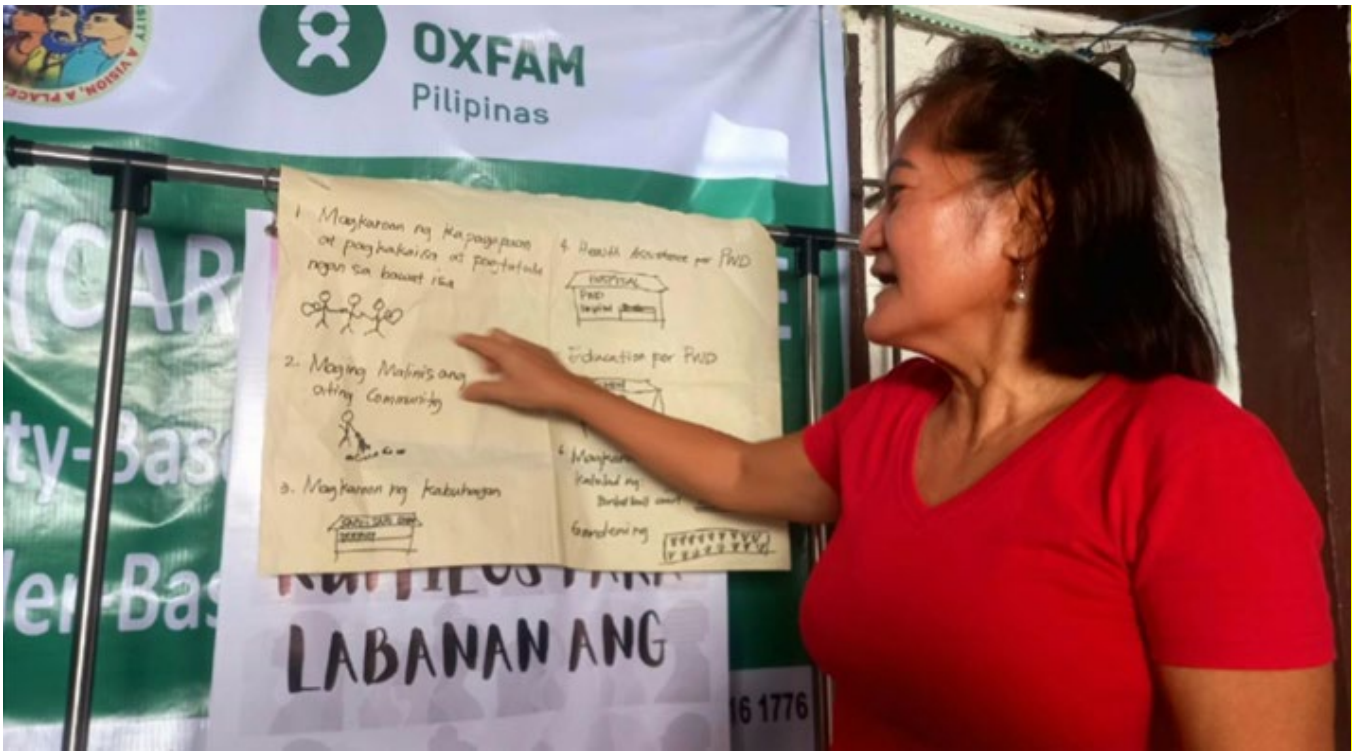

Maribel Rayos del Sol represents their small group during the Gender-Based Violence Workshop in Barangay Sta. Ana, Taguig City. Photo: Joyce/Community Organizers Multiversity

IMPACT EVALUATION OF RIGHTS IN CRISIS PROGRAMME

2023

OXFAM

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LIST OF ACRONYMS

ALERT: Adaptive Livelihoods, Emergency Readiness and Timely Response of Communities to Disasters

B-READY: Building Resilient Adaptive and Disaster-Ready Communities

COM: Community Organizer Multiversity

CSO: Civil society organization

DRRM: Disaster risk reduction and management

DRRMC: Disaster Risk Reduction and Management Council

EFSVL: Emergency food security and vulnerable livelihoods

GRES: Gender Results Effectiveness Scale

HRC: Humanitarian Response Consortium

iAFFORD: Inclusive and Affordable Financial Facilities for Resilient and Developed Filipinos

LGU: Local government unit

PDRRN: People's Disaster Risk Reduction Network

RIC: Rights in Crisis programme

ToC: Theory of Change

WASH: Water, sanitation and hygiene

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EXECUTIVE SUMMARY

Oxfam Pilipinas' six-year country strategy, in collaboration with its partners and various stakeholders, reduced vulnerabilities, especially within marginalized communities in the country often plagued by disasters such as typhoons. It focused on three goals.

- **Goal 1:** Economic Justice (contribute to a reduction in inequality through effective policy implementation and the promotion of practices that favour engagement and economic empowerment of poor people and the most vulnerable populations in rural and urban Philippines)
- **Goal 2:** Conflict Transformation (ideas, beliefs and institutions are transformed to end violent conflict towards sustainable peace in the Bangsamoro)
- **Goal 3:** Rights in Crisis (the Philippines will improve its resiliency and save lives now and in the future by investing in mechanisms to reduce the risks and impact of disasters and respond quickly to disasters, with priority given to the most vulnerable populations)

In early 2023, Oxfam Pilipinas commissioned an impact evaluation of its Rights in Crisis (RIC) programme. The evaluation assessed the impact of RIC in reducing vulnerabilities and strengthening resilience in withstanding disasters and its post-disaster effect. It looked at the overall design of the RIC, including the individual designs of projects under the programme, to determine its relevance, effectiveness and contribution towards the overall humanitarian and disaster response of Oxfam, its partners, local government units (LGUs) and partner communities. The evaluation used mixed methods and both in-person and online platforms to capture quantitative and qualitative data.

A total of 30 key informant interviews were conducted with Oxfam and partner staff, and 386 beneficiaries participated in a survey conducted across nine cities/municipalities covered by the project.

Key Findings

RIC strategies worked with both partners and key beneficiaries in developing sustainable plans and enhancing mechanisms aimed at reducing the impact of disasters on communities. The RIC programme also engaged stakeholders and organizations that were experts in the field of humanitarian programming and disaster response to further enhance its strategies and design. Since its inception in 2014, with an investment of £18.7m (PHP1.2bn), 47 projects have been implemented under RIC, reaching approximately 774,446 people across 127 cities/municipalities through emergency response, disaster risk reduction, policy influencing and advocacy, and capacity building and training.

The RIC programme ensured its partners' ownership and capacity through their involvement in Oxfam's local humanitarian leadership, which also ensured the smooth delivery of humanitarian support and coordination, especially in times of disaster. The engagement of the LGUs reinforced their commitments in strengthening their communities and enhanced their policies, which contributed to the improvement of the programmes and service delivery to communities.

Including partners and stakeholders, especially community members, in the design of RIC increased the projects' relevance and effectiveness.

Humanitarian organizations ensure that immediate humanitarian support and assistance are given to the most affected communities during crises, specifically disasters. However, not all interventions are tailored

to the contexts of different communities. Notwithstanding the possible benefits that this immediate support may bring, this may not fully address all the needs of the communities to overcome their suffering and vulnerabilities. With the RIC programme design and strategies, local humanitarian actors (community members, LGUs and local organizations) were involved at the development stage, crafting programmes and interventions. This participatory planning, whereby more community members, including women, were involved and consulted, promoted ownership by the communities. At the same time, this ensured that the contexts and realities of these communities were captured and integrated in the development of programmes and interventions. Therefore, the inclusion of partners, stakeholders and community members paved the way towards the increased relevance and effectiveness of the project. Overall, the designs of RIC projects were viewed as needs-driven rather than donor-driven. Project designs were also influenced by local partners' resources and capacity in implementing specific thematic areas.

RIC enabled platforms, structures and mechanisms, at both the local and community levels, in improving the capacity and knowledge of communities, thereby enhancing practices and gender roles.

Several gender ideologies and gender issues continue to exist within communities, especially during crises and disasters, where families experience negative impacts, such as losing homes and economic challenges. These exacerbate families' living conditions, resulting in increased risks and vulnerabilities. Most often, gender roles within households are affected, resulting in an increased burden for women and girls at home. Through the training and capacity building initiatives of the RIC programme, gender awareness and discussion of fair gender roles were embedded, thus increasing the awareness of families in the communities. Aside from engaging and more active roles for both men

and women, the promotion of more equal gender practices within homes was also ensured.

RIC strengthened partnerships and collaboration among and between local humanitarian actors, communities and Oxfam on humanitarian response and disaster risk reduction and management (DRRM).

The partnerships that Oxfam established with local organizations were seen as vital in its ongoing work with the communities and LGUs. Local partners are also key organizations in the communities, and thus have considerable influence and visibility locally. This helped Oxfam in increasing its credibility at the local level. Oxfam's continuous capacity building and participatory programme designing with its partners was seen as a good practice as it constantly deepens the partnerships and, at the same time, enhances the organizational capacities of the local partners.

RIC promoted gender responsiveness, gender justice and gender equality within the humanitarian field.

Through Oxfam's gender justice portfolio and strategy, the roots of gender inequalities and oppressions were addressed, especially during programme planning and development. Women's experiences of vulnerabilities during disasters are exacerbated by various structures of oppression, which may be due to their race, ethnicity, caste, class, age, marital status or gender identities. These intersecting factors have an impact on women's disposition and experiences, especially during crises and disasters. Oftentimes, they take the backseat in disaster response as men are usually at the forefront of assistance delivery and planning.

Women's roles were confined within their homes to domestic roles and responsibilities, ensuring adequate care and support were provided to each member of the household.

With the RIC programme, women in the community have slowly come to the fore of DRRM and disaster response, taking active roles in community planning and project implementation. RIC also paved the way for women to be seen as change agents in times of disasters and emergencies, such as when women took on roles in implementing COVID-19 projects. These changes aligned with Oxfam's feminist principles, which recognize that unequal power relations must be addressed and transformed through increased women's participation, the establishment of supportive environments, and ensuring safety and elimination of gender-based violence. Through the RIC programme, the ideologies and principles of gender justice were promoted and implemented towards a more gender-equal society, especially in times of crises and disasters.

INTRODUCTION

Background

Humanitarian crises, both human-induced and natural, have a huge impact on communities, especially the most vulnerable populations. They exacerbate the situations of marginalized communities, taking a heavy toll on people's health, food security, safety and access to basic and essential services, and leading to high levels of mortality (Figure 1).

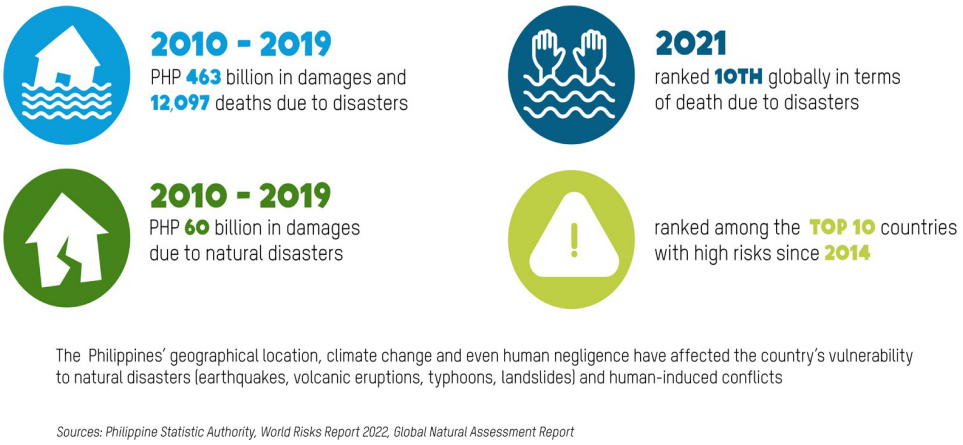


Figure 1. Context and impact of disasters in the Philippines in recent years

Human-induced conflict also occurs in the Philippines, particularly in Mindanao, where decades-long armed conflict, violent extremism, local crimes and rido (clan wars) have displaced families and communities. Compounding the situations brought about by disasters and conflict, the COVID-19 pandemic further exposed the country's vulnerability, especially in its health and basic services. Although the Philippine government implemented several measures to prevent the spread of COVID-19, more vulnerable families experienced the brunt of the pandemic, which affected not just their health but also their livelihoods and employment. Women in the informal economy also have a low earning capacity, little to no labour protections, and lack paid sick leave,

all of which increase their vulnerability to economic shocks.[1]

These disasters and crises have also exacerbated existing gender inequalities. A rapid assessment on gender-based violence and child protection conducted in October 2017 revealed that girls were the most affected by sexual violence in 45% of conflict-affected sites assessed in Mindanao.[2] During COVID-19, enhanced community quarantine regulations increased cases of gender-based violence, especially against children.

Over 1,200 crimes against women and children were reported in March and April 2020, 602 rape cases from 17 March to 23 May 2020, and there was a three-fold increase in tips received about online sexual exploitation of children between March and May 2020.[3] Data from the Philippine Statistics Authority showed that rape cases increased considerably, from 1,656 in 2018 to 2,162 in 2019, and then to 2,168 in 2020, while the Philippine National Police stated that reported rape cases in 2020 stood as high as 6,548.[4] COVID-19 lockdowns also tightened the grip of the perpetrators of sexual violence and trapped women with abusive family members.[5]

Philippine government initiatives to increase the country's resilience

In 2010, the Philippine government shifted how it addressed disasters, moving from disaster response to disaster preparedness. Republic Act No. 10121, or the Philippine Disaster Risk Reduction and Management Act, provided a comprehensive, all-hazard, multisectoral, interagency and community-based approach to disaster risk management through the formulation of the National Disaster Risk Management Framework (NDRMF).[6] Republic Act 10121 also promotes the development of disaster management capacities at the individual, organizational and institutional levels, and recognizes local risk patterns and trends and the decentralization of resources and responsibilities.[7]

The National Disaster Risk Reduction and Management Plan (NDRRMP)

was formulated under this framework, outlining activities aimed at strengthening the capacity of the national government and the local government units (LGUs) and ensuring that civil society organizations (CSOs) are represented at every Disaster Risk Reduction Management Council (DRRMC)/government level. This also provided CSOs with the space to inform government of needs and challenges and formulate guidelines related to hazards and disasters.

Despite this policy framework, gaps in humanitarian response and disaster risk reduction are still evident. Several responses to disasters such as Typhoon Haiyan (2013) and Typhoon Bopha (2012) and COVID-19 (2020) highlighted the limited preparedness and emergency response of both national and local governments and communities. There is a need to strengthen the institutional capacities of both government levels and non-government or community-based organizations to respond to and address the challenges brought about by disasters.

Oxfam Pilipinas country programmes

Oxfam's vision is a just world without poverty – a world in which people can influence decisions that affect their lives, enjoy their rights, and assume their responsibilities as full citizens of a world in which all human beings are valued and treated equally. Oxfam in the Philippines, established in 1988, aims to contribute to the eradication of poverty and support women and other vulnerable groups in saving lives and building livelihoods; enhancing resilience to crises, shocks and stresses; and making voices heard to hold duty bearers accountable.[8]
In 2013, Oxfam conducted a programme evaluation to help shape the development of its Country Strategy 2014–2020. The results showed that much of Oxfam's success can be attributed to its programme approaches, partnership work at various levels of government and CSOs, resource generation anchored on flexible funding policies and strategies, clearer definition of Oxfam's roles and identity in its policy advocacy work, and the creation of new spaces for development and humanitarian

work. Oxfam's work has contributed to policy change concerning women's empowerment and economic justice, such as policies on reproductive health, inclusive livelihoods and recognition of care work. However, much is still needed, with several opportunities to be tapped and internal and external challenges to be addressed.

Oxfam saw an opportunity to further its work in addressing inequality, vulnerability and poverty as it developed and implemented its Country Strategy 2014–2020, keeping the following focus:

- **Goal 1:** Economic Justice (contribute to a reduction in inequality through effective policy implementation and the promotion of practices that favour engagement and economic empowerment of poor people and the most vulnerable populations in rural and urban Philippines)
- **Goal 2:** Conflict Transformation (ideas, beliefs and institutions are transformed to end violent conflict towards sustainable peace in the Bangsamoro)
- **Goal 3:** Rights in Crisis (the Philippines will improve its resiliency and save lives now and in the future by investing in mechanisms to reduce the risks and impact of disasters and respond quickly to disasters, with priority given to the most vulnerable populations)

Rights in Crisis programme and its partners

The Rights in Crisis (RIC) programme is one of Oxfam Pilipinas' three programme pillars outlined in its Country Strategy (2014–2020). The programme provided a framework for the country's team efforts in enhancing the capacities of local humanitarian actors for effective coordination and response in times of disasters, influencing LGUs to put in place mechanisms to improve community resilience, and pushing for disaster risk reduction and climate change adaptation policies.

Figure 2: Rights in Crisis programme spectrum of projects

Throughout its life, RIC has implemented projects across five areas: disaster response, emergency response, innovations in disaster risk reduction, policy influencing and advocacy, and capacity building (Figure 2). This also served as the basis for the selection of projects that were covered by the impact evaluation.

Examples of projects implemented under the RIC programme include ALERT (Adaptive Livelihoods, Emergency Readiness and Timely Response of Communities to Disasters) in Eastern Samar; B-READY (Building Resilient Adaptive and Disaster-Ready Communities) in the municipality of Salcedo, Eastern Samar; Cash-in-Hand (Electronic Cash Transfer and Digital Financial Inclusion during Crises and Conflict); Earthquake Response and Comprehensive and Integrated Response to the Forgotten Crisis in Mindanao; Locally Led Humanitarian Response in Marawi; Hygiene and Behavioural Change Coalition Project in Eastern Samar and Mindanao; iAFFORD (Inclusive and Affordable Financial Facilities for Resilient and Developed Filipinos); and the Typhoon Mangkhut Response in Luzon.

Oxfam Pilipinas' key partners, such as CSOs, the government and the private sector, helped in facilitating the delivery of the programme across the country. These key partners included: the Initiatives for Dialogue and Empowerment Through Alternative Legal Services, Inc. (IDEALS); Sentro

Para Sa Ikauunlad Ng Katutubong Agham at Teknolohiya (SIKAT); United Youth of the Philippines-Women, Inc. (UNYPHIL); Center for Disaster Preparedness (CDP); Community Organizer Multiversity (COM); Exodus from Child Labor to Integration, Play, Socialization and Education (ECLIPSE); Rural Development Institute of Sultan Kudarat (RDISK); People's Disaster Risk Reduction Network (PDRRN); and the Philippine Rural Reconstruction Movement (PRRM). Oxfam Pilipinas has partnered with Maya (formerly known as PayMaya) from the private sector to implement cash transfers. Oxfam also engaged with the academic community, such as Visayas State University – Regional Climate Change Research and Development Center (VSU-RCCRDC) for the ALERT project.

Three major outcomes were set by Oxfam and its partners under the RIC:

1. National and local governments integrate climate change adaptation and disaster risk reduction across institutions, policies and programmes that are responsive to gender-specific needs and capacities, while creating spaces for the meaningful participation of women and men as rights holders.

2. Government agencies, partner communities and local humanitarian actors respond to humanitarian situations in a timely and targeted manner to meet international humanitarian standards and to uphold the rights of the most vulnerable populations during the response.

3. Oxfam Pilipinas and programme partners prepare for and respond to disasters as technical leaders in water, sanitation and hygiene (WASH) and emergency food security and vulnerable livelihoods (EFSVL), utilizing a gender and protection lens to identify the most vulnerable populations in such situations.

Projects under the programme also focused on various strategies: influencing disaster risk reduction and management (DRRM) bodies towards more inclusive and integrated practices; prioritization in DRRM

plans of vulnerable groups' needs in emergencies' research, information dissemination and social accountability actions to improve access to and quality of humanitarian services; awareness raising on the rights of vulnerable groups in emergencies; mainstreaming gender and protection issues; promoting women's leadership in DRRM and humanitarian responses and addressing barriers such as gender-based violence, lack of access to sexual and reproductive health services, the care work burden and limited financial products and services; and piloting anticipatory action.

Overall, the RIC programme has engaged over 30 civil society and private sector groups as partners, resource persons and experts throughout its implementation. Donor agencies and partner affiliates, including Oxfam Australia, Oxfam America, Oxfam Belgium, Oxfam Canada, Oxfam Hong Kong, Oxfam Germany, Oxfam Japan, Oxfam Novib and Oxfam Great Britain, have provided programme funding and technical and capacity building support at various points.

EVALUATION METHODOLOGY

The impact evaluation used mixed methods (qualitative and quantitative) to determine the impact of the RIC programme in reducing vulnerabilities and increasing the resilience of communities, especially women and other vulnerable groups. Figure 3 (further expounded in Annex A) outlines the methodology employed in the evaluation. Annex B provides the detailed profile of respondents for the survey and key informant interviews, while Annex C gives details on the eight RIC projects included in the evaluation.

A programme timeline was developed based on the data collected and results of the desk review. Interventions were also mapped to determine direct links or contributions to the impact of the RIC. Figure 3 shows how the different evaluation methodologies were linked to capture the changes brought about by the RIC programme. A desk review was conducted to influence the design of tools and helped in triangulating data, while primary data was used in validating findings from the desk review. The results of the triangulated data were further assessed using the process tracing approach to establish a link between interventions and results. The evaluation utilized the process tracing approach as it also assessed the strength of the evidence supporting the intervention's contribution.

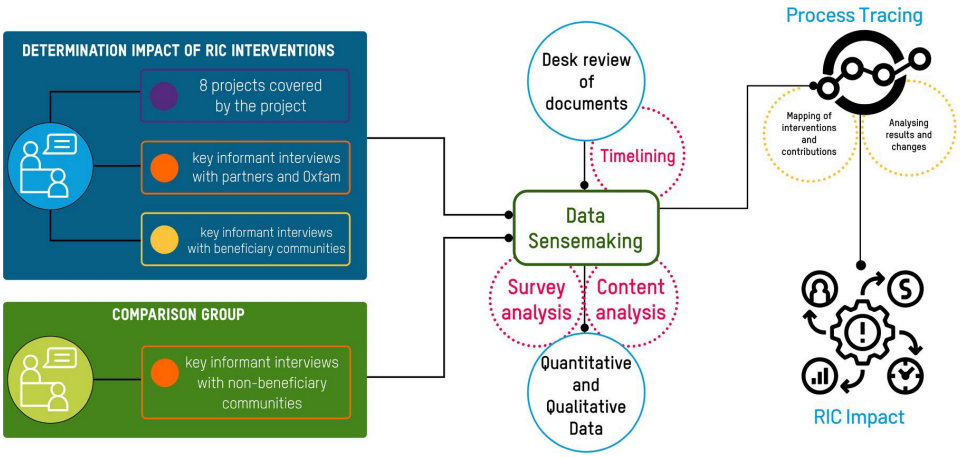


Figure 3: Evaluation design methodology diagram

The evaluation design was influenced by the programme's Theory of Change (ToC). The initial ToC was revised to fit the hypothesis developed for the impact evaluation based on the review of documents and consultations with Oxfam and its partners. These allowed the evaluation to expand the ToC and fully capture the results identified in the documents.

Such a review of the ToC is significant as a ToC is an iterative process that should be regularly revisited to determine its feasibility and progress. The ToC developed (Figure 4) integrated the components relevant to the programme, such as the occurrence of changes at the individual (behaviour) and institutional (policy) levels that led to long-term impact. The impact evaluation mapped both medium- and long-term changes or outcomes.

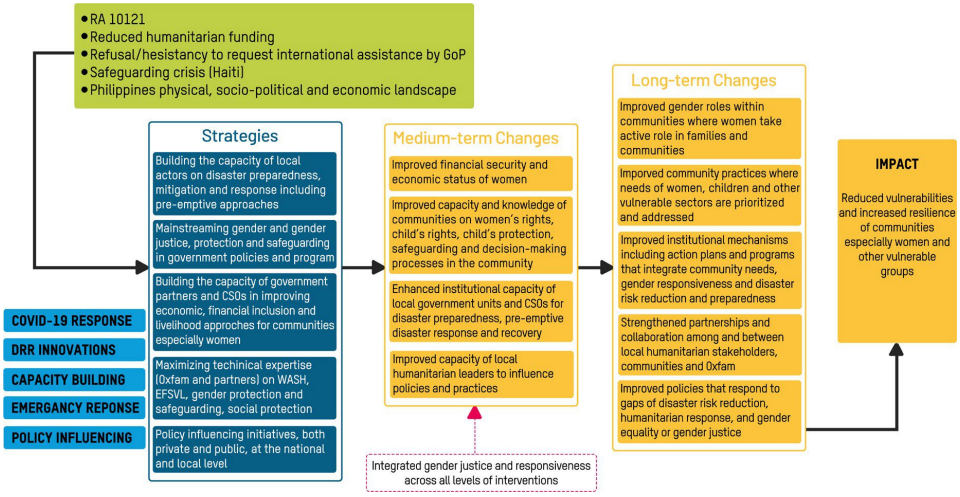


Figure 4: Rights in Crisis Theory of Change

The ToC served as a guide on the linking of strategies and results. The impact evaluation's approach focused on the long-term changes or outcomes and identifying plausible narratives about what could have contributed to the documented outcomes, using the strength of the evidence gathered. In analysing data collected during the evaluation, possible unintended results were also considered and assessed, although no significant unintended changes were found.

To further assess the programme's contribution and evidence, the team used an abridged version of the contribution and evidence scoring, both comprised of a three-point rating scale (Annex A). The evaluation also adopted the Gender Results Effectiveness Scale (GRES) developed by the United Nations Development Programme (UNDP) Independent Evaluation Office[9] to assess the gender responsiveness of the results of the RIC programme, with a particular focus on women or gender. The two approaches complement each other as both look at the strength of the evidence and contributions of project interventions.

The impact evaluation employed both quantitative and qualitative data analysis. For the quantitative analysis, the survey results were analysed using Excel and SPSS. Content analysis was used for key informant interviews using MAXQDA. In the qualitative analysis, the evaluation team also analysed the interviews thematically and based on the evaluation questions.

RIC TIMELINE

2010-2012

- Oxfam finalized its global strategy which shaped the three pillars of its programming.
- Disasters struck the country and influenced Oxfam's disaster response strategy: Cotabato flooding, Tropical Storm Washi, Super Typhoon Megi, and Super Typhoon Bopha.
- In response to Typhoon Ondoy in 2012, Oxfam innovated its cash assistance by starting to distribute cash remittances through LBC, a courier.
- Oxfam established its humanitarian consortium, comprised of four CSO partners.

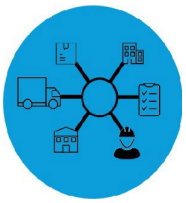
2013-2014

- Typhoon Haiyan struck the country and Oxfam shifted its staffing: with global and international staff and partners.
- Innovations on digitalization of humanitarian response (cash transfer, data collection).
- Increased of staff from 7 to more than 100.
- Shift in programming focus to disaster response.

2015-2016

- Oxfam strengthened its humanitarian consortium.
- Convened all Oxfam's non-RIC partners
- to explore interest to engage in humanitarian response.
- Capacity building for new partners (COM, CDP, SIKAT).

2017-2018



- Government shift to local capacity and support during crises.
- Oxfam tried to shift its programming, with humanitarian response no longer at the forefront. However, the Marawi crisis brought humanitarian response as a core pro-gramme.
- Implementation of Strategic Partnership Model. Pilot of the new model in the Typhoon Lawin response.

2019

- First anticipatory action activation. WASH in Emergencies Policy Guidelines
- Challenges for some CSOs and NGOs, including Oxfam, as they were included in the massive red-tagging of community-based organizations which halted some of its activities in the communities.[10]

2019

- COVID-19 pandemic affected the implementation of Oxfam projects. Adaptive management implemented, especially in conducting activities.
- Oxfam reduced its country presence.
- Revisit humanitarian strategy – HRC model to increase response from communities.

EVALUATION FINDINGS, ANALYSIS AND RECOMMENDATIONS

The impact evaluation highlighted two sets of findings: on the RIC programme's design and programming; and its impact on the reduction of vulnerabilities and increasing communities' resilience.

Finding 1: RIC's design of including partners and stakeholders, especially community members, increased the projects' relevance and effectiveness	
Contribution score	
Evidence score	

The Philippines' continual exposure to disasters makes communities more vulnerable and susceptible to hazards, threatening their wellbeing and economic stability. These conditions are oftentimes not addressed as programmes implemented by non-government organizations (NGOs) and LGUs involve a 'menu of interventions' which may not fit the different contexts of the communities. The RIC's engagement with local partners, which in turn engaged community members, helped in making projects more suitable to the needs of the communities as their participation brought their issues and challenges, including the risks they foresaw, to the forefront of project design.

Local partners worked with the community to develop the project proposal for initiatives that fall under the RIC programme. As a result of community participation in the proposal's design phase, interventions

became more relevant as community members saw these as fitting their situations, and more effective as these addressed their needs (Figure 5).

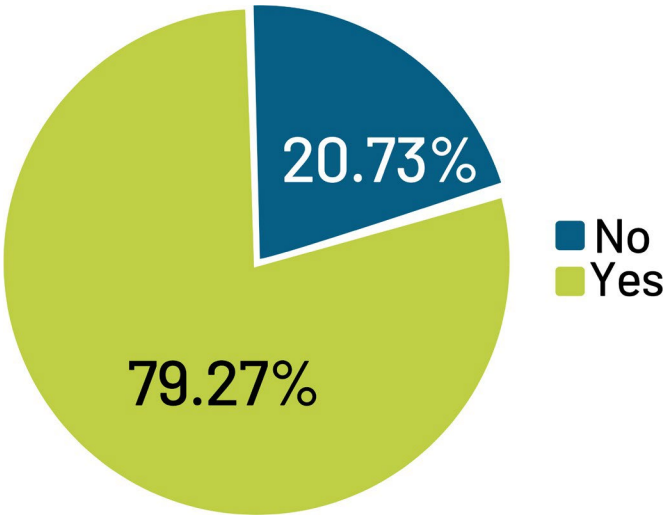


Figure 5: Do you think that the assistance benefited the people who need it the most?

In Mindanao, for example, the REACH project not only addressed their WASH needs, but also assisted them in securing a birth certificate so they could prove their legal identity. This response enabled community members to understand the significance of having legal documents, especially for accessing other government services and employment. Like the Typhoon Rai response, initiatives under the RIC demonstrated the mainstreaming of gender in programme design through capacity building activities in LGUs. This was a vital contribution of the RIC, as humanitarian programmes are often focused on response time and delivery and overlook different gender roles and situations.

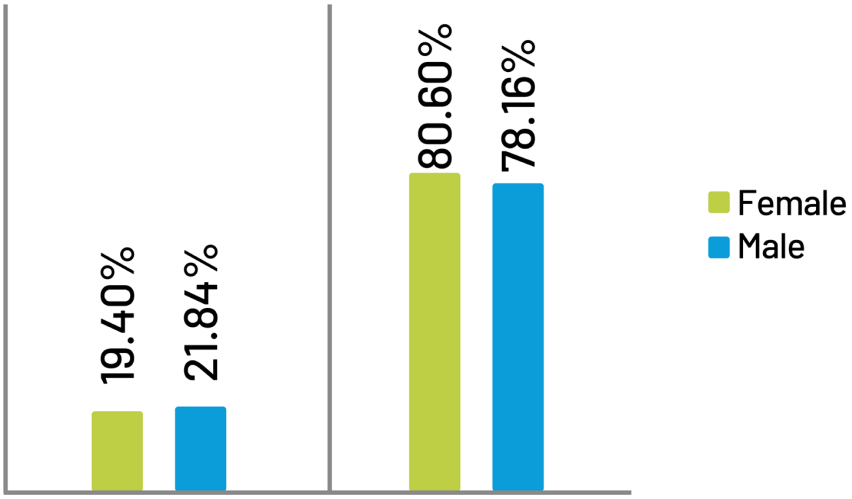


Figure 6: Do you think that women are active in rapid response or assistance during disasters?

In addition to project development, women in the community played a crucial role in project implementation, which provided them with opportunities to develop their leadership and management skills (Figure 6). This participatory implementation boosted women's confidence as they took leadership and active roles in their community, especially during the COVID-19 restrictions when Oxfam and its partners were unable to visit communities.

> *'The pandemic provided an opportunity to recognize women's roles. Women were in charge of carrying out project activities. Some of these women were new leaders but they received training and eventually gained confidence. Their role was recognized because they were the ones who took action.' COM community organizer*

Partner organizations also acknowledged that LGUs have limited knowledge on policymaking and humanitarian response, and the initiatives to include them helped LGUs to improving their knowledge and capacity on disaster response and, at the same time, helped them in looking at the community's vulnerabilities and increased their ownership

of these strategies. This strategy also led to the building of community champions who supported and led project interventions.

> *'On the part of the City Government, within the City Council, we have the Office of Social Welfare and Development Services. The office integrates and considers the situations of vulnerable sectors during the planning.' LGU Planning and Development*

Overall, the designs of RIC projects were viewed as needs-driven rather than donor-driven. Interview data supported this, as every proposal was based on the needs assessment and consultation with communities, including local governments and women's representatives. In addition, project design was determined by Oxfam's and its local partners' capacity to implement specific thematic areas. While the donor had a certain influence on the proposal's content, such as the European Community Humanitarian Office (ECHO) requiring them to integrate gender markers and logical frameworks, the primary content of the design was still determined by the needs assessment conducted by the partner and Oxfam.

Several donors supported Oxfam's humanitarian response projects. One donor was ECHO, to which Oxfam submitted an annual consortium proposal with its partner organizations. Oxfam's ECHO-funded projects were multisectoral, such as the REACH project, which also addresses education and shelter. Oxfam also received funding for humanitarian initiatives from Oxfam affiliates or Oxfam entities in other countries, although these amounts were not as large as those from other institutional donors.

Analysis

The RIC programme helped in shaping humanitarian response and disaster risk reduction programmes to include the needs of vulnerable community members. Although Oxfam is not the only organization that is doing this, as there has been a shift to a more human-centred humanitarian response, Oxfam was one of the lead agencies that did this at the community level. Interviews with its partners and LGUs mentioned the effectiveness of Oxfam's community-based approach as it looks at more tailored forms of intervention.

This approach also established local champions in the community as community-based training helped them acquire knowledge and skills in implementing humanitarian and disaster response. The participatory process also increased trust among these champions as they see their relevance, not just in the implementation but also in the community. Although the data collected did not indicate an increase in the number of champions, interviewed partners mentioned that reaching out to communities and constantly engaging community members, not just the leaders, increased the active participation of community members and families of those who were engaged. Local champions also served as focal persons for projects, especially in coordinating activities.

The project strategy contributed to enhancing the institutional capacity of LGUs and the knowledge of community members by increasing their ownership of the projects, which also served as an entry point for further behaviour changes and changes in community mindset. For one, the mindset that saw women as being weak and passive participants in humanitarian and disaster risk reduction programmes was shifted as community members saw them take a more active role in implementation.

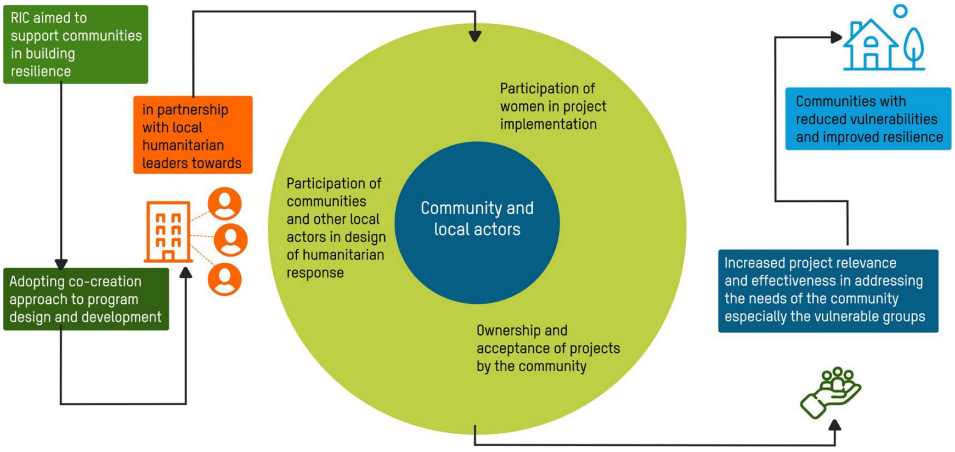


Figure 7: Finding 1 contribution flow chart

Recommendations

Community-based approaches and citizen engagement are seen as effective vehicles for disaster response. The community engagement employed by Oxfam facilitated a smoother implementation and delivery of projects and, at the same time, boosted community members' morale such that they are not just recipients of assistance or services, but also active project participants. One area of improvement, which Oxfam can further improve, is to sustain these engagements and document these practices. Despite Oxfam's accountability and engagement initiatives, the evaluation found very limited documentation of these, although the survey results (Table 1) indicate that community members are already aware that some mechanisms exist in their community.

Statement (5-point Liker scale mean analysis: 1–1.8 Strongly Disagree; 1.81–2.6 Disagree; 2.61–3.4 Neutral; 3.41–4.2 Agree; 4.21–5 Strongly agree)	**Mean**
Our barangay is disseminating information or reporting to community members about the allocation and use of the local budget for disaster risk reduction and management (DRRM)	3.738

The Disaster Risk Reduction and Management Plan (DRRMP) of our LGU has a readily available budget that can be immediately used when needed.	3.692
DRRM funds are optimally and properly used by our barangay to prepare and ready our barangay for disasters.	3.769

Table 1: Community awareness on sustainability and accountability mechanisms

Disasters are not one-off events but, as mentioned by interviewees, a constant threat to their wellbeing, which is why they see the significance of sustaining the gains of the RIC and its strategies. Thus, it is recommended that Oxfam and its partners explore the development of a minimum sustainability standard checklist to see if projects are consciously establishing sustainability mechanisms. This will ensure that not only are the gains of the project sustained, but also the communities' capacity, resources and motivation around disaster preparedness.

As Oxfam Pilipinas has been quite strong in engaging communities, Oxfam should continue building and reinforcing the capacity of people's organizations and local champions in each of the communities that Oxfam is working with. In addition to involving them in the design and implementation of projects, they should be engaged in monitoring and establishing sustainability and social accountability mechanisms. As highlighted in the PDRRN study on social accountability in emergencies,[11] there is a need to strengthen citizen-driven monitoring and engagement around humanitarian response, not just in the delivery of services by Oxfam and its partners, but also from local governments and other actors.

Oxfam should also design a standard capacity-building training course for people's organizations and local champions that is focused not only on the project's thematic areas but also on management support, including fiduciary processes and safeguarding, communication and monitoring. Information sharing is a key area in ensuring project relevance and effectiveness as it helps the project share information and

learn from the communities on what areas to focus on and how to better communicate using different platforms and materials. On management support, key topics can include ways to change mindsets or attitudes, as this is seen as a key influencing factor not just in ensuring participation but also in securing resources to support disaster risk reduction and mitigation.

Finding 2: RIC enabled platforms, structures and mechanisms, at both the local and community levels, in improving the capacity and knowledge of communities, thereby enhancing practices and gender roles.	
Contribution score	
Evidence score	

In the southern part of the country, particularly where Oxfam partner communities are, most community members often associate the occurrence of disasters and misfortunes with certain superstitions which marginalize some members of the community. For example, in Mindanao, there are some people who believe that disasters occur due to the increased number of lesbians, gay, bisexual, transgender, intersex, queer and asexual (LGBTQIA+) individuals – a belief that has led to persecution and discrimination. RIC's series of orientations and capacity building on the causes and mitigation of hazards allowed community members to correct their belief that natural disasters are associated with people and changed community members' mindsets by increasing their knowledge of disasters and the actions needed to avoid the associated risks and hazards.

'The training was quite beneficial. Because of the training, we now know what to do. Apart from that, participants learned how to interact with others. The participants, even those who cannot read and write, became informed. Because of the project, they gained knowledge.' iAFFORD beneficiary

Among the interventions provided by one of Oxfam's partners were community-based education sessions, which include family preparedness in times of disaster and other emergencies. These sessions used information adopted from government sources and advocacies, which are adapted to the situations of the communities. This strategy makes the sessions' content understandable to community members as they relate it to their own experiences.

'One of our community-based education sessions is on family preparedness. We got this from the Department of Social Welfare and Development while it was still new in the 1990s and it is still one of the Department's programmes today. This should be adopted, and we should help them in the implementation.' PDRRN partner

However, the progress made via community-based education needs to be sustained as awareness raising and training were seen as sometimes having limited impact if households still need to be concerned about their income or their household during calamities. As also acknowledged by Oxfam's partners, it is important to supplement this training with a holistic approach that includes assistance on livelihood opportunities to alleviate families' issues which could possibly hinder their learning.

Another key milestone of the RIC programme was its promotion of innovative processes within LGUs especially in pre-emptive disaster response. Pre-emptive disaster response allows community members to prepare prior to a disaster through interventions, one of which is financial assistance. Interview data also shows that cash transfer as a pre-emptive strategy was seen as beneficial since access to funds is quicker. In addition to receiving cash, community members participated in disaster preparedness and financial literacy sessions, which guided them in deciding how to use the money. Oxfam Pilipinas' partnership with a large digital payments and financial service institution, such as with Paymaya (now Maya) implemented in the previous project, facilitated the use of cash transfers and offered families easy access to money. Interviews with community members showed that the Paymaya cards initially intended to receive cash-based assistance from the projects were used by project beneficiaries to start their savings, with 61% recognizing its importance in addressing the impact of future disasters (Figure 8). On the other hand, while the use of this system enabled quick and easy processing of cash transfers, there is still a need to rethink the strategy especially for far-flung areas, where access to cash-out systems is still limited.

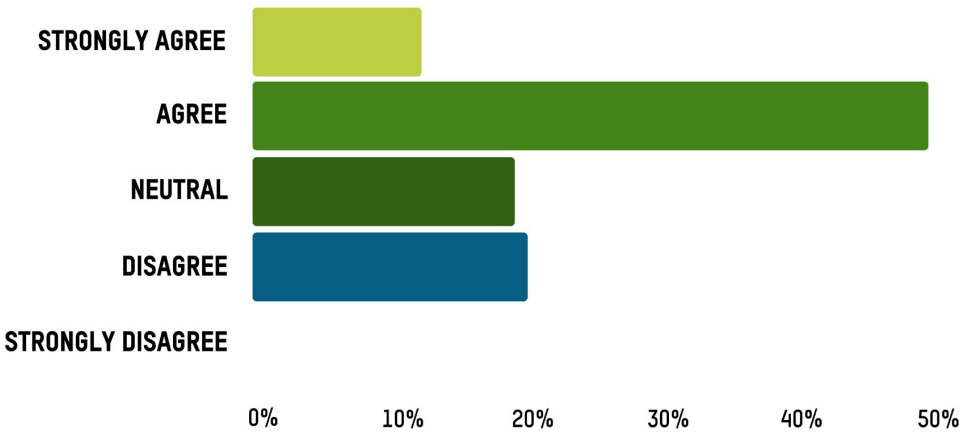


Figure 8: I and my household members are saving to enable us to buy necessities for future emergencies and disasters

Local governments support anticipatory action and recognize that it significantly contributes to reducing the damage that hazards can cause. However, they are constrained because there is no national policy or legal basis for anticipatory action. Currently, Republic Act 10121 stipulates that 70% of the DRRM Fund can be used for disaster preparedness, but this is limited to training and the purchase of equipment such as an early warning system for the community. Direct assistance for disaster-affected households is covered by 30% of the DRRM Fund but can be accessed only if a state of calamity is declared. Consequently, local governments are still hesitant to implement or sustain this. In addition to the lack of a legal basis, direct assistance is viewed as a vehicle that will make families dependent on cash transfers from the local government. One way to mitigate this is to employ conditional cash transfers, where recipients are expected to do some work or participate in activities before receiving assistance. Work can be related to disaster preparedness, such as cleaning drainages and sandbagging.

LGUs have also tried to integrate anticipatory action in their processes in innovative ways. In the B-READY project, the Sangguniang Bayan (local legislative body) of Salcedo recognized the value of pre-emptive disaster response introduced by the project, which led them to pass a resolution adopting the use of the parametric model developed by the Philippines government for the LGU's pre-emptive disaster response. This resolution can be used by the mayor as the basis to release funds from the LGU's maintenance and other operating expenses allocation to help sustain the initiative, expand it to more barangays in the municipality, and provide an annual allotment of PHP5m for pre-emptive disaster response.

Oxfam and its partners devoted significant portions of its anticipatory action to enhance the LGUs' capacity for disaster risk reduction, particularly through developing risk maps and establishing forecast index monitoring models. However, because these require advanced knowledge and technology, it is necessary to continue training local governments on how to use and improve the forecasting system.

Other forms of anticipatory action, apart from cash transfer, were conducted under RIC, such as community savings and crop insurance. Community Organizer Multiversity (COM) established small savings organizations in Kidapawan, where funds can be utilized immediately to meet essential needs before a disaster. However, this approach is still contingent upon community acceptance and financial readiness. It is also interesting to note that communities and LGUs have already been taking anticipatory actions, but they call these disaster preparedness or part of contingency planning. These include stockpiling and issuing evacuation orders if the community's early warning system indicates that the threshold has been reached. The communities prepare their crops in case there is a threat of flooding and organize their belongings for a possible evacuation when they see a military drone in the community, as this indicated that armed conflict may soon erupt.

Furthermore, RIC interventions at the local level contributed to strengthening the capacity of DRRMCs to co-lead humanitarian responses to climate-induced natural disasters and become more responsive, which led to the robustness of their contingency plans. These plans were then implemented because the LGUs have allocated a budget to cover capacity building on disaster risk reduction and procurement of non-food items and equipment. In addition, these plans serve as a precedent for future plans to include areas that will reduce communities' vulnerabilities. The knowledge that they gained from the training sessions provided in the RIC added to the integration of key disaster risk reduction and gender concept in the contingency plans. These plans were later used during the COVID-19 pandemic. Other members of the LGUs also took the lead in providing training and awareness raising even on health, water and hygiene, and sanitation. This approach reinforces the knowledge gained by participants in training sessions and was seen as an opportunity to further encourage community members to adopt the new and improved practices.

'Our intervention is more on awareness, especially with the barangay health workers whom we ask to lead sessions on awareness raising since they know more about this and community members look up to them for health concerns … at the same time, it boosts their confidence and helps encourage more community members since they easily connect with the barangay health workers.' IDEALS staff member

One of the meta-evaluations carried out by Oxfam reported improved organizational abilities among partners and LGUs to carry out needs assessment and efficient distribution of various forms of assistance (e.g. cash transfers, shelter repair and WASH kits, school supplies, solar lamps, fresh/non-processed food items for indigenous peoples).[12] Throughout the delivery of these services, the priorities of the most vulnerable populations, gender-related approaches like gender sensitivity and women's rights orientations and safeguarding and protection training, and sustained risk communication and information dissemination, were incorporated. This finding was further supported by data from the impact evaluation which shows that local partners and LGUs have enhanced their capacities and are now better trained on disaster response, including pre-emptive disaster response such as developing evacuation plans. In partnership with organizations that are experts in disaster preparedness and response, LGUs can apply their learning as they enhance their current programmes and plans related to DRRM. The RIC programme also increased its reach by involving more barangays in the capacity development training.

'They help us improve our programmes and plans. For example, in the formulation of contingency plans and other interventions, we receive help from Oxfam.' LGU officer

In terms of delivery of assistance, 84.62% of survey respondents said that the assistance they received was timely, a result of RIC coordinating its work with local partners and LGUs (Figure 9). This was seen as a milestone as it pushes the LGU and partners to advance delivery to assist community members when they need this assistance the most.

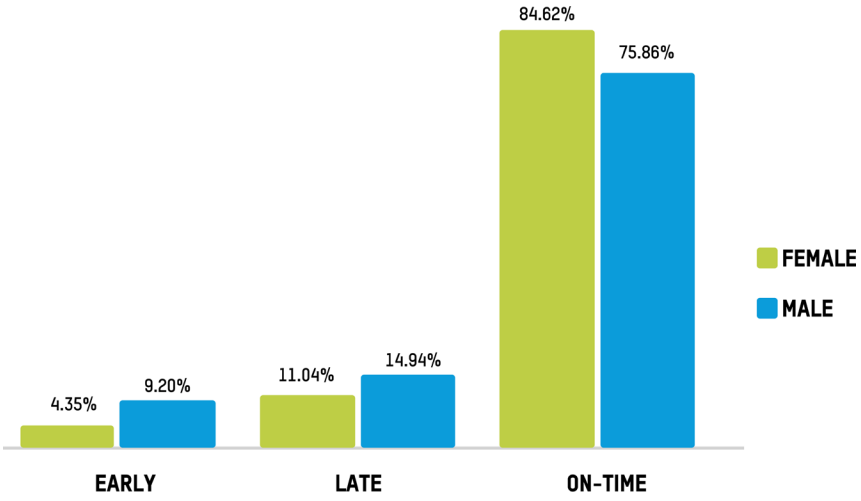


Figure 9: Timing of the assistance

'We can see changes, since in the past, assistance would arrive after the disaster, while now, assistance arrives early and sometimes even before a disaster.' Community member

Another strength of the programme was its work in advancing women's and vulnerable groups' agendas (Table 2).

It demonstrated its responsiveness to the needs of the most marginalized and vulnerable groups in the community by increasing awareness about, and a better understanding of, the needs of disadvantaged groups, more inclusive DRRM plans, greater participation of vulnerable populations in disaster preparedness, and higher community engagement in addressing their needs.

Evidence from key informant interviews with community members noted the effective integration of gender and women's rights considerations in disaster response and recovery efforts as an outcome of the programme's diverse interventions. Interventions were able to prioritize the needs of women, which were reflected in the provision of shelter and WASH services; the distribution of solar lamps, which purposively addressed security issues in evacuation camps; the conduct of culture-sensitive briefings on safeguarding and protection concerns; the formation of gender-based violence watch groups; the setting up of childminding stations, priority lanes and women-friendly spaces during assistance distribution and other project activities; and efforts to ensure that women and other vulnerable groups are represented in all phases of the response.

Women are also more active in terms of planning, something that partners saw because of the capacity building that was provided to them. Partners saw this as a confidence building, not just capacity building, activity, that helps improve the roles and situations of women in the community and the family. One example cited by a local partner was how women now take the initiative in designing plans and activities and integrating their own creativity.

'Women have the capacity now to do their own plans. Before they did a plan where they put the things they want to happen in the community, which includes all members, not just the women; and now they also made it more creative, like doing role plays.' – Women community leader

Statement (5-point Liker scale mean analysis: 1–1.8 Strongly Disagree; 1.81–2.6 Disagree; 2.61–3.4 Neutral; 3.41–4.2 Agree; 4.21–5 Strongly agree)	**Mean (female)**	**Mean (male)**
Women are actively involved in DRRM governance processes and mechanisms.	**3.93**	**3.77**
Women's needs were considered and satisfactorily addressed in local DRRM plans and programmes because of women's participation in DRRM activities.	**3.86**	**3.80**
Women actively participate in DRRM-related activities in our community.	**3.89**	**3.85**
In the past two years, men household members have participated in disaster-related care activities in my household (e.g. childcare, caring of elderly people, caring of sick family members, household chores).	**3.92**	**3.86**
Women have leadership roles in DRRM bodies.	**3.66**	**3.62**
The needs of vulnerable groups were considered and satisfactorily addressed in local DRRM plans and programmes because of their participation in DRRM activities.	**3.78**	**3.76**

Table 2: Women's roles and participation in the community

Interview data also showed that there was a change in the way men and women viewed the roles of women in the household. The roles of women in the community also improved, such that they are now part of the Barangay Health Emergency Response Teams (BHERT) and other barangay committees. Although this can be attributed in part to women having positions as barangay officials, the roles that they already hold can be an entry point to more gender-sensitive and gender-responsive interventions. Cross-cutting issues of gender and protection were mainstreamed in the overall response strategy. To ensure such integration, at the minimum, orientation sessions on gender and protection were conducted as part of all community-level activities. Project team members were well-informed of the gender and protection dynamics on the ground, reflecting regular orientations on gender and protection and ensuring that interventions were effectively and efficiently responding to such developments. All activities were designed and implemented to respond to gender issues and ensure safe programming.

One unintended result associated with the increasing role of women in the community is the increased tasks and responsibilities they now have to manage between their home and their community. This adds to their care work and household responsibilities. However, when asked how this was addressed, the interview data suggests that men and boys are now helping with housework, such as doing the laundry. Thus, it can be surmised that the roles women play in the community increased their importance to their families and family members are now helping them and acknowledging that their roles now go beyond the household.

The survey results also reflect high mean scores across statements that reflect the capacity of households and local government agencies for disaster preparedness and response. Generally, respondents who received capacity building interventions reported higher mean scores, which shows the knowledge they have gained from the RIC. For example, respondents who attended training reported increased (mean score: 4.0) knowledge on preparation and stocking of an emergency bag or kit to be used during disasters, compared to those who did not attend the training

(mean score: 3.6). It is interesting to note, however, that statements that correspond to learning from past typhoons or floods where the LGU carried out actions have a lower mean score (3.8), meaning that respondents who attended training saw gaps in the ways their LGU learned from previous typhoons.

The desk review and interviews also showed that there were innovations to support renewable energy solutions, which include natural resource management, tree planting initiatives and solar energy promotion. During the Typhoon Rai response, the solar bubble dryer was one significant initiative developed by Oxfam that is still regularly being used by the communities. Solar lights were also installed to provide light to those areas and communities without electricity and, at the same time, ensure the safety of women and girls, especially at night. During the distribution of hygiene kits, Oxfam also ensured that the use of plastic packaging was avoided, thereby supporting environmental protection and conservation. Oxfam also implemented interventions using the landscape approach, wherein farmers started organic farming as an alternative to using chemical fertilizers, which have a negative impact on the environment.

Analysis

Partners acknowledged the contribution of awareness raising in disaster preparedness and disaster response. This was evident based on the changed mindsets of partner LGUs and community members. The information shared during training sessions also triggered a change among women to take on an active role in addition to the roles they are already performing in their household. The interview narratives and survey data also support how capacity building interventions contributed to the changes in gender roles and in improving the practices of LGUs, including disaster risk reduction planning.

Based on the designs of RIC projects, training and capacity building were focused on skills, capacities and on influencing policies, and much less

has been seen on how these were designed to change existing behaviours or mindsets of communities towards women. Yet, their conduct bridges this divide: as skills and capacity changed the behaviours of community members also changed. The interview data shows that this can be attributed to the significance that community members place on the safety of their families, their livelihoods and their communities during and after disasters or emergencies, which is why husbands also support their wives in their disaster risk reduction roles. This also put a dent in the perceived notion that disaster risk reduction is a 'male-dominated field' as it involves strenuous physical activity and long hours of work. Women's active engagement in planning and other activities has started to solidify their role in disaster preparedness, where they are no longer seen as passive recipients of humanitarian aid or interventions. Examples provided on how women take the initiative in the preparation of emergency kits or bags within the home demonstrate how they take an active role in protecting their family.

Plans and other processes within the LGUs also saw an improvement as they became more sensitive to the needs of vulnerable groups. The data collected showed how the RIC interventions influenced further innovations in the LGUs as well as the improvement of their plans. An example is the use of digital cash transfers to manage the disbursement of cash grants efficiently and safely as a way of providing accessible digital financial services to climate-vulnerable communities. The prepaid card issued to beneficiaries can be utilized by Oxfam, the government, or other humanitarian actors in the provision of future cash assistance if registered cardholders are again affected by a disaster. With this kind of strategy, there is no need for new profiling or registration, and cash can be downloaded quickly and directly to beneficiaries.

Analysis of the available data also showed that the programme interventions resulted in better integrated measures in disaster risk reduction and climate-change adaptation laws, policies and programmes. Examples include barangays that integrated safeguarding protection provisions into their updated contingency plans and

implemented protection measures during emergencies, such as the training of vulnerable groups on referral pathways, organized and activated local focal persons on violence against women and girls, information dissemination on child protection, and the establishment of community referral systems).

The introduction of cash transfers was also an innovation in how humanitarian response projects are implemented. Cash transfer through Paymaya was perceived as one of the significant innovations by Oxfam Pilipinas, where community members were registered through the digital platform as part of their cash transfer programming. Communities that have been served by Oxfam have easier access to this digital platform and, at the same time, to Oxfam's response in times of disasters or calamities.

Furthermore, because of RIC programme interventions, natural resource management-based initiatives and social enterprises focused on aquaculture, local products, raising hogs and vegetable production, and community-based resource management ventures (i.e. mangrove rehabilitation and development of marine protected areas) have been established and are operational.

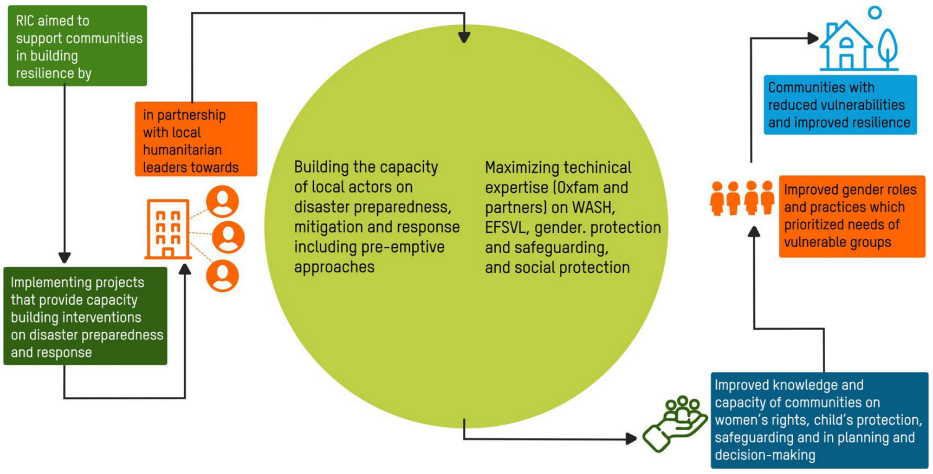


Figure 10: Finding 2 contribution flow chart

Recommendations

Local partners do regular training and capacity building with community members and leaders and the LGU to ensure that capacities are sustained and to institutionalize project gains and good practices within the LGUs' plans and processes. The evaluation found that collaboration between partners and LGUs led to an endorsed and adopted resolution by LGUs to support disaster preparedness work in a community, since it ensured allocation of resources and integration towards their plans. Collaboration is seen as vital in this influencing process as the LGU sees the value in supporting disaster preparedness. This should be adopted in other LGUs and programmes. In designing future programmes, Oxfam and its partners should include the institutionalization or adoption of possible policies that would support the sustainability of project gains or continuation of project objectives. For example, in a disaster risk reduction programme that focuses on capacity building and training, the design should embed at least a policy or guideline that can be adopted by the LGUs or communities to ensure that disaster risk reduction will be continuously worked on in the community. This can be a new guideline or policy or an enhancement of existing processes or guidelines.

The pre-emptive cash transfer was seen as a good strategy for anticipatory action; however, there is also a need to further expand the process and possibly replicate it in other projects outside of the RIC. In the future, in its resilience portfolio Oxfam Pilipinas should regularly test and retest the concept, but actions on other supporting components of anticipatory action must also be pursued, especially ensuring an effective early warning system at the community level. At a larger scope, policy advocacy on science-based forecasting and risk analysis must be continued.

Because anticipatory action is still a new concept that includes lobbying efforts in national and local governments as well as the community, it is critical to equip partner organization staff to learn more about and test the concept. Aside from improving knowledge on disaster risk reduction,

it is also essential to support LGUs in obtaining risk data that will be the basis for the activation of their anticipatory actions.

One other recommendation is to address possible factors hindering awareness raising or training, such as households' economic situations. One of the partners acknowledged that it is difficult to inculcate changes or behaviour change if families constantly worry about their source of income or their livelihood. Sustenance and support for the family are still the priority, thus, knowledge learned from training has the possibility of being put to the back of their minds. To address this, Oxfam and its partners could explore:

- The holistic design of programmes to always include livelihood assistance or linking to organizations that can support livelihood or income opportunities for community members. This follows the triple nexus approach, where development initiatives should be part of humanitarian projects or programmes.
- Developing a simple checklist of the key points of the training, which can be given to participants to either put in their house or in the barangay hall for reference. This can emphasise what they have learned, despite the worries they have, as constant reminders will reinforce behaviour change.

Oxfam should also continue integrating renewable energy and sustainability into its humanitarian action operations and explore how to further strengthen and highlight its current initiatives and innovations in relation to renewable energy solutions. Aside from not using environmentally unfriendly materials during distribution, Oxfam Pilipinas can consider integrating renewable energy into its sectoral focus, like the use of solar energy in water supply systems (lighting and pumps). Oxfam can also consider evaluating its carbon footprint in its operations to identify operational aspects that can be improved. This is to further encourage and influence relevant humanitarian and development stakeholders and communities to fully transition to a more sustainable energy system.

Documentation of good practices on renewable energy solutions and tailoring them to Oxfam areas and interventions can help Oxfam to scale up its innovations.

In terms of gender-related strategies and improvements, the RIC programme has already considered the importance of women's representation, participation and leadership in the realm of humanitarian crises and response, especially during DRRM planning and implementation. Women continue to consider family members in decision-making processes related to DRRM planning and implementation without neglecting their gender roles at home. This is crucial and a significant move towards more holistic solutions that would address the actual needs of family members in the community. However, it is recommended that these achievements be sustained and continuously advocated to ensure that other community members are more gender aware and supportive of the shift in gender norms and roles within communities. This is to ensure that during women's representation and leadership and decision-making, care work and gender roles at home are redistributed to avoid exacerbating gender issues such as multiple burdens on women.

Finding 3: RIC strengthened partnerships and collaboration among and between local humanitarian actors, communities and Oxfam on humanitarian response and DRRM.	
Contribution score	
Evidence score	

In the humanitarian field, coordination and synergy are very important as they ensure no further disruption of the already disrupted community and displaced community members, and that initiatives and efforts are not duplicated. Thus, it is crucial for Oxfam and its partners to strengthen

their partnerships and links between them and with the communities and LGUs they are working with.

Oxfam's partnerships have also evolved over the years. In 2017, its Strategic Partnership Model prompted a proposal to devolve the role of humanitarian lead to its partners as it was anticipated that the bulk of humanitarian work would rest with its partners. This is also a way of building partners' capacity and giving them more of a lead role in humanitarian response.

> *'We foresee that, on a larger scale, local partners will take the lead in humanitarian work and that Oxfam will just have a small team, which could be composed of just 20 to 30 people.' Oxfam staff*

However, this was not implemented as it was acknowledged that a transition is needed since abrupt changes might not be efficient or beneficial. Thus, there is a need to further deepen the engagement with partners and provide regular capacity building and training in humanitarian response and disaster risk reduction. Furthermore, disasters and emergencies happen frequently, and it is not easy to consolidate all local partners, hence the need for the critical position of humanitarian lead.

> *'It's a long process, a long journey of working together, building relationships, building capacity, knowledge and skills. You won't be able to accomplish all of those if you will leave your partners behind and just give them all the work. That is one of the main changes in terms of our partnership. The deepened collaboration and working together.' Oxfam staff*

'We work with partners. We assist our partners and give technical support. We also work on the ground. We don't just stay in the office or give instructions to our partners, but we also do fieldwork. Sometimes, we are part of our partners' implementation to show our support for them since we also know that humanitarian response requires timeliness and fast delivery of interventions.' Oxfam staff

One unintended change that resulted from Oxfam's changing partnership approach was during Typhoon Haiyan, where the response included a reliance on international experts and staff. The interview data showed that this, in a way, sidelined Oxfam's humanitarian partners as they were no longer at the forefront of the response. Although they were still part of the response, it removed the leadership and ownership that Oxfam's partnership strategy was trying to build. The context, however, largely influenced this strategy of engaging more international staff, given the large scale of Haiyan's impact and how local partners were overwhelmed by it. This unintended change was addressed when Oxfam once again reinforced its partnerships with local partners and continued their capacity building and building ownership of their humanitarian strategy. What happened can be seen as more of a learned lesson for Oxfam, especially in handling large-scale disasters such as Typhoon Haiyan.

Promoting local humanitarian leadership proved to be one of the strong suits of the RIC programme and Oxfam Pilipinas' programmes in general.

This is best shown by Oxfam Pilipinas ensuring that most project funding goes to local humanitarian partners, amounting to a minimum of 87% (according to the Oxfam One Program Report).[13]

One of the highlights was COM's COVID-19 pandemic response, where they were able to put local humanitarian leadership into practice by acting as the lead on action and providing technical guidance, while mobilizing their local people's organizations to implement the response

on the ground, through activities such as beneficiary identification and profiling. The approach worked because of the presence of people's organizations, that COM had organized. This may not be the case in other communities. The people's organization leaders shared that the programming was smoothly implemented in the community, given the long presence of the people's organizations there.

> *'We are part of the consultation. The idea came from us. The community was receptive when we introduced Oxfam and its programme because they have long been familiar with COM and the Homeowners' Association.' People's organization leader*

The introduction of the Strategic Partnership Model in 2017 also nurtured and strengthened local humanitarian leadership, especially on influencing policies and advocacy. Through its partners, Oxfam has reinforced its strategies on policy influencing and maximized its partnerships and the strength of its partners, especially on advocacy and community mobilization. Having different strategic partners in different geographic locations also improved Oxfam's credibility, especially in local communities.

One area of improvement for local humanitarian leadership is the need to have a local organization that will take the lead in managing the humanitarian action, but this entails additional costs as the local organization might need to engage multiple organizations, which will also increase the logistics costs and areas such as capacity building. One of the reasons why additional costs can be incurred is the need to invest in training and capacity building, especially on SPHERE standards, safeguarding and protection, and building back better. Knowledge about humanitarian action might not encompass the knowledge and capacity needed for implementation.

This is a challenge faced not only by Oxfam but by other international agencies that promote local humanitarian leadership – that not all local organizations are ready to act. In most cases, humanitarian action means the distribution of relief goods or building evacuation tents. This is where Oxfam and other international agencies can continue to intervene as they add value to the existing humanitarian action strategies of local organizations – providing capacity building support for many local organizations that they think have the potential to be tapped during an emergency.

Another best practice of Oxfam Pilipinas and its partners is the co-creation approach (i.e. proposal development), which was very helpful in delivering good results. It presented an opportunity for partners to really grow their capacity in designing and implementing projects. It also helped transfer the knowledge Oxfam has to its partners, which partners were thankful for. The regular partners' conversation/convergence meetings proved to be a great opportunity for individual organizations to improve their systems and processes by learning from others and, at the same time, be able to understand the capacity building needs of their fellow partners. From those identified needs, Oxfam and other partners would provide the appropriate support.

Oxfam Pilipinas has also localized its programmatic action, especially in terms of funding. The Humanitarian Response Consortium (HRC) was one of those that benefited from this localization because, in addition to support for capacity development, Oxfam provided HRC members with a PHP4m Quick Response Fund.

This fund can be accessed for assessment and initial response initiatives. The HRC is only required to replenish it once it has received the funding from its response donor.

Not all Oxfam partner organizations, however, have quick response funds. Due to the time-sensitive nature of responses, some partner organizations mobilize their own resources for initial response activities.

In the case of a six-month response project, the funds are not promptly downloaded. For the earthquake response in the municipality of Abra, there was a two-month delay in transferring funds to the partner for a six-month project, but the initiatives still had to be completed within the six-month timeframe.

Analysis

Evidence gathered by the evaluation showed that partnerships built by Oxfam with its local partners were effective as they allowed partners to be treated and view themselves as collaborators instead of grantees. This also helps partners build their own organizational capacity and acknowledge that Oxfam is one of the leaders in the humanitarian field. Thus, they look to Oxfam for its expertise, not just in humanitarian response, but also in the development field and integrating gender into its programming.

Regarding the affiliation process that Oxfam Pilipinas is currently working on, most local partners shared that this is a welcome development as it will open up more funding avenues. Most of the key local partners' leaders believed that Oxfam's role in generating funding, especially that accessible by members of the Oxfam confederation, will still be critical. Some local partners also felt that Oxfam transitioning into a national organization may mean that they will go back to direct implementation and compete with local organizations for funding opportunities.

A thorough mapping of potential partners in different locations could be conducted, while providing the necessary capacity building interventions for those pre-identified partners is important.

This would promote area-based implementation, so existing Oxfam partners will not be deployed to locations outside of their geographic programme areas during emergencies. Oxfam should also look to possibly increase the resources available to support local humanitarian

leadership. This will help sustain local humanitarian leadership efforts and expand its scope and coverage.

In addition, Oxfam shares innovations with its partners by integrating them into programmes and partnerships. For example, the partnership that was developed with the Inclusive and Affordable Financial Facilities for Resilient and Developed Filipinos (iAFFORD) project aided partner organizations in the use of financial inclusion innovation as a strategy for building resilience; strengthening disaster preparedness measures using a cash-market approach; reducing disaster risk through access to risk financing; accelerating economic growth through access to livelihood finances; and increasing social and family protection through insurance. Stakeholder organizations invested their own resources to access Oxfam's technical support and help them build their internal organizational capacity on digital financial inclusion and the use of iAFFORD to implement their priority projects.

Figure 11 traces how the RIC programme's design contributed to its relevance and effectiveness.

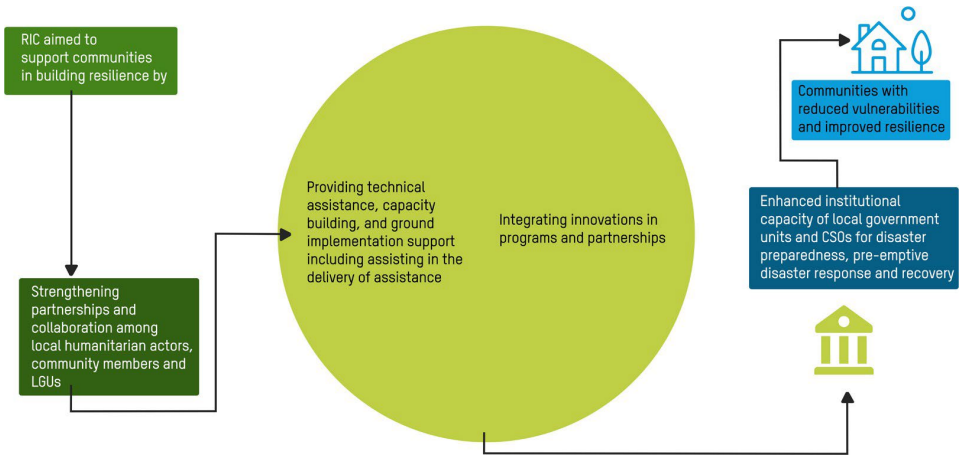


Figure 11: Finding 3 contribution flow chart

Recommendations

Capacity-building activities implemented by Oxfam should also be replicated by partners in their communities and with the LGUs. One area that needs improvement is LGUs' capacity in terms of cluster coordination. Oxfam and its partners can distil their knowledge to the LGUs, which are the leads in communities' cluster coordination.

In terms of funding, Oxfam should continue to pursue alternative funding sources and possibly expand or increase its partnerships, especially with the private sector. In addition, local partners see resource mobilization as one of Oxfam's roles for the next five years. Due to its good track record, Oxfam is in a better position to influence its local and international networks of organizations and donors. This includes around the availability of unrestricted funding for interventions such as anticipatory action, the triple nexus approach and innovative disaster response strategies. It is crucial that Oxfam is visible in dialogues with its national and international networks so that it can convey to the networks and authorities how innovative approaches can better support the communities.

Partners also suggested knowledge products such as models of completed projects to present in forums and dialogues, and the sustained dissemination of the good practices, insights and innovations of Oxfam Pilipinas and its humanitarian partners to maintain visibility within the donor sector. More importantly, Oxfam should maintain and continuously improve its visibility in humanitarian sector action, not just for the large and popular donors and international donors. Oxfam's visibility and presence can also help its local partners access local funding sources that are more accessible to them (in a partnership or even just by supporting the local partners).

Oxfam and its partners should also continue to include the quick response fund option for projects focusing on disaster preparedness. This fund allows a portion of the funding to be reallocated to disaster response actions where a disaster happens in areas covered by the project (or areas nearby).

Finding 4: RIC promotes gender responsiveness, gender justice and gender equality within the humanitarian field.	
Contribution score	
Evidence score	

Gender justice, especially putting women at the heart of its programming, is a priority for Oxfam and in its RIC programme. Interventions developed under the RIC programme considered gender gaps not just economically but also in terms of engagement and participation. In the key informant interviews, community members mentioned that women were engaged in various projects through training, which raised their awareness of their roles, capacities and capabilities during disaster risk reduction. The training given to women included knowledge and awareness of disaster preparedness and risk reduction, which they applied in their families and communities. Women also led in terms of family preparedness during crises and disasters, being responsible for ensuring everything needed for their family's disaster preparedness was secured. The interview data showed that these results led to a longer-term result of building gender responsiveness within existing practices in communities, such that gender gaps are now being put into the open and addressed, and sensitive issues on gender roles are also being taken into consideration. These were also seen by interviewees as equipping women in claiming their rights, such as having a more active voice in their communities.

> *'We prepare everything, including our children, and then when we receive monetary support from Oxfam, we ensure some will be put to our savings to manage it well.' Community member*

In terms of participation in community activities related to addressing crises and disasters, women started supporting community initiatives through participation in barangay activities that focus on disaster preparedness, risk reduction and humanitarian response. It is also interesting to note that DRRM planning and meetings, usually viewed as male-dominated since these are associated with disaster response, were mostly attended by women rather than men, an evident improvement in women's representation in areas where men are viewed as providing more assistance or work. These immediate changes were viewed by local partners as building the gender sensitivity of barangay officials and of community members on the roles of women, which now go beyond household responsibilities.

The survey results reflected high mean scores (Table 3) across statements that reflect the strengthened engagement of community members, especially women and other vulnerable groups. The difference in scores between respondents who received training and those who did not is minimal. The statements mostly relate to the participation of women and other vulnerable groups in DRRM-related activities, access to functional gender-based violence programmes, and women's leadership role in DRRM activities. For example, respondents who attended training have better knowledge on how women's needs are considered and addressed in DRRM plans and programmes than those who did not receive training. In addition, women organized and formed a gender-based violence watch group to further contribute to the development of the community. These were also linked to various donors for develop women-related programmes and services, although limited information was provided on the specific programmes and services that were developed by the watch groups.

Statement (5-point Liker scale mean analysis: 1–1.8 Strongly Disagree; 1.81–2.6 Disagree; 2.61–3.4 Neutral; 3.41–4.2 Agree; 4.21–5 Strongly agree)	**Mean**

Women are actively involved in DRRM governance processes and mechanisms.	**3.83**
Women's needs were considered and satisfactorily addressed in local DRRM plans and programmes because of women's participation in DRRM activities.	**3.97**
Women actively participate in DRRM-related activities in our community.	**3.97**
Women have leadership roles in DRRM bodies.	**3.64**
Various community stakeholders (e.g. local officials, CSOs, church, faith-based leaders, media, youth, women) are now working together to help improve the resilience capacity of our local community to respond.	**3.92**
Other vulnerable groups (e.g. people with disabilities, elderly people, children) are actively involved in DRRM decision-making processes.	**3.76**
At present, the capacity of my local community has improved compared to the past two years, enabling it and its people to respond better to the recent typhoon/flooding and to future disasters.	**3.88**

Table 3: Strengthened engagement of community members, especially women

Analysis

The GRES developed by the UNDP Independent Evaluation Office provides guidance in implementing a gender-responsive analysis of results in evaluations or assessments. The impact evaluation team also matched each level of GRES with Oxfam's minimum standards for

emergencies (see Annex D). These standards were developed to ensure a consistent approach in Oxfam's promotion of gender equality in humanitarian preparedness, response programming and delivery. The 16 minimum standards of Oxfam were reviewed and matched with GRES as follows:

- Promoting Gender Equality through Internal Practices: Standards 1–4
- Gender Analysis through the Project Cycle: Standards 5–10
- Participation, Dignity, Empowerment: Standards 11–13
- Addressing Gender-based Violence and Prevention of Sexual Exploitation and Abuse: Standards 14–16

One of the strengths of the RIC programme was its work in advancing women's and vulnerable groups' agendas, which are aligned with Oxfam's minimum standards for gender in emergencies. This focus paved the way for increased awareness about these disadvantaged groups and a better understanding of their needs, more inclusive DRRM plans, greater participation of vulnerable populations in disaster preparedness, and higher community engagement in addressing their needs.

The integration of gender in humanitarian response also emphasized the need to safeguard women and girls, especially during displacement or in temporary shelters or evacuation centres. Oxfam and its partners have started innovations on gender in humanitarian response, particularly in ensuring the protection of girls.

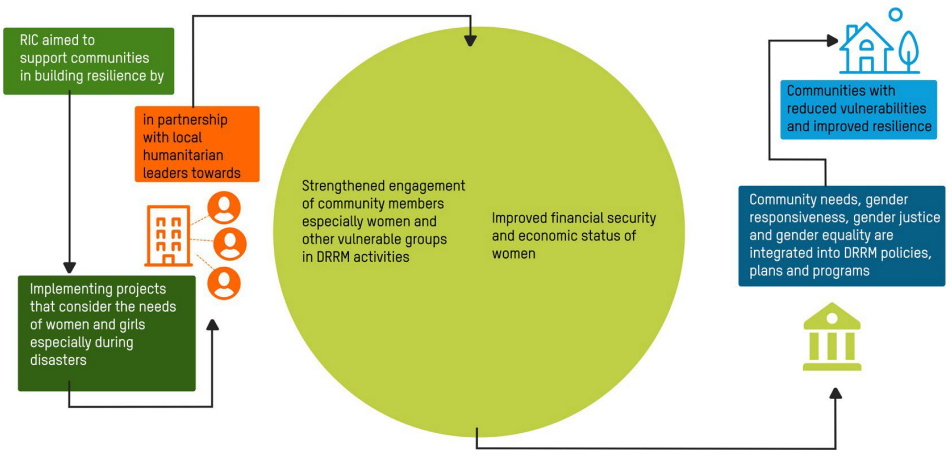


Figure 12: Finding 4 contribution flow chart

Recommendations

Women play an important role in humanitarian response in DRRM: it is therefore important that this role is acknowledged, and their participation is formalized, which can further generate positive results and empowerment for women. It is recommended that women's representation and leadership are always present at both the national and community levels. Oxfam and its partners can help in formalizing the participation and engagement of women by reinforcing their roles, especially in the barangays, in sharing information, planning and implementing disaster risk reduction plans and policies. Women may further be elevated by empowering them with more crucial roles such as the management of resources. In this way, women's voices may be heard further in the local humanitarian response bodies. Most importantly, this could allow women to advocate for more gender-responsive and conflict-sensitive local disaster preparedness and response by revisiting current policies, programmes and practices and fully integrating gender-transformative strategies into these.

The women's network that was established in several RIC projects can be further developed during humanitarian response and provided with regular capacity building. Through collaboration with potential humanitarian sector donors that share similar programme goals and

directions, women could be able to access more funding, which they could then use in their planned action and response. Livelihoods could be further considered in future planning and programming to ensure that livelihood programmes being offered to women are sustainable. This is to allow women to increase their livelihood resiliency, especially during threats and vulnerabilities caused by conflict or disasters.

CONCLUSION

The RIC programme designed its interventions around the following strategies:

- Building the capacity of local actors to implement and manage humanitarian response.
- Mainstreaming gender and protection in government policies and programmes.
- Building the capacity of government agencies to respond to humanitarian situations in a timely manner.
- Maximizing technical expertise (Oxfam and its partners) on WASH, EFSVL and gender and protection.
- Influencing the private sector to enhance the delivery of their products and services (e.g. telecommunications) that would aid the humanitarian-related innovations.

The synergy of these strategies contributed to the reduced vulnerabilities and increased resilience of communities. As the findings show, the RIC interventions are directly linked to the improved capacities of communities and LGUs, which made them more aware of what to do and where to go in times of disaster. Although there is a need for further work on reducing vulnerabilities of communities, especially those in areas that are frequented by disasters, LGUs, through Oxfam and its partners, are slowly working on the reduction of these vulnerabilities, such as by increasing access to services and information related to disaster risk reduction.

The RIC programme strategies also proved effective in bringing behaviour change, as characterized by the communities' improved practices in terms of disaster preparedness and response.

In addition, the strategies resulted in changes in policies and systems, which are reflected in established mechanisms; ensuring that the needs of women, children and other vulnerable groups are addressed; community action plans that are reflective of the priorities of the communities; and the presence of coordination platforms with the active engagement of local humanitarian stakeholders.

ANNEXES

Annex A: Detailed evaluation methodology

Standards, criteria and principles

The impact evaluation team ensured that the evaluation was carried out under universally accepted ethical and professional standards by ensuring that participants were fully aware of the purposes of the evaluation and how their input would be used. This evaluation supports Oxfam's efforts on generating knowledge that is meaningful, accessible and useful to those who rightly own it. The evaluation used participatory tools and methods to encourage broad participation and recognized that change is non-linear and complex, thus requiring the mapping of not just positive and intended outcomes but also negative reactions and unintended outcomes.

Ethical considerations and research protocols were strictly observed to ensure the safety and protection of all stakeholders, especially the communities that participated in this study. The team were guided by the core principles below, taken from the Oxfam Research Ethics Guide:[14]

1. The impact evaluation minimized risk and harm to the target communities.
2. The team respected the rights and dignity of individuals and groups.
3. Participation of stakeholders in the impact evaluation was voluntary and they were appropriately informed of the purpose of the study and, at the same time, provided informed consent.
4. The evaluation was conducted with integrity and transparency through regular updates with the project team and Oxfam Pilipinas.

5. The independence of the impact evaluation was maintained and ensured such that no conflicts of interest emerged, especially in conducting interviews with participants.

Safeguarding

To ensure that the 'do no harm' principle was adhered to during the data collection, safeguarding was included as a topic during the enumerator's training. While the target group did not directly include children or those under the age of 18, the team still ensured that the children and young people were protected. During the orientation for enumerators and interviewers, child protection was discussed to ensure that the risks of abuse and harm to children were minimized throughout the data collection.

Methodology

The impact evaluation was designed to capture the impact of the RICs programme in partner communities. Together with the primary data collected, the study used the programme's ToC, project evaluation reports and counterfactual information as a basis to allow comparison and analysis of the changes brought about by the programme.

The evaluation utilized the process tracing approach as its overall framework for assessing available evidence around the RIC programme's results. This approach was also adopted by Oxfam GB for its impact evaluations (including effectiveness reviews), especially for projects or programmes aiming to influence situations through interventions. The approach involves focusing on a limited number of outcomes, developing several alternative and plausible narratives about what could have contributed to documented outcomes, eliminating competing explanations of such changes based on available evidence, and estimating the level of influence that each of the remaining contributory factors had on programme results.

Through the process tracing approach, the evaluation systematically looked at causal relationships and assessed the evidence that was gathered to support the contributions. To further assess the programme's contribution and evidence, the team used an abridged version of the contribution and evidence scoring, both comprised of a three-point rating scale.

Scoring	Contribution	Evidence
High (3)	Direct contributions of the project were clear and sufficient in generating the set outcomes. Outcomes are realized in full. Changes that happened resulting from project interventions were highly satisfactory given the context and conditions.	Evidence is very strong, due to sufficient and reliable data.
Medium (2)	Outcomes are realized in part. The contributions of the project were above moderate to generate the desired outcome. Other contributing factors were necessary to help generate satisfactory outcomes.	Evidence is relatively strong, due to reliable data that is almost sufficient as there are opportunities for more evidence to support contributions.
Weak (1)	Outcomes are realized to a small extent or marginally. The contributions of the project were below moderate and insufficient to fully generate the desired outcome. Improvements in implementation strategies and delivery of interventions, as well as other mechanisms, are	Evidence is relatively weak. The data is sufficient but is not entirely reliable based on the data source and manner of collection.

	needed to generate the desired result.	

In addition, since the RIC programme has a particular focus on women, the impact evaluation adopted the Gender Results Effectiveness Scale (GRES) developed by the UNDP Independent Evaluation Office, which provides guidance in implementing a gender-responsive analysis of results in evaluations or assessments.[15] This also complemented the process tracing approach as it helped in the classification of contributions and evidence.

Data collection methods

Data collection focused on both primary and secondary data.

A document review guided the evaluation by looking at all RIC programme-related documents at both the portfolio and project levels, such as evaluation reports (including midterm programme reviews, relevant project-level evaluations and meta-reviews of evaluation findings), proceedings from programme and project-level learning reviews (including real-time and after action reviews) with Oxfam Pilipinas humanitarian portfolio teams and implementing partners, knowledge products generated at programme and project levels, post-distribution monitoring surveys and other reports that could be relevant to the focus thematic areas.

To better understand humanitarian and disaster risk reduction programmes, secondary documents such the Republic Act 10121 (Philippine Disaster Risk Reduction and Management Act), National Disaster Risk Reduction and Management Plan, Philippine Development Plan (2016–2022), and other related documents on key presidential pronouncements and the Office of Civil Defense leadership were also reviewed, as these have a great impact on the overall humanitarian capacity of the country.

Key informant interviews were undertaken with Oxfam Pilipinas' humanitarian team, partners, local governments and relevant units like the local DRRMCs. The evaluation also interviewed selected beneficiaries in partner communities.

Given the recent challenges in getting responses to quantitative data collection methods (restrictions on people's mobility due to public health protocols, heightened public suspicion around surveys, survey and research fatigue among potential respondents in programme sites), a survey utilized a short data collection tool to help determine the extent of observed changes that RIC contributed to. The survey collected data from respondents who were familiar with, and who directly participated and benefited from, the RIC programme.

Initial findings were presented to Oxfam Pilipinas' country teams and RIC programme partners in a sense-making workshop for validation, reflection and additional inputs and insights. The presentation focused on responses to the evaluation questions, good practices, lessons learned and remaining data gaps. The results of the workshop were integrated into the final evaluation report.

Sampling

The impact evaluation employed a non-probability sampling for the key informant interviews. One of the key criteria for the interviewees was that they were an active partner in the RIC programme and played an active role in the portfolio- or project-level implementation.

For the survey, the evaluation employed multistage proportionate to size probability sampling in determining the appropriate sample per location. Taking into consideration the initial project mapping and insights collected from the design workshop with the impact evaluation community reference group, eight projects were selected as priority areas for data collection.

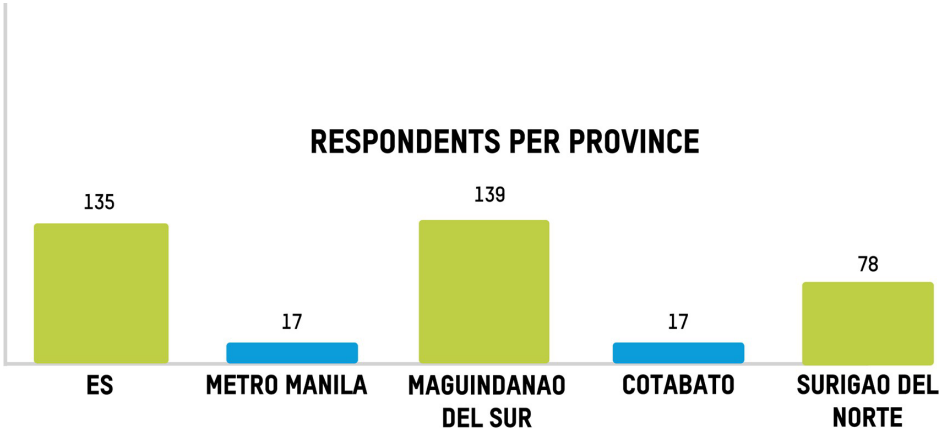
These cover the spectrum of projects that were implemented under the RIC programme over the years, which are emergency response, COVID-19 pandemic response, innovations in disaster risk reduction, policy influencing and capacity building. The sample size was then computed proportionately according to the total reach of each project and distributed in five provinces.

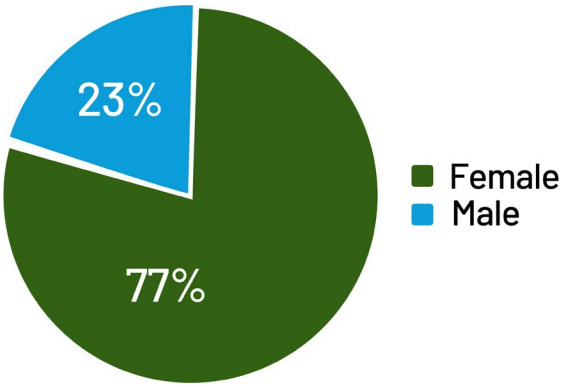
Municipality/province	No. of respondents	No. of barangays
Kidapawan	17	3
Cotabato Province	17	3
Quinapundan	68	5
Salcedo	67	4
Eastern Samar	135	9
Cotabato City	17	3
South Upi	45	1
Sultan sa Barongis (SSB)	33	3
Ampatuan	44	2
Maguindanao del Sur	139	9
Quezon City	17	1
Metro Manila	17	1
Pilar	78	3
Surigao del Norte	78	3
Total	**386**	**25**

The impact evaluation employed both quantitative and qualitative data analysis. For the quantitative analysis, the survey results were analysed using Excel and SPSS. Key informant interviews were also analysed using MAXQDA for content analysis, where codes were analysed based on frequencies or quantitative content analysis. In the qualitative analysis, the team also analysed the interviews thematically and based on the evaluation questions.

Annex B: Survey respondents and key informant interview profiles

Survey respondents



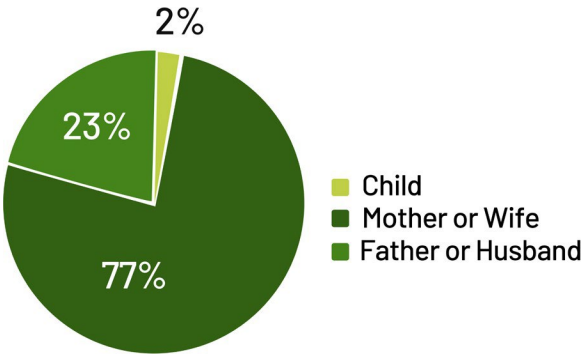


The team surveyed 386 respondents distributed among the three main islands of the country. Most respondents were in the two priority areas of Oxfam Pilipinas – Maguindanao and Cotabato in the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM) and Eastern Samar. A small number of respondents (17) were surveyed in Metro Manila.

Regarding the distribution per sex, 77% (297 respondents) were female, while 23% (89) were male.

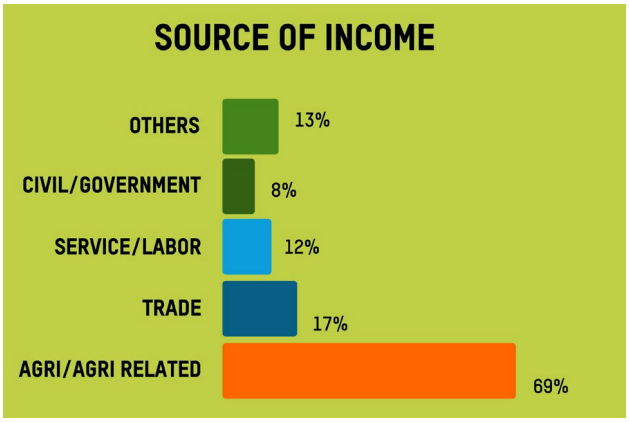
Age range	Frequency	Percentage
18–30 years old	91	24
31–55	225	58
Older than 55	70	18
Total	**386**	**100**

Most respondents were adults (aged 31–55 years old), followed by young people (aged 18–30). There were also 70 elderly respondents.



Consequently, most respondents were also mothers or wives, comprising 76% of the respondents; 22% were fathers or husbands and 2% were children. Most households had five to eight members (47%), followed by households with one to four members. Around 10% of respondents belonged to families with at least nine members. The average household size was 5.11 people.

Household size	Frequency	Percentage
1 to 4 members	171	44
5 to 8	180	47
9 to 12	33	9
More than 12	2	1
Total	**386**	**100**



Household income (PHP)	Frequency	Percentage
Below 5,000	298	77
5,001–10,000	65	17
10,001–15,000	70	18
15,001–20,000	5	1
20,001–25,000	1	0
25,001–30,000	3	1
Greater than 30,000	1	0
Total	**386**	**100**

With BARMM and Eastern Samar as the geographical focus of Oxfam's and its partners' programming, most respondents depended on agriculture and related activities for their income. Furthermore, 77% of respondents (298) reported having a monthly income of below PHP5,000.

Key informant interviewees

Oxfam staff	**4**
Local humanitarian partners	**8**
Community leaders	**8**
Community members	**8**

Annex C: Selected projects for data collection

#	Project name	Project areas	Brief description	Interventions/ assistance	Project spectrum
1	ALERT (Adaptive Livelihoods, Emergency Readiness and Timely Response of Communities to Disasters)	Eastern Samar	One of the project's strengths was its work in advancing women's and vulnerable groups' agendas. It greatly demonstrated its responsiveness to the needs of the most marginalized and vulnerable groups in the community. This focus paved the way for increased awareness about these groups and a better understanding of their needs, more inclusive DRRM plans, greater participation of vulnerable populations in disaster preparedness, and higher community engagement in addressing their needs.[16]	Livelihoods, WASH, basic financial services, training	Innovations in disaster risk reduction, capacity building

2	B-READY (Building Resilient Adaptive and Disaster-Ready Communities)	Eastern Samar	B-READY partner municipalities and barangays adopted measures in their local disaster risk reduction plans as well as policy instruments (resolutions) establishing safeguarding and protection mechanisms, early warning systems and a parametric index as basis for future pre-emptive emergency response. The final evaluation also noted how the pre-emptive cash transfer contributed to reviving the local economy during the post- emergency period.[17]	Pre-emptive cash transfer programme, capacity building of local stakeholders	Innovations in disaster risk reduction, capacity building
3	HBCC (Hygiene and Behavioural Change Coalition) Project	Eastern Samar and Mindanao	The project contributed to Oxfam's strategy of enabling community and locally led public health response through the participation of women and children in WASH interventions; providing women with significant roles in information campaigns by increasing their capacity to be Mum's Magic Hands champions; and disseminating COVID-19 information through community-based communication approaches (e.g. *Bandilyo*).[18]	Community-based hygiene promotion, handwashing stations, Mum's Magic Hands	COVID-19 pandemic response, capacity building

#	Project name	Project areas	Brief description	Interventions/ assistance	Project spectrum
4	iAFFORD (Inclusive and Affordable Financial Facilities for Resilient and Developed Filipinos)	Leyte, Eastern Samar, Lanao del Sur, Lanao del Norte, Rizal, selected cities in National Capital Region	The partnership developed with the iAFFORD project aided partner organizations in the use of financial inclusion innovation as a strategy for building resilience, strengthening disaster preparedness measures using cash-market approach, reducing disaster risk through access to risk financing, accelerating economic growth through access to livelihood finances, and increasing social and family protection through investing in insurance. Stakeholder organizations invested their own resources to access Oxfam's technical support and help them build their internal organizational capacity on digital financial inclusion.[19]	Digital financial services (iAFFORD prepaid card), livelihood assets protection, training, micro-insurance products	Innovations in disaster risk reduction, capacity building
5	Locally Led Humanitarian Response in Marawi	Marawi	This project saw a significant increase in the decision-making role of local organizations. They were involved from programming to implementation and given the freedom to make changes and decisions based on their observations on the ground. For Marawi, the field staff	Food and non-food distribution, gender and protection advocacy, water distribution	Emergency Response, capacity building

			decided on the kind of support that was needed, based on the inputs from their local partners, which was recommended to the Country Management Team. Decision-making was no longer concentrated at the national level; it was heavily influenced by the people on the ground.[20]		
6	Response to the Unmet Humanitarian Needs of IDPs in Mindanao	Maguindanao	The project delivered quality humanitarian assistance and effectively strengthened the capacities of Moro and Lumad communities. It delivered beyond its commitment of providing lifesaving assistance to these communities by integrating development approaches to build their capacity and restore their dignity. Partnerships with the local governments facilitated the timely delivery of the response.[21]	Emergency food, WASH, mental health, emergency shelter programming, livelihoods	Emergency response, COVID-19 pandemic response, capacity building

#	Project name	Project areas	Brief description	Interventions/ assistance	Project spectrum
7	SUPPA (Strengthening Urban Preparedness through Pre-emptive Action) in BARMM	Cotabato	The project supported the improvement of disaster preparedness and enhancement of capacities of households from the most vulnerable communities in the cities of Cotabato and Marawi. Synergies were developed with the LGU partner in supporting flood-affected communities in Cotabato. The action distributed cash assistance prior to the disaster while the LGU provided in-kind assistance such as shelter, food and hygiene kits.[22]	Pre-emptive cash transfer, COVID-19 protection kits, training	Capacity building, innovations in disaster risk reduction, COVID-19 pandemic response, policy influencing
8	Typhoon Rai Response	Surigao and Siargao	Learning on local humanitarian leadership was evident, with partners leading assessments and needs analyses and participating in project development. Partners applied their overall knowledge of emergency response, engagement with LGUs and communities, technical knowledge and approaches learned from previous responses.[23]	WASH, emergency food security, cash, livelihoods, shelter, forecast-based early action	Emergency response, innovations in disaster risk reduction

Annex D: GRES and Oxfam minimum standards matrix

Each GRES level corresponds to a specific minimum standard set by Oxfam. The evaluation team also identified indicators or means of verification to validate that these minimum standards were being met.

GRES categories	Oxfam minimum standard	Remarks/indicators/means of verification
Gender negative	At least met minimum standard 1–4 but have established negative outcomes/results	• Gender and development budget allocation • Gender-sensitive policies • Clear support to gender of management • Gender training **negative gender outcomes
Gender blind	Met minimum standard 1–4 but still need to acknowledge and address gender needs/issues	• Gender and development budget allocation • Gender-sensitive policies • Clear support to gender of management • Gender training • Gender issues explored but not fully addressed
Gender targeted	Minimum standard 5–10 is met	• Results of gender analysis • Sex-disaggregated data • Gender consultations • Gender-integrated framework, plans, strategies
Gender responsive	Minimum standard 11–13 is met	Programmes developed and implemented for women and girls Mechanisms are in place: • Access and participation of girls and other gender groups in humanitarian response are safe and meaningful.

		• Oxfam developed programmes where women's and girl's rights and roles are rectified, and making men their allies in this work.
Gender transformative	Minimum standard 14–16 is met	Improved policies, mechanisms and programmes for women and girls

NOTES

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Cover photo: Maribel Rayos del Sol represents their small group during the Gender-Based Violence Workshop in Barangay Sta. Ana, Taguig City. Photo: Joyce/Community Organizers Multiversity

ABOUT OXFAM

Oxfam is a global movement of people who are fighting inequality to end poverty and injustice. We are working across regions in more than 70 countries, with thousands of partners, and allies, supporting communities to build better lives for themselves, grow resilience and protect lives and livelihoods also in times of crisis. Please write to any of the agencies for further information or visit www.oxfam.org.

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