the following pages provide an overview of the beneficiaries and sub-activities by programme area.

Table 5.2: Total beneficiary count across programme areas – 6 months on (29 April 2014)

Programme area	Total beneficiaries reached	Targeted number of beneficiaries
North Cebu	180,310	170,000
Eastern Leyte	298,515	264,000
Eastern Samar	83,628	75,000
Ormoc and Western Leyte	178,470	150,000
	740,923	659,000

The RTE (Jan 2014) commented on how the target numbers had been met: *‘However it is important not to use beneficiary numbers as the sole criterion. The target has been achieved by appropriate and necessary distributions and cash for work – quite limited interventions. The programme might be described as narrow in focus with quick, simple interventions. Very little public health engineering has so far been done; targeted livelihoods interventions which address the most vulnerable are yet to begin on any significant scale . . . The drive to achieve scale through distributions has had consequences. By all accounts, technical teams were almost entirely engaged in distributing the initial relief items (primarily kits and cash). It seems likely that there has been an “opportunity cost” to the focus on massive distributions and the considerable logistical challenges they have presented. Technical staff were fully engaged with distributions and simply did not have enough time to implement other types of activities, to conduct more extensive monitoring or consultation, or to begin in-depth assessment and planning for the next phase until dedicated distribution teams came on board. Ideally, distribution teams should be recruited much earlier, supported by finance and logistics capacity therefore enabling the technical teams to diversify their response.’*

As time progressed the programme was noted to have moved on to undertaking more livelihoods based activities and also more support for rehabilitation of household latrines.

It should also be noted that a range of other activities have been undertaken that have not been identified in the table which follows, such as those by the gender team working with women’s organisations. An example of this includes the work in Eastern Samar through the partner Likhaan, where 47 Women Friendly Spaces and 59 women’s gardens have been established and over 3,200 women organised into groups for support and activities (Table of Services and Resources Disaggregated by Category and Town and Totals, Aug 2014).

Questions were also asked in various documents, and summarised well in the Learning Review (May 2014) about the limited attention put on shelter and delays in making decisions on whether to engage or otherwise in shelter, when it was an obvious demand in a typhoon response and why Oxfam always takes so long to decide what to do? By May 2014, an International Shelter Coordinator was on the team, a strategy in place and various shelter related activities were underway, but questions still remain on why it has again taken Oxfam so long to make such decision in the face of such clear need.

5.5 TOWARDS A JUDGEMENT ON THE STANDARD

This standard was initially challenging to score as no justification could be found in the documentation as to why the target beneficiary figure was established at less than 25% of the affected population. The 500,000 target figure translates to 3.5% of the total affected population; 12% of the total displaced population; or 14% of the total affected population in Leyte, Cebu and Eastern Samar. However the Country Director explained that the 25% target figure had been discussed at an early stage and that both the HCGG and senior management (including the Humanitarian Director) had agreed that the 500,000 target figure was appropriate for the context, and additional minutes and email communication was forwarded. The RTE also judged the target figure appropriate because of *'the logistical challenges faced in responding in an archipelago and in the face of quite extensive damage'*. Because of the justifications provided and the RTE judgement on the appropriateness of the target beneficiary number, this quality standard has been scored as a 6.

Table 5.3: Beneficiary data by activity and programme area – 7.5 months on (end June 2014)

PROGRAMME AREA By Activity	E. LEYTE		N. CEBU		E. SAMAR		Ormoc (Western Leyte)		SUMMARY	
	# of families	# of individuals	# of families	# of individuals	# of families	# of individuals	# of families	# of individuals		
WASH PHP-PHE										
Hygiene kits	33,082	165,410	11,608	58,040	15,494	77,470	30,003	150,015	Total Distributed	Beneficiaries
Water kits	31,791	158,955	8,820	44,100	10,175	50,875	30,947	154,735	90,187	450,935
Water supply/safe water		248,862			6,355	31,775			81,733	408,665
Latrines (constructed/repaired)	2,555	12,775	363	1,815	4,431	22,155			(Varied modality)	280,637 individuals
Dengue eradication campaign	33,643	168,215					2,209	11,045	7,349 families	36,745 individuals
Hygiene kits for children				10,574					2,209 families	11,405 individuals
Handwashing soap for children				19,426						10,574 children
WASH committee/s members				383		823		2369		19,426 children
										3,575 Members
EFSVL										
Cash for work/ Unconditional cash grants	17,238	86,190	37,483	187,415	20,993	104,965	5,105	25,075	EFSVL	
Boats repairs (motorized and non-motorized)			2,664	13,320					80,729 families	403,645 individuals
Seaweeds project			304	1,520					2,664 families	13,320 individuals
Kitchen gardens			3,599	17,995			464	2,320	304 families	1,520 individuals
Coconut farmers ³							216	1,080	4,063 families	20,315 individuals
Rice seeds		38,650							216 farmers/families	1,080 individuals
									7,730 families	38,650 individuals
OTHER NFIs										
Emergency shelter	6,604	33,020							Other NFIs	
Mother and infant hygiene kits or dignity kits		1,000		1,603		1,128			6,604	33,020 individuals
Mosquito nets		3,765	11,608	58,040			4,664	23,320	3,731	3,731 women
										85,125

6 QUALITY STANDARD THREE: TECHNICAL QUALITY

Table 6.1: Score – Technical quality

	Met	Almost Met	Partially Met	Not Met
Technical aspects of programme measured against Sphere standards			2/6	

Requirements to fully meet the standard:

- Sphere standards proposed and put in place with adjusted indicators for context.
- Training in standards carried out for staff and partners with direct reference to Sphere.
- Indicators use standards, and monitoring against standards takes place regularly.
- Standards evaluated.

6.1 DEFINING THE BENCHMARK

The benchmark indicates that Sphere standards should be mentioned in proposals and logframes and used in monitoring against indicators. The section below examines both the extent to which Sphere is mentioned in programmes and other documents, and the extent to which the standards have been respected, even though not explicitly referred to.

6.2 USE OF STANDARDS

The word 'Sphere' was not something that came up on a regular basis during the review of the documentation. Table 6.2 identifies the places where the word 'Sphere' or other standards were mentioned.

Table 6.2: Mentions of Sphere or other standards

Document	Date
<ul style="list-style-type: none"> For WASH the JORS notes that the aim will be to achieve coverage of WASH facilities rather than meeting Sphere standards, but that Sphere standards should be met at the end of 3 months. It also notes about meeting 'Oxfam quality standards as in the Oxfam WASH minimum requirements document' to the end of Oct 2014. For ESVSL and shelter, Sphere or minimum standards are not specifically mentioned. 	JORS, 16 November 2013
<p>An outcome indicator was included in the PIP relating to the use of 'at least 7.5 litres of safe drinking water per person per day'. In addition, the wording of other indicators also aligned with wording in Sphere, such as those relating to women, elderly people and people with disabilities having access to suitable facilities (considering safety, accessibility, privacy) and food, shelter and other basic needs being met.</p>	PIP on OPAL, 10/11/13–31/03/15
<p>Mention under the advocacy and lobbying section that Oxfam had joined a multi-agency tour of bunkhouses in Guiuan and raised concerns with municipal authorities on the lack of adherence to international standards (Sphere) as well as concerns over the lack of WASH facilities.</p>	OGB SitRep #27, 23 December 2013
<p>Mention that latrines in Tacloban were sited at a distance within Sphere standards.</p>	Learning review, May 2014
<ul style="list-style-type: none"> One report against logframe was provided for a Tacloban WASH response to donor Irish Aid – this had some Sphere related figures in the logframe Draft response to HPA that had some mention of Sphere targets, but no specific logframe. Also accompanied by a note on the construction of temporary latrines, which noted that the team had managed to get the ratio down from 1 latrine for 50 people to 1 to 20 (1 per 5 families). 	<p>Irish Aid Humanitarian Final Narrative Report, 15 November – 14 February</p> <p>HPA – Template for Final Report and 3 other documents</p>
<p>The WASH team noted that they had considered Sphere standards in the following ways:</p> <ul style="list-style-type: none"> Siting of the facilities – For the water and sanitation facilities, the location was discussed with the beneficiaries – both men, women and children. The ideas of the women were considered taking into account regarding accessibility,⁴ distance and safety. Design of the facilities – For the latrines, each unit considered separate rooms for women and men, even during the early days of the response. Number of users – In putting up facilities, the team considered the number of facilities based on the number of users. For the shared latrine, each room is utilised by up to 20 individuals. For the water facility, a hand pump or a communal tap for instance can serve 250–500 individuals. Community participation and representation – In every aspect of the work, community participation, from consultation to implementation, becomes the foundation. The WASH Committees/Community Health Volunteers (CHVs) were formed with women and men representatives. The community representatives and beneficiaries were highly involved in the WASH activities. They led in the beneficiary listing and validation, mobilisation of the community for distribution, clean-up activities and in the proper use and maintenance of the facilities. 	Email communication from the WASH team, 11 August
<p>Neither the Sphere standards or Oxfam Minimum Protection Standards were specifically mentioned in the Protection Strategy, but elements included within the strategy clearly align with some of the elements included in the</p>	Protection Strategy, Updated v4 (no date)

<p>Protection Principles and the Core Standards of Sphere, particularly those related to participation. For example, those related to the support for securing documentation; assisting people to recover by providing community-based and other psychosocial support; ensuring that people have adequate information; ensuring that people are assisted to have meaningful participation; and supporting vulnerable groups to meet their basic needs and hence prevent them from engaging in risky or negative coping mechanisms.</p>	
<p>The documentation provided by the Gender Team provided a range of evidence that the Oxfam Minimum Standards for Gender in Emergencies were being used and referred to as well as the Gender Marker. For example, in:</p> <ul style="list-style-type: none"> • Gender Strategy, 9 December • Gender training agendas • Analysis provided on strengths gaps and areas for improvement against the standards • The Haiyan Gender Snapshot, April–May <p>In addition, strategies employed, such as the establishment of the Women Friendly Spaces and the associated activities that built opportunities for peer and psychosocial support, clearly align with the guidance related to the Sphere Protection Principles</p>	<p>Gender Strategy, 9 December</p> <p>Gender training for Oxfam staff, Guiuan, E. Samar, 17/18 January, Training Agenda</p> <p>Understanding Oxfam’s Minimum Standards on Gender</p> <p>Haiyan Gender Snapshot, April–May</p>

The reference to standards came out most clearly from the documentation of the gender team who had clearly incorporated the Oxfam Minimum Standards for Gender in Emergencies in its strategy. The gender inductions and trainings and also provided analysis on the programme’s strengths and weaknesses in relation to the Oxfam Minimum Standards for GiE.

A question was sent to the EFSVL team to establish how Sphere or had been utilised or otherwise, but no response was received. Requests were made to both the WASH and Sphere teams to provide any spreadsheets or other documentation providing evidence of monitoring against Sphere indicators, but none was received and no WASH technical adviser visit reports were seen by the evaluator. Not much evidence was apparent of the monitoring of indicators against the logframes, including the monitoring against Sphere. MEAL Notes in the EVSVL, WASH, Gender and MEAL Reflections in Bantayan Island (06 Feb) included one that stated ‘*Gap identified in monitoring water per person per day (target 7l/ppd)*’. Additionally one of the personal points of learning during the Regional WASH Learning Event in Bangkok (6 June) was that ‘*very few staff referred to big standards and guidelines, such as Sphere*’.

6.3 MITIGATING FACTORS

Very little mention was made of Sphere or other standards in the documentation viewed, and no discussions were seen on any justification for possibly not focusing so much on, or transitioning from Sphere, such as the Philippines being a middle-income country, or the relatively quick transition from emergency to recovery to longer-term approaches.

6.4 TOWARDS A JUDGEMENT ON THE STANDARD

This standard has been scored as a 2. Some evidence was apparent that Sphere or other Minimum Standards had been referred to at various points, but analysis indicated that mention throughout all documentation was sparse and very little evidence was provided on monitoring against the standards. However, two examples of reports to donors (one draft) had some mention of Sphere-related standards. The exception to this was the use of the Minimum Standards for Gender in Emergencies, which were referred to a number of times in various documents provided by the Gender Team. This may have been more evident partly because the consideration of gender has been controversial (as can often be the case, particularly when women's rights are specifically mentioned) and hence there has been more need to clearly refer to organisational commitments in this area to ensure that the issues are considered in the response.

7 QUALITY STANDARD FOUR: MEAL

Table 7.1: Score – MEAL

	Met	Almost Met	Partially Met	Not Met
MEAL strategy and plan in place and being implemented using appropriate indicators		2/3		

Requirements to fully meet the standard:

- MEAL staff in post.
- Budget reflects MEAL activities.
- Evidence of use of OI Minimum MEAL standards.
- Indicators in logframes replicated in MEAL strategy and plan.
- Data collected, analysed and fed back to staff and partners.
- Evidence that data are used to adjust programme activities.
- Indicators reported against in donor reports at activities, outputs and outcomes levels.
- Review or learning days held with technical staff.
- OPAL has MEAL plan in place and is updated regularly.
- Final evaluation planned.

7.1 MEAL STRATEGY AND PLANS

The following documents were provided as evidence of the MEAL strategy and plans developed as part of the Philippines response. A number were developed within the first month after landfall (although some are undated so it is not possible to establish when they were developed). Simple interview checklists for post-distribution monitoring had been developed by 20 November (SitRep #12, 20 Nov) and the MEAL team purchased 30 Mobenzi/Personal Data Assistants (PDAs) for use in regular monitoring data at the beginning of March 2014 (SitRep #32, 7 March).

Table 7.2: MEAL strategy and plans

Document	Date
MEAL plans and priorities – immediate priority activities and longer-term questions (for discussion) (1 page) and associated spreadsheet with results and OVIs	Week of 19 November 2013
PIP P00910 on OPAL with logic model attached on 18/12/13	10/11/13 to 31/3/2015
Monitoring plans – separate plans/outlines (1 page) for advocacy; gender and protection; EFSVL; WASH	27 November 2013
Funding MEAL Commitments spreadsheet – includes types of MEAL activities; activities identified by donor; and some analysis of indicators	19 November 2013
Global logframe, basic logframe and indicators	First noted SitRep #13, 21 November – 21 November 2013 (v5); also 11 December 2013 (v9)
A dedicated section was included in the SitReps from 14 November; more detailed MEAL reports were included from middle of December, aligned with the arrival of MEAL staff in various posts	OGB SitReps – various
Process for non-serious/sensitive feedback and complaints (PPT slide) & Process for GBV referral from the Ormoc programme	No dates
Livelihoods EFSVL MEAL Framework – detailed indicators (impact, outcome, process) established for each of the core activity areas	No date
Monitoring/feedback forms and guidance notes	
Wide range of blank forms and some associated guidance including for-distribution exit interviews; post-distribution monitoring of different types – cash/grants/cash for work/hygiene kits, etc; complaints and feedback collection form; hotline database; market price monitoring tool; etc	Range of forms and guidance notes (some dated some not dated)

7.2 EVIDENCE OF IMPLEMENTATION OF THE MEAL STRATEGY

Table 7.3 provides a snapshot of some of the implementation of different elements of the MEAL strategy, although many more MEAL related activities are included in the SitReps.

Table 7.3: Examples of MEAL strategies and plans being implemented

Element	Activity	Document
Review of MEAL plans and training of staff and partners in MEAL-related activities	<ul style="list-style-type: none"> • ESVL and MEAL workshop to review logical framework and current activities and to check indicators – <i>Feb</i> • Eastern Samar – Provincial training of trainers was conducted in all 23 municipalities with 92 participants (26 males, 66 females) on water-quality monitoring, including the potable laboratory and pool-testers. Plus training in 4 municipalities for 127 participants (121 females and 6 males) – <i>March</i> • Training for all MEAL teams in Mobenzi and digitalisation of monitoring surveys with pilot tests after the trainings – <i>April</i> • MEAL team worked on the development of a monitoring plan and preparing M&E tools for the shelter team and their partner, Green Mindanao, and had a consultation meeting with Green Mindanao to understand their M&E needs and capacities and how Oxfam can support – <i>April</i> 	<p>OGB SitRep #31, 11 Feb</p> <p>OGB SitRep #32, 7 March</p> <p>OGB SitRep #33, 8 April</p>
Monitoring and reporting on progress versus plans/logframes	<ul style="list-style-type: none"> • Monitoring against indicators in the logframe (one from North Cebu and one from E. Samar) were viewed – both to July 2014. Neither were complete. • One reporting against logframe was provided for a Tacloban WASH response to donor Irish Aid and another draft response to HPA that had some mention of Sphere targets, but no specific logframe • No other monitoring versus logframes were seen. 	<p>Monitoring against logframe, July 2014</p> <p>Irish Aid Humanitarian Final Narrative Report, 15 Nov – 14 Feb</p> <p>HPA – Template for Final Report and 3 other documents</p>
Assessments	A number have been undertaken at different stages of the response into recovery – refer to Section 4 and Section 15 for more details	Assessment reports – various
Baseline, KAPs and other surveys	<ul style="list-style-type: none"> • WASH – WASH KAP survey undertaken in Bantayan Island targeting 380 household respondents. A total of 16 enumerators were trained: 7 male and 9 female – <i>Feb</i> • EFSVL – Household Food and Income Security Baseline Survey completed in Daanbantayan and on-going for farming and small businesses in four areas – <i>June</i> • Protection – Refer also to Section 10 for examples on surveys relating to protection. 	<p>OGB SitRep #31, 11 February</p> <p>OGB SitRep #36-June 2014</p>

Monitoring (including post distribution monitoring and other)	<p>A wide range of PDM monitoring analysis and reports were shared with the evaluator from across programme areas. In addition the following are examples reported in the SitReps:</p> <ul style="list-style-type: none"> • North Cebu – PDM being undertaken – <i>Dec</i> • WASH – Tacloban – monitoring of latrines, bladders, PeePoo bags disposal and tarpaulin distribution – <i>Dec</i> • WASH – Interviews undertaken after distribution of hygiene kits for pregnant and lactating mothers – <i>Feb</i> • General – Meta analysis of PDM for non-food distribution and cash payments to compare across sites – <i>March</i> • EFSVL – Leyte municipality, Ormoc – Cash transfer programme PDM of unconditional cash grants showed beneficiaries were satisfied with distribution processes, but an increase in gambling has been noted – <i>June</i> • EFSVL – N. Cebu – FGDs and key informant interviews were conducted for the male boat owners and the female household members to review/plan for the next steps on EFSVL activity – <i>April</i> • WASH – N. Cebu – WASH Household Monitoring Tool used for the first time in five municipalities – <i>June</i> 	<p>Multiple (more than 60) PDM monitoring related documents</p> <p>OGB SitRep #21, 4 Dec OGB SitRep #25, 13 Dec OGB SitRep #31, 11 Feb OGB SitRep #33, 8 April OGB SitRep #34, 7 March OGB SitRep #35, 16 June OGB SitRep #36, 10 July 2014</p>
Feedback/complaints mechanisms (hotline, suggestions box, FDGs, etc.)	<ul style="list-style-type: none"> • Refer to Section 8 for details and examples • Started looking at possible use of mobile phones/SMS for monitoring, feedback and complaints – <i>19 Nov</i> • Hotline numbers secured – <i>11 Dec</i> 	<p>OGB SitRep #11, 19 Nov OGB SitRep #24, 11 Dec</p>
Public information sharing (billboards, leaflets, feedback to representatives)	<ul style="list-style-type: none"> • This SitRep indicated that communication with communities by putting up billboards or requesting spaces in strategic areas, beneficiary lists, criteria for selection and other information to ensure transparency and accountability <i>still needs to be done</i> – <i>June</i> • Photographs were provided of notices on how to make complaints, the hotline numbers and complaints boxes as well as some listings of people to be involved in cash for work (refer to Section 8.2 for the photographs) 	<p>OGB SitRep #32, 13 June</p>
Visits by technical staff/advisers	<ul style="list-style-type: none"> • Noted in SitReps (reports not seen): A range of international adviser and HSP visits have been mentioned – for example: Orla Murphy (Regional Humanitarian Coordinator, in country by 11 Nov); Philippa Young (EFSL Adviser, in country by 11 Nov); Andy Bastable (Global PHE Adviser – in-country by 12 Nov); Mona Mehta (Gender Adviser, regional office); advisory support also provided on business management functions, advocacy, information management, logistics, and gender. 	<p>Visit reports where they were made available</p>

	<ul style="list-style-type: none"> • Reports available: Graham MacKay and Steve Jennings (26 Feb – 7 March) – focus on livelihoods, women’s rights, transition to recovery. • Report available: Amit Vatsyayan, David Bright, Jocelyn Villaneuva and Puspasari Indra (29 April to 9 May 2014) – focus on transitioning livelihoods to longer-term strategies. 	
Learning and reviews	<p>A range of review and learning activities have been undertaken on this programme, examples include:</p> <ul style="list-style-type: none"> • EFSVL, WASH, Gender and MEAL Reflections, Bantayan Island – <i>6 Feb</i> • Gender in emergencies reflection and planning, Typhoon Haiyan Response – <i>14–25, February</i> • Haiyan learning review conducted by Global PMEAL Adviser – <i>May</i> • WASH team, Regional Learning Event in Bangladesh – <i>6 June</i> • EFSVL Business Meeting – <i>May</i> • Learning planning and review workshop with 90 Cluster Leaders (group leaders selected by 25–30 households as one cluster) organised by Oxfam Shelter Team in Tanauan to consolidate feedback and review the next phase implementation strategy – <i>June</i> 	<p>OGB SitRep #32 – 13 June</p> <p>OGB SitRep #36 – June 2014</p> <p>Learning review, May 2014</p>
Evaluations	<ul style="list-style-type: none"> • Real-time evaluation – <i>Jan</i> • Draft (not complete) Management response to RTE – <i>March</i> • OCHA will be arranging a total response multi-sectoral evaluation in October 2014 	<p>RTE, Jan 2014</p> <p>OGB SitRep, 7 March</p> <p>Information from global PMEAL Adviser</p>

7.3 STRENGTHS/GAPS

It is clear from analysing the SitReps that MEAL has been taken seriously with attention placed on assessments, planning, monitoring, evaluation, accountability to communities and training associated with the same. The information on MEAL in the SitReps became much more detailed from 13 December onwards, which was when some of the MEAL staff came into post, and also when the SitReps became weekly (MEAL team).

A large number of MEAL-related documents were shared with the evaluator from across the programme, including: MEAL plans and budget; 60+ post-distribution monitoring sheets, analyses and associated presentations; hotline databases from January to July; listings of complaints and feedback received through the feedback and complaints boxes; reports from learning events, and a range of forms and guidance related to MEAL. A few complaints were noted in the hotline database with examples of responses made. In some spreadsheets the action was noted as passing on the message to another team such as EFSVL or WASH, but for most nothing was included on what was done about the issue after this, and for some no indication was made of the response to the calls. PowerPoint presentations

prepared from various post-distribution monitoring activities indicated that the results were shared with colleagues during meetings. It was noted in communications from the MEAL Officer in Ormoc (22/7/14) that the weekly feedback and complaints are discussed at the programme management team meeting. A range of learning events and reviews and reflections were undertaken as part of this programme. The Eastern Samar team noted that *'our feedback mechanism went as far as to influence change of programming (e.g. criteria, beneficiary selection and coordination) at the CWC AAP cluster or working group. This has resulted to a more robust programming and coordination with other humanitarian actors'*.

Two examples of monitoring against indicators to July 2014 (one from N. Cebu and one from E. Samar) were viewed, but both had multiple gaps. While there may be more evidence of this in-country, other examples were not seen by the evaluator, and hence this may be an area where increased attention is needed.

The large number of MEAL-related activities across WASH, EFSVL, and gender as well as four programme areas, has resulted in many activities being undertaken with associated documentation available, sometimes with variations in formats being used across programme areas. It would be positive for future large scale emergencies to consider standardising databases to ease compilation across the programme areas and to consider to employ additional MEAL staff at central level at an earlier stage dedicated to work on data complication, pulling together consolidated reports and databases as the emergency progresses.

With respect to the consolidation of databases, the country team noted that: *'An Information and Communications Officer was recruited in March (became Knowledge and Communications Officer in July) who mainly helped prepare SitReps and consolidate beneficiary count at the country level.'* However, the following challenges were encountered:

- At the onset of the response, a universal beneficiary count (by activity, by location, with sex disaggregation) was not established due to the tremendous and rapid delivery of emergency aid, particularly in the areas of Eastern Leyte and Tacloban, as well as Eastern Samar. However, a central count of beneficiaries (no double count) has been maintained for the purposes of situation report updating.
- Learning for MEAL is to recommend a template that can be used by all programmes at the start of the response. Initially, the teams set up their own database deemed fit for their programme. This was good; however, as the numbers of beneficiaries grew, general consolidation became a challenge.
- By March, there was already a move to have a recommended template for the collection of disaggregated beneficiary count, but it did not get pushed through as there was feedback from some team leaders that they were already filling up too many databases required by various partners/coordinating agencies (i.e. UNICEF, UNOCHA, separate WASH template, etc.).
- Another challenge was the high staff turnover in the Haiyan Response. Some staff crucial to updating beneficiary counts did not continue with Oxfam, and were not able to properly complete counting systems and tools before their departures.

7.4 TOWARDS A JUDGEMENT ON THE STANDARD

This standard has been scored as a 2 because it is clear that a significant amount of effort had gone into the MEAL elements of the programme and learning from the feedback, monitoring and evaluation as well as undertaking standalone learning events. A few other areas could be strengthened, however, including standardising the hotline formats and ensuring that the follow-up actions are incorporated, as well as providing consolidated reports of the feedback, complaints and PDM activities, which could then be easily shared as evidence of the accountability of the programme. Information dissemination on billboards and the sharing of beneficiary lists and selection may also need additional attention, although some photographs were shared indicating that some of these activities have been completed. Had more evidence been available on monitoring against the indicators in the MEAL framework, this quality criterion would have been scored as a 3.

8 QUALITY STANDARD FIVE: PARTICIPATION OF AND ACCOUNTABILITY TO CRISIS- AFFECTED COMMUNITIES

Table 8.1: Score – Participation of and accountability to crisis-affected communities

	Met	Almost Met	Partially Met	Not Met
Feedback/complaints system for affected population in place and functioning and documented evidence of information sharing, consultation and participation leading to a programme relevant to context and needs	3/3			

Requirements to fully meet the standard:

- Evidence of consultation with community on programme areas, such as targeting, preferences for cash/food, siting and design of latrines, distribution of non-food items, information channels, etc.
- Evidence of sufficient information provided to communities.
- Feedback shows that information received is sufficient.
- Evidence of complaints being addressed and reported on to complainant.
- Evidence of feedback incorporated into planning – changes made to programmes after consultation.
- Examples of good practice captured and shared.
- Feedback from communities around needs and concerns is positive.
- Evaluation reports state that programme is relevant to needs and context

8.1 CONSULTATION AND COMMUNITY PARTICIPATION IN PROGRAMME DESIGN AND DELIVERY

Table 8.2 provides a few examples of the way that communities have been consulted on, and participated in, the first three phases of the response.

Table 8.2: Examples of community participation and consultation by crisis response phase

Phase	Examples of community participation and consultation	Document
Phase I – to end of December 2013	ESVL – Daan Bantayan following up with municipality and barangay officials to determine how the distribution went. Also noted a plan to interview beneficiaries to see what they had brought and their feelings on the process.	OGB SitRep #10, 18 Nov
	Gender and protection – Quick assessment – consulted with adolescent girl, pregnant women, aged women, single women, older mother, barangay captains and members, women health workers and Oxfam staff.	Assessment report, 26–29, Nov
	<ul style="list-style-type: none"> Other early assessments do not specify having consulted with the affected communities or specific community members, although it is likely that some consultation occurred, even if only when viewing damaged properties. One assessment report (ELFSVL), 30 Nov–2 Dec noted speaking with fishermen and agricultural labourers. Daan Bantayan EFSVL assessment, 20 Nov – clearly made positive steps to consult, including: post distribution monitoring of cash grants; consultations with vegetable and rice/cereal vendors, householders and both men and women. 	<p>Various assessment reports, Nov and early Dec</p> <p>Daan Bantayan EFSVL assessment, 20 Nov</p>
	Consultations with communities were not specifically noted in the SitReps during November, except for some coordination meetings with barangays and notes on a community mobilisation team overseeing WASH implementation work. But the validation of beneficiary lists and various post-distribution monitoring activities will have also given a positive opportunity for consultation with the beneficiaries.	OGB SitReps – various
	Community mobilisation for the cash-for-work activities including for clearing the debris.	Began from OGB SitRep #11, 19 Nov
	Volunteers, including some from the affected areas, supported the Oxfam activities. This started to be noted from the 25 Nov onwards.	OGB SitRep #16, 25 Nov
	WASH committees were being set up and hygiene sessions run with adults and children.	OGB SitRep #22, 6 Dec
	Community-wide hygiene sessions being run with children and adults as well as community mapping and needs assessment for public health risks.	OGB SitRep #27, 23 Dec

Phase II – January and February 2014	EFSVL and WASH in all areas – multiple assessments, FGDs and community consultations (for example relating to WASH, livelihood options, fishing, long-term recovery needs for coconut farmers), community meetings to share criteria for CFW and hygiene kit distributions and training of ‘Community Health Volunteers’ (CHVs).	OGB SitRep – all SitReps for Jan and Feb
	Gender, EFSVL and WASH – consultations on livelihood options; discussions with the DSWD and CSWD on identifying spaces for the women-friendly spaces; consultations with women on the design of the bunk house and laundry area.	OGB SitRep #30, 28 Jan
Phase III – March to June 2014	Shelter – Shelter team undertook 11 community consultations on their proposed shelter strategy and how to further improve on how the team interacts with beneficiaries. Both MEAL team members and a representative of Communicating-with-Communities attended some sessions.	OGB SitRep #33, 8 April
	Shelter – Learning planning and review workshop with 90 Cluster Leaders (group leaders selected by 25–30 households as one cluster) organised by the Oxfam Shelter Team in Tanauan to consolidate feedback and review the implementation strategy for the next phase.	OGB SitRep #36 – June 2014
	WASH – Examples of the involvement of villages and schools in clean up drives; training of Community Health Volunteers (2,369 trained so far in Western Leyte); training of WASH Committees on operation and maintenance in Tacloban, Palo and Tanauan (total participants 483; 127 men and 356 women).	OGB SitRep #36 – June 2014
	WASH – Tacloban – Spot checks in 1,286 households conducted by WASH committees to monitor change in behaviour/practice focusing on 3 key messages.	OGB SitRep #35 – 16, June 2014
	WASH – Western Leyte – House-to-house consultation with the community regarding the ‘Comfort Room’.	OGB SitRep #35, 16 June
	General – Consultations with communities and feedback mechanisms gathered that beneficiaries are satisfied with services extended, and expressed that they are needed, but there were constant requests for the provision of housing materials, food, medical support and more cash-for-work programmes.	OGB SitRep #35, 16 June

8.2 FEEDBACK AND COMPLAINTS

Mechanisms for non-serious/non-sensitive feedback and complaints were provided in flow chart format and the Ormoc programme provided the government referral process of GBV. The mechanisms for non-serious/non-sensitive complaints includes the MEAL Assistants and MEAL Officers inputting feedback and complaints into a master feedback/complaints log after taking action to resolve complaints and feeding back to the complainant as required, and then summarising the complaints once a week to apprise management. The first mention of the establishment of a central feedback and complaints log having been developed was in the OGB SitRep #15, 23–24 Nov. Table 8.3 provides examples of the range of different opportunities for feedback and complaints as noted in the SitReps. A wide range of

documents was shared by the MEAL officers of the various programmes documenting the hotline calls and responses and other complaints and documentation of the same.

Table 8.3: Examples of feedback and complaints and responses being made

Mechanism	Examples	Document
Central feedback and complaints log	<ul style="list-style-type: none"> A central feedback and complaints log was started to help identify major issues or trends and learn from feedback. Various spreadsheets were provided from the area programmes with logs of the feedback and complaints. Some of the responses made to the individuals were identified but not all. 	<p>OGB SitRep #15, 23–24 Nov</p> <p>Various spreadsheets covering Jan–June</p>
Hotline, mobile phones/SMS, feedback desks, suggestion boxes	Hotline numbers secured.	OGB SitRep # 24, 11 Dec
	Data were shared on the hotline in SitReps in Jan and Feb – but mainly only general comments on the hotline continuing in other months (see below for further details).	OGB SitReps – Jan and Feb (various)
	N. Cebu – Feedback desks – mostly enquiries about distributions and the beneficiary listings. 12 enquiries were complaints.	OGB SitRep #29, 13 Jan
	N. Cebu – Feedback boxes distributed in the municipalities in Bantayan Island and in Daan Bantayan. The team monitored the boxes once a week. In the previous 2 weeks, 83 feedbacks were obtained from the feedback desks and 2 from the boxes.	OGB SitRep #31, 11 Feb
	N. Cebu – As well as distribution exit interviews, feedback desks were also set up per distribution and the team responded to concerns, enquiries and other feedback.	OGB SitRep #31, 11 Feb
	A number of hotline spreadsheets from the MEAL teams (N. Cebu, Ormoc and Tacloban) were viewed covering the periods Jan–July, including some of the responses made.	Various spreadsheets
Focus Groups Discussions	Leyte – Members of Oxfam gender team embedding themselves into programme teams to conduct FGDs on each of the programme interventions. Separate discussions have been held with men and women on rice seeds, hygiene activities, water and sanitation and temporary shelter. Feedback has been positive with a few suggestions on latrines and hygiene kits.	OGB SitRep #27, 23 Dec
	N. Cebu – FGDs for males and females on feedback and complaints have been conducted in several areas.	OGB SitRep #31, 11 Feb
	GBV – Pretesting of the GBV IEC materials with adult male, female and youth groups.	Women’s Health Promotion during MNK distribution
	EFSVL – A wide range of FGDs with separate male and female groups were undertaken.	Wide range of FGD documentation

Identified by programme teams	WASH – Leyte – It was observed that people were not using the communal latrines constructed and hence approach changed to supporting latrine repair kits and constructing privacy screens around people’s existing cisterns.	OGB SitRep #28, 7 Jan
	WASH – In Western Leyte (Ormoc) it was noted that most of the families were not using the hyposol and a report was received that some families are selling items from the hygiene kit. Hygiene dissemination on the use of the hyposol was increased.	OGB SitRep #34, 10 May
	EFSVL – Eastern Leyte (Tacloban) – In Mayorga, there were massive complaints of violation of criteria [for identification of people to be supported]. Hence a re-validation was undertaken together with the Municipal Agriculture Office.	OGB SitRep #35, 16 June
	EFSVL – North Cebu – Problems being faced while the programme scaling back down from supporting 37,500 families to 12,000 families, and it was noted that it takes a good team to be able to diplomatically handle repetitive and recurring issues relating to selection criteria.	OGB SitRep #35, 16 June
Other	EVSVL – Leyte – MEAL team worked with EFSVL team during an investigation into alleged fraud committed by CFW team leaders involving payments for absent workers. The results were documented and shared with the Mayor who said that the LGU would work closely with Oxfam to ensure protocols are followed.	OGB SitRep #31, 11 Feb

The following table provides a snapshot of the calls reported to have come in through the hotline as identified in the SitReps. The categories vary as there does not appear to be a standard categorisation of calls. Detailed spreadsheets were also provided with the actual calls (between January and July) from Ormoc, N. Cebu and Tacloban. Most comments, queries or complaints were sent by SMS, probably because the hotline numbers were not toll free, although small numbers were by call (estimated at 3%, Ormoc programme).



Notice with numbers for the hotline. Photo: Irene De Leon/Oxfam

The data included in this table from January and February were the only data reported through the SitReps for the programme period 8 November 2013–end June, 2014, except for:

- OGB SitRep, 7 Jan – The hotline is receiving 15–20 texts every day. The key issues have been when cash payments will be received and sending thanks to Oxfam.
- OGB SitRep for June – noted most calls in Ormoc were queries and complaints about beneficiary selection; in N. Cebu 236 text messages and 312 messages via the feedback/complaints boxes were received.

Table 8.4: Hotline SMS data as reported in SitReps

SitRep	13 Jan Leyte	13 Jan E. Samar	13 Jan N. Cebu	28 Jan Leyte	28 Jan E. Samar	28 Jan N. Cebu	28 Jan N. Cebu	11 Feb Leyte	11 Feb E. Samar	11 Feb N. Cebu	11 Feb N. Cebu
Period covered	1 week	As of 11 Jan	4–10 Jan	2 weeks	6–25 Jan	11–17 Jan	18–24 Jan			25–31 Jan	1–7 Feb
Total messages	37	10	73	71	35			103	45	82	72
Number responded to					51%						

Thank you and other positive feedback	Yes		40	39	21			Most		19	20
Non-sensitive complaints		4 (UCG distribution)				5 (latrine restoration)					
Sensitive complaints				2		5 (team leaders and officers)					
Negative feedback							5 (select on criteria)			11	8
Rice seeds				6							
Cash for work/cash for recovery	Yes		27					Yes	1	16	7
Cash grant					13				8	3	5
Hygiene kit for lactating mothers									4		
Hygiene kit										5	4
Boat repair											4
Why barangays not received relief	Yes										
Shelter request		2									
Small business request											
Questions about employment with Oxfam	Yes			3						39	25
Enquiries on service not provided by Oxfam	Yes		14	21					32		

It is clear that a lot of effort was put into the development and management of the hotline. However, a few areas could still be improved further, including the standardisation of the categories and periods for

reporting to aid collation of data and its analysis across the entire programme. It was noted that some calls were responded to straight away, while others were referred on to other teams. The end resolution of issues was only documented on occasional spreadsheets, for example the complaints received between 18 and 24 January relating to team leaders and officers, which were investigated. They were reported to have been from people who had also complained in meetings and who did not understand the selection criteria. Some complaints were from people who belonged to barangays not covered by Oxfam's projects.

Several SitReps indicated that the non-Oxfam specific feedback received was shared with the 'Communicating with Communities' group and OCHA and that the information was also being shared with the Protection Team and the Office of the High Commissioner for Human Rights (OHCHR) who were interested in monitoring the areas where sensitive complaints were being recorded (OGB SitRep #29, 13 Jan).

8.3 TOWARDS A JUDGEMENT ON THE STANDARD

This standard has been scored as a 3. It is evident that a lot of effort was made to consult with communities and involve them in programmes with increasing attention on this over time, and to offer opportunities for feedback and complaints. However, the standardisation of the feedback categories and reporting periods would be a positive move as well as ensuring that the resolutions of all calls are documented against the calls.

9 QUALITY STANDARD SIX: PARTNERSHIP

Table 9.1: Score – Partnership

	Met	Almost Met	Partially Met	Not Met
Partner relationships defined, capacity assessed and partners fully engaged in all stages of programme cycle			1/3	

Requirements to fully meet the standard:

- Partner capacity assessment carried out.
- Capacity building plan in place (if needed).
- Documented evidence of Oxfam support to partner on capacity building (training or staff secondment for example).
- Partner agreement clearly states expectations and outcomes for both parties.
- Partner actively involved in planning, monitoring and evaluation.
- Partner feedback is positive.

9.1 STRATEGIES FOR WORKING WITH PARTNERS

The JORS (16 November) identified the following strategies with respect to partners: *‘Given the scale and impact of this disaster Oxfam will have an operational response delivered with partners, partners including existing CBO partnerships, partnering with government in specific technical areas is applicable and working with new partners’*; and *‘During the first phase response the programme will be led by Oxfam with partners subcontracted to deliver immediate relief assistance. A dedicated Partnership Team working closely with the Gender and Protection Team and the Programme Manager of the Philippines programme will lead on developing a partner’s portfolio to support the Haiyan response, specific attention will be given to working with community networks, such as the fisherman association and women’s organisations’*.

The RTE noted: *‘Government at all levels has been proactive and supportive of the relief effort and has been a key counterpart in all relief programmes . . . On an operational level, it was felt that there is some risk of over-reliance on local government (targeting, politicisation of aid), and that the role of civil society to keep government accountable needs to be more fully explored by Oxfam and other actors’*. It also noted that the *‘Humanitarian Response Consortium (HRC) and local CSO partners were relatively*

excluded from the first phase of this response. There is general recognition that the scale of the disaster would require rapid operational scale-up. However, HRC staff were involved in the initial assessment and were frustrated that their findings were largely ignored (particularly in shelter needs and potential strategy, and location of operational bases) and they were not called upon to participate more fully in the response. One respondent said, “No one actually stopped to think or say that we needed to work with partners, and to make a decision and communicate this to them quickly”.’ ‘Feedback on the model of seconding key HRC staff into assessment and response teams was often seen as positive for the Oxfam response, and in some cases was critical to rapid successes at the field level (for example, Single Drop staff members’ support to the restoration of the Tacloban water supply within the first week). Some observers – including HRC staff – are less positive about this model, and argue that secondment of individuals weakened them as organisations. Arguably there were some missed opportunities for greater involvement of local partners in the first phase to increase quality and scope (not necessarily scale) of the response. One informant asked: “Are we enabling our partners, or dis-enabling them?”.’

The RTE also noted: ‘Local CSO partners are increasingly being involved in early recovery strategy development, for example within fisheries, coconut farmers, DRR and women’s rights organisations, noting that their role to date has been more advocacy focused than operational, and when operational only for very short term contracts rather than a strategic relationship (for example Likhaan Women’s Organisation’s two-week contract to implement relief activities in Eastern Samar).’

The EFSVL longer-term strategy (July 2014–March 2015) emphasises partnerships with a range of actors – government, academic institutions, local government units, INGOs and national NGOs, community-based farmers’ and fisher-folk groups, associations and cooperatives and the private sector. It also focuses on the need to build the institutional capacity of these groups.

The WASH team noted (email communication, 11 Aug) that Oxfam in Tacloban/Leyte implemented the activities directly with the beneficiary communities, but closely coordinated their activities with the Local Government Units (LGUs) from the province down to the barangay level and the government line agencies and humanitarian actors. Note that the SitReps indicated that, at least during the early stages, the Oxfam partners, A Single Drop of Safe Water and UNICEF, worked on restoring the Tacloban water supply system, but this was not noted in the WASH team’s response. The WASH team also noted that the barangay-level structures (Barangay Council, WASH Committees) and the municipal-level structures (Rural Health Unit, Water District, Sanitary Inspectors, Engineering Office) were highly involved in the activities, helping in their planning and implementation.

The response was mainly implemented by Oxfam staff, particularly during the first six months, except for specific area-based and time-limited activities, which were implemented through partners as a form of sub-contractor. The involvement of partners in reviews or strategic planning was not obvious from the documentation, apart from a few exceptions: Green Mindanao was noted to have been engaged in the development of a strategy (The Shelter Strategy), and gender partners were involved in a one-day planning event (February noted in OGB SitRep #32, 7 March) and the MAC team involved its partners (the Fair Trade Alliance and NGOs in Fisheries Reform) throughout the whole project cycle (MAC team communication and associated documentation, including on a meeting to formulate a fisheries advocacy strategy and action plan). Others were undertaken by Oxfam staff alone (MEAL team communication).

Observations from the country team on the partnership issue included: ‘In category 2 or 1 disasters, Oxfam policy is to go directly operational . . . In categories 2 and 1, i.e. Haiyan, where Oxfam is directly operational, taking on partners was consistent on the following: “OI Working Principles, Contract for OI Humanitarian Action and OI Partnership Policy all clearly state that Oxfam will “whenever possible work with and through local and accountable organisations”. The tension around the dominant traditional

strategy that Oxfam employs in humanitarian emergencies – which is being operational’ was also noted. ‘The PHL country team tried to change that by exploring various models of operations, including the formation of HRC. It was Oxfam’s tradition and policies that apparently pose barriers for this model to flourish and develop – and hence it is not simply a matter of asking whether we truly worked with partners, but whether we really and seriously wanted to – because it is that very strong tendency to be operational that always gets in the way, and hence the ambivalence to fully embrace a genuine partnership strategy, and not a contractual and utilitarian one.’ Comparison was made between ‘the partnership strategy of Christian Aid – who worked with partners from the first day of the response – i.e. from the assessment (RAT) to response to recovery and to this day’.

The Country Programme had a focus on partnerships prior to the typhoon with the Goal for the Country Strategy (2011) being: *‘Oxfam, with a fully integrated programme and through strategic partnerships, will improve the livelihoods, security and voice of poor people in the Philippines, especially women living in poverty in Mindanao.’* The new draft Country Strategy (Oct 2014–March 2020) also focuses on partnerships and has a specific internal goal to *‘Invest in Partnerships – Oxfam builds strategic relationships, from various sectors, which serve as the foundation for building greater national capacity and sustainability’.*

The limited nature of partnership engagement during the response was therefore not fully in alignment with the country strategies, and also did not make strong use of the Humanitarian Response Consortium or the existing local partners, although engagement with the local government, local associations and cooperatives and some secondments were noted. In discussion with the Country Director (22 Aug 2014), it was confirmed that as the initial two months of response had not utilised partnerships in line with the country strategies – the Partnership Manager was employed to improve in this area. It was also noted that in the two areas of MAC and gender, the teams have engaged better and utilised long-term partners. This may have been reflected by the fact that the activities in these areas have had more leadership from the Philippine Country Programme staff, rather than international humanitarian staff who came in specifically for the response. It was also noted that, on reflection, perhaps some of the partners may not have been the most appropriate as they may not have had adequate strengths for the scale of the response. However increasing attention is being given to this area including, as the programme moves further in its transitions, to more longer-term approaches. Challenges were also noted related to the capacity of partners in some areas, for example in Eastern Samar. *‘This was a missed opportunity but also note the lack of capacity (if no CSO at the local level) to take on and partner with us in implementation of a very huge response such as Haiyan. Note also that the national level CSOs were not even present in the area before Yolanda, which adds a challenge of whether or not they can understand the local context and indeed deliver partnerships. However, we tried to appreciate what is existing e.g. GDFI and working within the parameters of challenging environments.’* (Communication from E. Samar team).

Oxfam took part in a study on the issue of partnerships together with Christian Aid, Cafod, Tearfund and ActionAid (Sept 2012),⁵ which reviewed the ways that partnerships with local CSOs and the government were utilised during the Typhoon Haiyan response. Gaps were identified and a range of recommendations made, such as strengthening local capacities, strengthening standby partnership arrangements and promoting localised surge responses.

9.2 OXFAM'S CHOICE OF PARTNERS AND ACTIVITIES COVERED

Table 9.2 provides an overview of the partners who have engaged in the Philippines response.

9.3 PROCESSES FOR MANAGING AND ENGAGING PARTNERS

The RTE (January 2014) noted that *'The national programme has appointed a partnership relation manager, who has made tremendous progress in mapping the current partners, and future interested partners. This post holder is actively reviewing Oxfam's partnership appraisal process.'*

A series of assessments/appraisals, including partner financial reviews and assessments, Memoranda of Understanding and Letters of Agreement, were provided to the evaluator, as well as a few partner reports. Most time periods for the agreements were relatively short (see Table 9.2). The terminal report by Green Mindanao indicates that there may have been some issues with relationships and communications as the two recommendations focused on improving relations between Oxfam and the partner organisation. Other feedback from partner organisations was not viewed as part of the evaluation.

Most gender inductions and training were undertaken for staff and for WASH or livelihoods-based committees, but some were also run for partner organisations. No capacity-building plans for partners were viewed, although occasional notes were viewed on capacity building that had been considered/undertaken with specific partners, such as that related to M&E for Green Mindanao.

Table 9.2: Oxfam partners as part of the response (excluding MAC partners)

Partner name	Type of organisation	Oxfam team working with partner	Project start and end date (month/day/year)	Geographical areas of engagement in the response	Technical areas of engagement in the response
City Government of Tacloban and Save the Children	Government and INGO	WASH	1/6/2014–31/7/2014	Tacloban, Leyte	Project: Management of the Sludge Management Facility in Tacloban City
Department of Health (DOH)	Government	WASH	30/6/2014–7/8/2014	Leyte	Project: WASH/Support to DOH Region 8 for Casual Labour and Materials Required for the Installation of Long-Lasting Treated Nets (LLTNs) in Schools, Leyte
Eastern Samar State University (ESSU) and WFP	University and UN	EFSVL	16/6/201–11/7/2014	Salcedo, Eastern Samar	Project: EFSVL/Cash-for-Training, Vegetable Production Training in Severely Affected Barangays of Salcedo, Eastern Samar
Eastern Visayas Regional Medical Center (EVERMC)	Government	Protection/Gender	24/6/201–11/8/2014	Region 8: Eastern Visayas Base: Tacloban City	Project: Gender/Contracted Out Repair and Rehabilitation of the EVERMC's Women and Child Protection Unit
Green Mindanao Association, Inc (GM)	NGO	Shelter	25/3/201–10/7/2014 (Request for contract extension with cost increase under review)	Municipality of Tanauan, Leyte, coastal barangays (Bislig, Cabuynan, Sto. Nino and San Roque)	Project: Shelter/Shelter Self-Recovery Assistance to Haiyan-Affected Communities <i>(Included Build Back Better Training: training of women carpenters and conditional cash grants for shelter)</i>
Guiuan Development Foundation, Inc. (GDFI)	NGO	Livelihoods	26/3/2014–26/7/2014	Eastern Samar	Project: Shelter/Greenworks to Enhance Natural Regeneration of Mangroves in Eastern Samar

Kaisahan Tungo sa Kaunlaran ng Kanayunan at Repormang Pansakahan (KAISAHAN)	NGO	Protection	1/4/2014–31/3/2015	Metro Manila	Project: A Safer Future for All of Us: Pass the National Land Use Act
Initiatives for Dialogue and Empowerment Through Alternative Legal Services (IDEALS), Inc.	NGO	Protection	15/1/2014–31/5/2015	Tacloban, Palo, Tanauan, Leyte	Project: Access to Benefits and Claims After Disaster (ABCO)
Leyte Metropolitan Water District (LMWD)	Government	WASH	16/5/2014–31/8/2014	Leyte, Tacloban	Project: WASH/Materials and Equipment Support for the Repair of Water Transmission Lines, Distribution Networks and Treatment Plants Damaged by Typhoon Haiyan
Likhaan Centre for Women's Health	NGO	Gender	Batch 1: 29 Nov–31 Dec Batch 2: 10 Jan–28 Feb	Eastern Samar	Project: Outreach Community Organising to Enhance Women's Health, Safety and Leadership in Disaster Areas in Eastern Samar
Morong Volunteers Emergency Response Team (MVERT)	NGO	Response and Resilience Team	18–23 May	Tacloban, Leyte	Project: Intensive Training on Contingency Planning and Community Drills in Tacloban City
NGOs for Fisheries Reform (NFR)	NGO	EFSVL	1/4/2014–31/3/2015	Municipalities of Sta Fe, Madridejos and Bantayan in the Province of Cebu Municipality of Palo and Tacloban City in the Province of Leyte	Project: Support to Rehabilitation and Reconstruction of Fishing Communities
Pambansang Koalisyon ng Kababaihan sa Kanayunan (PKKK)	NGO	Gender	27 Nov–3 Dec	Eastern Samar	Project: Rebuilding of Community Organisations and Networks in Eastern Samar

People In Need (PIN)	INGO	EFSVL	1/2/2014–30/6/2014 (Awaiting request for extension)	Eastern Samar	Project: Livelihoods/Support to Short-Term Livelihood Recovery via Cash for Asset Recovery Intervention w/ Focus on Debris Clearance and Coco Lumber Reclamation in Eastern Samar
A Single Drop of Safe Water (ASDSW) & UNICEF	NGO & UN	WASH	<i>Information not provided</i>	Leyte Province (Tacloban, Palo, Tanauan) – to get the Leyte Metro Water District (LMWD) running again.	<i>Information not provided</i>
UN OCHA	UN	Gender	26/6/2014–28/6/2014 9/7/2014–11/7/2014	Tacloban, Leyte Ormoc, Leyte	Project: Gender/Gender in Humanitarian Action Training
Zoological Society of London (ZSL)	INGO	EFSVL	19/5/2014– 19/11/2014	Bantayan Island and Madridejos (ZSL projects) and Sta Fe (Oxfam project)	Project: EFSVL/Marine Damage Assessment

Details of the MAC partners are not included in the above table. Two of these partners include: Fair Trade Alliance and NGOs for Fisheries Reform.

9.4 TOWARDS A JUDGEMENT ON THE STANDARD

This standard has been scored as a 1. This is because the evidence shows that most of the response has been implemented by the Oxfam team, with only limited elements in specific geographical areas being implemented by partners. However, it should be noted that engagement with government and community-based groups/associations have been observed in various elements of the programme, including in some monitoring (email communication from the WASH team). Partner assessments and agreements have been established with statements of each partner's responsibilities, but it was not clear from reports on the various programme reviews and strategic planning activities whether partner organisations had been invited or involved in these processes (except for a shelter, gender and two MAC partners); even the government partners. The impression is that the partners have mainly been considered as sub-contractors, although with the strategic shifts to longer-term programming (such as EFSVL and the revised Country Programme Strategy) there appears to be a move to establishing stronger and more equal partnership arrangements.

10 QUALITY STANDARD 7: CONFLICT SENSITIVITY AND HARM REDUCTION

Table 10.1: Score – Conflict sensitivity and harm reduction

	Met	Almost Met	Partially Met	Not Met
Programme is considered a safe programme: action taken to avoid harm and programme considered conflict sensitive	3/3			

Requirements to fully meet the standard:

- Assessments look at safe access to services and other protection issues.
- Documented evidence that programmes respond to identified protection issues.
- Protection issues identified by other actors acted upon.
- Protection expertise called in when programme requires it.
- Technical teams do safe programming.
- Advocacy strategy includes protection and action is taken.

10.1 EVIDENCE OF SAFE PROGRAMMING AND PROTECTION IN STRATEGIES, PLANS AND TRAINING

It is clear from the documentation that there has been a strong commitment to protection in this programme and ensuring that the programme avoids harm and is being conflict sensitive. There was some delay in the recruitment of dedicated protection staff, with the staff member for the East Samar programme not arriving until 1 February and the ones for Ormoc and North Cebu still to be interviewed (OGB SitRep #30, 28 Jan 2014). Box 10.1 identifies the key results in the first gender and protection strategy.

Box 10.1: Gender and protection strategy

The first gender and protection strategy was developed with activities for the first four months of the programme (OGB SitRep #9 – 16&17 Nov). The three key area results for year one of the strategy are:

- **Result 1** – Disaster-affected people have accurate information about essential emergency services and recovery assistance available to them (including those not directly provided by Oxfam itself) and are able to access them without undue hindrance.
- **Result 2** – People displaced by the disaster are assisted with their recovery needs and are supported to have meaningful participation in finding durable solutions to displacement.
- **Result 3** – Vulnerable groups are supported to meet their basic needs and prevented from engaging in risky or negative coping mechanisms.

Table 10.2 identifies examples of where protection has been integrated into strategies, policies and plans.

Table 10.2: Examples of protection integrated into strategies, policies and plans

Examples	Document
Protection was integrated into the overall objective of the response strategy in the JORS	JORS, 11 Nov
The Gender and Protection Action Plan was being finalised on 19 November, 11 days after the first landfall	OGB SitRep #11–19 Nov
Oxfam policy lines (advocacy messages) on protection had been signed off	OGB SitRep #12, 20 Nov
Confirmation that Oxfam would include Protection from Sexual Exploitation and Abuse (PSEA) in all of its staff inductions	OGB SitRep #13, 21 Nov
Protection results specifically included in the Logic Model	OGB Logic Model PPT, 26 Nov and the updated version 18 Dec
Oxfam undertook a quick assessment of gender and protection in Bantayan Island, North Cebu, 26–29 November. Women reticent to discuss GBV. Facing problems with income and child care when doing cash-for-work activities. Protection team members involved in multi-disciplinary assessment for recovery into development during assessments in Leyte and Eastern Samar, February 2014	Assessment reports, Nov and Feb
Separate 'Protection strategy' developed.	Protection strategy, updated version 4, no date
Protection analysis undertaken related to Eastern Samar and Western Leyte including conflict analysis relating to armed groups and between land owners and residents of informal settlements	Analysis documents, dated June 6 and undated
Oxfam liaising with GBV and Child Protection Clusters and planning to organise sessions with PHP and EFSVL teams in Samar, Leyte and Cebu on GBV and child protection related pathways.	

Table 10.3 also provides examples of where training on protection was provided.

Table 10.3: Examples of training on protection

Examples	Document
Inductions on sexual exploitation, programme strategy and quality for all staff and volunteers in Tacloban	OGB SitRep #23, 9 Dec
Gender induction for Daan Bantayan with 32 participants – volunteers and staff – on how to identify if harassment and bullying is happening in their workplaces	OGB SitRep #31, 11 Feb
A second Lesbian, Gay, Bisexual and Transsexual (LBGT) gender reflection session for all staff was conducted with the theme of ‘relationships’ in Eastern Samar (Guiuan)	OGB SitRep #35, 16 June
<p>A listing provided of protection training conducted between January and July 2014:</p> <ul style="list-style-type: none"> • Protection induction to 69 Oxfam staff and 2 partner staff (36 female and 35 male) • Gender and protection orientations for 354 ESVL target and IDP beneficiaries (farmers, small business enterprises, seaweed farmers’ association) (195 female, 159 male) • Briefing and coaching on how to incorporate and conduct gender and protection orientation in EFSVL business orientation to 5 staff, 4 female and 1 male 	Protection training conducted in the Eastern Samar response, Jan–July 2014

10.2 EVIDENCE OF IMPLEMENTATION OF SAFE PROGRAMMING AND PROTECTION STRATEGIES

Tables 10.4 and 10.5 identify some of the strategies used during this response to prevent, monitor and respond to protection issues, and examples of where protection related issues have been considered and responded to.

Table 10.4: Examples of strategies used to prevent, monitor and respond to protection issues

Examples	Document
The support of Women Friendly Spaces (WFS) and women's groups establishing 'amigas' (support network of women) with the idea of women-to-women support in rebuilding personal and community protective mechanisms against gender based violence. In the initial round of activities by Oxfam's partner Likhaan in the municipalities of Guiuan, Mercedes and Salcedo, 23 women's spaces were established with 17 women's gardens set up (also used by men and children) with 784 women organised in various activities with 64 leaders.	Organising women's spaces for safety, wellbeing and leadership in 3 Eastern Samar towns hit by Super Typhoon Yolanda (no date)
Evidence provided that Oxfam staff were engaging in the Protection Cluster meetings and noting incidents reported, such as on rape and kidnapping, child sexual exploitation, reported increase of prostitution cases and monitoring for issues, including trafficking.	Various OGB SitReps and assessments
Posters developed on GBV highlighting that GBV is a community issue and everyone can take action. Posters were pre-tested with groups of mixed and separate genders and different ages and shared with GBV sub-cluster members in addition to the Gender in WASH IEC materials.	OGB SitRep #27, 23 Dec FDG guidance and notes for testing the GBV IEC materials
Partner, Initiatives for Dialogue and Empowerment Through Alternative Legal Services (IDEALS) Inc., project on 'Access to benefits and claims after the disaster' in Palo Easter Leyte, focused on supporting people with legal documentation.	OGB SitRep #31, 11 Feb
Public Health Promotion (PHP) staff performed skits on women's responsibilities about hygiene and GBV. These prompted reactions suggesting this is probably happening in their households. Theatre group was also used in North Cebu.	OGB SitRep #31, 11 Feb OGB SitRep #35, 16 June
Provision of advocacy materials relating to protection issues (relating to no-build zones, geo-hazards and land and property rights) to legal partner IDEALS for use in their radio show.	OGB SitRep #33, 8 April
Mapping undertaken in Ormoc of the various stakeholders and a referral guide developed to help staff be aware of the work going on in the area. Also a constant companion was prepared with a list of hotlines of protection agencies, Oxfam and various stakeholders, which was distributed to staff and volunteers to aid them in referral of cases.	OGB SitRep #34, 10 May

SOPs were developed in both Eastern Samar and Leyte on information dissemination and referrals related to protection for use by Oxfam and partners in the field, with the purpose of mainstreaming the protection function.	Standard Operating Procedures, Oxfam information, dissemination and referrals, March 2014
Child care was provided while the children's carers were undertaking cash-for-work activities	'Achievements on putting women at the heart of everything we do'
Gender, protection and GBV messages were developed for broadcast on the radio [it is not clear if they were used]. Included messages related to PSEA.	GBV related messages for radio broadcast (draft)

Table 10.5 provides selected examples of where protection issues have been monitored and responded to in programming.

Table 10.5: Examples of where protection issues have been monitored and responded to

Examples	Document
Protection issues were noted to have been identified relating to the communal latrines and bathing areas in Eastern Samar following discussions with women [but no information noted on what the concerns were or what was done about it in this SitRep]. Refer to Section 11 for some examples of modifications to latrine units in response to some concerns.	OGB SitRep #27, 23 Dec
Analysis of the legal position surrounding the 40-m 'no-build' zone or 'no-dwelling' zone along the coast and identification of issues related to legal documentation, such as birth certificates, death records, tax declarations and others. A range of advocacy was also undertaken on this area. See Section 14 for further information.	OGB SitRep #31, 11 Feb
It was noted in Eastern Samar (Guiuan) that GBV cases reported during distributions are immediately referred to the MSWDO and mentioned during cluster meetings.	OGB SitRep #33, 8 April
A range of protection issues identified relating to bunk houses. Multi-cluster advocacy was undertaken over physical and protection concerns related to relocation to bunkhouses in Western Leyte – Oxfam had assessed that the WASH conditions were not suitable and the cluster pushed for no forced relocation, which was promised by the Mayor. Oxfam verbally agreed to remedy the PHE corrections at the sites (OGB SitRep #31, 11 Feb). Oxfam continued to attend bunkhouse meetings in Western Leyte (Ormoc) and advocating for minimum standards.	OGB SitRep #33, 8 April Internal technical paper on protection in bunkhouses and transitional shelters.
A relocations intentions survey was undertaken in Tacloban and Eastern Leyte and the findings presented by the Deputy Programme Manager at the Shelter and Protection Clusters and the Relocation Working Group (OGB SitRep #33, 8 April). The sharing provided the impetus for the cluster to advocate at the Roundtable Discussion with the Mayors on April 11. The output of this meeting was a Statement of Principles, which integrated the OXFAM principles.	OGB SitRep #34, 10 May

10.3 TOWARDS A JUDGEMENT OF THE STANDARD

This standard has been scored as a 3 because commitments on protection and safety are clear from the documentation throughout the programme period. Training has also been provided for staff, and efforts to respond to protection incidents documented. It would, however, have been positive to have recruited the dedicated protection staff earlier in the response.

11 QUALITY STANDARD 8: GENDER

Table 11.1: Score – Conflict sensitivity and harm reduction

	Met	Almost Met	Partially Met	Not Met
Programme (including advocacy) addresses gender equity and specific concerns and needs of women, girls, men and boys	3/3			

Requirements to fully meet the standard:

- Gender analysis carried out, well documented and strategy written.
- Evidence that this is used to guide design and delivery.
- Sex disaggregated data collected, reviewed and used to make appropriate adjustments.
- Programme and advocacy planning addresses needs, roles and power relations of men and women.
- Evidence that programme contributes to gender equity (services provide for men/women needs as appropriate).
- Gender minimum standards used and adhered to.
- Programme partners with capacity and support to mainstream gender throughout the programme cycle.

11.1 INTEGRATION OF GENDER INTO STRATEGIES, PLANS AND TRAINING

It is clear that there has been a strong lead from senior management during this process to ensure that both gender and protection are effectively integrated into strategies and plans. International gender specialists provided support at different stages, a dedicated budget was allocated for gender and protection and dedicated staff also embedded into the teams, although the gender team was recruited a bit later than the programme team staff, with the Gender Coordinator being recruited on 10 December and the Gender Officers arriving in their posts on 16 December (Guiuan), 03 Jan (Tacloban) and 06 March (Ormoc). The Gender Assistants were not recruited until February and March (Gender Coordinator, Progress Report, 10 Dec–11 April). The three interrelated areas of the gender strategy are noted in Box 11.1. This is an innovative and progressive strategy that aligns well with the high level of commitment that Oxfam has made as an international organisation to promoting gender justice and women’s rights, and the pledge it made in November 2013, where it committed to *‘promote women’s rights and meet gendered needs in all its humanitarian responses by implementing Oxfam’s new*

Minimum Standards for Gender in Emergencies, and advocate for the wider humanitarian community to agree to similar standards on gender equality’.

Box 11.1 Gender Strategy

The Gender Strategy (9 December 2013) focused on three interrelated areas:

- 1. Mainstreaming gender minimum standards** – Embed and strengthen gender equality and women’s rights standards in WASH and EFSVL programming (also includes staff inductions, tools, methodologies and training).
- 2. Working with women’s rights organisations** – Supporting women’s rights organisations as agencies of strengthening community institutions for women’s protection, participation and leadership.
- 3. Advocacy** – Advocate for improving gender equality in access to humanitarian aid and sustainable livelihoods for affected populations through promoting political and economic empowerment of women in affected communities.

The gender team shared a wide range of documentation for the HIT evaluation, which provided evidence on the level of thought, monitoring, learning and analysis that has gone into the gender and women’s rights elements of the programme, as well as the challenges faced.

Figure 11.1: Gender Strategy

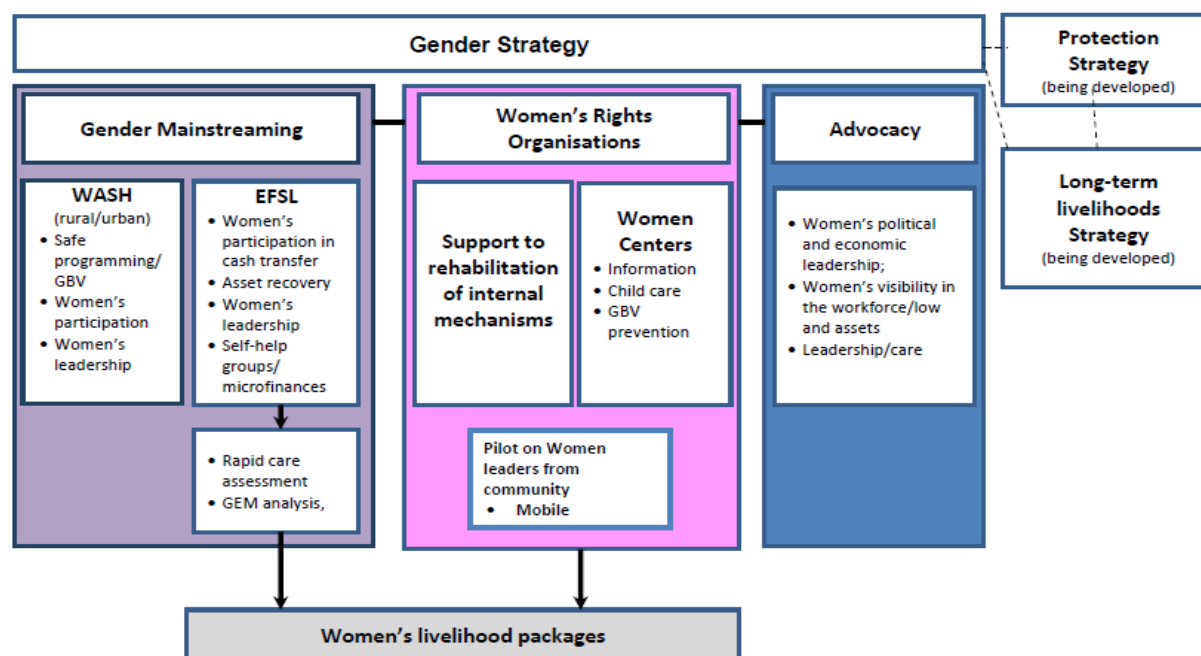


Table 11.2 provides examples of where gender has been integrated into various strategies and plans:

Table 11.2: Examples of gender being considered in strategies and plans

Examples	Document
Gender has been integrated into the overall objective of the response strategy in the Joint Operational Response Strategy	JORS, 11 Nov
Gender and Protection Action Plan	OGB SitRep #11, 19 Nov
Gender results were specifically included in the Logic Model	OGB Logic Model PPT, 26 Nov 2013 (v5); 18 Dec (v9)
Gender Strategy	9 Dec
A range of documentation was also provided by the gender team on gender planning and action plans from the different programme areas, as well as the gender project logframe.	A range of documentation

Table 11.3 provides some examples of trainings, workshops and reflections and learning on gender:

Table 11.3: Examples of training, workshops, reflections and learning on gender

Examples	Document
A mini gender-training was conducted in the EFSVL training for the 32 participants, most of them being community mobilisers.	OGB SitRep #30, 28 Jan
Gender team assisted the PHP to prepare draft designs of the bunkhouse laundry area and coached them how to consult women on the design and construction of WASH facilities.	OGB SitRep #30, 28 Jan
Typhoon Haiyan Gender Team undertook 2 days of reflections and planning on 24–25 February and 1 day of planning with current partners and exploratory meetings for newly identified women’s rights organisations. Action plans for March to June 2014 were being drawn up by teams. Also reviewed RTE recommendations.	OGB SitRep #32, 7 March Report: ‘Gender in Emergencies Reflection and Planning, Typhoon Haiyan Response’
Trainings on protection and HR including on PSEA, harassment and bullying and LGBT also would have integrated considerations related to gender.	Refer to Section 10 for details
Eastern Samar – Gender planning and analysis workshop undertaken – analysing the context, taking gender snapshot, reflection on the work done to-date including a SWOT and prioritisation of gaps and issues to be responded to.	OGB SitRep #34, 10 May
A detailed gender snapshot study was undertaken in Leyte, Eastern Samar and North Cebu, April–May 2014, which aimed to provide gender analysis to inform Oxfam’s efforts on recovery.	Haiyan Gender Snapshot, April-May 2014 (draft 4 July)
<p>Materials used in the gender inductions/trainings were provided to the evaluator and also some outputs from discussions from the trainings. Tabulations were also provided of all of the gender inductions and trainings conducted, examples of which included:</p> <p>Gender inductions for all staff in North Cebu between Dec and March = 110 participants (54 female and 56 male), noting that inductions were provided to staff at all levels from volunteers to senior management.</p> <p>Various gender inductions and trainings for staff and target IDP beneficiaries in E. Samar from Jan–July = 900 participants (561 female and 314 male)</p> <p>Various gender inductions and trainings for staff and target IDP beneficiaries in Eastern Leyte from Jan–July = 1119 participants (744 female and 375 male)</p>	A range of documentation – spreadsheets from three areas and associated training agenda and discussion notes

11.2 EVIDENCE OF GENDER-SPECIFIC INTEGRATION INTO PROGRAMMING AND ADVOCACY

Table 11.4 provides a few examples where gender considerations have been integrated into programming as evidenced in the documentation.

Table 11.4: Examples of integration of gender considerations into programming and advocacy

Mechanism	Examples	Document
Assessments	Quick assessment of gender and protection in Bantayan Island, North Cebu, 26–29 November	Assessment report, Nov
	In most initial assessments specific consideration of gender was not evident, but in the Daan Bantayan assessment it was clear that both men and women had been spoken to and livelihoods of both men and women had been considered.	Various initial assessments, Nov Daan Bantayan EFSVL assessment, 20 Nov
	Some consideration of issues relating to women, men, boys and girls, including vulnerabilities to exploitation and GBV and livelihoods of women as well as men were noted. It also notes that <i>‘the gendered impact of the crisis especially to the very poor and vulnerable individuals in the affected area of Cebu, Leyte, Eastern Samar is missing and this needs to be assessed in the in-depth assessment’</i> .	Multi-disciplinary assessment, Leyte, 1 Feb
Sex disaggregated data	Some entries in SitReps have data split by gender, but not age, particularly data from the EFSVL and PHP teams (which was more apparent after the beginning of January). The overall beneficiary data has not been sex or age disaggregated.	OGB SitReps, various
	Documentation provided by the gender team (14 March), notes that the programme was still quite weak on sex and age disaggregated data (SADD) at the time of the RTE but that the programme was working on it. Some spreadsheets were provided with some SADD data collected.	Gender team analysis document, 14 March 2014
EFSL	EFSVL started providing disaggregated data from Jan. Examples of this were beneficiaries from EFSVL activities in Tacloban – Male 18,663 and female 6,467.	OGB SitRep #31, 11 Feb
	Some EFSVL assessments and activities have considered the differentiated livelihoods of men and women and looked at the livelihoods of women – for example SitRep #31 noted that in Bantayan, the team was working on support for the Sulangan Women’s Association who are engaged in making handicrafts, and also the Putian Farmer’s Association, which is mostly composed of women. An International Women’s Day message identified that women are workers, but often invisible and that they need to be on the fisheries and coconut farmers registries to they will be included in recovery programmes and receive support to get back on their feet.	OGB SitRep #31, 32 and various
	N. Cebu – In the 2-week carpentry and masonry training in Madridejos, 18 of the participants were women.	OGB SitRep #36, June

	Case study on the support of saw mills, which included disaggregated data, that the project partners with 13 beneficiary cooperatives having 2,843 members, of which 46% were female and 54% were male.	Report 'Saw Mill Project' (no date)
	Gendered market research in coconut and fisheries sub-sectors was prepared by a consultant.	Research report (no dated)
WASH	E. Samar – Gender team assisted PHP team to draft design of the bunkhouse laundry area and coached how to consult women on the design and construction of facilities, as well as supported them to upgrade communal latrines.	OGB SitRep #30, 28 Jan
	E. Samar – Case study on gender and WASH developed entitled 'Reduction of vulnerability and multiple burden of women during emergency through women friendly-WASH interventions in Eastern Samar'.	OGB SitRep #35, 16 June
	W. Lyte – Training of community health volunteers – 2,369 (1,013 male, 1,356 female).	OGB SitRep #35, 16 June
	Training of WASH committees on O&M – 483 participants, 127 were men and 356 were women.	OGB SitRep #36, June
	It was noted that a hygiene promotion for men campaign will be implemented in locations where men usually work, such as in carpentry, construction, fishing and local transportation.	OGB SitRep #36, June
Shelter	Site visit and meeting related to estimating the cost of completing an unfinished building of the Women and Child Protection Unit of the Eastern Visayas Regional Medical Centre.	OGB SitRep #31, 11 Feb
Support to women's organisation or gender and protection specific support	Increasing engagement with Women's Organisations on the establishment of Women Friendly Spaces (WFS) and women's groups establishing 'amigas' (support network of women) with the idea of women-to-women support in rebuilding personal and community protective mechanisms against gender based violence as well as where they can exercise collective action and leadership towards recovery. 23 women's spaces established in three municipalities (Guiuan, Mercedes and Salcedo) in December as well as 17 women's gardens. Further activities were undertaken in January in three more municipalities.	OGB SitReps, 07 Jan onwards Report on 'Organising women's spaces for safety, wellbeing and leadership in 3 Eastern Samar Towns hit by Super Typhoon Yolanda'
	'Women in carpentry' project in partnership with Green Mindanao will be launched in March 2014	OGB SitRep #33, 8 April
	Identification of pregnant and lactating mothers and of newborns for the distribution of mother-newborn kits (MNKs). The way the kits were distributed meant that the mothers had to first attend a session on reproductive health care, with the encouragement that husbands would also attend to carry back the kits, and also engaged both men and women on participatory exercises/discussions on violence against women.	OGB SitReps – various Report: 'Women's Health Promotion during MNK Distribution'
Advocacy	Framework developed for the advocacy component of the Gender Strategy	No date

11.3 CHALLENGES AND DEBATE – GENDER-RESPONSIVE PROGRAMMING AND SUPPORTING GENDER JUSTICE AND WOMEN’S RIGHTS IN EMERGENCIES

It is clear that there has been significant commitment by senior management to ensuring that gender was incorporated into the programme from the beginning of the response, including through the establishment of dedicated results, resources and staff. In addition efforts have been made to mainstream, and put specific attention on advocacy and gender empowerment and justice through working with women’s rights organisations. The Oxfam Country Programme in the Philippines has a strong focus on women’s rights, leadership and empowerment (refer to the Country Objectives in **Appendix II**) and Oxfam is seen as a global leader in the areas of women’s rights, empowerment and voice in their own right, as well as being known for its humanitarian work in the areas of EFSVL and WASH. Globally Oxfam has also recently committed to promoting women’s rights and implementing Oxfam’s new Minimum Standards for Gender in Emergencies (GiE). Hence this particular response offered a very positive opportunity to test out what could be possible in integrating efforts in gender, women’s rights and empowerment into a humanitarian response and considering and monitoring the application of the Minimum Standards of GiE.

An innovative and progressive gender strategy was developed by 5 December 2013, which incorporated three strands: gender mainstreaming, working with women’s rights organisations, and advocacy; with specific links also to the protection and long-term livelihoods strategies. The initial assessments were generally relatively weak in the consideration of gender, but progress and improvement in considering gender was generally apparent over time. This is likely to have been linked to the arrival of the gender staff and the trainings and inductions provided. Examples were seen of gender being considered in EFSVL, including, for example, a detailed study of the gendered marketing research on the coconut and fisheries sub-sectors (no date). There was also the involvement of both women and men in livelihood activities, such as the support to cooperatives for the sawmills and the training of women carpenters by Green Mindanao (Oxfam’s engagement with women in Tanauan: Good practices). Examples were also seen of FGDs being undertaken related to WASH facilities as well as designs of WASH facilities being modified to respond to concerns over privacy.

A range of planning, monitoring, reviews, inductions and trainings were undertaken (some noted in **Section 11.2**) as well as mentoring on gender related issues. In response to a request by the WASH team, LBGT issues were also integrated into trainings, and research into LBGT issues was also planned in the workplace and the field. A wide range of documentation representing evidence for a range of these activities was provided by the gender team.

It is also clear from the documentation that having dedicated gender staff has made a significant difference to the level of attention put on gender and women’s rights within the programme and in the monitoring, analysis and documentation of the same. However, it is also apparent that views of staff differ on the importance of having dedicated gender staff on the programme (see below). Staff have also faced a range of resistance to their contributions, and differences with regard to progress across programmes have been observed. Differences were sometimes considered to have been aligned to the commitment and support – or otherwise – of the area management teams and other staff. For example, the successes of the team in Eastern Samar were noted as being due to a supportive management team who were open to working closely with and embedding the gender team into the technical teams, as well as through

having a strong gender team, and hence they have been leading the way in a number of areas. This has included the work of linking with women’s organisations, such as Likhaan, and the establishment of 47 Women Friendly Spaces in six municipalities. These have been beneficial for establishing peer support, have been of psychosocial benefit and with a potential role in protection, as well as providing other benefits (‘Organising women’s spaces for safety, wellbeing and leadership in three Eastern Samar Towns hit by Super Typhoon Yolanda’, no date).

It was noted that even four months into the response, the gender team was still responding to comments on confusion and a lack of understanding about the gender strategy, Minimum Standards in GiE and Oxfam’s commitment to gender equality (debriefing notes, gender team member). The learning review in May 2014 also highlighted some of the differences of opinion and approaches taken by different team members. Table 11.5 provides some examples of these differences, summarising a few points noted in a range of documents.

Table 11.5: Differences of approaches and stance on gender in Oxfam’s work

Supportive of the gender strategy, the focus on women’s empowerment and rights, as well as gender mainstreaming	Oxfam should only be ‘mainstreaming’, we don’t need dedicated gender staff, there are no significant gender issues in the Philippines
<ul style="list-style-type: none"> • The existing staff are not familiar with the Minimum Standards on GiE (2011) which is a challenge to mainstreaming gender in the response • There is a need for gender inductions and training for all staff (including HSPs) • It has been the plan of the country RiC programme to convene a group of Women’s Rights Organisations to engage in emergencies to strengthen Oxfam’s responses and build their capacities in humanitarian principles and response • Pregnant and lactating women are a priority group with additional needs and vulnerabilities • Dedicated gender staff are needed to support other staff, keep the attention on gender and support more attention on women’s empowerment and rights • Some of the comments made on the gender strategies smacked of discrimination/a lack of respect for the experience and knowledge of the national staff and the priorities of the country programme • While women are treated better in this country than some others and this should be celebrated, this does not mean that rape, sex trafficking, maternal mortality, multiple burden from having multiple tasks and being overworked, lack of meaningful political participation, being relegated to the difficult, dangerous and dirty kinds of work and dependence on male breadwinners, is not happening 	<ul style="list-style-type: none"> • Grumbles about the efforts by the gender team arranging fast track distribution line for older people, PWD and other vulnerable groups because it slowed up the distribution process • Deputy manager questioning the need for gender inductions • Gender staff being referred to as the ‘gender police’ and questioning by some HSPs and managers about the presence of Gender Advisers [but not the same for other technical advisers] • Don’t see the need for dedicated gender staff as the ESVL and WASH staff already have the knowledge • Oxfam only does mainstreaming • Oxfam’s core expertise is only in WASH and EFSVL [i.e. no acknowledgement that Oxfam is also a leader in women’s rights and justice] • Menstrual hygiene dignity kits are drifting too far towards reproductive health. [i.e. menstrual hygiene is not part of ‘hygiene’ and ‘sanitation’] and dignity kits are a ‘nice idea’ but unless done alongside support for antenatal care, they become a one-off distribution to a selected few • Why are we only talking about women’s rights what about men’s rights? • This is not Afghanistan or DRC with widespread abuse of women and women’s rights • The gender officers were not meant to implement their own programmes [including in relation to activities supporting women’s rights]

'It is an over-estimation that because Oxfam has a strong gender policy, we have the gender infrastructure, the ways of working will follow. Setting the huge jump in staff aside which made it difficult to level off on gender policy and standards, it was a huge assumption that all managers will be on the same page on gender' (14 March)

'It was found that there was no "agreed, streamlined, accepted approach and that promoting gender equality in emergencies is not yet 'core business' like WASH or EFSVL." There was a disconnect between gender and the operational programme and confusion around what it meant to have a gender focus'. (Learning Review, May 2014)

A statement in the Learning Review, 2014, highlights a particular issue with the differences in opinion on the importance and level of attention and resources that are needed on gender. *'We need to define gender mainstreaming and what it means to do gender well. If engineers can do it, there should be no need for a gender adviser.'*

The significant risk, which is clearly apparent for anyone who has worked in emergencies where there are no dedicated gender staff, is that considerations related to gender can very easily be, and are, dropped when people are busy with 'more important priorities' even if they are knowledgeable on the subject, and then gender issues may end up being considered only by a few staff particularly committed to this issue or 'when there is time'. Even in the Typhoon Haiyan response, where there are a number of examples of the WASH and EFSVL programmes considering gender in their responses, analysis of the documentation of two learning reviews, one by the WASH team (Regional Learning Event in Bangladesh, 6 June 2014) and one by the EFSVL team (EFSVL Business Meeting, May 2014), (both after the May 2014 learning review), have shown that the consideration of gender isn't a high priority for the technical teams, as neither document mentioned issues related to gender or disaggregated by women and men even once. This is not to say that the staff involved in these events are not generally gender aware or committed to integrating gender into their work, but it is very easy for the subject to be forgotten when there are other priorities.

A number of areas have been suggested for further discussion and improvement:

- Improving the use of disaggregated data. This was initially quite weak and acknowledged as such [although it was also clear that more work has been on-going to improve in this area].
- More attention to be put into ensuring that the engagement of and rights of men and boys should also be incorporated into strategies and plans [noting that that increased attention on this area was already apparent in later documentation].
- That in the future strategies should be written as a team, including the gender and technical focused strategies involving field staff and the technical teams as well as the gender staff.

Having dedicated gender and protection staff should be essential in humanitarian responses, particularly for those of this scale. This programme was bold and forward-thinking in what it aimed to do, including working out mechanisms for working on women's empowerment and rights at the same time as ensuring that all staff were trained in the organisation's commitments and in mainstreaming, and it should be applauded for doing so. However, with the scale of the response, the number of distinct programmes, and multiple sectoral activities, as well as the 400+ staff with a regular turnover, coupled with the innovative nature of the gender elements of this response, trying to better support rights and justice, and deal with the clear diversity of opinions, must have been exhausting and draining for the small group of dedicated gender staff tasked to support the programme and teams. It could therefore be questioned whether the team was large enough for the size of this task.

Continued work is clearly needed in trying to bring together the views of staff with diverse opinions and at the same time ensuring that Oxfam's global commitments are understood by staff and translated into action on the ground. This is something that this programme has clearly tried to do, but with multiple challenges along the way.

'...it takes a lot of toil for the gender team to also work on capacity building like inductions, coaching, co-planning, accompaniment processes and providing relevant trainings. The influencing part at field level is so huge within a work environment where many don't understand this gender, or too busy to do gender or worse resist gender (seen as burden, additional task, not needed, exaggerated). More so what adds to the challenge is the fact that the one influencing is an officer (now placed as D2) who is expected to be able to convince managers, HSP, technical experts, higher in "authority".'

11.4 TOWARDS A JUDGEMENT OF THE STANDARD

This standard has been scored as a 3 because of the clear actions by senior management from the beginning of the emergency in bringing in resources, staff and attention to this issue. Clear documentation is available of ongoing development of strategies, action planning, learning and reviews. Examples from different programme teams have shown that gender has been considered in different elements of their work. While gaps do exist, such as issues related to the disaggregation of data and diverse opinions about the strategies that Oxfam supports, its global commitments and what these should mean on the ground, efforts have been made to reflect, learn and improve along the way and the programme should be applauded for this. A programme where the consideration of gender and women's rights was not to some degree controversial would be an unusual programme.

12 QUALITY STANDARD 9: VULNERABILITY

Table 12.1: Score – Vulnerability

	Met	Almost Met	Partially Met	Not Met
Programme addresses differentiated needs of clearly identified vulnerable groups⁶		2/3		

Requirements to fully meet the standard:

- Differentiated vulnerability analysis/assessment data identify especially vulnerable groups, and are used to inform design and appropriate actions to meet their specific needs (link also to Standard 7 and safe programming).
- Evidence of balanced representation of vulnerable people in managing assistance provided and ongoing feedback/consultation.
- Evidence that intervention design and delivery ensures vulnerable groups have full access to assistance and protection services.

12.1 EVIDENCE OF VUNERBAILITY BEING CONSIDERED IN STRATEGIES AND PLANS

The following mentions of vulnerability and vulnerable groups were noted in strategies and plans:

- The JORs Result 3 of the Protection Strategy (updated version 4) is: 'Vulnerable groups are supported to meet their basic needs and prevented from engaging in risky or negative coping mechanisms'.
- The PIP P00910 on OPAL includes an outcome indicator: 'Women, elderly people and people with disabilities with access to communal latrines express satisfaction with safety, privacy and accessibility of latrines and bathing facilities'.
- The gender strategy (Dec 2013) notes the high numbers of women-headed households and also has noted that disasters can open up opportunities, such as new shelters being more accessible for people with disabilities.
- The Philippines Typhoon Haiyan (Yolanda) RiC campaign strategy, 2013–14 (Jan 2014) includes a sub-objective to its objective of ensuring an adequate humanitarian response, that 'The Philippines government's coordination of its humanitarian response (in collaboration with local and international humanitarian actors) includes efforts to ensure poor people including women, IDPs and vulnerable groups can safely access aid, including shelter, and are involved in appropriate mechanisms to develop longer-term recovery strategies'.

Consideration of the needs of identified vulnerable groups was very limited in the early assessment reports. The multi-disciplinary assessment in December 2013/January 2014 made a few observations related to vulnerability, but specifically noted that *'the gendered impact of the crisis, especially to the very poor and vulnerable individuals in the affected area of Cebu, Leyte, Eastern Samar, is missing and this needs to be assessed in the in-depth assessment'*. The few mentions in the assessment reports that were made are included in Table 12.2.

Table 12.2: Mentions of vulnerability in assessment reports

Examples	Document/date
Assessments	
<p>Note was made that <i>'Though children, persons with disabilities (PWDs) and the elderly have their respective special needs, there is limited data that need to be considered in the immediate future'</i>, hence dismissing the need to identify data and information on the needs of these specific groups of people.</p>	<p>Rough rapid assessment report to Municipalities of Balangkayan, Hernani and Guiuan (10–13 Nov)</p>
<p>In this assessment it was noted that <i>'according to fishermen, approx 80% of the population would be able to work clearing debris – remaining 20% elderly/pregnant women/disabled/lactating mothers etc might need a targeted cash grant instead'</i>.</p>	<p>Daan Bantayan EFSVL assessment, 20 Nov</p>
<p>Quick assessment on gender and protection – consulted with adolescent girl, pregnant women, aged women, single women, older mother, Barangay Captains and members, women health workers and Oxfam staff</p>	<p>Assessment report, 26–29 Nov</p>
<p>The multi-disciplinary assessments Jan/Feb have some observations relating to vulnerability although they note the gap in knowledge on this area:</p> <ul style="list-style-type: none"> • A number of gender and vulnerability related issues raised particularly re. risks to exploitation and violence. • The report also notes that <i>'the gendered impact of the crisis especially to the very poor and vulnerable individuals in the affected area of Cebu, Leyte, Eastern Samar is missing and this needs to be assessed in the in-depth assessment'</i>. It was suggested that this can be done with existing active women's groups and organisations in the affected areas. • Disparity between titled landowners and squatters identified as an issue. <p>Biggest challenge for recovery identified by what government classifies as indigents – households headed by poor, marginalised individuals, many of whom own nothing but their labour power (farm labourers working in coconut plantations, fishers who do not own boats, informal settlers who engage in petty trading, usually women, those who do small-scale construction, tricycle riders).</p>	<p>Multi-disciplinary assessment report, Leyte, 1 Feb</p>

12.2 EVIDENCE OF THE NEEDS OF VULNERABLE GROUPS BEING CONSIDERED AND ADDRESSED IN PROGRAMMES

Consideration of the needs of people of identified vulnerable groups was not clearly apparent throughout the response. Table 12.3 identifies most of the examples found in documentation where people with specific vulnerabilities were identified and the programme modified in response. The examples were limited in number.

Table 12.3: Examples where the needs of specific vulnerable groups have been integrated into programming

	Examples	Document
People living in particularly vulnerable contexts	<ul style="list-style-type: none"> • Advocacy was undertaken on behalf of people living in bunkhouses who were vulnerable because of the unknown nature of their tenancy rights. • Interventions in the bunkhouses, as the residents were identified as one of the most vulnerable groups. • Legal advice was given to people who had previously lived on land areas that were now indicated as areas where no building is allowed. 	<p>Various OGB SitReps</p> <p>Various bunkhouse assessment reports</p>
General/various vulnerable groups	EFSVL – Vulnerable groups (child-headed household, single-headed HH, elderly, PWD and lactating mothers) have been prioritised in selecting beneficiaries both for cash-for-work and unconditional cash grants. Community consultations also comprised of women, children and some elderly people.	Protection team communication
Older people	Consulted older people during gender and protection assessment, 26–29 Nov	Quick assessment, Nov
	Cebu – A priority lane for distributions was set up for lactating mothers, pregnant women and the elderly.	OGB SitRep #21, 4 Dec
	Beneficiary tracking form, which included a column for ‘Senior Citizens’ under a heading of ‘Special Conditions’.	Beneficiary tracking sheet, Tacloban, E. Leyte, Aug 2011
People with disabilities	<ul style="list-style-type: none"> • Cash asset recovery payments will be much easier now for pregnant and lactating mothers and also for the elderly and persons with disabilities since the EFSVL team has decided 	OGB SitRep #30, 28 Jan

	<p>to do the payments for vulnerable groups through the money pouch and the cash will be sent directly to their houses.</p> <ul style="list-style-type: none"> • Eastern Samar – Interventions in schools moving towards a long-term approach with a new permanent latrine design, which includes adequate hand-washing facilities, disabled-friendly access and gender-segregation. • The issue of latrines not being very accessible for older people and pregnant women came up in FGDs, but very little evidence was found or provided on requests about how latrines and other WASH facilities had been adapted to improve accessibility. The one example provided was in Eastern Samar where chamber pots were distributed to bunkhouses to address the difficulty in accessing latrines. • FGD guidelines from Homonon Island asked specific questions about the needs of PWD and difficulties they may face when accessing water and sanitation facilities. 	<p>OGB SitRep #35, 16 June</p> <p>'Focus group discussions' notes (no date, no location)</p> <p>FGD questionnaire, Homonon Island, March 2014</p>
People living with chronic illness	<p>Only one mention – which was on a beneficiary tracking form for EFSVL, Tacloban, E. Leyte programme, which included a column for 'Chronically ill' under a heading of 'Special Conditions'.</p>	<p>Beneficiary tracking sheet, Tacloban, E. Leyte, Aug 2011</p>
Single women	<p>Specific mentions were not noted. Single mothers, widows or those separated from their husbands were involved in some FGDs.</p>	
Female-headed households	<p>The high rate of female-headed households in the affected area is noted in the Gender Strategy and some disaggregated data was provided, including with data on heads of households (for example in Bantayan, 17% of households were female headed).</p>	<p>Gender Strategy, 9 Dec</p> <p>Disaggregated data spreadsheets</p>
Lesbian, Bisexual, Gay, Transsexual and Intersex (LBGTI)	<ul style="list-style-type: none"> • Eastern Samar – The second LBGT gender reflection session for all staff was conducted with the theme 'Pakikipagrelasyon' (Relationships). • Ongoing talks with the Rainbow Rights Project (a human rights group) on the design of the first LBGT session in Ormoc. • The Haiyan gender snapshot identified some issues relating to people who are LBGTI, particularly around the challenges that they have in registering as families and the implications on distributions. It noted that in one case this issue was identified by Oxfam staff and they provided hygiene kits to the same-sex family. 	<p>OGB SitRep #35, 16 June</p> <p>OGB SitRep #36, June</p> <p>Gender snapshot, April–May 2014</p>

People from minority groups	No mentions noted.	
Pregnant and lactating women	Distribution of kits for pregnant women, lactating mothers and newborns.	OGB SitRep #29, 13 Jan OGB SitRep #32, 11 Feb
	Pregnant and lactating women were given unconditional cash grants instead of having to undertake cash-for-work and it was reported that the cash would be delivered directly to their houses.	OGB SitRep #30, 28 Jan
	Cebu, Western Leyte and Ormoc – A priority lane for distributions was set up for lactating mothers, pregnant women, the elderly and PWD.	OGB SitRep #21, 4 Dec
Adolescent girls	Eastern Samar – Training of PHP staff on menstrual hygiene management (MHM) for awareness raising in community schools and pre-testing of girls' MHM booklet, which it is planned to be disseminated in schools when they open.	OGB SitRep #35, 16 June
	Risks identified in the analysis relating to sexual exploitation and trafficking.	Multi-disciplinary assessment, Leyte, 1 Feb
Adolescent boys	Risks identified in the analysis to adolescent boys who have migrated to the city to find jobs and are vulnerable to violence, abuse and trafficking.	Multi-disciplinary assessment, Leyte, 1 Feb
Children	<ul style="list-style-type: none"> • Very little specific mention in most of the reports and no age-disaggregated data. • Hygiene kits for new mothers and newborns was mentioned, and undertaking hygiene for children and some comments on child labour were noted. • School WASH activities increasing and specific 'Child Facilitators' training – 2-day training was provided for 70 child facilitators and 14 patrons (parents and teachers). • Child care was provided while people were engaged in cash-for-work activities. 	<p>OGB SitRep – various</p> <p>OGB SitRep #33, 8 April</p> <p>Note on 'Achievements on putting women at the heart of everything we do' (no date)</p>



Oxfam staff demonstrate the use of hyposol during the distribution of water kits to community residents of Bgy. Inangatan, Municipality of Tabango. Photo: Hanzel Federicos/Oxfam-Ormoc.



Women and elderly people cheerfully listening to the Oxfam staff demonstration as they were prioritised in the distribution line during water kit and hygiene kit distribution in Bgy. Inangatan, Municipality of Tabango. Photo: Hanzel Federicos/ Oxfam-Ormoc.

12.3 DISCUSSIONS – STRENGTHS/GAPS

In general, the identification of specific vulnerable groups in the programme documentation has not been consistent. A reasonable level of attention has been made to considering vulnerability by community, for example people living in specific areas are vulnerable because they are rebuilding in an area designated as 'no-build', or people concerned about their tenancy rights because they are living in bunk houses; but less attention has been given to identifying particular vulnerable groups *within* communities and identifying and responding to their needs.

Unconditional cash grants were provided to pregnant women and people in other vulnerable groups who could not easily participate, which was a positive action, including making the payments directly at their houses, as well as the establishment of separate queues to fast-track distribution for the elderly, pregnant women, children, and people with disabilities.

In the documentation analysed it was not obvious that the issue of disability had been regularly considered, including in relation to accessibility to use WASH facilities, even though the issue of accessibility had been raised in FGDs and noted in staff reflections. Issues for the elderly were mentioned only rarely, once in relation to the documentation being lost, which would prevent them obtaining their pension allowances. One example was provided of chamber pots being given to elderly persons living in Eastern Samar



A pregnant woman receiving NFIs, Madridejos, Bantayan Island.
Photo: Ann Wright/Oxfam Australia.

What is also concerning is that a few of the actions that had been taken to support the needs of vulnerable groups were questioned, for example reported examples of international staff 'grumbling' over the separate queues because they slowed down the distribution process (gender team documentation) and concerns that supporting hygiene kits for pregnant women and newborns and supporting efforts on menstrual hygiene were 'drifting too far towards reproductive health' (Learning Review, May 2014). The provision of hygiene kits for pregnant women, lactating mothers and newborns was also noted as being seen by some as only of value if it was connected to reproductive health services and risked being something only to be provided to a 'selected few' (Learning Review, May 2014). The particular vulnerabilities of pregnant and lactating women and newborns, including their additional hygiene needs, does not seem to be acknowledged or understood by all on the programme.

Some acknowledgement has been made in documentation, such as in the Oxfam Multi-Sectoral assessments undertaken in Dec and Jan, that *'the gendered impact of the crisis especially to the very poor and vulnerable individuals in the affected area of Cebu, Leyte, Eastern Samar is missing and this needs to be assessed in the in-depth assessment'*. Also the document entitled 'Potential Eastern Visayas long-term development programme' which has a livelihoods focus (no date) notes that: *'What is not clear is where the comparative vulnerability and poverty will sit between agriculture, fishing and urban informal employment sectors'*.

More recent studies, such as the 'Haiyan Gender Snapshot, Leyte, Eastern Samar & North Cebu, April–May 2014' (draft) have paid increasing attention to issues around vulnerability as well as looking at gender in more depth, pre- and post-Haiyan.

12.4 TOWARDS A JUDGEMENT OF THE STANDARD

This standard is scored as a 2, albeit a weak 2. A reasonable level of attention has been made to considering vulnerability by community. For example people living in specific areas are vulnerable because they are rebuilding in an area designated as 'no-build', or people concerned about their tenancy rights because they are living in bunkhouses. Some evidence was provided of responses in the technical programmes, mainly about separate queues for distribution and actions related to the targeting and provision of cash grants. However, throughout the documentation there were only a few examples of efforts being made to identify and address the differentiated needs of vulnerable groups within communities. This score should in reality be in between a 1 and a 2, but because of the focus on people living in the bunkhouses, efforts for separate queues for distribution of NFIs, support for some pregnant and lactating mothers and the efforts by the EFSVL team related to modifying approaches for cash-for-work, this has been scored a 2. Increased attention is, however, needed in this area to strengthen the consistency of response related to the needs of people from vulnerable groups.

13 QUALITY STANDARD 10: PREPAREDNESS

Table 13.1: Score – Preparedness

	Met	Almost Met	Partially Met	Not Met
Evidence that preparedness measures were in place and effectively actioned		2/3		

Requirements to fully meet the standard:

- Contingency plan in place, updated regularly and used.
- Evidence of monitoring of chronic situation and triggers in place for action.
- Evidence of links to existing preparedness programmes where relevant.
- Evidence of surge capacity.
- Evidence of success of preparedness programmes on current response.

13.1 THE CONTINGENCY PLAN AND PREPAREDNESS FOR THE CRISIS

An Oxfam Country Contingency Plan in the Philippines was in existence at the time of the landfall of Typhoon Haiyan, although it was dated the 27 April 2010 (the evaluator has access to the plan without annexes). While the plan had not been updated for four years and hence some of the information in the plan will have been out of date, the general steps that it indicated seem to have been followed, if it is considered that the Joint Oxfam Response Strategy (JORS) was prepared instead of the Joint Response Action Plan (JRAP) as noted in the contingency plan. It should be noted that the RTE considered that the contingency plan had not been used, but an internal email dated 5 November 2011 from the Acting Country Director responding to a call from OCHA for an inter-agency consultation on the pending disaster, noted that the staff should be reminded ‘to refresh themselves about the basic protocol stated in our Oxfam contingency plan’. The categorisation of the response as a Cat II, was also in line with the textual descriptions given in Section 5: Response strategies and resources; although the scale of the disaster resulting from Typhoon Haiyan was much larger than indicated in the worst case scenarios in the plan. Resources, such as human resources, that have been needed have also been significantly higher than proposed in the plan, which was based on previous Cat II disasters in the Philippines. In the 2010 plan only one scenario, Cat II, was expanded to include details of the response strategies and resource needs.

Contingency planning was planned for mid-April (OGB SitRep #33, 8 April), the Contingency Plan is in the process of review and a copy of the draft plan, June 2014 (minus annexes), was shared with the evaluator. Some sections have been updated and others still need to be done. The updated plan now includes more details of different scenarios including for Cat I, Cat II and Cat III (with Cat I still remaining as a high intensity earthquake in urbanised areas, particularly Metro Manila). More detail has also been included on the decision-making processes in responding to emergencies.

Good use was made of the available surge capacity from local partners, other affiliates, country programmes in the region and from Oxfam, and large numbers of volunteers were quickly mobilised (RTE, Jan 2014). The 2010 Contingency Plan indicates that the Philippines Country Programme had ongoing disaster risk reduction (DRR) activities through its Oxfam Rights in Crisis Programme, which includes national advocacy on DRR and mainstreaming DRR into national and local governance priorities, as well as improving DRR systems and practices in specific programme areas. The existing Country Strategy (2011–14) includes climate-resilient economic development, sustainable and resilient livelihoods and resilience to natural disasters and conflict within its country objectives.

13.2 EFFORTS TO BUILD PREPAREDNESS AND DRR INTO THE PROGRAMME AND ADVOCACY

The Typhoon Haiyan response has made efforts to integrate disaster risk reduction (DRR) and preparedness into its programming, with the number of examples increasing as the response progressed. A few examples noted in the documentation are included in Table 13.2.

Table 13.2: Examples of efforts to build preparedness and DRR into the programme and advocacy

Examples	Document/date
<p>The RiC Campaign Strategy has a specific objective on DRR and climate change: 'With international support, the government increases investment in DRR and climate change adaptation with mitigation, improves disaster preparedness and capacity to respond and manage complex, large-scale disasters; and improves the integration of DRR into development planning at both national and local levels, linking DRR with climate change'.</p> <p>Oxfam is working in a loose coalition that includes local partners (DRR Network) as well as NGOs (including World Vision and Christian Aid). The focus will be on strengthening DRRM law in the Philippines.</p>	<p>RiC Campaign Strategy, 17 Jan</p> <p>OGB SitRep #29, 13 Jan</p>
<p>The Jan/Feb assessment draft reports include specific sections on DRR including considerations of DRR in recovery and understanding current coordination capacity and structures for DRR.</p>	<p>Assessment report (draft) – Eastern Samar, Feb</p>

<p>A range of advocacy has been undertaken on DRR throughout the response, including influencing global climate change debates at global level. Oxfam organised a DRR Civil Society Organisation (CSO) summit held with advocacy partners, bringing together over 100 CSO representatives working on DRR in affected areas to: identify the 'ground realities' of DRR work, sharing DRR issues with government and start planning joint advocacy work around the Asian Ministerial conference on DRR in June 2014 in Bangkok.</p>	<p>OGB SitReps – multiple OGB SitRep #33, 8 April</p>
<p>Eastern Leyte (Tacloban) – Oxfam, in partnership with the City Government and Office of Civil Defence, organised a 5-day Training of Trainers (ToT) on contingency simulation, which ended in a practical evacuation and rescue drill for 100 households in preparation for the next typhoon season. IOM, JICA, UN-Habitat, Shelter Cluster, City Coordinator and Plan attended to monitor and evaluate the drill. Thoughts ongoing to take a DRR capacity-building partner to work with target local communities.</p>	<p>OGB SitRep #35, 16 June</p>
<p>Eastern Leyte (Tacloban) – Innovative resilient shelters being promoted:</p> <ul style="list-style-type: none"> • Trainings are being undertaken on 'build back better shelters' for staff, group leaders from the beneficiaries, project support committee members and households. • A 'log-house model' is being proposed by the Coco clearance consultant as a solution for farmers living on uncleared lands, which forms more resilient housing than local housing. • A collapsible shelter scale model from the Oxfam shelter team was exhibited to shelter partners, the city government of Tacloban and the Eastern Leyte Shelter Cluster Coordinator as an innovative solution to expedite shelter assistance to families living in makeshift shelters or tents in high-risk areas where assistance is not being allowed. It is planned to build a settlement of 50–70 households with these shelters through cash and voucher support to showcase community-led resettlement. The shelter assistance will be packaged with strong DRR assistance, including evacuation corridors and training by Oxfam's DRR partner. 	<p>OGB SitRep #35, 16 June OGB SitRep #36, June</p>
<p>Regional EFSVL Technical Coordinator Asia facilitated a 48-hour assessment toolkit training of trainers as part of EFSVL efforts in preparedness and response. Included 21 participants (12 EFSVL Haiyan, MEAL and gender coordinators, 1 Oxfam Minanai, 1 Mindanao programme partner staff, 1 Save the Children and 3 DSWD staff). The training will be rolled out.</p>	<p>OGB SitRep #36, June</p>

13.3 TOWARDS A JUDGEMENT OF THE STANDARD

This standard has been scored as a 2 because a contingency plan was in place at the time of Typhoon Haiyan but it had last been updated in 2010 and also only had limited details on response strategies, with details only included for Cat II emergencies. Senior management had flagged a need for all staff to refresh themselves on it several days before landfall and some of the steps in the plan appear to have been followed although the RTE notes that it was unused. It is positive that the contingency plan is being updated (June 2014), although it has not yet been completed. Good use was made of the available surge capacity from local partners, other affiliates, country programmes in the region, and from Oxfam itself, and large numbers of volunteers were quickly mobilised. The Country Programme already has ongoing programmes in DRR and the assessments looking at the next stages of the response have integrated considerations on DRR.

14 QUALITY STANDARD 11: ADVOCACY

Table 14.1: Score – Advocacy

	Met	Almost Met	Partially Met	Not Met
Programme has an advocacy strategy and has incorporated advocacy into programme plans based on evidence from the field	3/3			

Requirements to fully meet the standard

- Advocacy strategy in place and evidence that it was written with input from programmes and field data.
- Strategy endorsed by OI RiC Campaign Management Team with SMART objectives for change.
- Campaigns/policy and media staff in place.
- Budget sufficient for strategy implementation.
- MEAL plan in place including evaluations.
- Proactive and reactive media work including press conferences, blogs and journalist trips.
- Evidence of lobbying at national and/or global level.
- Evidence of outcomes from advocacy messages – not necessarily Oxfam alone.
- Global – involvement of global RiC Campaign network, including teleconference, lobbying in capitals, sharing of product.

Note on the use of the term ‘Rights in Crisis’ (RiC)

Globally, ‘Rights in Crisis’ is understood to cover Oxfam’s advocacy efforts supporting the rights of people affected by humanitarian crises and hence is led by the Media, Advocacy and Communications team. The WASH and EFSVL teams are separate.

In the Philippines programme the term ‘Rights in Crisis’ is understood to cover all elements of the humanitarian response, including implementation on the ground, and hence in the Philippines Country Programme the ‘Rights in Crisis’ team includes staff from WASH and EFSVL.

For the purpose of this report the global understanding of the word ‘Rights in Crisis’ has been used because this report will be read globally as well as in the Philippines and the results compared across responses.

14.1 ADVOCACY STRATEGY

It was clear from the SitReps that a significant amount of effort had been put into media, advocacy and communications (MAC) at different levels. Media interviews were being given from day one, with Oxfam being sought after by the international media, and advocacy was targeted at different levels – global, regional, national and local.

The overall aim of the advocacy issues and approaches in the JORS (Nov 2013) was to advocate for a timely and coordinated response by the Philippines government supported by international actors, which met the assistance and protection needs of vulnerable men, women and children, contributed to the longer-term social and economic development and built local disaster resilience. It was allocated a budget line of USD163,000 (JORS of the 16 Nov). Advocacy also had its own dedicated result in the global logframe (18 Dec) of *'Improved policies and programmes at local, national and international level that enable the effective delivery of a good quality and adequate emergency and recovery response for affected communities'*.

The Rights in Conflict (RiC) strategy was first signed off on 16 November, a week after the first landfall. The Advocacy Strategy (17 January version) noted that Oxfam's influencing strength in this emergency was grounded in the strong track record of the Philippine Oxfam Country Programme's successful influencing of economic justice and disaster risk reduction and a firm commitment to putting poor women at the centre of their work. It was also rooted in the well-funded humanitarian operations on the ground, its ability to reflect the views of the affected people, Oxfam's long-running advocacy partnerships with civil society organisations at the national and regional levels and its ability to develop sound policy drawing on expertise at national, regional and global levels.

Rights in Crisis (RiC) Strategy⁷

The key objectives of the RiC strategy (17 Jan) are:

1. Ensuring adequate humanitarian response (6 months global RiC priority)
2. Disaster risk reduction and climate change (noted as a 'global level' activity, although the objective has a national focus)
3. Equitable economic development (national priority, some international influencing on accountability of lenders and donors' spending/pro-poor agenda)
4. Women's political and economic empowerment (national priority)

14.2 LOBBYING, ADVOCACY AND MEDIA EFFORTS

Advocacy – strengths – The RTE (Jan 14) noted that advocacy was strongly embedded in the Philippines programme prior to the response and an appropriate management decision was made to scale up and resource advocacy properly. The MAC team was *‘one of the largest I have seen’* noted one experienced observer. The RTE also noted that an interviewee had observed: *‘It was incredible to arrive to find a power analysis, advocacy strategy and logframe all in place in the first month’*.

The RTE noted that: *‘The advocacy response benefited from a number of natural advantages. Firstly, funding made it possible to resource advocacy without needing “trade-offs” with the resourcing of other parts of the response. The virtual absence of the need to advocate on common concerns in large responses – failure of donors to commit or deliver funds and coordination, particularly in relation to the Cluster system – has left the team to pursue a more proactive and varied agenda. Previous disasters have resulted in advocacy strategies which have provided a starting point for the current Haiyan strategy. The fact that the Deputy Regional Director (Policy and Campaigns) and Acting Director at the time of the typhoon is the former long term Philippines CD was also fortuitous’*.

It also noted that *‘The pre-Haiyan advocacy agenda also offers great potential for addressing issues related to the response, with expertise and linkages to local partner networks enabling the team to work on DRR, livelihoods (including coconut production and fishing) and the private sector’*.

Advocacy – challenges – The main concern in the RTE report was *‘to ensure that Oxfam’s advocacy capacity is better linked to the operational programmes on the ground and the issues that they face [are] acknowledged by staff in both areas. An advocacy staff member commented that she doubted if the advocacy strategy was understood outside the advocacy team. Programme staff felt they were bypassed on the “one month on” report and livelihoods consultations when they had something to contribute’*, although the RTE also acknowledged that in order to grasp advocacy opportunities initiatives have to be swift and sign off processes simple. It also recommended that a concerted effort needed to be made on both sides to connect the largely Manila-based advocacy team with the humanitarian response staff. Note should be made, however, that it appears from the examples provided in the SitReps from the more recent months that advocacy issues being promoted have been built from issues identified on the ground.

Media work – strengths – The RTE noted that: *‘On one level Oxfam’s media work can be judged a triumph: the Haiyan appeal has been a massive global success resulting in a major program which has a profile as high as any INGO in the country. The CD was doing around 5 hours of media and up to 20 interviews per day in the early stages of the response. Social media initiatives have also worked well, with Twitter feeds, Facebook and blogs – including those from volunteers working on the response – considered innovative and useful.’*

Media work – challenges – However a number of concerns were expressed to the RTE team. It noted that from some perspectives *‘the programme was cautious and “defensive” about media, making it difficult to access programmes and media opportunities, such as cash distributions and to publicise them. Programme staff expressed frustration at the number and apparent lack of coordination of media/coms visits which were often without TORs or notice’*. Some frustrations were also expressed by the international media team about certain challenges in the early days of the response and the limited experience of the country team on international media (interview with media team, for the RTE).

Documentation of learning and preparation of advocacy briefing papers – Oxfam has produced a number of advocacy related briefing papers, including a paper called ‘The Right Move? Ensuring durable relocation after Typhoon Haiyan’ (30 April). This paper was based on the findings of a survey that Oxfam conducted in February and March 2014 to understand the needs and perceptions of people living in the areas targeted for relocation. Briefing notes were also produced at one month, two months (7 Dec 2013) and six months (8 May 2014) on.

Advocacy and sharing of good practices by the programme teams – It is clear from the SitReps that the programme teams have been engaging with the government at various levels and have undertaken a range of advocacy work, including through the sharing of good practices both with government and the wider humanitarian community throughout the programme period.

14.3 EXAMPLES OF SUCCESS OF LOBBYING, ADVOCACY AND MEDIA WORK AT DIFFERENT LEVELS

Table 14.2 provides examples of a number of successes of the programme teams’ lobbying, advocacy and media work and sharing of good practices.

Table 14.2: Examples of programme-level advocacy work and results

Focus of advocacy		Examples	Document
Media	Fundraising	The significant success of the global media appeals by Oxfam-GB and its affiliates leading to the raising the target funding for the response within a few months.	RTE, Jan 2014 OGB SitReps – various
WASH Protection Shelter	Bunkhouses, relocation, transitional shelter	Oxfam gave guidance on the guidelines for selection of beneficiaries for bunkhouses developed by DWSD, guidelines on relocation developed by the protection cluster (national) and guidelines on transitional shelter developed by the inter-agency group on relocation convened by OCHA (Leyte). Advocacy on the situation on bunkhouses from a WASH and protection perspective was a continued theme of advocacy by Oxfam, throughout the response.	OGB SitRep #30, 28 Jan OGB SitReps – various
MEAL	Accountability	MEAL officer provided inputs to the Communicating with Communities working group in Leyte on how to communicate key messages about targeting beneficiaries and shared feedback mechanism with OCHA Accountability staff.	OGB SitRep #31, 11 Feb
		E. Samar programme ‘ <i>Our feedback mechanism went as far as to influence change of programming (e.g. criteria, beneficiary selection and coordination) at the CWC/ AAP cluster or working group. This has resulted to a</i>	Communication from E. Samar team

		<i>more robust programming and coordination with other humanitarian actors. OXFAM (as in the case of Guiuan) place an important influencing role in the cluster for feedback and complaints system and bring this through the CWC/AAP cluster group'.</i>	
EFSVL	Coconut and fisher folk	Coconut and fisher folk briefings were shared across the UN, donors and government. The Deputy Humanitarian Coordinator asked all clusters to ensure they were incorporating the recommendations where relevant. The recommendations have also been included in the UN's revised Early Recovery and Livelihoods Strategy (which Oxfam was involved in).	SitRep #32, 7 March
Protection Shelter	Safe and unsafe zones	<p>Oxfam has been advocating on the issue of the no-build zone. In April the government announced that instead of a blanket 40-metre 'No Build Zone, that there would be geo-hazard mapping done so that 'safe', 'unsafe' and 'conditional' zones could be identified. Partners are contributing to guidelines being drafted by national government.</p> <p>Oxfam's policy lines on safe and unsafe zones were adapted in a meeting with North Cebu mayors during the round-table discussion on relocation organised by the Protection and Shelter Clusters in Cebu and the <i>Task Force Paglig-on</i>. The Oxfam policy lines were integrated into the statement of principles and the resolution of the mayors.</p>	<p>SitRep #34, 10 May</p> <p>SitRep #33, 8 April</p>
Protection EFSVL Media	Resettlement policy, focus on livelihoods	<p>A survey was undertaken on resettlement/relocation with 453 individuals, 14 FGDs and more than 30 key informant interviews, the findings of which have been published in the Briefing Note 'The Right Move?'. Simultaneous distribution of the briefing paper was done to national and local government officials and a press release made by Oxfam advertising the Oxfam Briefing Paper 'The Right Move?' which highlighted the issue of livelihoods being the top priority for disaster survivors. The report was responded to through a public statement in the media by the Presidential Communications Operations Office Secretary of the Government of the Philippines. Subsequently there was also a greater push via traditional and social media (combined with calls from different groups) leading to the President calling for a meeting of his cabinet secretaries, urging them to hasten the Yolanda rehabilitation plans. Since this time the Oxfam humanitarian team has been meeting with the concerned government agencies.</p>	<p>Media document 'Additional media hits 3 months on'</p> <p>SitRep #34, 10 May</p>
		<p>A series of advocacy dialogues with key officials of the Housing and Land Use</p>	SitRep #36, June

		Regulatory Board, the Department of Interior and Local Government and the Department of Environment and Natural Resources on issues related to resettlement raised by communities and the local government authorities have led to verbal commitments to advocate on these issues with cluster leaders and in cabinet meetings.	
EFSVL	Livelihoods	An external consultancy was also undertaken by a timber expert to look into alternatives for the clearing and utilisation of destroyed coconut trees (OGB SitRep #36, June). His preliminary findings and recommendations for the government and Oxfam have already been presented in Manila and Tacloban as well as to UN agencies, NGOs and partners in the field. The Oxfam team is advocating for more investment from the government on off-road transportation.	OGB SitRep #36, June
Shelter	Shelter	Refer to Section 13 for examples of practical advocacy involving collapsible shelters on community led resettlement and DRR.	SitRep #36, June
Protection	Land rights	A series of engagements occurred between the Department of Agrarian Reform and Oxfam and key agrarian reform advocates and allies, which are leading to significant collaborative partnerships in addressing livelihoods, recovery and long-term tenure issues.	SitRep #36, June
Protection	Land use bill	The proposed National Land Use bill passed its third reading in the House of Representatives (02 June). This was through the concerted effort of the Campaign for Land Use Now! (CLIP Now!), a coalition of Philippine CSOs that Oxfam continues to support for this campaign and by other key allies in the house.	SitRep #35, 16 June

The RTE (Jan 2014) noted that ‘some early initiatives have not been followed up. In particular a senior adviser with a strong ADB background came to Manila to map out how Oxfam could influence the bank, which is positioned to play a key role in reconstruction. The ADB reportedly drafted the government’s recovery plan and is believed to have around USD 6.6 billion available for its implementation. Oxfam was invited to attend the meeting of the key private sector body, the Post Disaster Recovery Forum, but it is unclear whether it has yet been able to resource this strategic opportunity. Interestingly no response or country programme staff mentioned an initiative to support urban planning in Tacloban. Oxfam will send two urban planners to the city to support this process in late January. These strategic opportunities are outside of the normal ambit of humanitarian response programmes and will need to be resourced accordingly.’ No evidence could be established of follow-up on these issues as part of the HIT evaluation.

14.4 TOWARDS A JUDGEMENT ON THE STANDARD

This standard has been scored as a 3. This is because of the high level of commitment and attention given to areas of lobbying, advocacy, and media and communications, and the efforts at programme level to share and advocate for good practices. These elements of the programme built on the strengths of the advocacy work of the Philippines Oxfam Country Programme prior to Typhoon Haiyan. International advocacy was well supported by the Oxfam Affiliates, which led to a significant success in fundraising. Evidence was also available of various successes of advocacy efforts at different levels, including also at programme level.

15 QUALITY STANDARD 12: ONE PROGRAMME APPROACH

Table 15.1: Score – One programme approach

	Met	Almost Met	Partially Met	Not Met
Programme has an integrated one programme approach including reducing and managing risk through existing longer-term development programmes and building resilience for the future	3/3			

15.1 ONE PROGRAMME APPROACH, MANAGING RISK AND BUILDING RESILIENCE

Transitioning from humanitarian response to longer-term development – The Typhoon Haiyan response has had clearly defined stages, which have moved from an immediate humanitarian response in life-saving mode to recovery, to longer-term development, including DRR (JORS, 16 Nov). Multi-sectoral assessments were undertaken in late December 2013 and January 2014, within the first two months after the landfall of Typhoon Haiyan in Eastern Samar and Leyte, which considered the immediate context and moving into longer-term development (Assessment reports, Jan and Feb 2014). An advisory trip by the Deputy Humanitarian Director and Head of Programme Support and Impact Team⁸ from 26 Feb–7 March, focused partly on the integration of livelihoods into the longer-term programme. A specific advisory trip was also undertaken by a regional team focusing on economic justice, leadership and empowerment, as well as EFSL⁹ (29 May–9 June). This visit focused on the creation of a strategic framework for EFSVL for the long-term development phase, to recommend shifts in approaches and to identify current opportunities, gaps and risks. It also commented on staffing and resources.

An ‘Implementation Strategy for EFSL Early Recovery Programme’ in E. Samar (dated 07 Jan) was viewed and both the WASH and livelihoods programmes met and undertook strategic discussions on moving from emergency to recovery to development (WASH learning event PPT, 14 May; WASH team meeting PPT, 6 June). The livelihoods team produced a framework for the short term EFSVL responses, including resilience, and also for the longer-term development programme, which also included resilience (undated). A document entitled ‘Potential Eastern Visayas long-term development programme’, focused on livelihoods, was also shared with the Evaluator (although the title does not mention livelihoods and there is no date). A EFSVL Haiyan Programme guide/framework for Leyte and Samar field bases which

aims to help them develop their operational plans for the transitioning period to longer-term livelihood recovery (July 2014-March 2015) was also viewed,.

Consideration of risks – The document focusing on the EFSVL long-term development strategies identified the risks for potential mass migration if people cannot establish sustainable livelihoods when the cash-for-work from NGOs stops, or if the region is hit by another disaster. It focused on the concept of 'building back better'. Considerations of other risks were also apparent. For example, in the trip report by the EFSVL advisers, the issue of possible strategies that could be used to establish an interim income for coconut farmers was discussed along with its associated risks, during the 6–7 period years while the coconut trees are re-grown.

Challenges from the scale of the disaster to existing country plans – The RTE (Jan 2014) discussed the issue of disparity in scale between the Haiyan response (50 million USD) and the previous Philippines humanitarian responses, and the scale of the Philippines Country Programme (approximately USD 3.5 million). Also that the existing Joint Country Assistance Strategy (JCAS) had envisaged a decreasing operational humanitarian footprint for Oxfam in the Philippines and the partner-led response capacity to be scaled up, with increasing focus on DRR programming, increasing resilience in the most vulnerable areas.

DRR in strategies and plans – The Country Objectives of the Oxfam Country Strategy (2011–14) and the new Oxfam Country Strategy (Oct 2014–March 2020) can be viewed in **Appendix V**. The existing Country Strategy (2011–14) includes elements within its country objectives relating to climate-resilient economic development, sustainable livelihoods and resilience to natural disasters and conflict. There is a PIP P00831 in OPAL (01/4/12–31/12/2014) that is for the Oxfam RiC programme and has strong components of emergency preparedness, DRR and climate-change adaption. The new Country Strategy (2014–2020) has a specific goal on humanitarian preparedness and response: *'The country will improve its resiliency and save lives now and into the future by investing in mechanisms to reduce the risks and impact of disasters and to respond quickly to disasters, with priority on the most vulnerable.'*

Engagement of country programme and response staff – The visit report by the Deputy Humanitarian Director and the Head of Programme Support & Impact Team (26 Feb–7 March) also discusses the importance of ensuring a mixture of staff with development livelihoods expertise and EFSVL experience, so that the design and implementation of long-term programmes can occur effectively in parallel with the recovery activities being supported by the EFSVL staff. It noted some gaps in the linkages between the Country Programme staff and the staff working on the typhoon response and identifies a critical need to increase involvement of the Country Programme staff into the typhoon response, particularly to start thinking about the transition to longer-term development.

Around three quarters of the Country Programme team were spending over 80% of their time on the typhoon response programme. However, they were often struggling to get the space to get the programme to start to consider the longer-term issues during the early stages. The international staff who came in brought important skills very much needed for the response, but they didn't want to hear about the longer-term issues. This highlighted cultural differences between Oxfam's humanitarian team and those focused on longer-term more developmental focused programmes

However it should also be noted that the general impression from staff to the RTE team (Jan 2014) was that linkages between the country programme and the response have been stronger than in previous emergencies, with efforts being made to ensure oversight and technical support between business support functions, such as finance and HR, and positive links are starting to develop between advocacy,

gender and the livelihoods teams. The day after the RTE debrief workshop, the country team and response team staff met to discuss the JCAS development process, as well as to engage more on planning for early recovery, evolving staff structure and partnership engagement approaches. Other examples have also been documented, for example the presentation by the Country Programme Economic Justice Programme Manager to staff of the Tacloban and Eastern Leyte Programme during a two -day workshop with the objective of operationalising the transitional EFSVL to longer-term livelihoods strategy on the ground (OGB SitRep #36, June).

In addition, the Country Director confirmed (August 22) that out of around 41–42 Country Programme staff, around 32–33 were spending 80 per cent of their time, or more, on the typhoon response. However, they were often struggling during the earlier stages to get the space to start to consider longer-term issues. The international staff who came in brought important skills very much needed for the response, but they didn't want to hear about the longer-term issues, which highlighted the cultural differences between Oxfam's humanitarian team and the longer-term development focused teams. Some successes were seen on the side of the MAC team and later in the areas of economic justice. For the MAC team this was probably because the Country Programme staff played a key role throughout and also because when international staff did support in this area, the country team was able to persuade the international staff more easily that this was the correct direction to go in. It is acknowledged that there is a balance to be made between the skills of the humanitarian staff and the longer-term developmental staff, but the culture difference and levels of understanding within the organisation are areas that need more attention.

Suitability of approaches to long-term development and DRR – Both the EFSVL and WASH strategies being discussed for longer-term programming consider the wider enabling environment as well as issues around sustainability. This includes issues on good governance, such as DRR and resilience, as well as the staffing required to support the longer-term approaches, and retaining a surge capacity to be able to respond to future emergencies. Risks identified for the implementation of a longer-term developmental approach include being able to ensure suitable staffing at all levels (internal and external), being able to identify suitable partners, sufficiency and continuity of funds, governance risks, affordability of the services in the context of loss of livelihoods, and also the strategic commitment of Oxfam as an organisation. In-depth studies have started, such as the study on septage management for medium to long-term sanitation improvement (24 March–8 April) in North Cebu and Eastern Samar, which will form the foundation for the design of an appropriate longer-term programme. A number of efforts have been observed to integrate DRR into the programme and a range of advocacy efforts have been undertaken at the local, regional and global levels relating to DRR and climate change, including through engagement of local actors and the media (refer to **Section 14.2** for a few specific examples).

Opportunity for global learning – The RTE (Jan 2014) acknowledges that the current Philippines situation offers a global opportunity for learning relating to work in middle-income contexts with both urban and rural contexts and a high level of private sector engagement in an area with a strong market economy.

15.2 TOWARDS A JUDGEMENT ON THE STANDARD

This standard has been scored as a 3. This is because although there have been some challenges due to cultural differences for the country staff engagement and the integration of longer-term issues into the response, staff from both sides have engaged in planning for the future and clear efforts can be seen to

move the programme from a humanitarian response to a longer-term response. Assessments within two months of the landfall were already considering longer-term development, adviser visits have been supported to focus on this issue, and both WASH and EFSVL have been developing longer-term strategies and starting the processes of transitioning. The JORS needs updating to reflect this transition.

16 QUALITY STANDARD 13: STAFF CAPACITY

Table 16.1: Score – Staff capacity

	Met	Almost Met	Partially Met	Not Met
Evidence of appropriate staff capacity to ensure quality programming		2/3		

Requirements to fully meet the standard:

- Job profiles match competency frameworks.
- Interviews were conducted using frameworks.
- Inductions were systematically carried out.
- Majority of end-of-deployment appraisals are positive.
- Development programme staff have scale-up in their job descriptions.
- Staff stay for duration of contract.

16.1 HUMAN RESOURCES AND STAFF CAPACITY

Strengths – The RTE (Jan 2014) went into human resources (HR) issues in some detail as it noted that this had been the biggest issue faced in the response. Positive elements noted were that an organogram was created in the first few days; surge staff were sourced or seconded from local partners, other affiliates, country programmes in the region and Oxfam and that large numbers of volunteers were also quickly mobilised.

Challenges – However it noted that ‘...serious problems occurred in the processes for requesting, recruiting and deploying staff early in the response. Accounts differ according to their perspective: broadly regional and HD HR felt that these processes were ignored or circumvented by the response programme. Field staff felt that clear staffing requests were made and that the slow organisational response was unacceptable. It was felt that opportunities to engage competent and available staff were missed’ and hence there were important gaps in the response, including in relation to the programme manager posts, whose roles were often covered by technical staff.

Interview notes shared with the Head Office HR team (no date, interview for the RTE) indicated a number of areas of concern. These included challenges with the utilisation of Oxfam Affiliate human resources, where information provided on the available staff was inadequate and the processes to assess competencies took longer than normal recruitment processes by Oxfam-GB. There were also challenges

noted with management of the secondment processes, including some inconsistencies in secondment registers and the terms and conditions between HD and the regions; as well as challenges with deployment processes, where there were gaps in the recruitment processes, including a lack of ToRs and minimal 'staff requisitions' to the Humanitarian Department. Confused communications and challenges with an inadequate level of HR staffing in-country were also noted, as well as regular problems with the updating of staffing spreadsheets and with HR recruitment being undertaken in-country.

The RTE also noted that '*... in the early days, there was a high turnover of staff coming in for as little as 10 days and that the Humanitarian Competency Frameworks do not appear to have been extensively used. HD HR were active as the recruitment manager for many of the C and B level posts, yet the staff requisitions and ToRs from the response were few and far between, and not submitted in a timely fashion. Given the scale up and importance of finding people, HR HD had to proceed with finding people regardless*'. It also noted that the comparatively low remuneration of some positions was thought by some informants to contribute to recruitment problems. But the RTE also noted that there was general agreement that the situation had improved, and that after an initial slow start the programme had successfully scaled up to include more than 400 staff and volunteers including more than 30 international staff – noted as a remarkable achievement.

Volunteers – The RTE also notes that '*the volunteer model which has been used previously in the Philippines was critical to the first phase success of the response; creative ways of recruitment such as announcements through radio, churches, mosques and recruitment fairs in communal spaces were used. Many volunteers told the evaluators that they were extremely proud and grateful to be working with Oxfam and happy to be contributing to rebuilding their communities. However, the process was not clearly documented or assessed for organisational risk. HR in Cebu reported that they had only received the Philippines Volunteer Policy in January. The use of large scale volunteers is unusual for Oxfam. The status of volunteers in terms of accident or liability insurance is unclear: one case of a volunteer injured in the course of work was dealt with on an ad hoc basis. Volunteers have no formal identification beyond a t-shirt – and in Daan Bantayan, they did not yet have those at the time of the RTE. Volunteer records however have been kept and the evaluation team was assured that the code of conduct has been signed*'.

The RTE also commented on the need for discussions around which international posts should be nationalised and identified some risks in maintaining the international recruitment following demands for organisational resources to other major emergencies (CAR and South Sudan).

Staff secondments – The RTE also noted that '*Secondments from other affiliates seem to have been a notable success: Oxfam Australia provided at least 8 (including short-term media deployments) and Intermón Oxfam, Oxfam America and Oxfam Ireland provided others. They were generally deployed quickly when staff were most needed, though some affiliate staff reported long periods of silence between when they first agreed to deploy and when Oxfam GB actually confirmed their deployment*'. But '*in terms of HR process, some were deployed without CVs being available and without due process. There are cases of deployment to inappropriate positions. The deployment of an Intermón Oxfam staff member to support reporting back to its donors was a good move*'.

Inductions and capacity development of staff – The RTE also noted that '*inductions have been a weak point of the response, with some staff reporting that they didn't have clear TORs on arrival, weren't always clear where they would be deployed, and were given minimal or no induction to Oxfam and Oxfam GB's systems*'. It also noted that '*the appropriate use of staff was not always optimal: staff might have been deployed to more appropriate positions. For example an Oxfam Australia manager with no OGB experience might have been more suitable in Tacloban where AusAID funds were to be utilised – rather*

than being sent to a particularly challenging position in Eastern Samar. There is a perception that Tacloban was equipped with much more experienced staff than Eastern Samar or North Cebu perhaps because it is the largest programme with high numbers of people affected', but 'not to deny that Tacloban also faced serious challenges with staffing during the first few weeks, particularly around high turnover'.

A range of staff inductions and staff trainings have been noted in the various SitReps, including those on gender (for example related to the training of EFSVL staff, OGB SitRep #30, 28 Jan and gender training for staff in N. Cebu, OGB SitRep #33, 8 April), protection including PSEA (OGB SitRep #23, 9 Dec), training for MEAL teams on using the PDAs and digitalising surveys (OGB SitRep #33, 8 April), as well as some technical related training such as WASH in emergencies for PHP and PHE staff in Leyte (OGB SitRep #29, 13 Jan) and ToT for the Shelter team (OGB SitRep #33, 8 April).

OGB SitRep #33 (8 April) notes that 'more emphasis has been given and will be given on training, both technical training and training on HR procedures, such as performance management'.

Staff numbers and split by national/international and gender – Table 16.2 provides an overview of the staff and volunteer numbers as the response progressed. Where data was provided on the split between international and national staff, the general trend has been in the right direction with a reduction in the number of international staff over time.

Table 16.2: Staff and volunteer numbers over time

National staff	International staff	Total	National volunteers	Document/date
-	-	136	-	OGB SitRep #19, 28 Nov
-	-	349	-	OGB SitRep #28, 7 Jan
235 (81%)	54 (19%)	289	427	OGB SitRep #31, 11 Feb
306 (87%)	56 (13%)	352	-	OGB SitRep #33, 8 April
377 (92%)	35 (8%)	412	194	OGB SitRep #35, 16 June

Most staff data in the SitReps were not reported by gender, although data in OGB SitRep #34 was split by gender and is represented in Table 16.3.

Table 16.3: Staff and volunteers by gender (OGB SitRep #34, 10 May)

	National and international staff		National staff	International staff	National volunteers	National volunteers	
	Female	Male				Female	Male
Leyte – Tacloban	58	42	91	9			
North Cebu			83	4	308		
Ormoc	27	23	46	4	62 ¹⁰	30	36

16.2 TOWARDS A JUDGEMENT ON THE STANDARD

This standard has been scored as a 2.¹¹ It is clear that the recruitment of over 400 staff and volunteers and over 30 international staff was a significant achievement with good use of surge capacity and volunteers, but major gaps were noted on the lack of Terms of References (ToRs) for posts during the early stages and in being able to match skills to competency frameworks, which are key elements of quality in the HR elements of the response.

APPENDIX 1: OXFAM PHILIPPINES COUNTRY STRATEGIES

Table A2.1 identifies the country objectives and strategic goals for the current Oxfam Country Strategy (2011–14) and the new Oxfam Country Strategy (October 2014–March 2020) currently under development.

Table A2.1: Oxfam country strategies, Philippines

Date	Country objectives and strategic goals
<p>2012–14 (Feb 2012, Version 14)</p>	<p>Country Objectives:</p> <ul style="list-style-type: none"> • Country Objective 1: Rural poor in Central Mindanao and Caraga Regions secure sustainable livelihoods and greater protection. Most especially, women enjoy the right to livelihood and are free from discrimination, violence and ill-effects of conflict. • Country Objective 2: Contribute to the development of a policy environment that promotes sustainable agriculture as a strategy for climate-resilient economic development and reducing poverty, ensuring poor women and men have sustainable and resilient livelihoods. • Country Objective 3: Poor people in high-risk communities in the Philippines, especially women, are provided with an enabling environment to exercise their right to assistance and protection as well as the opportunity to develop, implement and influence long-term solutions that increase their resilience to natural disasters and conflict. • Country Objective 4: More women in the Philippines will gain power over their lives and live free from violence through changes in attitudes, ideas, beliefs about women and gender relations, and increased levels of women’s agency and critical leadership in institutions, decision-making and change processes, and Oxfam’s increased capacity to address gender justice will have made it a contributor to collective efforts towards gender justice and a valued ally to these efforts.
<p>Oct 2014–March 2020 (draft 7, July 2014)</p>	<p>A – Strategic Goals:</p> <p>Goal 1: Economic Justice – Contribute to reduction in inequality through promotion of policies that favour engagement and economic empowerment of the poor and most vulnerable in rural and urban Philippines.</p> <p>Objectives for 2020:</p> <ul style="list-style-type: none"> • The poor and most vulnerable women in the agricultural sectors are asserting their power in markets and households, have control of their productive assets and are benefiting from social protection mechanisms. • Vulnerable households have their land, common property and livelihood rights upheld and are recognised in land-use plans. • Adaptation and Risk Reduction plans are financed and implemented to share more equally agri-based livelihood-related risks in urban and rural settings. • Public, corporate and civil society resources are responsibly invested

towards improvement of the economic conditions of the poorest and most vulnerable sectors.

Goal 2: Bangsamoro: Long-term development and the end to violence –

Women and men in the Bangsamoro gain greater control over decisions affecting their lives through the freedom of expression and information, freedom of assembly and access to essential services.

Objectives for 2020:

- Young men and women in the Bangsamoro recognise that inequality, ethnicity and gender-based discrimination and violence are not acceptable and take positive action to ensure their end in all forms.
- The Bangsamoro leadership and the citizens develop and implement inclusive economic and social growth plans through constructive engagement and greater social accountability.
- The governmental budget for essential services that support human development and gender equity in the Bangsamoro is increased by 10% from October 2014 levels.

Goal 3: Humanitarian Preparedness and Response – The country will improve its resiliency and save lives now and into the future by investing in mechanisms to reduce the risks and impact of disasters and to respond quickly to disasters, with priority given to the most vulnerable.

Objectives for 2020:

- The country will respond to humanitarian situations in a timely and targeted manner meeting international humanitarian standards and having a clear focus on meeting the specific needs of the rights of the most vulnerable individuals/groups.
- Women and men's meaningful participation in governance mechanisms is realised, creating greater access to information and access to resources that ensure risk reduction and humanitarian response and recovery mechanisms are in place and promote poor women and men's resilience.
- Oxfam, with its partners, will prepare for and respond to disasters as a technical leader in WASH and EFSVL, utilising a gender and protection lens to identify the most vulnerable in humanitarian situations.

B – Internal goals:

Goal 1: Enhanced programme quality, monitoring, evaluation, accountability and learning – Oxfam improves its work and enhances its value and contribution to addressing development and vulnerability in the Philippines by ensuring accountability to communities and effective organisational learning.

Objectives for 2020:

- Utilise learning tools in a better way, customising the learning styles to the individual programmes, while having country-wide learning spaces. Incorporate more external learning into the reflection and direction of Oxfam's work in the Philippines.
- Train teams to design, implement and evaluate programmes that reflect and advance the goals and objectives of this strategic plan. The results will be developed and shared with communities to improve Oxfam's accountability.

Goal 2: Investing in partnerships – Oxfam builds strategic relationships,

from various sectors, which serve as the foundation for building greater national capacity and sustainability.

Objectives for 2020:

- Oxfam's partnerships with, for example CSOs, government and the private sector are consolidated, strengthened and are more effective in advancing its strategic goals and objectives.
- Partnership modalities that Oxfam is engaged in are more focused on sharing information and people, linking organisations and ideas and technical assistance, particularly in areas of articulating causes of inequality and humanitarian interventions.
- Mechanisms of sustaining the achievements of our partnership relations are established and functional.

Goal 3: Effective and efficient business model – Oxfam will have a business model that reflects the context of the Philippines, utilising financial support provided by international donors, as well as forming relationships with organisations that more equally share the commitment to generate income to fund the partnership.

Objectives for 2020:

- Increase resources raised from Philippines-based income streams that exist within foundations, corporate and institutional donors.
- Seek partnerships, where both/all organisations actively seek funding streams to deliver on programme goals.
- Explore opportunities that encourage Filipino individuals to provide financial support to Oxfam in the Philippines for use in the Philippines.
- Have diverse staff members who have experience in multiple disciplines and with different skills that can lead on the agreed business model.

APPENDIX 2: TIMELINE

Week	Date	Humanitarian situation, government and UN key actions	Oxfam GB actions	Reference documents
-1	Week before	<ul style="list-style-type: none"> • Meteorologists predicted arrival of super-typhoon Haiyan for almost a week before it hit and were warning of its scale • Government of the Philippines (GoP) had undertaken a wide range of preparedness steps led by the National Disaster Risk Reduction and Management Council (NDRRMC) involving a range of government and local government departments, the military and the police and activated various disaster risk reduction teams • Evacuations being undertaken and emergency stocks pre-positioned • 7 Nov – Meeting of UN Humanitarian Country Team (HCT) 	<ul style="list-style-type: none"> • Regional team and the Country Management Team (CMT) held a call several days before Haiyan hit • CMT met in Manila. Agreed to identify assessment team 	<ul style="list-style-type: none"> • RTE • OGB SitRep #1 – 9 Nov
1	8 November 2014	<ul style="list-style-type: none"> • Typhoon Haiyan hit the Philippines – made landfall over Guiuan, Eastern Samar early morning Nov 8 	<ul style="list-style-type: none"> • 10,000 hygiene kits ordered; instruction to order 50,000 by Action Regional Director was not actioned • USD 50,000 withdrawn from the bank • First media release, 3pm, letting media know that Oxfam is poised to respond • OGB classified the emergency as Cat 2 	<ul style="list-style-type: none"> • RTE • OGB SitRep #1 – 9 Nov
	9 November	<ul style="list-style-type: none"> • Typhoon Haiyan exited the Philippines area of responsibility afternoon Nov 9 • The GoP had already issued its SitRep #8 – estimated that about 4 million people from 36 provinces affected • 792,018 people evacuated to 812 evacuation centres in 37 provinces and 38 cities in 7 regions 	<ul style="list-style-type: none"> • Initial targeting based on vulnerability and capacity of local governments • Second media release, 3pm, reporting initial data and effects and staff interviewed by BBC, CNN and local cable news ANC • Initial media plan drafted for discussion • Ready to dispatch assessment teams – trying to get a ride in government aircraft and find alternative routes 	<ul style="list-style-type: none"> • OGB SitRep #1 – 9 Nov

	<ul style="list-style-type: none"> All commercial flights cancelled Government pre-positioned 84,700 family food packs 	<ul style="list-style-type: none"> Oxfam's Humanitarian Response Consortium (HRC) team responding to the Bohol earthquake conducted a rapid assessment of municipalities in their response area Draft organisational chart drafted based on Cat 2 Initial funding of GBP 50,000 from CAT fund 	
10 November	<ul style="list-style-type: none"> Estimated 4.46 million people from 36 provinces affected with 477,735 displaced Reports of looting, violence and breakdown of law in Tacloban City 	<ul style="list-style-type: none"> UNDAC access to affected areas delayed, went out today Dispatched 3 RATs to Samar, Leyte and North Cebu (Daan Bantayan) Travel to Samar and Leyte difficult – will fly tomorrow via hired helicopters Some feedback already received from RAT in North Cebu Released third media release and staff interviewed by BBC, local cable news, ANC, Al Jazeera and print media Water treatment solutions and hygiene kits pre-positioned Appeal for GBP 500,000 up on OGB website + GBP 50,000 grant Regional Humanitarian Coordinator & Global EFSL Coordinators arrive 	<ul style="list-style-type: none"> RTE OGB SitRep #2 – 10 Nov
11 November	<ul style="list-style-type: none"> 9.68 million people affected (2 million families) from 471 provinces, 51 cities, in 9 regions 615,774 evacuees – 70% in 1,444 evacuation centres Logistics and communications posing multiple challenges – power and communication lines cut off, broken bridges and roads, flooded, trees uprooted. Indications that Provincial Government in Western Leyte is more on top of the situation than other areas Office of Civil Defence is establishing a one-stop-shop for all emergency responders to better 	<ul style="list-style-type: none"> 2 RAT teams in Samar and North Cebu (Daan Bantayan) have already touched down. Assessment report and pictures received from North Cebu. The team in Leyte not yet deployed due to problems with mobbing of choppers by disaster survivors Oxfam sought after as a source of information by the media Oxfam targeting 500,000 individuals DFID Rapid Response Facility – Planning for 10,000 hygiene kits, 200 temporary latrines, hygiene promotion and cash-for-work – through NGO consortium (with Plan/CRS) Pool of volunteers being organised 	<ul style="list-style-type: none"> RTE OGB SitRep #3 – 11 Nov OGB SitRep #4 – 11 Nov

	<p>coordinate. But need for an overall incident command and effective response structure and management bringing in staff from other areas</p> <ul style="list-style-type: none"> • Aid just starting to reach Tacloban City but still takes 6-hour walk to get relief goods • Telecom restored in Tacloban City • Heavy rain in a number of areas, including Cebu 	<ul style="list-style-type: none"> • Organisational structure being finalised today • Efforts started to influence government to increase its action through the NDRRMC and the INGO network PINGON • Joint Oxfam Response Strategy (JORS) to come out today – targeting 500,000 people for a 3-month response 	
12 November	<ul style="list-style-type: none"> • Security still a major issue with crowding when distributing relief items, some reports of robberies • International humanitarian agencies including Oxfam waiting for security to be stabilised to get aid to survivors • Tropical depression and maximum sustained winds of 55 kph and moderate to heavy rainfall expected in a range of areas • UK Disasters Emergency Committee (DEC) appeal launched 	<ul style="list-style-type: none"> • International staff began to arrive • Oxfam setting up cash and WASH response ready to distribute as soon as possible. Assessment team planned to take Hyposol with them for distribution but not enough space on the helicopter • Deluge of requests from the media to join the teams on the ground • Mobility of teams on the ground limited by fuel and vehicles • Phase 2 teams planning to leave for Cebu tomorrow • JORS created 11 Nov – initial concept for 3 months possibly to 25% of the affected population [noted from SitRep – considering estimations of affected population at the time] 	<ul style="list-style-type: none"> • RTE • OGB SitRep #5 – 12 Nov
13 November	<ul style="list-style-type: none"> • Numbers of affected persons down to 9.9 million in 39 provinces of 9 regions; 582,303 evacuated • General perception that government response and non-state humanitarian actors' response are too slow • Significant improvement in access to disaster affected areas as roads, airports and sea strips open • Telecommunications restored in Leyte but not in Eastern Samar • Media and social media buzzing with the inadequacy of humanitarian relief • Government officials relate that food and water situation is now improving • Samar has not yet been reached by food, water 	<ul style="list-style-type: none"> • Oxfam moving stocks from Oxford warehouse and from Indonesia to the Philippines • Hygiene and water kits now in Cebu ready for distribution • Oxfam affiliate funding appeals performing strongly and a range of other challenges being followed – OI Humanitarian funding grid online on Sumus • Range of international staff have already arrived in the Philippines 	<ul style="list-style-type: none"> • OGB SitRep #6 – 13 Nov

		<ul style="list-style-type: none"> and fuel supplies • Some challenges of two government leads – Office of Civil Defence and Dept of Interior and Local Government • Humanitarian Country Team (HCT) launched an Action Plan for USD 301 million for lifesaving goods and services for 11.3 million people • As of Nov 12, 32 countries and international organisations have pledged USD 79 million for relief and search and rescue operations 		
	14 November	<ul style="list-style-type: none"> • 8 million in 43 provinces of 9 regions; 534,343 evacuated • Executive Secretary Ochoa and Secretary to the Cabinet Almendras now leading from the GoP side • Valerie Amos, UN Under-Secretary General for Humanitarian Affairs, recognised that the GoP is in the lead, but also traumatised by the scale and severity of impacts • Security situation continues to not be good. Rape of women reported in Tacloban • Problems remain with the distribution of aid with much aid sitting at the airport • Reports of many people trying to leave the affected areas • The Communist Party of the New People’s Army (CP-NPA) declare a 10-day unilateral ceasefire to allow humanitarian aid to reach Leyte and Samar • Mass burial takes place 	<ul style="list-style-type: none"> • Oxfam RAT Tacloban reports information from Ormoc City in Leyte of high level of destruction • ESVL – assessment teams are convening in Cebu to discuss assessment findings and agree on first phase action plan for Cebu, Leyte and Eastern Samar • Plan for distribution of hygiene kit and water kit in Daan Bantayan on Friday 15 Nov 	<ul style="list-style-type: none"> • OGB SitRep #7 – 14 Nov
2	15	<ul style="list-style-type: none"> • Unilateral ceasefire from CP-NPA but still risks including from desperate, hungry individuals severely affected by the typhoon • NDRRMC estimates 9.67 million individuals affected • OCHA estimates 11.8 million with 4,460 people 	<ul style="list-style-type: none"> • Programme delivery commenced in Daan Bantayan, North Cebu with a distribution of hygiene kits to 800 families (4,000 people) and water to 1,000 • Oxfam attended WASH, EFSL and Information Management clusters to-date • Staff have arrived from the regional centre to provide 	<ul style="list-style-type: none"> • OGB SitRep #8 – 15 Nov

		<p>dead and 921,200 people displaced and 243,600 houses destroyed</p> <ul style="list-style-type: none"> • GoP has mobilised 17,460 personnel, 830 vehicles, 44 sea craft, 30 aircraft and a range of other assets • Cluster meetings have commenced in Manila 	<p>support on gender programming</p> <ul style="list-style-type: none"> • Policy lines and messages signed off • Office is being established in Cebu as hub for the response 	
16			<ul style="list-style-type: none"> • First gender and protection strategy has been developed with activities for the first four months of the programme • Goods from UK expected to arrive by Monday • Total reported beneficiaries reached – 4,580 (revised figure) – includes hygiene and water kits on 15/11 and ‘food security support’ on 16/11 (but not noting what this consisted of) • Range media related examples and links • More international staff have arrived and local advertisements underway • JORS has been updated • RiC strategy has been signed off 	<ul style="list-style-type: none"> • OGB SitRep #9 – 16&17 Nov
18			<ul style="list-style-type: none"> • Response teams travelled by a mix of car, helicopter and ferry options to begin in-depth assessments and responses in North Cebu (Bantayan Island and Daan Bantayan), Eastern Samar (based in Borogan City) and Leyte (Tacloban). • WASH team has reported that the water crisis is over with water flowing at good pressure, but that due to taps being destroyed in the crisis fountains of water have occurred. Oxfam will repair taps, etc. Department of Health has checked the water network and chlorine levels are within acceptable range. • Food security cluster has circulated Oxfam’s 48-hour tool to be used in conjunction with MIRA for all agencies to conduct market assessments • Plans for rapid assessments for gender and protection are underway in cooperation with partner organisations, AnthroWatch and PKKK. 	<ul style="list-style-type: none"> • OGB SitRep #10 – 18 Nov

			<ul style="list-style-type: none"> WASH work started in Tacloban with agreement made that Oxfam will repair the water network. Sludge pit also identified Media links situation in the Philippines with climate change – Oxfam engaging HR team being strengthened and temporary MEAL support also arrived 	
19	<ul style="list-style-type: none"> 13 million affected, 4 million displaced, 3,982 confirmed dead World Bank preparing a USD 500 million loan to help GoP reconstructions efforts; ADB also extended a USD 500 million loan and USD23 million for immediate relief 	<ul style="list-style-type: none"> First agency to start food for work activities (WFP) Gender and Protection Action Plan is being finalised – to involve both embedding gender in the WASH and EFSL interventions as well as standalone work on gender (which includes support to women organising women-friendly spaces and using digital technology to increase access to information and protective mechanisms 10 people started cash-for-work yesterday Beneficiaries: 4,730 Shelter identified as biggest need and reports that food distributions are damaging local markets Order of 10,000 shelter kits for Bantayan Island made MEAL and gender protection teams looking into using mobile phones/SMS for monitoring, feedback and complaints 	<ul style="list-style-type: none"> OGB SitRep #11 – 19 Nov 	
20	<ul style="list-style-type: none"> 13.2 million affected; over 4,000 people have died, 4.4 million displaced from their homes 309 DPWH personnel deployed in the Eastern Visayas – Eastern Samar, Leyte and Tacloban City with range of trucks and backhoes 	<ul style="list-style-type: none"> At least 10 national women’s organisations have come together (most of whom are Oxfam’s partners in the Economic Justice and Gender Justice Programme) and are interested in organising women-friendly spaces or similar type community-based protective mechanisms for women. Additional gender support arriving from the region and Oxfam EFSL assessment for Daan Bantayan has been completed Oxfam policy lines on protection signed off Have simple interview checklists for post distribution monitoring 	<ul style="list-style-type: none"> OGB SitRep #12 – 20 Nov 	

	21	<ul style="list-style-type: none"> Many people are leaving the evacuation centres to return home, schools are to open on Monday 	<ul style="list-style-type: none"> Two small earthquakes felt in Cebu City the night before Assessments continuing in Eastern Samar Global logframe has been updated (v5) and joined by a basic logic model and file listing the indicators Note that Oxfam will include PSEA in all of its staff inductions Total reported beneficiaries: 5,260 	<ul style="list-style-type: none"> OGB SitRep #13 – 21 Nov
3	22		<ul style="list-style-type: none"> Increase in numbers mainly from hygiene kit distributions Total reported beneficiaries: 20,860 	<ul style="list-style-type: none"> OGB SitRep #14 – 22 Nov
	23		<ul style="list-style-type: none"> Planning day with programme managers to develop action plan Media engagement on the issue of needing to get rice seeds to farmers to catch up with the rice planting season A central feedback and complaints log has been started to help identify major issues or trends and learn from feedback. This week noted to have logged six items from 97 people, with all issues resolved at all sites [not fully clear what this means, six problems out of 97 calls?]. Total reported beneficiaries: 23,825 	<ul style="list-style-type: none"> OGB SitRep #15 – 23-24 Nov
	25		<ul style="list-style-type: none"> Total reported beneficiaries: 36,830 	<ul style="list-style-type: none"> OGB SitRep #16 – 25 Nov
	26		<ul style="list-style-type: none"> Total reported beneficiaries: 55,560 	<ul style="list-style-type: none"> OGB SitRep #17 – 26 Nov
	27		<ul style="list-style-type: none"> Total reported beneficiaries: 90,395 	<ul style="list-style-type: none"> OGB SitRep #18 – 27 Nov
	28		<ul style="list-style-type: none"> Working with the Leyte Municipal Water Department, UNICEF and local partner Single Drop, food-for-work was facilitated along with technical advice to repair damage to the water network. This resulted in 100,000 people receiving a significantly improved supply of safe water, of which 60,000 have not 	<ul style="list-style-type: none"> OGB SitRep #19 – 28 Nov

			<ul style="list-style-type: none"> benefited from other Oxfam interventions and hence 60,000 have been counted in the cumulative total. Total reported beneficiaries: 185,262 	
4	29		<ul style="list-style-type: none"> Total reported beneficiaries: 224,662 	<ul style="list-style-type: none"> OGB SitRep #20 – 29 Nov
	30	Multi-Cluster/Sector Initial Rapid Assessment undertaken in November by 40 agencies Conducted a multi-cluster initial rapid assessment (MIRA) in nine provinces covering 92 municipalities and 283 barangays. Date not specified		
	1 December			
	2		<ul style="list-style-type: none"> Funding levels at 93% (secured and likely) Families constantly telling Oxfam that shelter was their first priority, Oxfam is planning for emergency shelter activities and to use a strategy developed in last year's Typhoon Bopha response Total reported beneficiaries: 224,662 	<ul style="list-style-type: none"> OGB SitRep #20 – 2 Dec
	3	<ul style="list-style-type: none"> The Multi-Cluster Needs Assessment (MIRA II) conducted between 3 and 10 December, 2013 		
	4		<ul style="list-style-type: none"> Total reported beneficiaries: 247,142 	<ul style="list-style-type: none"> OGB SitRep #21 – 4 Dec
	Week starting Friday			
5	6 December	<ul style="list-style-type: none"> UN Strategic Plan has been released (this time including Oxfam's work) 	<ul style="list-style-type: none"> Inductions on sexual exploitation, programme strategy and quality for all staff and volunteers in Tacloban Country Director led response management meeting – including steer for gender and practical planning for next 3.5 months Relocation working group – UN and NGOs Total reported beneficiaries: 286,205 (11 Dec) 	<ul style="list-style-type: none"> OGB SitRep #22 – 6 Dec OGB SitRep #23 – 9 Dec OGB SitRep #24 – 11 Dec
6	13 December		<ul style="list-style-type: none"> Rice seed distribution kicked off in Tacloban Most relief activities to continue until mid-January but first phase is generally at an end – key focus in the 	<ul style="list-style-type: none"> OGB SitRep #25 – 13 Dec OGB SitRep #26 – 16

			<p>coming weeks will lie with determining early recovery and reconstruction strategy in current programme locations</p> <ul style="list-style-type: none"> • Gender Team embedded in WASH and ESVL teams this past weekend. Ensuring the teams are taking sex-disaggregated data and age data – where necessary. Also conducted a staff indication for the Tacloban office regarding Oxfam’s approach to gender equality and women’s rights (around 52 staff participated). In north Cebu will distribute first batch of kits for pregnant women • MEAL reports starting to get more detailed from this date onwards • Total reported beneficiaries: 309,169 	Dec
7	20 December	<ul style="list-style-type: none"> • UN Multi-Cluster Assessment from 2–10 Dec 	<ul style="list-style-type: none"> • First multi-sectoral assessment starting in North Cebu, focusing on protection, livelihoods and WASH • Seed supplied to Oxfam and to 4,000 farmers over the past week is of uncertain quality even though sold as ‘certified’. Department of Agriculture and FOA involved in discussions to stop the distributions and swap to using FAO seeds, which are certified • Discussions with women in Eastern Samar and a women-friendly space set up by DSWD in the tented city in Guiuan • Gender team undertaking FGDs of women and men involved in CFW and WASH activities. Some feedback on and suggestions on latrines and hygiene kits • Total reported beneficiaries: 354,620 	<ul style="list-style-type: none"> • OGB SitRep #27 – 23 Dec
9	3 January		<ul style="list-style-type: none"> • In Samar, initial target figures reduced from 195,000 to 75,000 because of a correction in demographic data in initial assessments. Oxfam therefore considering opening a fourth programme in Ormoc in Western Leyte. • 2nd multi-sectoral assessment completed in Leyte between 2 and 5 Jan to be completed in Samar on Jan 7 	<ul style="list-style-type: none"> • OGB SitRep #28 – 7 Jan

			<ul style="list-style-type: none"> • Oxfam to commence directly with early recovery activities with only limited relief activities where pertinent. MSA launching wider consultation, including with staff working on the response and in the country programme as well as regional and headquarters experts from humanitarian and development departments • Oxfam currently liaising with GBV and child protection clusters and planning to organise sessions with PHP and EFSL teams in Samar, Leyte and Cebu to orient them on GBV and child protection related pathways • Response is currently 105% funded • Total reported beneficiaries: 469,640 	
10	10 January		<ul style="list-style-type: none"> • Since 10 Nov GBP 4.92 million has been spent which works out at GBP 9.20/beneficiary for Oxfam activities only; with 66% spent on programmes without procurement for others • Low spend of PHE across locations, some attributed to the responsiveness of the Government in re-establishing water provision at a fast rate • Ormoc programme being set up in the coming programme period and activities should start the week of 20 Jan • First gender disaggregated data in SitRep (EFSL) • Response currently 112% funded • Detailed notes on MEAL activities, use of the hotline and feedback included in this SitRep • Total reported beneficiaries: 494,145 	<ul style="list-style-type: none"> • OGB SitRep #29 – 13 Jan
12	24 January	<ul style="list-style-type: none"> • Cases of dengue in Leyte • Constant rain caused some localised flooding and mudslides 	<ul style="list-style-type: none"> • Executive Director for Oxfam USA and Oxfam Belgium in country meeting local government authorities, UN and visiting projects • Detailed notes on MEAL activities, use of the hotline and feedback have been included in this SitRep • Total reported beneficiaries: 547,420 	<ul style="list-style-type: none"> • OGB SitRep #30 – 28 Jan

14	7 February		<ul style="list-style-type: none"> • Detailed reports including for MEAL. ESVL and MEAL workshop to review logical framework and current activities and to check indicators • Shift to early recovery work becoming visible – such as voluntary clean up campaigns instead of CFW, moving from PeePoo bags to latrines • In HR – moved to only staff contracts, no more volunteer contracts in Tacloban • Gender team distributed mother and newborn kits to nearly 900 expecting and nursing mothers. PHP did hygiene skits on women’s responsibilities and GBV with reactions suggesting that this is probably happening in their households • Gender induction for Daan Bantayan with 32 participants. Volunteers and staff now able to identify if harassment and bullying is happening in their workplaces • Detailed protection issues identified including issues in bunkhouses • Total reported beneficiaries: 593,100 	<ul style="list-style-type: none"> • OGB SitRep #31 – 11 Feb
18	7 March		<ul style="list-style-type: none"> • Detailed reports including for MEAL • Haiyan response is shifting to thematic areas that toggle between humanitarian and development work • HR – Most national staff contracts end 15 March. A review of staffing needs for the next six months is underway and a more structured organogram being produced. Each of the four programmes is looking at about 100 staff, which in terms of scale puts them on level with many country programmes. Management approach is to enable the teams to work as independently as possible • International staff profiles being sought are different from those currently holding the posts with a recovery/development skill set being sought • Preparedness and contingency planning will still need to be a focus with an expected five (approx) 	<ul style="list-style-type: none"> • OGB SitRep #32 – 7 March

			<p>categorised natural disasters over the next five years at the frequency of about one a year</p> <ul style="list-style-type: none"> • Oxfam decided in December 2013 to stop actively seeking funds as it had raised the amount required in the first five weeks of the response. The total raised, which is expected to be about GBP 35 million, is felt to be more than ample for the next two years and includes two-thirds as unrestricted funds, which offers opportunities for the programmes to be innovative and cutting edge • Total reported beneficiaries: 639,533 	
22	4 April		<ul style="list-style-type: none"> • On 19 March North Cebu office received a handwritten bomb threat letter. Support received from the Mayor and Police. • Overall spend to 31 March 2014 expected to be around GBP 15 million, with a spend of GBP 13.9 million in the past four months and programme-support ratio of around 80% which is considered a very high cost-efficiency benchmark. • Total affected persons estimated at 14.1 million, but those actually in need of assistance estimated at 4.1 million. Hence Oxfam has reached approximately 16% of this population. • The initial phase is completed and all attention is currently on recovery, with expenditure expected to recede to about GBP 2.5–3 million for the next three months. From 1 July many longer-term activities will be ready to start up, especially in WASH where a number of long-term feasibility studies will be undertaken • ESVL retreat to be run in mid April will also include more long-term livelihood specialists on the ground. Many livelihood strategies before the disaster were unsustainable • Contingency planning will take place mid-April • RedR will be running a one week ToT for the shelter team in April 	<ul style="list-style-type: none"> • OGB SitRep #33 – 8 April

			<ul style="list-style-type: none"> • Advocacy successes reported • Total reported beneficiaries: 703,483 	
27	9 May		<ul style="list-style-type: none"> • Increased thinking on resilience in terms of rebuilding and livelihoods to build around the expectation of new disasters • Recognition that there are significant learning opportunities in this response in relation to MICs, disaster reduction management and resilience in cyclic contexts and urban programming, all of which are strategic objectives in programming in the coming years on a global scale • Short-term priorities needed for evacuation centres for the next typhoon to hit the Visayas • The response has increased likely funding from 117% to 122% over the last month • Funding team has started to re-engage with institutional donors to help understand where they are heading and their priorities for supporting Haiyan affected people over the longer term • Internal and external audits confirmed for June • Total reported beneficiaries: 730,173 	<ul style="list-style-type: none"> • OGB SitRep #34 – 10 May
32	13 June	<ul style="list-style-type: none"> • OCHA scaling down its operations significantly 	<ul style="list-style-type: none"> • Decision taken by senior management to halt all large distributions of NFIs with immediate effect • HSPs and key coordinators are leaving the programme at the end May/beginning of June. The recruitment of longer-term staff is in progress but will take some time. Programme team and HR are recruiting interim gap filling for key technical positions to cover the recruitment periods. • EFSVL activities are to be phased out in all bases by July 2014 as longer-term work needs to commence/be scaled up • Oxfam responded to a cholera outbreak in Alamad, North Cotabato and Mindanao • Haiyan Learning review conducted by Vivien Walden • Communication with communities by putting up 	<ul style="list-style-type: none"> • OGB SitRep #35 – 16 June

			<p>billboards or requested spaces in strategic areas, beneficiary lists, criteria for selection and other information to ensure transparency and accountability still needs to be done</p> <ul style="list-style-type: none"> • Total reported beneficiaries: 757,223 	
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APPENDIX 3: SECONDARY DATA SOURCES

The table below lists documents referred to in the '*documents used for evidence*' guide and records the quantity (not quality) of the documents made available to the Evaluator. The list also gives an indication of which documents were missing (0 in the No. of documents column) and the suggested source.

Notes:

- *Indicates categories added in by the Evaluator for the Typhoon Haiyan Response
- 'Web' includes sources such as: Relief Web; Humanitarian Resources; Financial Tracking Service, CERF; OCHA
- CP (Irene) – indicates provided by the country programme mainly forwarded by Irene De Leon, MEAL Coordinator
- A wide range of documentation was sent to the Evaluator from the country programme/response team in response to requests. Many of these documents were from individual programme areas rather than consolidated documents for the whole response. While the documentation was very useful, because of the number of documents provided, not all have been incorporated in this table by name. Instead the term 'various' has been indicated where this was the case.

Document	Source	Number of documents	Documents received and gaps
Oxfam – Assessments, situation analysis and context reports			
Initial assessment	Sumus	3	<ul style="list-style-type: none"> • Rough Rapid Assessment Report on the Impact of Typhoon 'Haiyan' in the Province of Eastern Samar, Region 8, Philippines, 10–13 Nov 13, focus on selected villages in the Municipalities of Balangkayan, Hernani and Guiuan (also found on web) • Rapid Assessment Report, Daan Bantayan, Cebu, 10–13 Nov (also found on web) • Rapid Assessment Team, Leyte – Tacloban City, Rough Report/Feedback Notes, 11–14 Nov (also found on web)
	Web	1	<ul style="list-style-type: none"> • Food security and livelihoods in first phase emergency, 48 hour assessment report, Municipality of Madridejos, Sta Fe, Bantayan Island and Bantayan Municipality, 18 Nov
*Other multi-disciplinary or cross-cutting assessments	Sumus	3	<ul style="list-style-type: none"> • Multi-disciplinary assessment for recovery into development: <ul style="list-style-type: none"> ◦ Eastern Samar, 2 Feb 2014, V.1

			<ul style="list-style-type: none"> ○ Leyte, 1 Feb, V.1 • Findings of quick assessment on gender and protection, Bantayan Island, North Cebu, Philippines, 26–29, Nov 2013
*Other WASH or shelter assessments	Sumus	2	<ul style="list-style-type: none"> • Shelter notes, Western Leyte, 30 Nov – 2 Dec • Rapid assessment, Ormoc City and Environs, 30 Nov – 2 Dec
Country food assessment/vulnerability studies	Sumus	3	<p>Oxfam emergency food security and vulnerable livelihoods assessments:</p> <ul style="list-style-type: none"> • Daan Bantayan (20 Nov); (also found on web) • Tacloban City and Leyte Province (no date); (also found on web) • Western Leyte (30 Nov – 2 Dec 2013)
	Web	2	<ul style="list-style-type: none"> • Daan Bantayan 2nd emergency food security & vulnerable livelihoods assessment visit, 21–22 Nov • EFSL Rapid Assessment Report Eastern Samar, 19–23 Nov
Oxfam – Proposals and finance			
Request for CAT Funds	Sumus	0	<ul style="list-style-type: none"> • Not seen
Concept notes	Sumus	0	<ul style="list-style-type: none"> • None seen
Funding proposals	Sumus	0	<ul style="list-style-type: none"> • None seen
Logframes	Sumus	4	<ul style="list-style-type: none"> • Haiyan Response: Basic Response Model, amended to add in new protection indicators/strategy, Ed K. Bowman, 26/11/13 • Logframe indicators, 26 Nov • Oxfam: Emergency response to Typhoon Haiyan: <ul style="list-style-type: none"> • 26 Nov – v.7 • 18 Dec – v.910
	CP (Irene)	1	<ul style="list-style-type: none"> • Gender project logframe, PHLC04
Funding grid	Sumus	12	<ul style="list-style-type: none"> • Ways of working for corporate and individual donations • Funding update PPT slide, 29 Nov • Funding grids (10 but with one incorrectly dated) – 12, 17, 21, 29 Nov; 6, 14, 24 Dec; 13 Jan; 6 Feb; (plus one incorrectly dated 12 Nov 2014)
	CP (Irene)	1	<ul style="list-style-type: none"> • Financial grid – 14 May
*Financial summary	Sumus	1	<ul style="list-style-type: none"> • Financial summary as of 31 Jan

Donor reports	CP (Irene)	6	<ul style="list-style-type: none"> • 2 documents – Irish Aid • 4 documents related to HPA
*Meeting notes – donor related	Sumus	4	<ul style="list-style-type: none"> • Meeting notes – Oxfam America and Oxfam Belgium visit to Typhoon Haiyan Response, Jan 2014 – 4 sets of notes
PIPs	Sumus	0	<ul style="list-style-type: none"> • PIP statements on OPAL – for the Typhoon Haiyan response (P00910) and the DRR longer-term programme (P00831)
Oxfam – SitReps, management, planning, contingency planning			
SitReps covering duration of crisis	Sumus	35	<ul style="list-style-type: none"> • SitRep #1 – 9 Nov to SitRep #35 – 16 June
Telecom minutes	CP (Irene & Justin)	5	<ul style="list-style-type: none"> • Senior Management Call: Notes, 10 Nov 2013 • Email chains (3) including Jane Cocking and Oxfam affiliates re the Cat 2 categorisation, 9–10 Nov 2013 • Email dated 9 Dec 2013 from Orla Murphy on the decision to target 508,000 beneficiaries
Planning meeting minutes	CP (Irene & Justin)	5	<ul style="list-style-type: none"> • Email communications with some preparedness actions identified following the invitation to the Special HCT meeting in preparedness activities for the storm, 5 Nov • Minutes of the CMT meeting re. contingency planning for Super Typhoon Haiyan/Yolanda, 7 Nov • Emails (2) on updates on preps for Typhoon Haiyan, 8 Nov • Minutes on the Typhoon Haiyan Task Force Call, 12 Nov 2013 – includes discussion on target numbers
JCAS/contingency plan/preparedness plan	CP (Irene)	4	<ul style="list-style-type: none"> • Country programme strategy, 2011–14 • Draft Country Programme Strategy, Oct 2014–March 2020 • Country Contingency Plan, Philippines, June 2014 (draft) • Oxfam Country Contingency Plan, Philippines, 27 April 2010
Country operating model		0	<ul style="list-style-type: none"> • Not seen
* Response strategies [see below for sector specific strategies]		0	<ul style="list-style-type: none"> • Joint Oxfam Response Strategy, Typhoon Haiyan, 16 Nov
*Contact lists, organogram	Sumus	7	<ul style="list-style-type: none"> • Contact list – Cluster Focal Points (Nov 2013) • Typhoon Haiyan Organogram (Nov 2013)

			<ul style="list-style-type: none"> Contact list – key Oxfam staff (4 versions from Nov 2013) Contact list – media (Nov 2013)
External – Reports and contextual information			
OCHA data on crisis/CAPs/humanitarian snapshots	Sumus	17	<ul style="list-style-type: none"> OCHA – Note on coordination arrangements for early recovery, livelihoods, food security and agriculture activities, 15 April OCHA SitRep, No 1 to 15 (minus 3 and 8) – 7–21 Nov OCHA, Situation Analysis, Philippines Typhoon Haiyan (Yolanda), 8 Nov; as of 18:00 10 Nov; as of 10:00, 11 Nov OCHA – Philippines: Typhoon Haiyan (Yolanda) Landfall
	Web	6+	<ul style="list-style-type: none"> OCHA Humanitarian Bulletin – 26 Feb–31 March; 1–30 June 2014 OCHA SitReps – multiple available on the web if needed OCHA, Philippines, Humanitarian Snapshot, 6 June 2014 OCHA, Typhoon Haiyan, Ongoing response activities as of 16 June 2014 OCHA, Philippines: Ongoing and completed WASH activities as of 02 June 2014 OCHA CERF Allocations Around the World 2013, Project Detail Philippines – (01/01/2013–31/12/13) OCHA CERF Allocations Around the World 2014 – none noted for the Philippines
*Strategic response/action plans	Web	1	<ul style="list-style-type: none"> Philippines Humanitarian Country Team, Typhoon Haiyan (Yolanda) Strategic Response Plan, The Philippines, 27 Dec
*External documents relating to emergencies other than Typhoon Haiyan	Web	2	<p>Not Typhoon Haiyan but for contextual info:</p> <ul style="list-style-type: none"> Philippines (Mindanao) Humanitarian Action Plan, 2013 OCHA, Report: The after action review/lessons learned workshops Typhoon Bopha Response, April 2013
Other reports and studies	Sumus	2	<ul style="list-style-type: none"> Reflections on the ASEAN Rapid Assessment in Tacloban, Gaynor Tanyang, Oxfam Philippines, currently seconded to ASEAN, 23 Nov Regions and provinces in the Philippines
	Web	10	<ul style="list-style-type: none"> MIRA, Multi-Cluster/Sector Initial Rapid Assessment, Philippines Typhoon Haiyan, Nov 2013 Multi-Cluster Needs Assessment, Philippines, Typhoon Haiyan, Final Report, December 2013

			<ul style="list-style-type: none"> WASH Cluster, Philippines, WASH Baseline Barangay Assessment, Typhoon Haiyan, Philippines, Technical Report, May 2014, UNICEF, REACH Financial Tracking Service – various documents on financial allocations OCHA and Philippine Information Agency (PA), Affected Community Consultations, Typhoon Haiyan Response, Tacloban and Palo, Nov 27–29 OCHA, Communications with Communities, Typhoon Haiyan, Earthquake in Bohol, Conflict in Zamboanga (no date) UNICEF, Humanitarian Situation Report, Sit Rep No 22, 10 June Article by Secretary Corazon Juliano-Soliman, Department of Social Welfare and Development (DSWD) on Relief Web, June 11 – ‘From safe tents to safer shelters, DSWD assures for “Yolanda” Survivors’ Shelter Cluster Philippines, Shelter based SitRep – observational from agencies only and not verifiable, 18 Nov
UN report for figures affected		0	<ul style="list-style-type: none"> Have used the Multi-sector assessments and UN-OCHA SitReps
Oxfam – MEAL			
MEAL strategy and annexes	Sumus	5	<ul style="list-style-type: none"> Process for Non-sensitive feedback and complaints, Oxfam Haiyan Response (process diagram) Post distribution monitoring form – cash grants/cash for work (blank) Complaints/feedback collection form (once in two weeks) (blank) Distribution exit interviews record sheet (blank) Funding MEAL commitments spreadsheets – 19 Nov
	CP (Irene)	Various	<ul style="list-style-type: none"> PIP statements on OPAL – for the Typhoon Haiyan response (P00910) and the DRR longer-term programme (P00831) A range of MEAL tools for EFSVL and WASH were provided along with associated guidance
Monitoring reviews/learning events	Vivien	1 – next week	<ul style="list-style-type: none"> Learning from the Philippines Haiyan Response, May 2014
	CP (Irene)	Various	<ul style="list-style-type: none"> Various documents were sent by the Gender Team on reviews that they undertook at various stages – including, for example, ‘Gender in Emergencies, Reflection and Planning Typhoon Haiyan Response, Feb 24–25, Hotel Sequoia, Quezon City’ Regional WASH Learning Event, Bangkok, Typhoon Haiyan Learning Session, Fri 6 Jun

RTE report	Sumus	4	<ul style="list-style-type: none"> • Main report and annex 4 (WASH including shelter), 5 (EFSVL) and 6 (Gender)
	CP (Irene & Justin)	2	<ul style="list-style-type: none"> • Management responses to the RTE (but incomplete) • ToR for RTE
Country self-assessment reports		0	<ul style="list-style-type: none"> • Various review documents were seen (see above)
Audit		0	<ul style="list-style-type: none"> • Not seen
MEAL coordinator field visit reports		0	<ul style="list-style-type: none"> • Not seen
Oxfam – WASH and shelter			
WASH or shelter strategies	CP (Irene)	2	<ul style="list-style-type: none"> • PPT entitled 'WASH programme: working draft, Emergency to Recovery to Development' (14 May 2014) • PPT entitled 'WASH programme: working draft, Emergency to Recovery to Development' (6 June 2014)
*Technical progress reports/updates		0	<ul style="list-style-type: none"> • No specific WASH team progress reports were seen (WASH related details in evaluation taken from: assessments; SitReps; MEAL team documents such as FGDs; documents sent from the Gender Team including FGD notes, training notes and case studies; a couple of WASH case study/learning notes and one email communication responding to questions from the WASH team, possibly the Tacloban programme PHE team)
Technical adviser visits		0	<ul style="list-style-type: none"> • None were seen
*Learning documents	Sumus	1	<ul style="list-style-type: none"> • 'We are not afraid to drink our water?' by Jane Beesley (no date)
	CP (Irene)	2	<ul style="list-style-type: none"> • 'Reduction of vulnerability and multiple burden of women during emergency through women friendly WASH interventions in Eastern Samar' (forwarded by the Gender Team) • 'Oxfam's engagement with women in Tanauan: Good Practices' (relates to the women in carpentry project) also forwarded by the Gender Team
Oxfam – EFSVL			
EFSVL strategies	CP (Irene)	Various	<ul style="list-style-type: none"> • EFSVL Haiyan Programme, July 2014–March 2015 and associated action plan and logframe • Potential Eastern Visayas long-term development programme (no date) • Short-term EFSVL response and longer-term development programme

			<ul style="list-style-type: none"> tabulation with framework, immediate shift, resilience, governance (market) and influencing and MEAL (but with no title) Implementation Strategy, EFSL Early Recovery Programme for Typhoon Haiyan in Eastern Samar, Philippines, 07 Jan 2014 Various other documents such as a PPT called 'Livelihoods' (but no more details on what it was for), a summary of FGDs for the coconut sector, multiple FGDs for the fishermen/women and a document called 'Livelihood recovery programme on fishers sector for Typhoon affected Haiyan affected communities in Eastern Samar' Cash-for-Work programme validation matrix format for Mangrove Rehabilitation in 3 coastal Barangays in Ormoc City
*Technical progress reports/updates	CP (Irene)	1	<ul style="list-style-type: none"> MEAL plan (no date)
Technical adviser visits	CP (Irene)	1	<ul style="list-style-type: none"> Trip report by Amit Vatsyayan, David Bright, Jocelyn Villaneuva and Puspasari Indra, Philippines 29 May [April?] to 9 May 2014
*Learning documents	CP (Irene)	2	<ul style="list-style-type: none"> EFSVL Business meeting, May 2014 Gendered market research in coconut and fisheries sub-sectors. Rebuilding women's livelihoods better in post-Typhoon Haiyan (no date) Oxfam Sawmill Project, Typhoon Yolanda (Haiyan) Response in the Province of Eastern Leyte
Oxfam and others – Protection, gender, vulnerability			
Protection adviser/HSP visit reports/protection analysis	CP (Irene)	Multiple documents	<ul style="list-style-type: none"> Odena, J. (2014) 'IDPs and disaster affected areas in Western Leyte: An analysis of protection issues' (for the period, March to May 2014) Protection strategy: Yolanda Emergency Response and Recovery Programme, Updated version 4 Protection targets North Cebu and another document titled 'Protection-North Cebu' (no dates) Protection analysis and planning – Eastern Samar (no date) Urban IDPs in the Wake of Natural Disasters (no date) Urban evacuation (Manila) (no date) – interviews with key stakeholders Homonon Island, Rapid Assessment Report (no date) and FGD format A range of documents relating to assessments at bunkhouses, including the questionnaire format A number of other protection related analyses and reports

Other protection actor reports	Web	4	<ul style="list-style-type: none"> • Older people – HelpAge International, EFSL, First Phase Rapid Assessment Report, North-West Leyte, 23–30 Nov • GBV – UNFPA/USC Office of Population Studies Foundation, Inc., Post-Typhoon Yolanda Reproductive Health and GBV Assessment: FGDs among adolescent girls and pregnant and lactating women, Jan 2014 • Child protection – Child Protection and Education Cluster Joint Needs Assessment, Philippines, 2014 – Mid-term Report: Key findings from Joint Assessment Phase 1; Affected Municipalities in the Philippines, March–April • Protection – Protection Cluster Philippines, Protection Needs Assessment, Final Results and Analysis, May 2014
Gender analysis and strategy	CP (Irene)	Various	<ul style="list-style-type: none"> • Various gender analysis reports and documentation were received – including those related to the Gender Snapshot being undertaken in 2014, but also various reflections on issues from various stages. • Gender Strategy (9 Dec)
*Gender adviser reports and debrief notes	CP (Irene) and Gender Team	Multiple documents (>100 documents)	<ul style="list-style-type: none"> • A wide range of documentation was shared by the Gender Team including reflection notes, debriefing notes, training agendas and listings, summaries of issues discussed at some trainings, assessment reports, review session reports, analysis of progress against the Minimum Standards GiE, data on the Women-Friendly Spaces, GBV posters, reports on the International Women’s Day events, analysis of the mother and newborn kits distributions, FGD pre-testing records on the GBV posters, draft radio messages, gender budget, minutes of meetings, field visit reports, and multiple other documents
Pictures of structures adjusted to vulnerable groups		0	<ul style="list-style-type: none"> • Requested several times but not seen (only some designs considering gender)
Oxfam – Accountability			
Evidence of consultation with community – strategies and technical reports	Sumus and CP (Irene)	In various reports	<ul style="list-style-type: none"> • Included in SitReps and various reports already indicated in other sections
Feedback/complaints system mechanisms	Sumus	1	<ul style="list-style-type: none"> • The process for Non-serious/sensitive feedback and complaints, Oxfam Haiyan Response (process diagram) has been provided under MEAL
	CP (Irene)	1	<ul style="list-style-type: none"> • One government protocol for referrals for GBV was shared from the Ormoc team

Feedback/complaints monitoring reports	Sumus	1	<ul style="list-style-type: none"> Hotline tracking database – Jan 17–22 Hotline databases were received from the MEAL teams in N. Cebu, Ormoc and Tacloban programmes Jan–July. Complaints log was also received from one programme
Affected population feedback session reports	CP (Irene)	A few	<ul style="list-style-type: none"> A few FGD examples were shared – both WASH related and EFSVL
Evidence of complaints being addressed and reported on to complainant	CP (Irene)	Various	<ul style="list-style-type: none"> Hotline databases were received from the MEAL teams in N. Cebu, Ormoc and Tacloban programmes from Jan–July. Some had indicated where issues had been responded to (particularly when the call could be responded to immediately and a few where more action had to be taken), others just had gaps or only had the position of the person the issue was passed on to but no end resolution.
Evidence that changes have been made to a programme due to feedback – SitReps, technical reports, MEAL reports		In other sections	<ul style="list-style-type: none"> Included in SitReps and a range of other documents
Pictures of billboards, banners, ration cards	CP (Irene)	3	<ul style="list-style-type: none"> Photo of the hotline poster, a complaints box and a listing of people to be engaged in CFW
Media reports on accountability	CP (Irene)	See below	<ul style="list-style-type: none"> A tabulation of media-related posts and articles was provided (see below) – a range of which discussed issues around accountability
Oxfam – Advocacy/policy			
Blogs, mention of Oxfam, press releases/reports	Sumus	10	<ul style="list-style-type: none"> Philippines Typhoon – Emergency updates – 15 Nov; 26 Nov; 8 May – six months on (3) Briefing notes – Typhoon Haiyan, The response so far and vital lessons for the Philippines recovery (7 Dec 2013) Blogs – Maylyn Pagatpatan (no date); Jane Beesley (Christmas Blog, no specific date) Press releases (original text in word): <ul style="list-style-type: none"> Philippines’ plan to relocate thousands of Haiyan survivors will fail unless government focuses on jobs too, warns Oxfam (embargoed until 30 April 2014) Oxfam plans to reach 100,000 people in first phase of crisis (Nov 15) Update on Oxfam’s work a month after a super typhoon hit the Philippines (no date)

			<ul style="list-style-type: none"> ○ Philippines typhoon response: a week of obstacles, a month of delivery, years of support (6 Dec)
	CP (Irene)	2	<ul style="list-style-type: none"> • Tabulated examples of media links, one with notes on evidence of some impact
Advocacy strategy and evidence of results	Sumus	Various	<ul style="list-style-type: none"> • The Right Move? Oxfam Briefing Paper, 30 April 2014 • RIC Campaign Strategy, Nov 2013–Nov 2014 – dated 12 Dec; 17 Jan; (2) • Various documents on the development of the advocacy strategies relating to fisheries and coconut farmers
*Other advocacy/media related documentation	Sumus	20	<ul style="list-style-type: none"> • Song sheets – 12, 13, 14, 15, 22, 29 Nov; 5 Dec; 28, 30 April; 5 May; (9) • Policy lines and messages – 12, 15, 19, 20 Nov; 2 April; April (6) • Call Notes (media related) – 14, 15 Nov and one undated • Philippines resettlement paper launch, Social media materials – international – notes on content for sharing with social media • Notes on tweets – one month on, human interest stories
Oxfam – Partnerships			
Partnership agreements and assessments	CP (Irene)	Various	<ul style="list-style-type: none"> • Various partnership agreements, MoUs, letter of agreements and appraisals were shared (covering 5+ partner organisations)
Partner reports	CP (Irene)	6	<ul style="list-style-type: none"> • 2 reports (Green Mindanao); meeting minutes & 1 report (PIN); 1 report (IDEALS); 1 report (ZSL)
Study on partnerships	Vivien	1	<ul style="list-style-type: none"> • Featherstone, A (2014) 'Missed again: Making space for partnership in the Typhoon Haiyan response.' Christian Aid, Cafod, Oxfam, Tearfund and ActionAid
Oxfam and others – environment, early recovery, DRR, long-term strategies			
Environmental risk analysis	Web	2	<ul style="list-style-type: none"> • OCHA, Philippines – Typhoon Haiyan/Yolanda, Environmental Assessment, Final report and recommendations, Asa Granath, 18 June 2014 • OCHA, UNEP, Typhoon Haiyan (Yolanda) Philippines, Environmental Situational Overview, 14 January, 2014
Long-term programme strategy	CP (Irene)	2	<ul style="list-style-type: none"> • Country programme strategy, 2011–14 • Draft Country Programme Strategy, Oct 2014–March 2020
Recovery/Exit plan	CP (Irene)	Various	<ul style="list-style-type: none"> • No overall recovery plan/exit plan seen, but various documents sent with discussions on the transitions to longer-term approaches

			<ul style="list-style-type: none"> Particular details sent by the EFSVL team on its plans from July 2014 and review documents from the Gender Team (already received some documentation on a business meeting of EFSVL and two PPTs from the WASH team looking at the longer-term strategies)
*Other actors' reports	Web	1	<ul style="list-style-type: none"> Typhoon Haiyan (Yolanda) Early Recovery, Livelihoods and Agriculture Plan, The Philippines, March–Nov 2014
*DRR related analysis/reports	Sumus	1	<ul style="list-style-type: none"> Statement from DRR-CCA Civil Society Summit, 26–27 March 2014, Cebu City
Oxfam – Staff and capacity development			
Interview questions and tests/TORs for HSPs		0	<ul style="list-style-type: none"> Not seen
Job profiles and team objectives showing surge capacity		0	<ul style="list-style-type: none"> Not seen
GOLD information – turnover data + absence data		0	<ul style="list-style-type: none"> Not seen
Capacity planning spreadsheet	Sumus	4	<ul style="list-style-type: none"> Capacity planners dated – 20 Nov, 9 Dec, 12 Dec, 12 Jan (4)
Staff objectives and personal development plans		0	<ul style="list-style-type: none"> Not seen
Training agendas and presentations	CP (Irene)	2	<ul style="list-style-type: none"> Gender induction/training agendas received from the Gender Team
Technical handover notes/end of deployment reports		0	<ul style="list-style-type: none"> Not seen – HR was prevented from sending them by Oxfam IT because they are 'confidential documents'

APPENDIX 4: BENCHMARKS AND STANDARDS

The standards listed below are either internal to Oxfam or are those against which Oxfam has made a commitment to deliver.

Standard	Available where? <i>[Note that the Oxfam minimum standard links are only accessible to Oxfam staff with access to the relevant areas in Sumus]</i>
Sphere Standards	www.sphereproject.org
HAP Standards	http://www.hapinternational.org/standards.aspx
People in Aid Standards	http://www.peopleinaid.org/pool/files/code/code-en.pdf
WASH Minimum Standards	https://sumus.oxfam.org/emn-wash-subgroup
EFSVL Minimum Standards	https://sumus.oxfam.org/emn-emergency-food-security-and-vulnerable-livelihoods-subgroup
MEAL Minimum Standards	https://sumus.oxfam.org/emn-meal-subgroup
Gender Minimum Standards	http://sumus.oxfam.org/emn-gender-subgroup
Oxfam Programme Standards (Standard 8 especially)	https://sumus.oxfam.org/emn-meal-subgroup/documents/program-standards-oxfam-working-towards-agreed-set-standards-across-oi
Red Cross Code of Conduct	http://www.icrc.org/eng/resources/documents/publication/p1067.htm
Protection Minimum standards	<p>1) The inter-agency minimum standards on protection: Oxfam participated in completing this document. http://reliefweb.int/sites/reliefweb.int/files/resources/Full_Report_3752.pdf</p> <p>2) ICRC: Professional Standards for protection work. Our global protection adviser, Rachel Hastie gave lots of inputs to these guidelines. https://www.icrc.org/eng/resources/documents/publication/p0999.htm</p>
Oxfam Programme Cycle Management	http://intranet.oxfam.org.uk/programme/pm/guide-to-pcm/index.htm#resources

NOTES

- 1 Sumus is a digital work space created by the Oxfam International Secretariat to empower Oxfam staff to collaborate and share information regardless of geographic location, affiliate or team.
- 2 Reason may include donor reluctance or lack of media interest, among others
- 3 The data for coconut farmers was taken from the six months on data – it was not included in the end June data table
- 4 No photographic evidence of facilities designed to ensure accessibility for people with disabilities, older people or pregnant women has been made available to the evaluator, even though requested
- 5 Featherstone, A (2014) 'Missed again: Making space for partnership in the Typhoon Haiyan response.' Christian Aid, Cafod, Oxfam, Tearfund and ActionAid
- 6 Elderly; disabled; people living with or affected by chronic illness; single women; female-headed households; religious, ethnic or socio-economic minority/marginalised groups are examples
- 7 Please refer to the box at the beginning of this section for the clarification on how the term RiC has been used in this response
- 8 Graham MacKay (Deputy Humanitarian Director) and Steve Jennings (Head of Programme Support and Impact Team), 26 Feb –7 March
- 9 Report by Amit Vatsyayan (Regional Economic Empowerment Manager), David Bright (Economic Justice Lead), Jocelyn Villaneuva (Regional Change Lead – Women's Economic Leadership) and Puspasari Indra (Regional Emergency Food Security and Livelihood Coordinator), 29 May –9 June
- 10 The numbers here don't quite add up correctly, but still provide an idea of the breakdown between male and female
- 11 It should be noted that for this quality standard the evaluation has been made mostly on the observations by the RTE and a previous interview with the HD HR team. The HR team attempted to share end-of-deployment appraisals, but was prevented from sending them by IT as they contained confidential information. GOLD data on turnover and absence, staff objectives, personal development plans and end-of-deployment appraisals were also not viewed

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